

# Culture, Tourism and Sport Programme Board

Agenda

Wednesday 19 January 2011  
1.00pm

Rathbone Rooms 1 & 2 (7<sup>th</sup> floor)  
Local Government House  
Smith Square  
LONDON  
SW1P 3HZ

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

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**LG Group Culture, Tourism and Sport Programme Board**

19 January 2011

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There will be a meeting of the Culture, Tourism and Sport Programme Board (Rathbone Rooms 1 & 2, 7<sup>th</sup> floor) **at 1.00pm on Wednesday 19 January 2011 at Local Government House.**

**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.

**Apologies**

Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting, so that a substitute can be arranged and catering numbers adjusted, if necessary.

**Labour:** Aicha Less: 020 7664 3263 email: [aicha.less@local.gov.uk](mailto:aicha.less@local.gov.uk)  
**Conservative:** Angela Page: 020 7664 3264 email: [angela.page@local.gov.uk](mailto:angela.page@local.gov.uk)  
**Liberal Democrat:** Evelyn Mark: 020 7664 3235 email: [libdem@local.gov.uk](mailto:libdem@local.gov.uk)  
**Independent:** Group Office: 020 7664 3224 email: [independent.group@local.gov.uk](mailto:independent.group@local.gov.uk)

**Location**

***A map showing the location of Local Government House is printed on the back cover.***

**LGA Contact**

Paul Johnston (Tel: 020 7664 3031, email: [paul.johnston@local.gov.uk](mailto:paul.johnston@local.gov.uk) )

**Carers' Allowance:** As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £5.73 per hour is available to cover the cost of dependants (i.e. Children, elderly people or people with disabilities) incurred as a result of attending this meeting.

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[http://www.parkplaza.com/hotels/gbriver?s\\_cid=se.bmm2175](http://www.parkplaza.com/hotels/gbriver?s_cid=se.bmm2175)

<http://www.novotel.com/gb/hotel-1785-novotel-london-waterloo/index/shtml>



## Culture, Tourism and Sport Programme Board - Membership 2010/2011

<b>Councillor</b>	<b>Authority</b>
<b>Conservative (6)</b>	
Stephen Castle [ <b>Deputy Chairman</b> ]	Essex CC
Sir William Lawrence	Stratford-on-Avon DC
Ken Maddock	Somerset CC
Kevin Carroll	Torbay Council
Geoffrey Theobald OBE	Brighton & Hove Council
Andrew Lewer	Derbyshire CC
<b>Substitutes:</b>	
Anne Hawkesworth	Bradford MDC
David Lloyd	Hertfordshire CC
<b>Labour (4)</b>	
Simon Henig [ <b>Vice Chair</b> ]	Durham CC
Bryony Rudkin	Ipswich BC
Chris Roberts	Greenwich LB
Caitlin Bisknell	High Peak DC
<b>Substitutes:</b>	
Mike Amesbury	Manchester City
David Phillips	Swansea City
<b>Liberal Democrat (3)</b>	
Chris White [ <b>Chair</b> ]	Hertfordshire CC
Flick Rea	Camden LB
John Commons	Manchester City
<b>Substitute</b>	
Gary Millar	Liverpool City
<b>Independent (1)</b>	
Geoff Knight [ <b>Deputy Chair</b> ]	Lancaster City
<b>Substitute</b>	
TBA	



## LG Group Culture, Tourism and Sport Programme Board Attendance 2010 -2011

<b>Councillors</b>	<b>13/09/10</b>	<b>17/11/10</b>	<b>19/01/11</b>	<b>02/03/11</b>	<b>26/05/11</b>	<b>21/07/11</b>
<b>Conservative Group</b>						
Stephen Castle <b>[Deputy Chairman]</b>	YES	YES				
Sir William Lawrence	YES	YES				
Ken Maddock	YES	YES				
Kevin Carroll	YES	NO				
Geoffrey Theobald OBE	YES	NO				
Andrew Lewer	YES	YES				
<b>Labour Group</b>						
Simon Henig <b>[Vice Chair]</b>	YES	YES				
Bryony Rudkin	YES	YES				
Chris Roberts	NO	YES				
Caitlin Bisknell	YES	NO				
<b>Lib Dem Group</b>						
Chris White <b>[Chair]</b>	YES	NO				
Flick Rea	YES	YES				
John Commons	YES	NO				
<b>Independent</b>						
Geoff Knight <b>[Deputy Chair]</b>	YES	YES				
<b>Substitutes</b>						
Cllr David Lloyd	YES (observer)					
Cllr David Phillips		YES				
Cllr Gary Millar		YES				
Cllr Anne Hall (West Sussex)		YES				





## Agenda

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### LG Group Culture, Tourism and Sport Programme Board

Wednesday 19 January 2011

13.00

Rathbone Rooms 1 & 2 (7<sup>th</sup> floor), Local Government House

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#### For discussion

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4.	<b>CTS Programme Board forward plan</b>  Paper to follow.	
5.	<b>Future of the 2012 Olympic and Paralympic Games Nations and Regions Group (<i>CONFIDENTIAL</i>)</b>	<b>21</b>
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#### For noting / information

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**Date of Next Meeting:** Wednesday 2 March 2011, venue TBC, York



## Note of decisions taken and actions required

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<b>Title:</b>	Culture, Tourism and Sport Programme Board
<b>Date and time:</b>	Wednesday 17 November 2010
<b>Venue:</b>	Smith Square Rooms 3 and 4, Local Government House, Smith Square, London, SW1P 3HZ.

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### Attendance

Position	Councillor	Council
Vice chair	Cllr Simon Henig (Labour)	Durham CC
Deputy chair	Cllr Stephen Castle (Conservative)	Essex CC
Deputy chair	Cllr Geoff Knight (Independent)	Lancaster City
Members	<b>Conservative</b>	
	Sir William Lawrence	Stratford-on-Avon DC
	Cllr Ken Maddock	Somerset CC
	Cllr Andrew Lewer	Derbyshire CC
	<b>Labour</b>	
	Cllr Bryony Rudkin	Ipswich BC
	Cllr Chris Roberts	Greenwich LB
	<b>Liberal Democrat</b>	
	Cllr Flick Rea	Camden LB
Substitutes	Cllr David Phillips (Labour)	Swansea City
	Cllr Gary Millar (Liberal Democrat)	Liverpool City
	Cllr Anne Hall (Liberal Democrat)	West Sussex
Apologies	Cllr Kevin Carroll (Conservative)	Torbay Council
	Cllr Geoffrey Theobald OBE (Conservative)	Brighton & Hove Council
	Cllr Caitlin Bisknell (Labour)	High Peak DC
	Cllr Chris White (Liberal Democrat)	Hertfordshire CC
	Cllr John Commons (Liberal Democrat)	Manchester City
In attendance	Nigel Lynn (CLOA), Martyn Allison, Laura Caton, Clarissa Corbisiero, Matt Nicholls, Paul Raynes, George Moody (LG Group)	



Item	Decisions and actions	Action by
1	<p><b>Culture, Tourism and Sport Programme Board – note of last meeting</b></p> <p>Cllr Simon Henig, Vice Chair, welcomed Members to the meeting and passed on the Chair’s apologies.</p> <p><i><b>Decision</b></i></p> <p><i>The note of the last meeting was agreed.</i></p> <p><b>Action</b></p> <p>The confidential paper mentioned under Museums Improvement to be circulated to Members.</p>	<b>Paul Johnston</b>
2	<p><b>Youth Libraries Board</b></p> <p>Miranda McKearney, Director of the Reading Agency, and Sue Jones, Senior Project Manager-Young People at the Reading Agency, gave an update on the Youth Libraries Board.</p> <p>The key points from the presentation were that:</p> <ul style="list-style-type: none"> <li>• Libraries offer young people safe, welcoming spaces and inspiring learning and reading opportunities</li> <li>• The Youth Libraries Board works with young people, libraries, councils and others to advocate for the importance of libraries to young people, and to support libraries to fully involve young people in service delivery and design</li> <li>• The Reading Agency is working with 75 local authorities and 12,581 young people have been involved</li> <li>• One of the projects is “HeadSpace”, spaces in libraries designed by young people for young people. There are currently 23 HeadSpaces around the country.</li> </ul> <p>Members were particularly interested in the HeadSpace project. They discussed the importance of tailoring the library offer to young people, but acknowledged the tension this can sometimes cause with other library users. Members also emphasised the importance of libraries forging partnerships with other local cultural bodies seeking to develop similar offers to</p>	

young people, such as museums.

***Decision***

*Members agreed that potential areas of collaboration between the LG Group and the Youth Libraries Board should be explored.*

**Action**

An update about the Youth Libraries Board to be included in the next CTS e-bulletin.

**Paul Johnston**

A list of current Headspace projects, and contact details, to be circulated to Members.

**Laura Caton /  
Paul Johnston**

**3 Local Community Bank**

Members discussed a paper outlining the LGA's campaign for the establishment of a local community bank. The bank would take a place based approach to investing devolved funding in the voluntary and community sectors (VCS) and would support the development of the Big Society locally.

Members strongly supported the proposal, but emphasised the focus should be on distributing lottery funds, and not seeking to become fully fledged local banks.

Members identified a number of existing organisations (e.g. Essex's Community Development Fund, the Community Foundation in Merseyside) whose work could be developed and/or built upon and whose expertise should be sought.

Members felt more work needed to be done on governance arrangements, particularly the role of local councillors, and noted the need to consult with the Economy and Transport Programme Board.

***Decision***

*The proposed approach to establish a local community bank was agreed, subject Members' comments.*

**Action**

Officers to progress the proposal in line with a steer from Members.

**Clarissa Corbisiero**

Cllr Chris White to meet with Cllr Peter Box, Chair of the LG Group's Economy and Transport Programme Board, to discuss the proposal.

**Clarissa Corbisiero**

**4. Local media**

The Government is currently consulting on a new Code of Recommended Practice on Local Authority Publicity. Matt Nicholls, Head of News and Media Relations, LG Group, spoke to a report setting out why the Group believes that the proposed code of practice is at odds with the Government's commitment to localism, and updated Members on the Group's lobbying.

Members strongly supported the Group's position. They emphasised that the cost of publishing statutory notices in local newspapers is high – newspapers are able to charge councils premium rates because they have no choice of supplier -, that council newsletters are sent to every household, and that without council newsletters councils would have to spend more money communicating to residents in less efficient ways.

**Decision**

*Members endorsed the LG Group's draft response to the Government's Draft Code of Recommended Practice on Local Authority Publicity.*

**Action**

Members' comments to be reflected in the briefing for the oral evidence session.

**Matt Nicholls**

**5. Membership of outside bodies and feedback from Members**

Members agreed that the Board's Lead Members should make appointments to Outside Bodies.

Cllr Lewer reported back on his attendance at the CILIP Public Library Authorities Conference. He said that, although the conference was very informative and useful, fewer elected

members, and especially those with a culture portfolio, attended.

Members requested written feedback on meetings attended from those Members unable to attend Board meetings in person.

**Action**

Lead Members to agree nominations to Outside Bodies.

**Lead Members**

Future Board papers to include the latest Chair's update, which includes a summary of meetings attended by Lead Members.

**Paul Johnston**

Members to consider e-books at a future meeting.

**Laura Caton**

**6. Culture, Tourism and Sport Programme Board – update on current issues**

**Action**

Cllr White to give an update on live music as part of the current issues item at the next Board meeting.

**Cllr Chris White**

The impact of the winding down of Regional Development Agencies on preparations for the 2012 Games to be discussed at the next Board.

**Laura Caton**

**7. CLOA Case studies**

Members briefly discussed case studies submitted by CLOA, which focused on the role of local cultural services in building the Big Society locally.

**Decision**

*Members agreed the format of the case studies report.*

**Action**

Case studies on topical culture, tourism and sport issues for councils to be a standing item at all Board meetings.

**CLOA**

**Date of Next Meeting:** Wednesday 19 January, 1.00pm, Local Government House



**Item 2**

## **The visitor economy landscape**

### **Purpose of report**

For discussion and direction.

### **Summary**

This paper summarises the key issues for councils in the light of significant changes to how support for the visitor economy is organised nationally, regionally and locally; namely, the winding up of Regional Development Agencies by April 2012, the potential role of LEPs in tourism and a new direction for VisitEngland.

The Board will receive a presentation from James Berresford, Chief Executive of VisitEngland. This item is an opportunity for Board Members to influence how VisitEngland interacts with councils and LEPs in the new visitor economy landscape, in advance of the publication of their new strategic framework in the Spring.

### **Recommendation**

Members are invited to discuss with VisitEngland the key issues for councils arising from changes to the visitor economy landscape.

### **Action**

To be taken forward by officers as directed by Members.

**Contact officer:** Laura Caton  
**Position:** Business Manager, LGA  
**Phone no:** 020 7664 3154  
**E-mail:** [laura.caton@local.gov.uk](mailto:laura.caton@local.gov.uk)



**Item 2**

## **The visitor economy landscape**

### **Background**

1. As the fifth largest industrial sector in the UK, tourism has massive potential to support employment, investment and skills development. It generated £114 billion in 2008, which represented 8.2% of total Gross Domestic Product, and sustained 2.65 million jobs, a large proportion of them entry-level jobs in which newcomers to the labour market acquire fundamental skills.
2. Councils ensure the quality and development of the core infrastructure of places, such as transport facilities and clean, safe and attractive public spaces. As such, they are heavily involved in supporting the visitor economy, investing over £100m per year in business support, visitor information and destination marketing. They also spend a significant amount on culture and heritage and support major cultural, business and sporting events; all of which are key attractions for tourists.
3. This paper summarises the key issues for councils in the light of significant changes to how support for the visitor economy is organised nationally, regionally and locally; namely, the winding up of Regional Development Agencies by April 2012, the potential role of LEPs in tourism and a new direction for VisitEngland, which is developing a new strategic framework for tourism to be published in the Spring.
4. Against this background, the Government is developing a new tourism strategy, which we expect to be published for consultation in February, with a strong focus on encouraging more private sector involvement and funding. The kind of ideas the Government are developing include:
  - 4.1 Localising business rates: in August 2010, the Prime Minister made a speech on tourism in which he said councils should be able to keep a share of increased business rates resulting from investment in tourism support.
  - 4.2 A private sector marketing fund to boost tourism: the British tourism industry has responded to the Government's challenge to create a marketing fund of more than £100 million to boost tourism in the run-up to the Diamond Jubilee and 2012 Games by pledging cash and payment in kind to help match £50 million of public money already committed by VisitBritain. Further details of the four-year marketing campaign will be launched in the Spring and aims to deliver:

**Item 2**

- 4.2.1 1 million extra overseas visitors a year;
- 4.2.2 £2 billion more visitor spending the UK;
- 4.2.3 50,000 new jobs across the country.

4.3 Boosting domestic tourism: the Government has said it aims to increase the proportion of domestic tourism spend by UK residents to 50% of their total spend at home and abroad.

5. The LGA has been seeking to influence the strategy at Member and officer level. In particular, Cllr Chris White and Cllr Stephen Castle met John Penrose MP, Minister for Tourism, in October 2010, and Cllr White and Baroness Eaton met him again on 11 January 2011.

**A new model for supporting the visitor economy**

6. The current arrangements for supporting the visitor economy are complex and too top-down, with varying levels of engagement from the private sector. In the current economic climate it is vital that we maximise the potential contribution of tourism to generate income and jobs and as a catalyst for wider economic improvements, where this is prioritised by local areas. The introduction of LEPs is a significant opportunity to improve public sector support of tourism - 80% of which are small and medium sized enterprises - by introducing a model that is consistent with a place-based approach to investment, so that decisions on tourism are taken in the context of the wider local economy, are more locally accountable and with stronger engagement from local tourism businesses.

**The winding down of Regional Development Agencies (RDAs)**

7. Central government support for tourism is currently delivered at a regional level, through RDAs. For example, many RDAs support a Destination Management Organisation (DMO) or similar body. Amongst other things, these bodies develop the local tourism offer, help improve the look and feel of destinations, support businesses to improve their customer service standards so that places are more welcoming and market the destination to potential visitors.
8. The winding up of RDAs by April 2012 will therefore have a significant impact upon how tourism support is organised: some funding for DMOs ends in April 2011, at the same time as many LEPs are aiming to give a lead on the full range of interlinked issues that affect local economies and upon which a thriving visitor economy rests.
9. Members are clear, however, that LEPs will not be “mini” RDAs: they will operate very differently, and that the interim period is not about “transition”. We want the Government and Visit England’s new approach to focus on supporting

## **Item 2**

small businesses, encouraging start-ups and creating new private sector jobs. We think there is an important role for VisitEngland to play in encouraging RDAs, and through them DMOs, to fully involve the council and LEP (where applicable) in discussions on winding down regional work on tourism.

10. We also want to ensure that councils have a say in the future of RDA assets and liabilities relating to the visitor economy. Lobbying on this is being led by the Economy and Transport Programme Board. Specifically, we are continuing to press Government for councils to have the right to sign off on what is proposed locally before it goes forward to be agreed nationally.

### **The role of LEPs**

11. In July, the LGA welcomed Local Enterprise Partnerships (LEPs) as a landmark moment for councils, working with business, to restore local control of the economic destiny of their areas.
12. Many LEPs have decided that tourism is important and are aiming to give a lead on the full range of interlinked issues that affect local economies and upon which a thriving visitor economy rests. This includes transport provision, infrastructure investment, skills, employment and training provision. As a result, there is huge potential for LEPs to work with tourism businesses, both through special-purpose DMOs but also through Chambers of Commerce and other bodies, to sustain and support great destinations. For example, the Stoke on Trent and Staffordshire LEP has designated the DMO as one of the “delivery groups” which will report into the main LEP Board and take the lead on tourism. The Solent LEP will deliver a comprehensive destination management and marketing approach across the Solent area to capitalise on its assets and its high brand awareness. And in the Marches Enterprise Partnership, the Shropshire & Telkin DMO has signed-up to the LEP and will work closely with it on tourism.
13. We believe that any central government funding for tourism locally, which VisitEngland might have a role in allocating, should be spent by LEPs as part of their support to the wider local economy, to help meet local priorities. This will ensure that decisions about tourism will be taken within the context of the interlinked issues mentioned above. Under such a model, where their existence continues to be appropriate, DMOs should be commissioned by the LEP.
14. At this Board meeting, Members are also considering future priorities for the Board’s lobbying and improvement work. Members will want to ensure that appropriate support is provided to those councils involved with LEPs which have prioritised supporting the visitor economy.

**Item 2**

**Future direction of VisitEngland**

15. We think that there is an ongoing vital role for VisitEngland, joining-up agencies and Departments across Whitehall, and focusing on key industry asks, such as removing regulatory burdens and financial disincentives for small tourism businesses. VisitEngland also believes it has a key role to play in being a “DMO of last resort”, so that if a tourism business needs to be developed or supported to promote itself in an area without a DMO, a mechanism would still be there.
16. In light of our model for a new approach to the visitor economy, LEPs will be the key local commissioning body for tourism, and we would welcome further discussions with VisitEngland about how it might seek to relate to LEPs and to ensure that local government has a strong voice in its decision-making structures.

**Conclusion and next steps**

17. Members are invited to discuss with VisitEngland key issues for councils arising from the changes to the visitor economy landscape, including:
  - 17.1 Managing the winding down of RDAs;
  - 17.2 The potential role of LEPs in supporting a thriving visitor economy, and how they might relate to DMOs and other organisations already active in the local visitor economy;
  - 17.3 The future direction of VisitEngland, and how it might relate to LEPs and councils.

**Financial Implications**

18. None for the LG Group arise from this report. The development of LEPs will have significant impacts on funding for economic services locally.

**Implications for Wales**

19. Tourism is a devolved matter. This paper only concerns English local authorities.

**Item 3**

## **Digital inclusion and superfast broadband**

### **Purpose of report**

For discussion and direction.

### **Summary**

This paper updates the Board on LG Group work on digital inclusion and invites the Board to consider whether to become a partner of Race Online and support that partnership with promotional activity. It also updates the Board on the roll-out of superfast broadband.

### **Recommendations**

Members are asked to consider whether the LG Group should become a partner of Race Online and undertake promotional activity in support of that partnership.

### **Action**

Officers to take forward Members' decision.

**Contact officer:** Phillip Mind / Brendan Harris  
**Position:** Senior Policy Consultant, LGA / Interim Director of Knowledge and Innovation, LGID  
**Phone no:** 0207 664 3243 / 0207 296 6802  
**E-mail:** [Philip.mind@local.gov.uk](mailto:Philip.mind@local.gov.uk) / [brendan.harris@local.gov.uk](mailto:brendan.harris@local.gov.uk)





**Item 3**

## **Digital inclusion and superfast broadband**

### **Background**

1. The Chair met Martha Lane Fox, the government's UK Digital Champion, on 1 December. The role of digital champion was created by the Labour Government in June 2009, and the Prime Minister expanded it in June 2010 when he asked Martha Lane Fox to sit on the Reform and Efficiency Board and review Directgov as well as lead the Race Online 2012<sup>1</sup> campaign.
2. The meeting followed correspondence between Baroness Eaton and Martha Lane Fox about the role of local government in helping people get online and the specific actions local government and the Local Government Association might take to support this agenda. Martha Lane Fox also attended the LGA Strategy and Finance Group last year.
3. Race Online's mission is to help the 9 million people in the UK, of whom 6 million are aged over 55 years, who have never used the internet get online to help them make consumer savings, access information and make social contacts.
4. The Board last discussed digital inclusion in July following the publication of Martha Lane Fox's Networked Nation Manifesto. At that meeting, the Board endorsed local government's role in promoting digital inclusion and drew the link to the roll out of high speed broadband in rural areas.

### **Digital inclusion**

5. We would like the Board's views on two issues now – should the LG Group become a partner of Race Online and what would that involve?
6. Over 900 organisations are partners of Race Online including nearly 30 councils – districts, London Boroughs, counties and unitary councils - businesses such as BT and Microsoft, media organisations such as the BBC and ITV, the Post Office and charities such as Age UK. Many organisations that partner Race Online pledge to get a certain number of people online.

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<sup>1</sup> Race Online 2012 is the government funded independent organisation set up to support the UK Digital Champion's work.

**Item 3**

7. Our pledge would be to promote digital inclusion in various ways (see below). We would make it clear that it is for individual councils to decide whether to partner Race Online.
8. There is a precedent for the LGA partnering a campaign – for example, we partnered “25<sup>th</sup> Hour”, the Olympics volunteering campaign.
9. **Are there any risks?** The local government finance settlement means that councils could be taking decisions that will not promote digital inclusion, for example library service reductions and closures. On the other hand, getting more people online is in the council taxpayers’ interest since it enables channel shift, reducing the cost of interactions with citizens. If the Board is minded to partner Race Online, we would take advice on the media handling and the timing of a public announcement.
10. **What could we do?** Our commitment would be to promote digital inclusion to members through a programme of work including:
  - 10.1 Setting out the range of actions councils might take to promote digital inclusion, highlighting the work of some councils to put services online (channel shift in the jargon) and the success stories councils have had in getting more people online, including the financial benefits from doing so;
  - 10.2 Identifying appropriate opportunities for Martha Lane Fox and her colleagues to speak at group events and contribute to the LG Group’s *First* magazine;
  - 10.3 Arranging a meeting with Race Online between council and business leaders to discuss the opportunities for innovative partnerships bringing together access to re-cycled computer kit, broadband access and community training programmes;
  - 10.4 Identifying suitable opportunities to highlight the role digital champions, on the frontline and in more strategic roles in local government, play in getting people online;
  - 10.5 promoting digital inclusion through LG Improvement and Development’s community of practices and embedding it in the wider work to support the sector with their online and IT strategies.

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**Superfast broadband**

11. There are interactions between digital inclusion and the roll out of superfast broadband – for example, a bigger demand for broadband makes roll out more financially viable to the private sector. An ideal scenario would be one where service transformation, digital inclusion and superfast broadband come together - councils are best placed to join activity up.
12. The government is investing over £800 million in superfast broadband infrastructure in those communities where it is not commercially viable – the so-called Final Third. Its preference for delivery is through local procurement and it is now working with three pilot areas (Cumbria, Herefordshire and North Yorkshire) with a further phase planned for later this year.
13. The LG Group is working with Broadband UK to support the role of local government in procuring broadband infrastructure in those places to help consolidate local government's leading role and ensure the lessons from the pilot are shared across the sector. We will be getting along side the pilot areas, and will bring a more substantive proposition to the board shortly.
14. Councillor Chris White has also attended the Ministerial Group on broadband and we have a request with officials to be included in the official level governance that underpins the ministerial discussions.
15. It is clear that there are a number of policy issues that are inter-connected – digital inclusion, superfast broadband, the post office network, the future of library services and the use of community buildings.
16. Discussions between Councillor Chris White and Ed Vaizey MP, Minister for Culture, Communications and the Creative Industries, have identified the need to bring together ministers and lead members of the LGA to discuss these inter-connected issues.

**Financial Implications**

17. None

**Implications for Wales**

18. The UK Digital Champion's work extends to Wales and we will be speaking to the WLGA following the Board's discussion.



## CONFIDENTIAL



Culture, Tourism and  
Sport Programme Board  
19 January 2011

### Item 5

## Future of the 2012 Olympic and Paralympic Games Nations and Regions Group

### Purpose of report

For discussion and direction.

### Summary

This report summarises the key issues for councils' engagement with the 2012 Games arising from the abolition of the Regional Development Agencies (RDAs), through which central government support for 2012 is currently organised and funded.

### Recommendation

Members are asked to discuss how we can best work with Government and the Organising Committee to ensure that local authorities remain fully engaged with both the delivery of the 2012 Games and legacy planning.

### Action

To be taken forward by officers as directed by Members.

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**Item 5**

## **Future of the 2012 Olympic and Paralympic Games Nations and Regions Group**

### **Background**

1. UK-wide engagement with the 2012 Games, including local government, is currently achieved through the Nations and Regions Groups (NRGs), most of which are funded and hosted by Regional Development Agencies (RDAs). The abolition of RDAs, therefore, throws into question how this UK-wide engagement will be achieved, just 18 months from the Games.
2. In August 2010, Cllr Chris White and Cllr Stephen Castle wrote to Hugh Robertson, Sports Minister, setting out the compelling reasons for sustaining the current NRG arrangements and funding in some form; namely that:
  - 2.1 The 2012 Games is an immovable deadline and total abolition of NRGs puts at serious risk:
    - 2.1.1 The safe and successful delivery and co-ordination of Games-time critical events that will need to happen around the country, such as the Torch Relay, Cultural Olympiad, pre-games training camps, Live Sites and volunteering;
    - 2.1.2 The potential of the Games to deliver wider sporting, social and economic benefits for the whole country.
  - 2.2 There is a need for a strategic layer of engagement between the local and national level – LOCOG and government don't have the capacity to engage with individual councils, or indeed emerging Local Economic Partnerships, and the functions set out in point 1 (a) require cross-boundary cooperation.

### **Future of the Nations and Regions Groups**

3. The Government Olympic Executive has written to all RDA Chief Executives to let them know that there is a small amount of funding available to support NRGs in 2011/12 and 2012/13. However, this will not be enough to continue the officer support that is currently working in the regions on 2012, and NRGs have also been asked to identify other potential funding sources.
4. We understand that the preferred option is to retain the current set up for as long as possible. Where this is not possible, Government and the Organising Committee, in consultation with the NRGs, are developing a model for a "Forum", whereby fewer but bigger meetings would be held, and partners may

### **Item 5**

need to find alternative sources of income to fund dedicated officer support to coordinate cross-boundary activities and legacy planning.

#### **Conclusion and next steps**

5. Members are asked to discuss how we can best work with Government and the Organising Committee to ensure that local authorities remain fully engaged with both the delivery of the 2012 Games and legacy planning.
6. Members might wish to consider writing to the Sports Minister to reiterate our key messages around local authority engagement with the 2012 Games and in particular to highlight the following points:
  - 6.1 There is a need for a strategic layer of engagement between the local and national level to ensure that critical cross-boundary issues are dealt with;
  - 6.2 NRGs should fully engage local authorities in regional conversations about a way forward for the NRG;
  - 6.3 Depending on the time scale for winding up RDAs, and the appetite for them to continue this activity during the wind down phase, wherever possible NRGs should be supported to continue in their present form;
  - 6.4 Where this is not possible, it should be up to local partners to agree a way forward. Other options might include finding a suitable home for regional 2012 work within another existing organisation, such as Sport England. This would build upon existing infrastructure, provide a strategic interface between the local and national, and would reinforce the focus on community sport and mass participation;
  - 6.5 Any central government funding should be focussed on those areas where the changes to the regional landscape pose the greatest risk to the delivery of the Games;
  - 6.6 After the Games, local enterprise partnerships should take the lead on maximising the legacy benefits to local communities, where this is prioritised locally.

#### **Financial Implications**

7. None.

#### **Implications for Wales**

8. The LG Group links with the WLGA on 2012 matters.



**Item 6**

**Member feedback from outside bodies**

**Purpose of report**

For information.

**Summary**

This paper provides Members with the opportunity to **feedback** on recent meetings of outside bodies at which they have represented the Board. The Board Chair's report to LG Group Councillors' Forum, which details the Chair's and Lead Members' activities undertaken on behalf of the Board, is also attached as **Appendix A**.

Please note that meetings which took place after 31 December 2010 will be included in the Chair's report for February, and circulated with the next Board papers.

**Recommendations**

Members currently representing the Programme Board on outside bodies are asked to **provide any appropriate feedback** from recent meetings, details of which are enclosed.

**Actions**

Subject to comments from the Board, officers to take forward any suggested actions.

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**Member feedback from outside meetings**

**Recent**

Title	Date
<b>Institute of Sport and Recreation Management Conference</b>	<b>18 November 2010</b>
Cllr Chris White attended and spoke at the ISRM Conference on 18 November on the topic of the future of sport and leisure in a new financial and political landscape.	
<b>2012 Games National Resilience Team Steering Group</b>	<b>25 November 2010</b>
Following the establishment of the Home Office funded National Resilience Team to help councils meet the resilience challenges of hosting the 2012 Games, Cllr Stephen Castle attended the first meeting of the Steering Group, which will oversee progress.	
<b>Martha Lane Fox, UK Digital Champion</b>	<b>1 December 2010</b>
Cllr White met Martha Lane Fox, UK Digital Champion, to discuss the local government role in tackling digital inclusion and getting the 9 million people in the UK who have never used the internet online.	
<b>NRG joint member and coordinator meeting</b>	<b>2 December 2010</b>
Cllr Castle attended a meeting of the Nations and Regions Group met to discuss the latest preparations for the 2012 Olympic and Paralympic Games.	
<b>Ed Vaizey MP</b>	<b>8 December 2010</b>
The Minister and Cllr White discussed progress with the Future Libraries Programme and the implications for councils of Government's decision to give the Arts Council responsibility for most of the functions currently carried out by the Museums, Libraries and Archives Council (MLA), which will be abolished by April 2012.	
<b>Superfast Broadband – Ministerial meeting</b>	<b>9 December 2010</b>
Cllr White attended a Ministerial meeting on superfast broadband on 9 December, which followed on from the Government's announcement that there will be a second wave of superfast broadband pilots and a digital hub in every community.	

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<b>Tourism for All Board</b>	<b>9 December 2010</b>
Cllr Sir William Lawrence attended the Board meeting, where discussions centred predominantly around finance and attracting more tourism operators to join the OpenBritain campaign.	
<b>Local Authority World Heritage Forum</b>	<b>17 December 2010</b>
Cllr John Commons attended the most recent meeting of the Local Authority World Heritage Forum, where attendees discussed progress on the Cultural Olympiad.	
<b>County Sports Partnership Network meeting</b>	<b>11 January 2011</b>
Cllr White and Cllr Castle met Richard Saunders and Lee Mason, Chair and Executive Director respectively of the County Sport Partnership Network, to discuss the relationship between CSPs and councils in the light of recent changes to how sport is funded and organised.	
<b>John Penrose MP, Tourism Minister</b>	<b>11 January 2011</b>
Baroness Eaton and Cllr White met John Penrose to discuss the potential role of Local Enterprise Partnerships in tourism and joint working with English Heritage on new and more efficient ways of working for local heritage services.	

**Forthcoming**

<b>Title</b>	<b>Date</b>	<b>Attendees</b>
Meet Ed Vaizey MP	25 January 2011	Cllr Chris White
Tourism Alliance Board	4 February 2011	Cllr Kevin Carroll
LGA / LOCOG meeting	10 February 2011	Cllr Simon Henig and Cllr Stephen Castle
NILGA – Annual Conference and Executive meeting	10 and 11 February 2011	Cllr Chris White

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**Appendix A**

## **Culture Tourism and Sport Board – report from Cllr Chris White (Chair), December 2010**

### **Joint letter with Jeremy Hunt, Secretary of State for Culture, Olympics, Media and Sport**

This week I have written a joint letter with Jeremy Hunt to leaders of councils to highlight some of the innovative approaches councils are developing to providing local cultural and sporting services in a tough financial climate, and to emphasise that councils are best placed to lead modernising cultural services generally. We also highlighted some of the early learning from the Future Libraries Programme, where 36 councils have come together in 10 projects to pioneer new ways to deliver library services more efficiently, including using new technology, sharing back office functions and co-locating libraries with other local services.

### **Ed Vaizey, Minister for Culture, Communications and Creative Industries, 8 December**

The Minister and I discussed progress with the Future Libraries Programme and the implications for councils of Government's decision to give the Arts Council responsibility for most of the functions currently carried out by the Museums, Libraries and Archives Council (MLA), which will be abolished by April 2012. I argued that councils and their local partners must lead improvement and efficiency in museums, and that the maximum amount of funding available must be devolved to the frontline, to keep museums open and engaged with their local schools and communities.

### **Martha Lane Fox, UK Digital Champion, 1 December**

I met Martha Lane Fox, UK Digital Champion, to discuss the local government role in tackling digital inclusion and getting the 9 million people in the UK who have never used the internet online. I also emphasised how increasing internet access offered councils significant opportunities to transform the way they deliver local services, and the strong linkages to the roll-out of superfast broadband.

### **Superfast Broadband**

I attended a Ministerial meeting on superfast broadband on 9 December. This followed-on from the Government's announcement that there will be a second wave of superfast broadband pilots and a digital hub in every community. In response, I have asked officers to develop a proposal for an LG Group offer to support councils in developing their on-line capability and sharing good practice.

### **2012 Games Nations and Regions Group**

On 2 December the Nations and Regions Group met to discuss the latest preparations for the 2012 Olympic and Paralympic Games. The group also

## **Item 6**

discussed what will happen to the regional 2012 partnerships, most of which are funded and hosted by Regional Development Agencies (RDAs), once RDAs wind down. UK-wide engagement with the 2012 Games, including local government, is currently achieved through these partnerships. Cllr Castle emphasised the importance of finding a way for this engagement to continue when we are so close to the Games. This will vary between regions, depending upon the RDA's appetite for continuing with this work during the wind down phase, and partners' capacity to put in place temporary arrangements.

### **2012 Games National Resilience Team Steering Group**

Following the establishment of the Home Office funded National Resilience Team to help councils meet the resilience challenges of hosting the 2012 Games, Cllr Stephen Castle attended the first meeting of the Steering Group, which will oversee progress. He emphasised the importance of the team working with councils who are hosting Olympic and Paralympic events outside London, and those councils outside London who will play a role in the Torch Relay, Cultural Olympiad and other significant events related to the 2012 Games.

### **Institute of Sport and Recreation Management (ISRM) Conference**

I spoke at the ISRM Conference on 18 November on the topic of the future of sport and leisure in a new financial and political landscape. I argued that at a time of unprecedented budget pressures for discretionary services, it is vitally important that strong political and officer leadership positions sport at the heart of a council's efforts to create healthier, stronger and more prosperous communities.

### **Culture, Tourism and Sport Programme Board**

The Board met on 17 November. Members received a presentation from the Youth Libraries Board about encouraging more young people to visit libraries, debated a proposal for local community banks to simplify the allocation of lottery funding to the local voluntary and community sector and discussed the LG Group's response to Government's consultation on the publicity code of conduct for councils.

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**Item 7**

**Culture, Tourism and Sport Programme Board – update on current issues**

**Purpose of report**

For information / noting.

**Summary**

This report updates Members on current issues of interest to the Board which are not covered elsewhere in the agenda. Updates are included on:

1. Modernising local cultural services and the Future Libraries Programme
2. School Sport
3. 2012 Olympic and Paralympic Games
4. Museums improvement
5. Heritage

**Recommendation**

Members are asked to note the update.

**Action**

Secretariat / CLOA Advisory Panel as appropriate

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**Item 7**

**Culture, Tourism and Sport Board – update on current issues**

**Modernising local cultural services and Future Libraries Programme**

1. At the end of December, Cllr Chris White wrote a joint letter with Jeremy Hunt MP, Secretary of State for Culture, Media, Sport and the Olympics, to leaders of councils to highlight some of the innovative approaches councils are developing to providing local cultural and sporting services in a tough financial climate, and to emphasise that councils are best placed to lead modernising cultural services generally. The letter is **annexed** to this report.
2. It also highlighted some of the early learning from the Future Libraries Programme, where 36 councils have come together in 10 projects to pioneer new ways to deliver library services more efficiently. Ahead of the formal publication of findings from the programme, the leading savings options that are emerging include:
  - 2.1 **Use of new technology** – Northumberland and Durham are exploring how they can make the most of the opportunities presented by Raceonline 2012 and use digital innovation to improve services and make savings;
  - 2.2 **Exploring a single library authority** - Cornwall with Devon, Plymouth and Torbay are looking at a single library authority for the peninsula as opposed to four of varying sizes, capacities and strengths;
  - 2.3 **Community management of library services** - Herefordshire with Shropshire and Suffolk are exploring new models of service delivery and governance including community management;
  - 2.4 **Shared services** - Kensington and Chelsea with Hammersmith and Fulham are exploring the feasibility of shared services;
  - 2.5 **Locating libraries in other outlets** - Bradford is exploring locating libraries in shared outlets including retail premises.
3. Cllr Chris White and Ed Vaizey MP, Culture Minister, are meeting with representatives from some of the Future Libraries Programmes on 25 January to discuss progress.
4. Although the FLP is progressing well, Members will be very aware that there is a vigorous debate about the future of libraries and campaigns in those areas where local councils have taken the difficult decision to close some of their libraries, and in the letters pages of the broadsheets. Councils are very aware of their statutory duty in relation to libraries so it is of some concern that in a recent communication Roy Clare, Chief Executive of MLA, said that the MLA is working with a number of councils (less than 10) who are “at risk of being in breach” of those duties. Clearly we need to avoid further central government statutory inquiries into local library services of the kind undertaken in Wirral in

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2009. Aside from the LG Group's position that locally elected councillors should be free to decide how best to provide information services to local people without fear of central government intervention, the statutory duty was drawn up half a century ago, before the arrival of the internet and digital media. The LG Group has a vital role to play, widely sharing the learning from the phase 1 FLP projects and offering targeted support to councils who are considering changing the way they deliver their library services to reduce costs without compromising their statutory duty. Officers will closely monitor the situation and keep Members fully informed.

### **School Sport**

5. The Government recently announced that it will fund School Sport Partnerships (SSPs) to the end of the summer term 2011 at a cost of £47 million. A further £65 million from the Department's spending review settlement will be paid to enable every secondary school to release one PE teacher for a day a week in the school year 2011/12 and in 2012/13. However, even with this transitional funding, a significant amount of activity will have to stop and in some cases already has, which risks disrupting preparations for the national roll-out of the School Olympics in 2012/12. CTS Lead Members have asked officers to work with Children and Young People's colleagues to develop a proposed way forward that will put school sport on a more sustainable footing and better connect it to the wider community school system. A draft proposal will shortly be shared with Lead Members.

### **2012 Olympic and Paralympic Games**

6. The National Local Authority Olympic Resilience team has been formed to ensure that local authorities are fully represented in national discussions and planning processes on Olympic resilience matters and to support local authorities across England and Wales in preparing for resilience issues associated with the 2012 Games. The Member Steering Group for the Programme met for the first time on 25<sup>th</sup> November and will meet on a quarterly basis. This followed the first meeting of the Chief Executive-level Programme Board for the project on 28<sup>th</sup> October. Two officers are now in post and are engaging with local authorities through a variety of means, including a national workshop for local authority Heads of Emergency Planning on 31<sup>st</sup> January and meetings in early February of project teams which will take forward three key areas of work: emergency coordination and information management; venue and emergency planning; and training and exercising.

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**Museums improvement**

7. Following the Government's decision to abolish the Museums, Libraries and Archives Council (MLA), it has been announced that Arts Council England will take on the following functions relating to museums and libraries:
  - 7.1 the Renaissance in the Regions programme for regional museums, including completing the re-design of its content and operation;
  - 7.2 regional museums improvement and development agenda, including the Accreditation Standard and the Designation Scheme and projects relating to the 2012 Cultural Olympiad;
  - 7.3 libraries improvement and development agenda;
  - 7.4 cultural property functions including, for example, export licensing, Government Indemnity, acceptance in lieu and security advice.
  
8. The LG Group is developing a proposal on behalf of the sector about the role of councils in the new Renaissance programme, so that councils and their partners are leading improvement and efficiency in museums locally. We will also continue to press Government for the maximum amount of money available to be devolved to the frontline, to keep museums open and engaged with their local schools and communities. CLOA advise on the importance of managing the transfer from MLA to the Arts Council and a new Renaissance programme in order to minimise disruption on local museums services and to give clarity about funding levels. A draft proposal will shortly be shared with Lead Members.

**Heritage**

9. Councils are playing a huge role in the preservation of and protection of our heritage. The LGA is working with English Heritage to develop the more efficient ways of working locally that will be necessary to cope with fewer local conservation officers. This could include sharing local conservation services, giving local volunteers a bigger role and forging partnerships with private sector heritage attractions. These different ways of working will be shared widely with the sector at an event on Sustainable Heritage Asset Management in partnership with the Princes Regeneration Trust on 22 February.



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CMS 161900/DC

29 December 2010

Dear Councillor

We are writing to you about our shared goal of getting better local services for people and to update you on some practical measures to help local authorities delivering cultural and sporting services when the government's overriding priority is deficit reduction, as reflected in the local government finance settlement.

We would like to highlight some of the many examples of improvement and modernisation across local cultural and sporting services. Culture and sport support a range of policy priorities including, but not limited to, economic growth, health and wellbeing, and safer and stronger communities. It is for these reasons that culture and sport are so important to communities and tend to attract significant local interest. Councils across the country have also learned that it is important to prepare for changes with evidence that can be defended.

Through the Future Libraries Programme (FLP) the Local Government Group and Museums, Libraries & Archives Council (MLA) are supporting 36 councils to find new ways to deliver library services without cutting the front line. We thought it would be helpful, ahead of the formal publication of findings from the programme, to share with you examples of the leading savings options that are emerging and our [newsletter](#) gives you more information. The MLA and Local Government Group can help if you want to find out more and are available to assist you in looking at a wider range of options and ideas for your library services that could help you save money while minimising the need for cuts to front line services.

Library authorities outside the programme are also developing innovative approaches to providing services:

- a) Essex County Council will be helping to improve Slough Borough Council's library service and reduce its administration costs from 1 January 2011;
- b) Investment by Aviva has contributed towards the transformation of York Central Library with more books, the latest technologies and new services;
- c) In North Yorkshire volunteers at Grassington Hub are at the heart of service delivery.

We are convinced that innovation, led by the energy and experience of councils themselves, is also going to provide the best recipes for modernising cultural services generally in a tougher financial climate.

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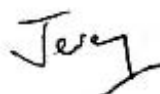
There are also lots of examples of councils developing different approaches to providing local cultural and sporting services and responding to the economic situation by being innovative:

- a) Many councils are successfully commissioning their cultural services to deliver more efficiently other key service priorities such as adult social care, health, better outcomes for children and young people and economic development;
- b) Manchester City Council has focused its culture and sport services as major drivers of economic growth, inward investment, and job creation and training;
- c) Leicester Comedy Festival has developed relationships with communities and the health service to respond to issues such as men's health, teenage pregnancy and healthy eating amongst children and young people;
- d) Suffolk Artlink manages a series of projects aimed at improving the lives of vulnerable people in Suffolk including older people and their carers;
- e) In Kirklees a partnership between creative arts organisations offer a range of services for people as part of their mental health and wellbeing care planning services.

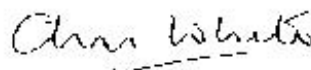
There are a number of different ways by which examples such as these are shared widely across the local government sector, including:

- a) LGID's website brings together in one place the learning that is coming out of the "Passion for Excellence" improvement work in partnership with DCMS and key public bodies.  
<http://www.idea.gov.uk/idk/core/page.do?pageld=21131849>.
- b) The Living Places website is a suite of online resources developed by DCMS and key public bodies to support the contribution of culture and sport to planning <http://living-places.org.uk>.
- c) LGID has also launched two new publications outlining ways the sector can improve its efficiency through new ways of working and making better use of assets and sources of further help.  
<http://www.idea.gov.uk/idk/core/page.do?pageld=24327034>

Help and advice is available and it could assist you in providing the culture and sport local people will be looking for while making the savings that are needed.



**JEREMY HUNT**  
Secretary of State for Culture,  
Olympics, Media and Sport



**Cllr CHRIS WHITE**  
Chair, LG Group Culture, Tourism &  
Sport Programme Board

**Item 8**

**CLOA case studies**

**Purpose of report**

For noting.

**Summary**

Local Culture and Sport Improvement Networks (LCSINs) exist in the East Midlands, West Midlands, London and the East.

In each of these regions LCSINs are driving improvement and efficiency in local government culture and sport services, including facilitating collaboration on groundbreaking efficiencies projects, self assessment and peer challenge, Member development, regularly programmed learning events on topics such as strategic commissioning, and new cross-authority performance management frameworks to better demonstrate the value and impact of culture and sport.

LGID's National Culture and Sport Improvement Programme works with local councils and professional bodies, such as the National Culture Forum, to support areas that want to establish a local improvement network by providing advice and learning opportunities to build capacity, strengthen leadership and enable areas to lead their own improvement. LGID provides on-going support to those networks and works with them to ensure that the national improvement offer reflects the needs of the sector.

**Recommendations**

Members are asked to note the case studies and give a steer of future topics that they would like case studies to cover.

**Action**

Secretariat / CLOA Advisory Panel as appropriate.

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**CLOA case studies**

**Building an impact – Local Culture & Sport Improvement Networks**

***“We are convinced that innovation, led by the energy and experience of councils themselves, is also going to provide the best recipes for modernising cultural services generally in a tougher financial climate.”***

***Joint letter from Secretary of State for Culture, Media and Sport, Jeremy Hunt and Cllr Chris White (Chair LGA CTS Board)***

**Background**

1. Local Culture and Sport Improvement Networks (LCSINs) exist in the East Midlands, West Midlands, London and the East.
2. In each of these regions LCSINs are driving improvement and efficiency in local government culture and sport services, including facilitating collaboration on groundbreaking efficiencies projects, self assessment and peer challenge, Member development, regularly programmed learning events on topics such as strategic commissioning, and new cross-authority performance management frameworks to better demonstrate the value and impact of culture and sport.

**Example:** The Cultural Improvement Programme East Midlands (CIPEM) delivered a programme of Member support which was informed and led by Elected Members and resulted in more informed Member Champions for Culture and Sport. CIPEM followed this up with a programme of training for 21 aspiring senior managers in the cultural sector.

3. Improvement Networks have become an established and effective way of working in partnership across the culture and sport sector, be it at national, regional, local level or sector specific;

**Example:** Within the London Cultural Improvement Programme (LCIP) sector specific local improvement networks have emerged, such as London’s Local Authority Museums Improvement Network and London Events Managers Network. With the support of the LCIP team they are driving their own improvement and efficiency whilst bringing capacity and resource to the LCSINs.

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4. Each LCSIN has developed organically according to local conditions and in response to the strengths and needs of the local area it supports. LCSINs have been able to be flexible and responsive to changing needs in a way that larger formally constituted organisations would find more difficult.

**LCSIN Objectives**

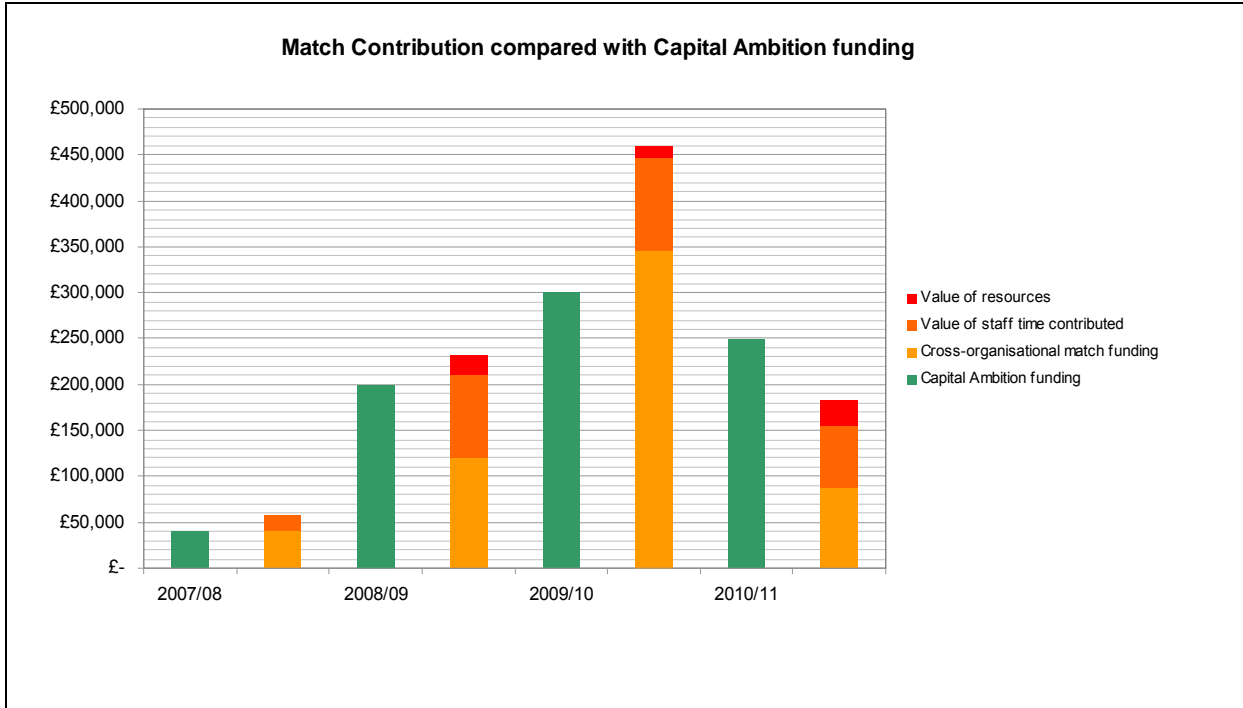
5. Key objectives have evolved over time, responding to the rapidly changing political and fiscal environment; ranging from driving improvement in CPA through demonstrating the impact of culture on wider outcomes in CAA and now to the current key objectives:
  - 5.1 Supporting collaboration and new ways of working to drive cost savings and efficiencies.
  - 5.2 Leading the transformation of culture and sport services in the context of the local government change agenda
  - 5.3 Supporting Local Authorities to improve and innovate, particularly in the context of budget reduction
  - 5.4 Driving improvement and effectiveness through building strong and effective partnerships
  - 5.5 Developing leadership and advocacy for the culture and sport sector

**LCSIN Track Record**

6. LCSINs have aligned a wide range of partners and Local Authorities to work in collaboration to lead their own development, generate investment and drive improvement and efficiency. They have built the confidence of Local Authorities, NDPB's and RIEPs through a strong track record of:
  - 6.1 engaging local authorities in sector led improvement and efficiency projects
  - 6.2 building capacity in Local Government and the third sector
  - 6.3 delivering sustainable improvements and efficiencies
  - 6.4 effective collaboration and working across boundaries and disciplines
  - 6.5 maximising the role of culture in economic growth, health and social care and children's services
  - 6.6 aligning priorities and generating investment

**Example:** Through the LCIP over £1.7 million of investment has been generated to support Local Authority improvement .Of this 45.9% cash funding from Capital Ambition (London's RIEP), 34.52% of cash funding from partner organisations, 15.91% from staff time contributed and 3.67% from other resources contributed.

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**Local Authority Performance and Accountability**

7. The deletion of National Indicators, Local Area Agreements and inspection regimes will mean that improvement, performance and outcomes are set at a local level and culture and sport need to demonstrate delivery against priority local outcomes.
8. LCINs have been supporting the shift towards commissioning, which demands robust needs analysis and effective performance management to be in place for the culture and sport sector to successfully attract funding.

**Example:** To help managers involved in measuring and evidencing the contribution of the sector to local priorities Culture First, the improvement network for the East, piloted the Local Government Improvement & Development outcomes framework and has hosted a series of training sessions to support uptake.

**Sector Led Improvement**

9. The LCSINs provide support programmes that enable Councils from all tiers to collaborate to improve the effectiveness of locally important services. The use of Local Authority secondees in particular has ensured the confidence and trust

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of Local Authorities, leading to exceptional levels of engagement and collaboration.

10. Capacity building is embedded within the programmes and outputs are shared with other Local Authorities in the area and nationally through the wider group of LCSINs.

**Example:** One of the key improvement areas identified by London's Local Authorities was the lack of expertise for effective marketing of the culture and sport offer. LCIP partner Visit London worked with a professional PR Company to provide practical marketing skills. The project also produced five online marketing beginners' guides which have been shared with Local Authorities across the country through the LCINs using little or no resource.

**Example:** In Lancashire all councils carried out a co-ordinated Culture and Sport Improvement toolkit exercise and drew from it some examples of joint improvements through which economies of scale, and greater impact, could be achieved by working together. This work programme has now been updated to reflect the current financial climate, and funding has been obtained from the Lancashire "arm" of the RIEP to develop a programme of "Improvement, Innovation, and Efficiency". Within the Pennine Lancashire part of the County, there is also a similar programme taking place to seek greater co-ordination and partnership working between the museums and heritage sites. As with the county-wide programme this is at a preparatory stage and is awaiting finalisation and approval by the host organisations.

In Cumbria the local network has led an initiative to deliver efficiencies and improvements across the County with the focus has been on greater co-operation and the sharing of assets and services. A draft programme has been prepared and is currently being considered by Chief Executives before a work programme is finalised.

All local authorities in the East Midlands region are supporting a co-ordinated approach to CSIT. Each county will seek ways in which economies and improved service delivery can be achieved by working more closely together at county level - and issues which specifically relate to rural areas.

In addition ,the East Midlands is piloting the new CSIT Theme 9 which focusses on "Efficiency" and which will assist the sector in demonstrating that it is at the forefront in recognising the imperative to deliver "more for less" in the current economic climate.

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**Localism**

11. With the emerging emphasis on localism, Local Authorities together with local community and voluntary organisations are important in providing and enabling the delivery of front line services.
12. The tension between the expectations of customers for improved and increasingly personalised services and the need for Local Authorities to significantly reduce spending can be addressed through sector led innovation to drive efficiency by developing new ways of working, avoiding duplication and sharing, for example by sharing back office functions, systems and processes whilst retaining local accountability.
13. So whilst the LCIN's evolved in a climate of regionalism, their ability to facilitate local culture and sport improvement remains a key asset for the sector and sub regional networks are at the core of a number of innovative local projects.

**Example** Culture First is supporting a review of dual use sports facilities in the South West Ipswich area. In addition to identifying delivery options that make the management more efficient for schools, operators and funding partners, the project will result in increased community access and improved quality and consistency of services. The outcomes of this work will be shared amongst a wide audience through [www.culture-first.com](http://www.culture-first.com) in to support transferable practice.

**Big Society**

14. The LCSINs have the proven track record, flexibility, knowledge and skills to lead transformation of culture and sport provision in line with the principles of Big Society and ensure that Local Authorities enable and commission locally important services.
15. The LCSINs are already involved with capacity building in voluntary and community culture and sport organisations at local level and through market development and building consortia are beginning to support them to:
  - 15.1 adapt to new funding models
  - 15.2 understand procurement processes
  - 15.3 benefit from commissioning
  - 15.4 align outcomes with local priorities
  - 15.5 improve commercial and business skills

**Item 8**

16. There remains however a substantial challenge for the third sector and it is particularly important that community and voluntary organisations in the culture and sport sector are supported through this transition, so they can play their part in delivering more effective and better value services to local communities.

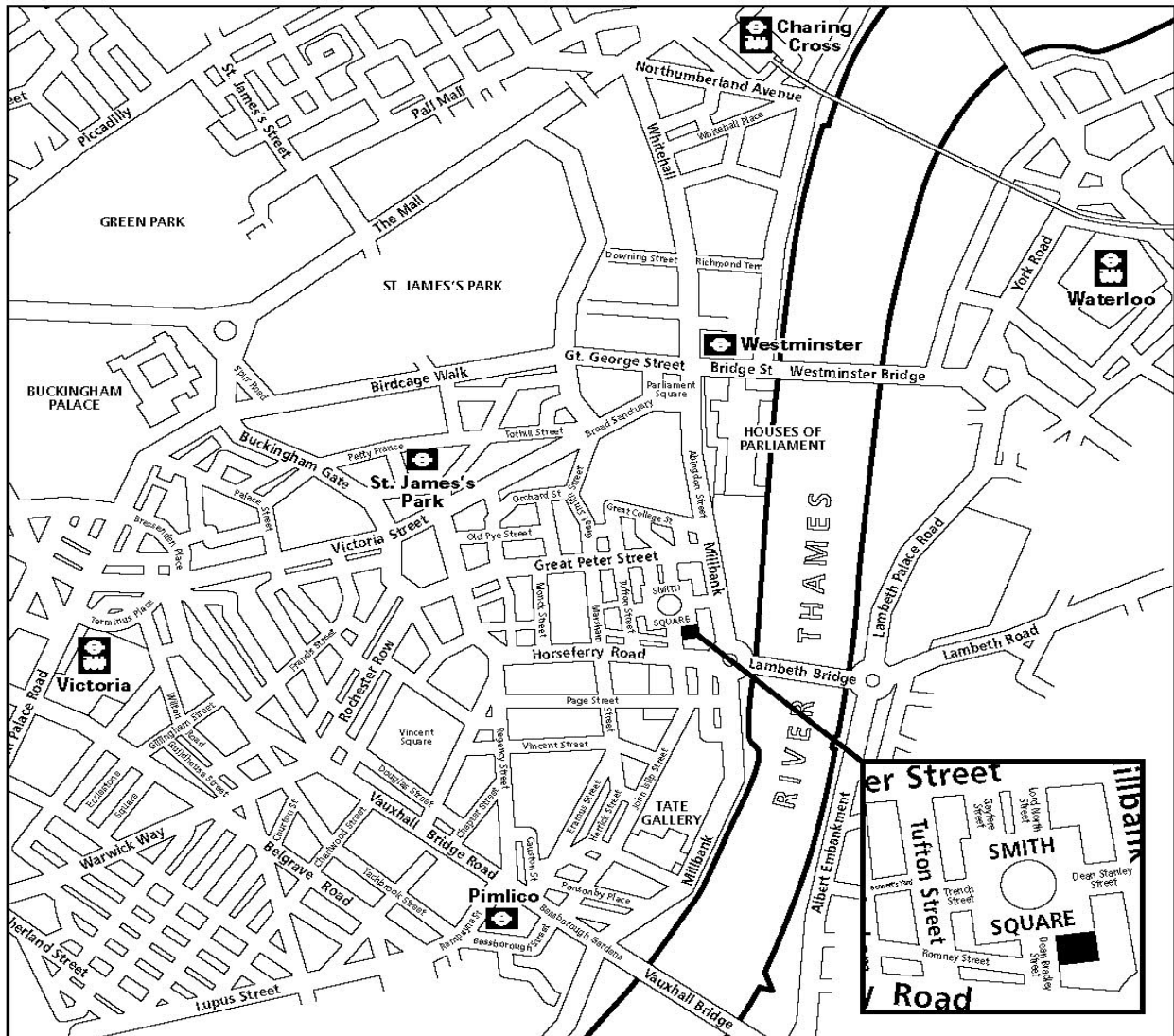
**Example** Culture First has been supporting the resource sharing service for museums, SHARE, to make the transition to a new funding model that will ensure this valued programme of training and advice can be sustained for both professionals and volunteers.

**Summary**

17. Local Authorities are facing major challenges as they rapidly adapt to reform and a new funding environment. The LCSIN have proved they are a cost effective and flexible model of working in partnership with Local Authorities and are well placed to help them respond to the change agenda.



## LGA Location Map



### Local Government Association

Local Government House  
 Smith Square, London SW1P 3HZ  
 Tel: 020 7664 3131  
 Fax: 020 7664 3030  
 Email: [info@lga.gov.uk](mailto:info@lga.gov.uk)  
 Website: [www.lga.gov.uk](http://www.lga.gov.uk)

### Public transport

**Local Government House** is well served by public transport. The nearest mainline stations are; **Victoria** and **Waterloo**; the local underground stations are **St James's Park** (District and Circle Lines); **Westminster** (District, Circle 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 goes close by at the end of **Dean Bradley Street**.

### Bus routes - Millbank

**87** Wandsworth - Aldwych **N87**  
**3** Crystal Palace - Brixton - Oxford Circus

### Bus routes - Horseferry Road

**507** Waterloo - Victoria  
**C10** Elephant and Castle - Pimlico - Victoria  
**88** Camden Town - Whitehall - Westminster-  
 Pimlico - Clapham Common

### Cycling Facilities

Cycle racks are available at Local Government House. Please telephone the LGA on 020 7664 3131.

### Central London Congestion Charging Zone

Local Government House 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**  
 Great College Street  
**Horseferry Road Car Park**  
 Horseferry Road/Arneway Street