

# Culture, Tourism and Sport Programme Board

Agenda

Thursday 21 July 2011  
1.00pm

Smith Square Rooms 1 & 2 (Ground floor)  
Local Government House  
Smith Square  
LONDON  
SW1P 3HZ

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

## **Guidance notes for visitors**

**Local Government House, Smith Square, London SW1P 3HZ**

### **Welcome!**

Please read these notes for your own safety and that of all visitors, staff and tenants.

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DO NOT USE THE LIFTS.

DO NOT STOP TO COLLECT PERSONAL BELONGINGS.

DO NOT RE-ENTER BUILDING UNTIL AUTHORISED TO DO SO.

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Toilets for people with disabilities are situated on the Basement, Ground, 2nd, 4th, 6th and 7th floors. Female toilets are situated on the basement, ground, 1st, 3rd, 5th, and 7th floors. Male toilets are available on the basement, ground, 2nd, 4th, 6th and 8th floors.

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**Please don't forget to sign out at reception and return your badge when you depart.**

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

21 July 2011

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There will be a meeting of the Culture, Tourism and Sport Programme Board **at 1.00pm on Thursday 21 July 2011 in Smith Square Rooms 1 & 2, Ground floor at Local Government House.** Lunch will be available from 12.30pm in the meeting room.

**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**

Fatima de Abreu (Tel: 020 7664 3136, email: [fatima.deabreu@local.gov.uk](mailto:fatima.deabreu@local.gov.uk) )

**Carers' Allowance:** As part of the LGA Members' Allowances Scheme a Carer's Allowance of up to £5.93 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.

**Hotels:** The LG Group has negotiated preferential rates with two hotels close to Local Government House – the Novotel (020 7793 1010), which is just across Lambeth Bridge and the Riverbank Park Plaza (020 7958 8000), which is along the Albert Embankment. When making a booking, please quote the LGA and ask for the government rate.

[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
David Lloyd	Hertfordshire CC
Geoffrey Theobald OBE	Brighton & Hove Council
Andrew Lewer	Derbyshire CC
<b>Substitutes:</b>	
Anne Hawkesworth	Bradford MDC
<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
Paul Crossley	Bath & NE Somerset
<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	YES	YES	YES	
Sir William Lawrence	YES	YES	YES	YES	YES	
Ken Maddock	YES	YES	YES	YES	YES	
Geoffrey Theobald OBE	YES	NO	NO	YES	NO	
Andrew Lewer	YES	YES	YES	YES	NO	
<b>Labour Group</b>						
Simon Henig [ <b>Vice Chair</b> ]	YES	YES	NO	YES	YES	
Bryony Rudkin	YES	YES	YES	NO	NO	
Chris Roberts	NO	YES	YES	NO	YES	
Caitlin Bisknell	YES	NO	NO	NO	YES	
<b>Lib Dem Group</b>						
Chris White [ <b>Chair</b> ]	YES	NO	YES	NO	YES	
Flick Rea	YES	YES	YES	YES	YES	
John Commons	YES	NO	YES	YES	N/A	
Paul Crossley (from May)					NO	
<b>Independent</b>						
Geoff Knight [ <b>Deputy Chair</b> ]	YES	YES	YES	YES	YES	
<b>Substitutes</b>						
Cllr Anne Hawkesworth					YES	
Cllr David Lloyd	YES (observer)			YES		
Cllr David Phillips		YES		YES		
Cllr Gary Millar		YES				
Cllr Anne Hall (West Sussex)		YES				
Cllr Guy Nicholson (Hackney)			YES			
Cllr Florence Nosegbe (Lambeth)			YES			
Cllr Sonja Crisp (City of York)				YES		





## Agenda

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

Thursday 21 July 2011

1:00pm – 3:00pm

Local Government House

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#### For discussion

	Item	Page	Time
1.	<b>Note of last meeting</b>	3	1:00pm
2.	<b>Torch Relay</b>	9	1:05pm
	The Board will receive a presentation from Ken Kelling, Torch Relay Advance Manager, and Sarah Bartholomew, Government Relations Executive, LOCOG		
3.	<b>The Digital Economy</b>	17	1:35pm
4.	<b>Culture, Tourism and Sport Improvement offer</b>	27	2:00pm
5.	<b>Future Libraries Programme</b>	39	2:25pm
6.	<b>Outside Bodies feedback from Members</b>	49	2:45pm

#### For noting / information (2:55pm)

	Item	Page	Time
7.	<b>CTS Annual Conference 2012</b>		
	The latest draft programme will be circulated at the meeting		
8.	<b>Update on current issues</b>	57	
9.	<b>Case study activity: Local Cultural Improvement Networks update</b>	67	

**Date of Next Meeting: Monday 12 September 2011, 2:00 – 4:00pm,  
 Local Government House**



**Item 1**

**Note of last Meeting**

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<b>Title:</b>	LG Group Culture, Tourism and Sport Programme Board
<b>Date and time:</b>	Thursday 26 May 2011, 1.00pm
<b>Venue:</b>	Local Government House

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**Attendance**

<b>Position</b>	<b>Councillor</b>	<b>Council</b>
Chairman	Chris White	Hertfordshire CC
Vice chair	Simon Henig	Durham CC
Deputy chair	Stephen Castle	Essex CC
Deputy chair	Geoff Knight	Lancaster City
Members	Sir William Lawrence	Stratford-on-Avon DC
	Ken Maddock	Somerset CC
	Chris Roberts	Greenwich LB
	Caitlin Bisknell	High Peak DC
	Flick Rea	Camden LB
Substitutes	Anne Hawkesworth	Bradford MBC
Apologies	David Lloyd	Hertfordshire CC
	Geoffrey Theobald OBE	Brighton & Hove
	Andrew Lewer	Derbyshire CC
	Bryony Rudkin	Ipswich BC
	Paul Crossley	Bath & NE Somerset

Officers: Paul Raynes, Helen Johnston, Martyn Allison, Laura Caton, Paul Johnston (all LG Group); Richard Hunt (CLOA)

Item	Decisions and actions	Action by
	<p>At the beginning of the meeting, Members and officers observed a minute's silence for Kevin Carroll, a former Board Member, who had recently passed away.</p> <p>Members welcomed Richard Hunt, who had recently been appointed to succeed Nigel Lynn as CLOA Chair.</p>	
1	<p><b>Note of last meeting</b></p> <p>Members agreed the note of the last meeting as a correct record.</p> <p><b>Decision</b></p> <p><i>Members agreed that arrangements be made for the Board to be held outside London early in the next meeting cycle.</i></p> <p><b>Action</b></p> <p>Officers to make arrangements for the Board to be held outside London early in the next meeting cycle.</p>	<p><b>Fatima de Abreu</b></p>
2	<p><b>National support for local authority archives</b></p> <p>Members received a presentation from Oliver Morley, Chief Executive of The National Archives. The presentation is available to view via <a href="http://www.lga.gov.uk/lga/core/page.do?pagelid=18547858">http://www.lga.gov.uk/lga/core/page.do?pagelid=18547858</a></p> <p>Oliver outlined how The National Archives is approaching taking on a wider national role, following the winding down of MLA by April 2012. Oliver emphasised that The National Archives is keen to work with the LG Group to ensure that the voice of local archives services is thoroughly reflected in the new arrangements. Oliver welcomed the LG Group's suggestion of a joint working group.</p> <p>In response to Members' questions about connections between The National Archives and Race Online, Oliver said that the two organisations were working closely together.</p> <p>Members asked about improvement support for local archives services. Oliver said that The National Archives were happy to support a number of different models that reflected local circumstances. Public accessibility and long term support for local archives were key priorities for The National Archives.</p> <p>Members asked how the National Archives were collaborating with LOCOG on the 2012 Games, with the Arts Council on the transfer from MLA, and with archives services in other sectors.</p>	

Oliver said that The National Archives were working with LOCOG on their digital record keeping strategy for the Games and were disseminating good practice on broader business practices. He said that discussions with the Arts Council were ongoing about the transfer of MLA funding. Oliver said that The National Archives supported archives across sectors, including universities and local government.

**Decision**

*Members agreed that the LG Group and The National Archives should set up a joint working group to oversee the transition from MLA and develop an improvement offer to local government archives services.*

**Action**

Officers to progress setting up the Working Group and keep the Board informed.

**Laura Caton**

**3 One year to go: delivering the 2012 Olympic and Paralympic Games and maximising the legacy benefits**

Members agreed that the 2012 Games was a significant opportunity for councils across the country to use the inspirational power of hosting the Games as a catalyst to achieve local priorities. Members noted the LG Group's work to date on the 2012 Games and supported the suggested focus in the report.

Members also highlighted a number of issues and concerns which they agreed to take forward with the Organising Committee. In particular:

- We would like to see earlier and clearer communication from LOCOG about local government's role in the delivery of the Torch Relay. There is some uncertainty about cost and roles and responsibilities. One consequence of staggering the announcement of the Torch Relay route has been that local areas who did not feature in the first announcement have assumed they are not on the route when this is not necessarily the case.
- There was some uncertainty about local government's role in the Get Set programme.
- Members said that they wanted LOCOG and City Operations to work more closely with the London Boroughs to determine how key operational functions, such as licensing and street cleaning, would be undertaken in London during Games-time.
- Members said that further work needed to be undertaken by Transport for London and other transport operators to develop a coherent transport strategy for the Games, and

that this strategy needed to better involve local authorities. Members suggested liaison with the LG Group Economy and Transport Programme Board on this issue.

- Members said that improved linkages needed to be made with other significant events taking place in 2012, such as the Diamond Jubilee.

**Decision**

*Members agreed that Lead Members liaise with the Group's Economy and Transport Programme Board, and with London Councils, over their concerns on transport strategy.*

*Members agreed that the Torch Relay should be an item at the next CTS Board meeting on 21 July.*

**Action**

Officers to reflect Members' comments in future discussions on the 2012 Games with LOCOG and government.

**Siraz Natha**

Officers to prepare correspondence to the Economy and Transport Programme Board Lead Members and to London Councils on transport issues.

**Siraz Natha**

**4 Government Tourism Policy**

Members noted the implications for local government of the Government's recent announcements on tourism policy. Some Members expressed concern over funding for both Local Enterprise Partnerships and Destination Management Organisations and that lack of resources would lead to increased pressure on local government tourism infrastructure.

Members agreed that it was important to share good practice within localities on delivering tourism.

**Decision**

*Members agreed to the actions within paragraph 16 of the report.*

*Members agreed that Lead Members should be asked to form a position on daylight saving and the May Bank Holiday.*

**Action**

Officers to progress actions within paragraph 16 of the report.

**Laura Caton**

Lead Members to discuss positions on daylight saving and the May Bank Holiday at their next meeting.

**Laura Caton**

## **5 Outside bodies feedback from Members**

Members noted the report.

Members asked that officers examine the organisational landscape for the visitor economy and to review the Board's representation on these organisations. It was agreed that Lead Members should consider the outcome of this.

### **Action**

Officers to examine the organisational landscape for the visitor economy and Lead Members to review the Board's representation on these organisations and partnerships.

**Laura Caton**

## **6 Heritage modernisation**

Members noted the report.

## **7 Progress of MLA / Arts Council transfer**

Members agreed that the Chair write to Dame Liz Forgan, Chair of the Arts Council, requesting clarification on phase two of the Future Libraries Programme.

### **Action**

Officers to draft correspondence to the Chair of the Arts Council about phase two of the Future Libraries Programme.

**Laura Caton**

## **8 Evaluation of 2011 Culture, Tourism and Sport Conference**

Members thanked officers on the organisation and running of the conference and noted the suggestions for improvements in the evaluation forms. In particular, it was noted that delegates wanted more discussion time and workshops and fewer formal presentations.

### **Decision**

*Members agreed that future options be explored about running future Group conferences concurrently.*

### **Action**

Officers to explore options on future arrangements for Group conferences.

**Rebecca Rossini**

## **9 Getting Closer update**

Members noted that the Getting Closer process had been formally completed, and officers updated Members on the officer support to be provided to the Board.

**10 Update on current issues**

Members noted the report.

**11 CLOA case studies**

Members noted the report.

**Date of next meeting: 1.00pm, Thursday 21 July**



21 July 2011

**Item 2**

**Torch relay**

**Purpose of report.**

For information and discussion.

**Summary**

The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) has confirmed the locations for the 70 overnight stops and the full route will be announced later this year. The Torch relay probably offers the most visible way for councils to engage their communities with the Games - approximately 95% of the population will be within one hour's travel time from the Torch.

Ken Kelling, Torch Relay Advance Manager, and Sarah Bartholomew, Government Relations Executive, from LOCOG will be present to provide an update on the Torch relay and answer any questions arising.

**Recommendation**

Members are asked to discuss the key issues raised in this report and to use them to inform the discussion with LOCOG.

**Action**

To be taken forward by officers as directed by Members.

**Contact officer:** Siraz Natha  
**Position:** Advisor  
**Phone no:** 078999 74298  
**E-mail:** [siraz.natha@local.gov.uk](mailto:siraz.natha@local.gov.uk)



**Item 2**

## **Torch relay**

### **The Torch Relay route and stopovers**

1. There can be no more iconic images representing the Olympic and Paralympic Games than the person running with the Torch, either through communities or in the athletics stadium. LOCOG have said that approximately 95% of the population will be within one hour's travel time of the Torch relay.
2. From the start point of the Olympic Torch Relay at Land's end on 19 May 2012, an average of 110 people a day will take centre stage by carrying the Olympic Flame during its 70 day journey towards the Olympic Stadium in London on 27 July 2012.
3. The Olympic Flame will travel for approximately 12 hours each day, concluding on 66 of the 70 days with an exciting early evening celebration event that will enable local people each evening to enjoy entertainment staged by LOCOG and the three Presenting Partners<sup>1</sup>, with the support of the host council for the stopovers announced to date. (**attached** at **Annex 1**.) Each celebration event will differ with locally programmed content on the stage.
4. LOCOG have concluded their search for 2,012 inspirational people who will become the Torchbearers. The appointments will ensure that approximately half of those selected will be aged between 12 and 24 years of age and who are considered as leading lights in their communities.
5. The Paralympic Torch Relay will take place in August 2012 and be smaller in its scale. Further details will be announced later on this year.

### **The role of local government in the Torch relay**

6. The Torch relay offers councils a unique opportunity to create enthusiasm amongst their local populations towards being part of the 2012 Games. Councils are key to supporting LOCOG with route planning, managing the two tier dynamic and developing community engagement along the route.
7. LOCOG has consulted and involved local government in a number of different ways. For example, Torch relay advisory groups have been established in each region and these have included local government representation (although the LG Group highlighted the challenges with the narrow representation in some regions). LOCOG has also organised a series of roadshows across the country

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<sup>1</sup> Coca-Cola, Lloyds and Samsung.

## **Item 2**

to inform councils of the route announced to date and what activities are planned at the stopovers. These were very positively received, although councils said they wanted the information earlier in the planning process. The LG Group has represented councils' interests nationally through attendance at the Nations and Regions Group meetings and regular meetings between CTS Lead Members, LOCOG and Nations and Regions.

8. The LG Group has also communicated key information to all councils via our monthly e-bulletin.
9. Local government is essential in ensuring that the Torch relay is a success. Councils have vast experience of hosting large-scale events and have well-established partnerships with the other local agencies who will be critical to the organisational and security arrangements. They also know their local area's transport system best and the needs of their businesses and communities.
10. Councils have to agree to the Torch passing through their communities and are required to sign an agreement with LOCOG – this process is underway for councils hosting overnight stops. Councils who are hosting an overnight stop will be responsible for health and safety, traffic management, helping to identify the locations for short stops along the route, stewarding and cleansing and waste management, plus any associated local activity. This is also where the costs will fall. LOCOG's responsibilities include identifying a single point of contact for the council, preparing detailed operational guidance for the Relay, making all logistical arrangements for LOCOG personnel and working with the Metropolitan Police to provide security for the convoy. LOCOG will also provide the artists, staging and content for evening celebrations, where the local area wants this.

### **Key issues**

11. Whilst most councils are very positive about the Torch Relay and are committed to realising the benefits, and also appreciate LOCOG's own objectives and sensitivities around the route, some have a number of concerns. Members may wish to explore these with LOCOG:
  - 11.1 **Local intelligence** – there is a concern in some parts of the country that LOCOG is not making the most of councils' valuable local intelligence when planning the detail of the route. In particular, it is essential that LOCOG consults with county and district councils in two-tier areas.
  - 11.2 **Timing for making the route public** - LOCOG plans to make the rest of the route public towards the end of this year. The LG Group has consistently emphasised the importance of making the route public as soon as possible to aid local planning and to help secure the buy-in of

## **Item 2**

communities and businesses. A further consequence of the staggered approach to announcements is that some local areas who did not feature in the first announcement assumed they were not on the route, which is not always the case;

- 11.3 **The cost to councils** - in the current climate councils need to be absolutely clear about how much hosting the Torch Relay will cost them. In particular there is uncertainty about securing legislative enforcement for road closures, which can result in significant costs to councils;
- 11.4 **Overall liability** – councils would welcome further clarification from LOCOG on this point.

### **Conclusion and Next Steps**

12. Members may like to explore the issues raised in this report with LOCOG. The LG Group is committed to continuing to support LOCOG and councils to ensure that the Torch Relay is a great success.

### **Financial Implications**

13. None.



**Item 2**

**Annex 1**

**Olympic Torch relay stopovers**

<p><b>East Midlands</b></p> <p><a href="#">Derby</a> (29 June)  <a href="#">Leicester</a> (2 July)  <a href="#">Lincoln</a> (27 June)  <a href="#">Nottingham</a> (28 June)</p>	<p><b>East of England</b></p> <p><a href="#">Cambridge</a> (7 July)  <a href="#">Chelmsford</a> (6 July)  <a href="#">Ipswich</a> (5 July)  <a href="#">Luton</a> (8 July)  <a href="#">Norwich</a> (4 July)  <a href="#">Peterborough</a> (3 July)</p>
<p><b>London</b></p> <p><a href="#">Bexley</a> (22 July)  <a href="#">Ealing</a> (24 July)  <a href="#">Haringey</a> (25 July)  <a href="#">Waltham Forest</a> (21 July)  <a href="#">Wandsworth</a> (23 July)  <a href="#">Westminster</a> (26 July)</p>	<p><b>Northern Ireland</b></p> <p><a href="#">Belfast</a> (6 June)  <a href="#">Derry~Londonderry</a> (4 June)  <a href="#">Newry</a> (5 June)  <a href="#">Portrush</a> (3 June)</p>
<p><b>North East</b></p> <p><a href="#">Alnwick</a> (14 June)  <a href="#">Durham</a> (16 June)  <a href="#">Middlesbrough</a> (17 June)  <a href="#">Newcastle</a> (15 June)</p>	<p><b>North West</b></p> <p><a href="#">Blackpool</a> (22 June)  <a href="#">Bolton</a> (31 May)  <a href="#">Bowness-on-Windermere</a> (21 June)  <a href="#">Carlisle</a> (20 Jun)  <a href="#">Chester</a> (29 May)  <a href="#">Isle of Man</a> (2 June)  <a href="#">Liverpool</a> (1 June)  <a href="#">Manchester</a> (23 June)</p>
<p><b>Scotland</b></p> <p><a href="#">Aberdeen</a> (11 June)  <a href="#">Dundee</a> (12 June)  <a href="#">Edinburgh</a> (13 June)  <a href="#">Glasgow</a> (8 June)  <a href="#">Inverness</a> (9 June)</p>	<p><b>South East</b></p> <p><a href="#">Brighton &amp; Hove</a> (16 July)  <a href="#">Dover</a> (18 July)  <a href="#">Guernsey</a> (15 July)  <a href="#">Guildford</a> (20 July)  <a href="#">Jersey</a> (15 July)  <a href="#">Hastings</a> (17 July)  <a href="#">Maidstone</a> (19 July)  <a href="#">Oxford</a> (9 July)</p>

**Item 2**

<p><a href="#">Isle of Lewis</a> (11 June) <a href="#">Orkney</a> (10 June) <a href="#">Shetland</a> (10 June)</p>	<p><a href="#">Portsmouth</a> (15 July) <a href="#">Reading</a> (10 July) <a href="#">Southampton</a> (14 July)</p>
<p><b>South West</b></p> <p><a href="#">Bournemouth</a> (13 July) <a href="#">Bristol</a> (22 May) <a href="#">Cheltenham</a> (23 May) <a href="#">Exeter</a> (20 May) <a href="#">Land's End</a> (19 May) <a href="#">Plymouth</a> (19 May) <a href="#">Salisbury</a> (11 July) <a href="#">Taunton</a> (21 May) <a href="#">Weymouth &amp; Portland</a> (12 July)</p>	<p><b>Wales / Cymru</b></p> <p><a href="#">Aberystwyth</a> (27 May) <a href="#">Bangor</a> (28 May) <a href="#">Cardiff</a> (25 May) <a href="#">Swansea</a> (26 May)</p>
<p><b>West Midlands</b></p> <p><a href="#">Birmingham</a> (30 June) <a href="#">Coventry</a> (1 July) <a href="#">Stoke-on-Trent</a> (30 May) <a href="#">Worcester</a> (24 May)</p>	<p><b>Yorkshire and Humber</b></p> <p><a href="#">Cleethorpes</a> (26 June) <a href="#">Hull</a> (18 June) <a href="#">Leeds</a> (24 June) <a href="#">Sheffield</a> (25 June) <a href="#">York</a> (19 June)</p>



**Item 3**

## **The Digital Economy**

### **Purpose of report**

For discussion and direction.

### **Summary**

This report updates Members on key developments in the digital economy landscape and the LG Group's response to date, and asks Members to comment on and agree a suggested work programme.

### **Recommendation**

Members are asked to comment on and agree the work programme for the digital economy set out in paragraphs **12 to 15**.

### **Action**

To be taken forward by forward by officers as directed by Members.

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



**Item 3**

## **Digital Economy**

### **Background**

1. The Board last discussed digital inclusion and superfast broadband in January. At that meeting, the Board endorsed local government's role in promoting digital inclusion and highlighted the link to the roll out of high speed broadband in rural areas.

### **Government Policy**

2. There are several interdependent elements to the government's policy on the digital economy:
  - 2.1 **Roll out of superfast broadband** - The government wants to bring superfast broadband to all parts of the UK and create the best broadband network in Europe by 2015. It is investing £530m through Broadband Delivery UK (BDUK) to reach parts of the country where public funding will be required alongside private investment. There are currently four councils leading pilots. BDUK received over 18 expressions of interest from councils wanting to be part of the next wave; three of these have been given funding to proceed, the remaining 15 are being supported to get their local broadband plans to a point where funding can be released. (See **Annex 1** for a summary of the pilots).
  - 2.2 **Digital inclusion** - There are nine million people in the UK who have never used the internet. Martha Lane Fox is the government's UK Digital Champion and Chair of Race Online 2012 campaign to encourage people to get online. The campaign has now recruited 1,200 partners across the public, corporate and charity sectors, pledging to support more than two million people to get online. The campaign formally ends in 2012 and legacy planning is underway.
  - 2.3 **Local media** - The Government's goal is for 10-20 local TV services to be in operation by 2015, with the first local services licensed from summer 2012. 48 expressions of interest to run local TV stations were received, mostly from national and local commercial organisations, but also from a smaller number of not-for-profit organisations.
  - 2.4 **Digital switchover** - By 2012, analogue television services in the UK will be replaced by digital. The government has said that the digital switchover for radio can only be made once 50 per cent of all listening is to digital (it is currently 24 per cent).

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- 2.5 **Spectrum** - The public sector currently holds around half of the most useful spectrum (needed for wireless communications) for a wide range of services including defence, emergency services, transport and science. The Government is committed to releasing 500 MHz over the next 10 years and is currently consulting with industry.
- 2.6 **Communications review** – The Government is reviewing the regulatory framework with a view to a new Communications Act in 2015.

**Key Issues for Councils**

3. The digital economy presents huge opportunities to make savings in public service delivery, improve people's quality of life and support local businesses.
4. There are major opportunities to embed digital inclusion in the improvement of public services and developing independence and resilience in communities. For example, getting people on line can help people to strengthen connections with friends, family and wider communities and secure the benefits from shopping online. Research has shown that people can save around £270 per year by completing key transactions online.
5. The roll out of superfast broadband is providing essential infrastructure for many businesses, especially in rural areas, which will help drive growth in the local economy and create jobs. In Cornwall the £132m investment in superfast broadband, financed by BT and the European Regional Development Fund, will deliver 4,000 jobs, growth and open up new economic opportunities for businesses and households. The Economy and Transport Programme Board recently discussed this with Cornwall Council at a joint Board meeting.
6. 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 this activity up. Nationally, Race Online 2012 is working with BDUK to make sure that superfast broadband pilots are generating demand for superfast broadband as well as focusing on the infrastructure.
7. The digital switchover will help to increase consumer choice and the quality of experiencing media and plans for local media could increase access to locally tailored content.

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8. Councils have a key leadership role to play in ensuring that their communities benefit from the digital revolution. These include:
  - 8.1 **Providing political leadership** on the digital economy; positioning it at the heart of the council's approaches to service transformation, economic growth and quality of life;
  - 8.2 **Supporting local people to get on-line.** For example, Barnsley Metropolitan Borough Council has secured £3m European and Government funding to develop and train a network of digital mentors to help get 100 per cent of its residents online by 2012. This is crucial when, for example, the government is aiming to administer as much of the Universal Credit as possible online;
  - 8.3 **Developing a Local Broadband Plan**, which is a requirement of starting the process to access BDUK funding, and brokering local partnerships with commercial providers to support this;
  - 8.4 **Improving customer experiences and achieving savings from channel shift.** Making council services and information available online can help to improve the quality of service and enable councils to save money;
  - 8.5 **Raising awareness about the digital switchover for television and radio** through local information campaigns.
9. But there are some challenges. How can councils think creatively about securing the upfront investment in new technology that is needed to release longer term savings? Can the government's rollout of superfast broadband keep pace with councils' demand to access it? Do all councils have the procurement expertise to broker local partnerships with broadband providers? How can we develop commercial models that will bring the internet to non-geographic communities that private providers won't always reach, such as social or sheltered housing? How can we make it easier for councils to source affordable hardware that will help people to get online?

### **LG Group Response**

10. The LG Group is already very engaged with the digital economy agenda. Key roles are to support councils to make the most of the opportunities presented by the digital economy, to represent councils' interests nationally to government, Race Online 2012 and BDUK and to support government and councils to join-up the different elements of the digital economy agenda.

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11. We are doing this by:
- 11.1 The Chair of the Board has regular meetings with the Culture Minister, Martha Lane Fox and officers work closely with BDUK and Race Online 2012;
  - 11.2 We are working with government to set up a Ministerial Community Services Group to agree a joined-up approach to inter-connected community service issues, including the modernisation of the post office network, digital inclusion, superfast broadband, service delivery from community buildings and the future of the library service;
  - 11.3 We are raising awareness about the digital inclusion agenda and sharing examples of good practice through **first** magazine, joint communications with Race Online, Knowledge Hub and our events programme. The LG Group is also a partner of the Race Online 2012 campaign;
  - 11.4 We are working with Broadband UK to support the role of local government in procuring broadband infrastructure in the pilot areas – to help consolidate local government's leading role and ensure the lessons from the pilots are shared across the sector.

**Work programme**

**Members are asked to comment on a suggested work programme for the next 6 months.**

12. **Supporting Race Online 2012 Campaign's legacy planning:**
- 12.1 Raising the profile of and sharing the learning from Go ON Places – a place based initiative led by local councils which brings cross-sector partners together at a local level to reach out and support people to get online. Race Online 2012 is working with Leeds and Liverpool to develop Go ON models that could be replicated beyond the Race Online 2012 campaign. They are also working with Barnsley and the Highlands and Islands in Scotland.
  - 12.2 Supporting Race Online 2012 to recruit more digital champions – the campaign currently has 200,000 champions and aims to recruit one million digital champions by the end of June 2012. Digital champions are volunteers who have signed up to help their family, friends and communities to get online.
  - 12.3 Negotiating affordable hardware deals – Race Online 2012 aims to remove affordability as a barrier for the 4m of the 8.7m offline who are both digitally and socially excluded. Race Online 2012 is keen to work with the LG Group to encourage more local councils to donate excess and

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surplus PCs. Race Online 2012 currently offer three packages under £100 which include a refurbished computer, high quality spec software, accessibility and security software, telephone support and mobile connectivity (one to three months);

12.4 We are also exploring whether we could host Race Online 2012's resources for councils on the new Knowledge website.

**13. Continuing to work with BDUK on the roll out of the superfast broadband pilots:**

13.1 Supporting councils to develop Local Broadband Plans by June 2012, the deadline for accessing BDUK funding. We will do this by sharing learning from successful applications, for example, we are hosting a joint event for councils with BDUK on 26 July;

13.2 Continuing to offer specialist support to the superfast broadband pilots through Local Partnerships and sharing the learning. We are also arranging for the Chair of the Board to visit the Herefordshire pilot in September.

**14. Exploring whether we can develop commercial models that offer communities in social or sheltered housing a mix of low cost broadband access and cheap kit.**

**15. Embedding the digital economy in the Group's wider work** on issues such as the Universal Credit and economic growth and to support the sector with service transformation and their online and IT strategies.

**Financial Implications**

16. The work programme can be carried out within existing resources.





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**Annex 1**

**BDUK Superfast Pilots update**

**Overview**

- All projects and have had confirmation of their funding from BDUK;
- All projects are now in procurement phase and are likely to have a healthy competition;
- Pilots are pursuing state aid approvals with the exception of North Yorkshire who already have it in place.

**Cumbria**

- Currently in dialogue with suppliers as part of their procurement process;
- Moving towards a comprehensive funding strategy which includes BDUK funding, ERDF and local authority funding;
- As well as progressing a county wide procurement, a number of community based mini- projects are being developed to test community- led initiatives, some of which are aligned with the Big Society pilot area in Eden in Cumbria.

**Herefordshire**

- Herefordshire's Commercial Board approved the start of the procurement process and the issuing of the Pre Qualification Questionnaire (PQQ) to bidders in early June with the end date for submissions on July 7;
- An industry day took place on 20 of June and was attended by 15 suppliers and appeared to be well received;
- The full project team is now in place. A commercial role will also be appointed to assist the council through the process and specialist legal support is being scoped out;
- The project now has a full understanding of the timelines, processes, scoring mechanisms, decision points and resource requirements through to March 2012.

**Highlands and Islands (within COSLA's remit)**

- The procurement contract notice was issued 7 June;
- Held an industry day on 23 June – attended by 20 suppliers and well received
- PQQ to be evaluated at end of this month;
- Have funding from BDUK, ERDF and from Highlands and Islands Enterprise but are looking for additional funding from other sources.

**North Yorkshire**

- PQQs have been received and respondents are currently being scored and the results of this scoring are scheduled to be submitted to a Special Project Board meeting planned for 11 July;
- Ongoing engagement with the LEP focusing on demand stimulation;
- Plans being developed to support communities to develop their own projects.



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**Culture, Tourism and Sport Improvement Offer**

**Purpose of report**

For discussion and direction.

**Summary**

Councils need a strong improvement offer from the LG Group if they are going to meet the significant financial challenges they face and continue to deliver better outcomes for communities. This report suggests an improvement offer for culture, tourism and sport that reflects the new economic and political landscape, drawing upon the LG Group's approach to sector led improvement (Taking the Lead) and building upon A Passion for Excellence (the national culture and sport improvement programme that ended in March 2011).

**Recommendation**

Members are asked to comment on and agree an outline culture, tourism and sport improvement offer for councils, as set out in paragraphs **7, 8 and 14**.

**Action**

To be taken forward by officers as directed by Members.

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## **Culture, Tourism and Sport Improvement Offer**

### **Background**

1. In September 2010 Programme Boards were given specific responsibility for political oversight of improvement in their policy areas, as well as lobbying and policy development. The new structure for the LG Group brings together policy and improvement staff to work in programme teams that are providing a more joined-up offer to Member councils. This reflects the continuum between improvement and policy and the fact that they are mutually reinforcing.
2. The LG Group's overall approach to improvement is set out in **Taking the Lead**, a light-touch system of self-regulation and improvement, designed to replace the centrally-imposed national targets and bureaucratic accountability which the LG Group successfully lobbied against. The principles underlying Taking the Lead are that:
  - 2.1 councils are responsible for their own performance
  - 2.2 stronger accountability to local people drives further improvement
  - 2.3 councils have a collective responsibility for performance in the sector as a whole
  - 2.4 the role of the LG Group is to provide support and assistance.
3. Councils need a strong improvement offer from the LG Group if they are going to meet the significant financial challenges they face and continue to deliver better outcomes for communities. It is no longer about 'doing more for less' but about supporting councils to transform how they provide services and developing radical new ways of leading local services in partnerships with a range of providers. A strong improvement offer is also essential if councils are going to exploit the equally significant opportunities presented by localism, the Big Society agenda, Community Budgets and local government's bigger role in public health.

### **A new culture, tourism and sport landscape**

4. The improvement offer suggested in this paper builds on **A Passion for Excellence**, the national culture and sport improvement programme delivered through a partnership including the LG Group, DCMS, Arts Council, MLA, Sport England and English Heritage, which ended in March 2011 after six years. A

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summary of outcomes from the final year of this programme is **attached** at **Annex 1**.

5. The culture and sport landscape is significantly different now and the LG Group's improvement offer needs to respond to this. Recent developments in culture, tourism and sport policy which will shape our 2011/12 improvement programme include:
  - 5.1 **New models of service delivery** – the culture and sport sector has pioneered the use of social enterprise and trust models to find more efficient ways of delivering services. In many ways the sector already represents and delivers a “Big Society”;
  - 5.2 **A place based approach to investing in culture and sport** – councils such as Birmingham are leading the way with developing a radical new way to spending money locally on culture and sport;
  - 5.3 **Local improvement networks** – in some parts of the country councils and partners have developed local networks to drive self improvement and efficiency in culture and sport. However, budget pressures mean that the future of these networks is very uncertain. CLOA will lead working with local improvement networks as far as its resources allow. Further information is provided by CLOA as part of item 8;
  - 5.4 **A changing nationally funded improvement landscape** - the Museums, Libraries and Archives Council (MLA) is being abolished by April 2012. Its responsibilities for museums and libraries will be transferred to the Arts Council from October 2011. The national leadership role for the archives sector is transferring to The National Archives from April 2012. The Arts Council and the other major DCMS public bodies – Sport England, English Heritage and VisitEngland – have experienced budget cuts of around one third each, which will mean a much reduced regional presence and less resource to support joint work with us on improvement;
  - 5.5 **Strategic commissioning** – culture and sport services are increasingly becoming providers of services commissioned by others, and commissioning others to deliver on their behalf.

**An emerging improvement offer**

6. During June officer-level transition meetings were held between the LG Group and each of the key public bodies, DCMS, CLOA and the National Culture Forum. This culminated in a roundtable on 23 June. The purpose of these meetings was to test support for a continued joint improvement offer that builds on A Passion for Excellence and responds to the new culture and sport landscape.

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7. At the roundtable discussion, there was strong agreement, reflecting feedback from councils, that there are a number of cross cutting priorities and learning needs which could form the basis of shared improvement activity in 2011/12. These are:
- 7.1 **Member and officer leadership** - supporting strong leadership and the positioning of culture, tourism and sport corporately;
  - 7.2 **Commissioning** - supporting senior managers to operate in a commissioning landscape, sharing the learning and influencing the commissioners;
  - 7.3 **Efficiency** - helping councils to find efficiency savings that are more transformational in their nature;
  - 7.4 **Capacity building in the civil society sector** – supporting councils to forge new relationships and delivery models with the civil society;
  - 7.5 **Evidence and data** - making sure decision-makers are aware of evidence and data that is available and supported in how they use it;
  - 7.6 **Benchmarking and service standards** – supporting councils to identify the key indicators which they want to benchmark their performance against and raising awareness about benchmarking tools for culture and sport;
  - 7.7 **Skills and competencies** – supporting professional development in partnership with the professional bodies and the National Culture Forum.

**Members are asked to comment on whether these issues capture the cross-cutting improvement needs of councillors and professionals who are leading local culture, tourism and sport services.**

8. In addition, there are a number of service specific areas where there is a strong case for developing improvement activity, in response to the need to modernise services and improve efficiencies. These are:
- 8.1 **Libraries** – The Future Libraries Programme (FLP) provided targeted support to help one quarter of library authorities find new and more efficient ways to deliver library services. There is a strong level of demand from other councils for support and we are working with the Arts Council to scope the second phase of the programme. We have consistently argued that in the context of continued financial pressures on councils the best way to continue to protect frontline library services, and avoid getting into the territory of statutory inquiries, must be through expanding the sector-led improvement approach pioneered by FLP.

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- 8.2 **2012 Olympic and Paralympic Games and Sport** - With one year to go until the start of the Games, the LG Group is supporting councils to maximise the wider social, cultural and economic legacy benefits from the 2012 Games through a national network of officers responsible for the Games in their area, targeted peer mentoring for councillors and sharing good practice through online resources and events. Sport England is keen to work with us on a Member leadership offer to support portfolio holders with responsibility for sport to position the services they lead in the new public health landscape.
- 8.3 **Heritage Modernisation** - The LG Group is working with English Heritage to help local historic environment conservation services adapt, modernise and continue to improve through a time of budget reductions. The programme is currently supporting five pilot areas. In Phase 2 the learning will be shared with other areas through a publication, a seminar, online resources and peer-to-peer contact.
- 8.4 **Museums and Archives** - The Arts Council is re-designing the £43.4 million Renaissance programme which will be a major funding source for local museums improvement. The LG Group has developed a proposal for Local Museum Partnerships whereby councils would be invited to form local museum partnerships, where they don't already exist, to drive locally appropriate solutions for improving performance and to ensure that resources are devolved to the frontline to keep museums accessible to the public. We are also working with The National Archives and the Arts Council to ensure that local archives services are fully integrated into the new programme.
- 8.5 **Digital inclusion and superfast broadband** - The Government is investing £530 million in superfast broadband infrastructure where it is not commercially viable. The LG Group is working with Broadband Delivery UK (BDUK) to ensure that local government's leading role is recognised, to support councils with procuring broadband infrastructure in the pilot areas and to ensure that the lessons from the pilots are widely shared across the sector.
- 8.6 **Tourism** - Discussions are taking place with Visit England to consider how they may wish to get involved with joint improvement activity. This will focus on how support can best be provided to help councils use the benefits of tourism to improve place and generate improved economic and social outcomes in the new visitor economy landscape. There is read across to the Economy and Transport Programme Board on the issue of skills.



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**Members are asked to comment on whether improvement activity in these specific areas would support councils to address key culture, tourism and sport challenges and opportunities.**

**Work Programme and Resources**

9. The Programme Board's improvement priorities will be taken forward in a number of ways. The Programme Board has a budget of £50,000 to support policy and improvement work. Members have previously agreed that we commission an Associate to lead our improvement work. In addition, we are leveraging in up to £173,000 from DCMS and the key public bodies, to further strengthen our improvement offer.
10. To assist with taking forward the cross cutting improvement priorities and learning needs with DCMS and the key public bodies, a sum of £23,000 has been retained and transferred from last year's programme.
11. In addition, there are a number of areas where individual partners have indicated a desire to maintain bilateral relationships with the LG Group where projects or initiatives are less generic and more reflective of their own current priorities expertise and budgets. These are: libraries, museums and archives, sport, and heritage. The LG Group is also working with BDUK to support the superfast broadband pilots and has a well-established programme of work to support councils with getting ready to host the 2012 Games.
12. Where these are developed as specific programmes it will be important to continue to share learning across the wider improvement programme and to avoid unnecessary duplication of effort so that we continue to present a coherent offer to councils.
13. The improvement offer will be delivered in a number of different ways, including:
  - 13.1 **Leadership support** - through a continued offer of member leadership academies and officer leadership delivered in partnership with professional bodies and NDPBs.
  - 13.2 **Data and transparency** - through access to a knowledge hub containing up to date information, tools and examples of good practice to support councils with sector-led improvement. A core offer could include content covering:
    - 13.1.1 The service specific improvement offers, such as libraries and heritage;
    - 13.1.2 Content relevant to specific topics, such as library reform, school sport, parks, future funding of the arts;

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- 13.1.3 Content that helps councils address particular areas of need or weakness such as performance management, partnership working, commissioning and contributing to wider outcomes.
  - 13.3 **Peer challenge and support** - by access to a pool of member and officer peers and where required consultancy support.
  - 13.4 **Local improvement networks** – to provide the capacity to support the needs of individual councils and groups of councils.
14. The table opposite this page suggests priority actions to move us from scoping the improvement offer during July and August to the delivery phase from September to end of March 2012.

**Members are asked to comment on the outline improvement offer and whether it supports and promotes sector led improvement, develops member and officer leadership and facilitates the sharing of good practice on key CTS priorities.**

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<b>Project</b>	<b>Outcomes</b>	<b>Timescale</b>	<b>Resources</b>	<b>Link to Business Plan Priorities</b>
Scope and deliver FLP 2 with Arts Council	More councils participating in Future Libraries Programme phase 2 and modernising their libraries. Case studies and new publication.	Launch Sept	£100,000 MLA	Support councils to modernise libraries
Scope and deliver sport & public health joint improvement programme with Sport England	Member leadership offer on sport and public health; likely to comprise leadership academies and peer mentoring	Launch Sept	Up to £50,000 Sport England.	A new approach to community sport
Scope and deliver museums & archives joint improvement programme with Arts Council and The National Archives	A sector led improvement model for museums and local archives	Launch Oct	Arts Councils resources TBC	Sector-led improvement in museums and archives
Support, advise and share good practice examples of Member-led local learning networks for culture & sport	A sustainable solution to the issue of national and local learning and support networks for culture and sport	Ongoing	Staff time	Strong political leadership
Advise English Heritage on the heritage modernisation programme and support dissemination of learning; strengthen network of heritage champions.	Learning products and case studies from the pilot projects and events / communications to share learning	Share learning from Sept	£5,000 to support dissemination	Improved local performance
Support superfast broadband pilot areas to roll out through LA procurement and join this up with digital inclusion	Learning products from superfast broadband pilots and events / communications to share learning	Ongoing	Local Partnerships is providing day-to-day support	Improved local performance
Support councils to maximise the wider social, cultural and economic legacy benefits from the 2012 Games	Re-invigorated national 2012 Games network, new case studies, publication, peer mentoring	Ongoing	Staff time	Helping councils to play their part in a safe and exciting Games
Work with VisitEngland to support councils and LEPs in the new visitor economy landscape	Support sharing of good practice on destination management through case studies and economic value of tourism	To be confirmed	Staff time	Strong local economies
Scope joint improvement activity with DCMS, Arts Council, MLA, English Heritage and Sport England	Currently scoping the outcomes. Will reflect the cross cutting priorities set out in paragraph 7.	Launch Sept	Up to £23,000 of funding from last year's programme	Ensure the new quango landscape understands and works well with councils

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**Governance**

15. The Board is responsible for providing political oversight of the LG Group's culture, tourism and sport improvement offer. It is suggested that this is achieved through standing updates to Lead Member meetings and 6-monthly progress updates to the full Board.
16. In addition, it is suggested that we set up a project group with DCMS, the key public bodies, CLOA and the NCF, to oversee joint improvement activity and the residual joint funding. It is suggested that Helen Johnston, Head of Programmes, chairs the project group and is accountable for progress to Members.
17. This group could also be a forum for sharing the learning that emerges from the specific improvement projects and identifying further common issues and challenges, but it would not have formal oversight of these projects, which would be performance managed through a direct relationship between the LG Group and the relevant public body.
18. Members may also wish to express a view on the National Culture Forum where we need to form a position on whether we tackle skills and competencies, leadership and peer capacity through a relationship with the individual bodies or the NCF collectively.

**Members are asked to comment on and agree the suggested governance arrangements for improvement activity undertaken in partnership with DCMS, the key public bodies, CLOA and the NCF.**

**Conclusion and next steps**

19. Subject to Members' steer, it is suggested that next steps are:
  - 19.1 Officers to scope the detail of the improvement offer, working with partners as appropriate, by end of August 2011;
  - 19.2 A short publication for councils that sets out the LG Group's improvement offer for culture, tourism and sport in September 2011;
  - 19.3 Meeting of the project group to finalise the joint improvement activity w/b 12 September;
  - 19.4 Delivery of improvement offer from September 2011 onwards.

**Financial Implications**

20. The improvement offer can be taken forward within the £50,000 programme budget agreed by Members. In addition, we are leveraging in up to £173,000 through joint improvement activity with DCMS and the culture public bodies.

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**Annex 1 Culture & Sport Improvement Programme 2010/11**

**Annual Report**

**Summary of outputs**

The focus in 2010/11 programme was on supporting the sector to make the transition from the previous performance and improvement arrangements to those that emerged post election and spending review.

A total of £420,000 of funding was channelled through the programme in 2010/11 and generated and supported the following outputs.

- 1 member leadership academy attended by 11 elected members.
- A third leading learning programme attended by 14 future officer leaders.
- The launch of a new culture and sport outcomes framework along with 10 training events attended by 150 people.
- A variety of training and development programmes on commissioning attended by 179 council officers, elected members and staff from NDPBs and DCMS.
- A tailored support programme on strategic commissioning involving 11 councils and NW Renaissance.
- A new efficiency benchmark for CSIT and two new guides on new delivery models and asset transfer.
- A major piece of research into the capacity building needs of the culture and sport civil society organisations and the concept of brokerage.
- Updated guidance on performance management, strategic commissioning and an updated version of the Culture and sport improvement toolkit.
- Attendance at 22 conference and events, communication with 65% of councils through a regular newsletter and average use of the Knowledge website with 5,770 hits a month.
- Support to the Future Libraries programme and ongoing advice to DCMS, NDPBs and the LGA.
- Support to the National Cultural forum and individual professional bodies and support and guidance to numerous individual councils.



**Item 5**

**Future Libraries Programme**

**Purpose of report**

For discussion and direction.

**Summary**

This paper updates Members on the first phase of the Future Libraries Programme and suggests key lessons and issues to be addressed in the second phase. At the meeting officers will update Members on latest discussions with the Arts Council about their vision for a second phase.

**Recommendation**

Members are asked to comment on the issues raised in the paper.

**Action**

To be taken forward by officers as directed by Members.

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**Item 5**

## **Future Libraries Programme**

### **Background**

1. The Future Libraries Programme (FLP) launched in August 2010 and is a sector-led libraries improvement programme, jointly delivered by the LG Group and MLA. In phase one there were ten projects involving 36 councils (one quarter of library authorities). The aim was to support councils to develop locally appropriate solutions to delivering modern and efficient library services, and to capture and share the learning across the local government sector.
2. The MLA is being abolished by April 2012 and its responsibilities for libraries will transfer to the Arts Council from October 2011.
3. Although the FLP progressed 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.
4. The LG Group has consistently argued that in the context of continued financial pressures on councils, the best way to protect frontline library services, and avoid getting into the territory of statutory inquiries, must be through expanding the sector-led improvement approach pioneered by FLP.
5. Dame Liz Forgan, Chair of the Arts Council, recently confirmed that the Arts Council is committed to a second phase of the FLP. An exchange of letters between Cllr Chris White and Dame Liz Forgan is **attached** at **Annex A**.

### **Summary of phase one FLP**

6. The LG Group and MLA have worked with the FLP projects to put in place tailored packages of support and advice. In some instances councils have commissioned this from private sector providers. The leading savings options that are emerging include:
  - 6.1 **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;
  - 6.2 **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;

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- 6.3 **Community management of library services** - Herefordshire with Shropshire and Suffolk are exploring new models of service delivery and governance including community management;
  - 6.4 **Shared services** - Kensington and Chelsea with Hammersmith and Fulham are exploring the feasibility of shared services;
  - 6.5 **Locating libraries in other outlets** - Bradford is exploring locating libraries in shared outlets including retail premises.
7. We have worked with MLA, the library professional bodies and CLOA to widely share the learning from phase one. Key actions completed and underway include:
- 7.1 Two events for the phase one projects in March to share learning and test what and how they wanted to disseminate across the sector. This included a Member only session so that they could share their learning and experiences and identify potential new Member peers for the next stage;
  - 7.2 Three dissemination events were open to all councils:
    - 7.2.1 In London in early April the focus was on sharing the practical outputs from the projects;
    - 7.2.2 In Birmingham in mid April the focus was on the change management aspects of learning;
    - 7.2.3 A member only event is planned for early autumn.
  - 7.3 An active Community of Practice is enabling professionals to access and share learning;
  - 7.4 Articles in **first** magazine and regular updates in culture, tourism and sport e-bulletins;
  - 7.5 A publication aimed at council Leaders, Chief Executives, MPs and others setting out the high level messages from the FLP, is due to be published within the next few weeks;
  - 7.6 Peer challenge and support - the LG Group and MLA have brokered contact between the phase one projects and other councils who are interested in exploring similar initiatives.

**Moving towards phase two FLP**

- 8. There were some important lessons from the phase one pilots, which should inform how we approach phase two. In particular, the need for strong local political buy-in, the time it takes to build the complex partnerships that are needed to modernise libraries and challenges around evidencing projected savings.

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9. Discussions are underway about managing the transfer between MLA and the Arts Council and what this means for the Future Libraries Programme. The next phase will look very different from phase one. This reflects the fact that we now have a model for reform, which can be adapted to suit local circumstances, and the fact we are working with a different organisation who has a broader remit across the arts and culture.
10. We need to be clear precisely what the Arts Council's role in relation to libraries improvement will be, what budget will support this activity and the LG Group's role. There is a significant opportunity for the Arts Council to have a single conversation spanning arts, museums and libraries with councils about how they can work in partnership to modernise and strengthen the whole local cultural offer.
11. There is also a debate to be had about how best to target improvement activity over the next six months to councils in the greatest need, whilst continuing to work with the phase one pilots to show what an efficient and effective library service could look like when modernisation is implemented, and preparing to offer support to a new wave of councils. Due to the fast moving pace of the libraries landscape, officers will update Members at the Board and seek a steer on the principles that should underpin FLP 2.

**Conclusion and next steps**

12. Given councils' budget-setting cycle, it is suggested that we need to launch FLP 2 by September. Subject to Members' steer, it is suggested that the next steps are as follows:
  - 12.1 To work with the Arts Council to scope FLP 2 by end of August; seeking clarity on the Arts Council's role, budget and relationship to its responsibilities for museums and the arts;
  - 12.2 Put appropriate governance arrangements in place – this is likely to comprise senior representatives from Arts Council, LG Group and the professional bodies;
  - 12.3 Launch FLP 2 by September.

**Financial Implications**

13. The LG Group's contribution to the Future Libraries Programme can be taken forward within existing resources.



Dame Liz Forgan  
Chair, Arts Council England  
14 Great Peter Street  
London  
SW1P 3NQ

2 June 2011

Dear Liz

## **FUTURE LIBRARIES PROGRAMME**

With the transfer from MLA to Arts Council gathering pace, I thought it would be timely to offer some further thoughts on the Future Libraries Programme (FLP).

I am very pleased with the constructive engagement we have had with the Arts Council about what your new responsibilities might mean for councils. I do, however, feel we need to move quickly to clarify the position on the future of the FLP. As you know, Ed Vaizey and I are persuaded that the FLP needs to continue into a second phase.

In the context of continued financial pressures on councils the best way to continue to protect frontline library services, and avoid getting into the territory of statutory inquiries, must be through expanding the FLP.

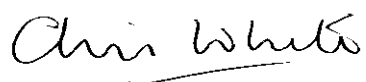
The phase one projects have shown that the FLP is a successful, sector-led approach to improving local library services. Already there is an impressive amount of learning emerging from the projects and we are sharing this with other councils. As you know, we received expressions of interest from over 100 councils to participate in phase one, and I am confident that there would be a high level of demand for a second phase.

I understand that in the context of the transition, the Arts Council wants to consider how libraries can best be a part of a single conversation with councils, also spanning the arts, culture and museums. This is something councils strongly support. Councils would also very much welcome a clear commitment from the Arts Council that the FLP will continue, in partnership with the Local Government Group. This would open the way for us to work together over the summer to scope out what a second phase would look like, alongside your

wider consultation with councils and other partners about your new responsibilities. It would also ensure that we keep up the momentum generated by phase one and are ready to put a clear offer to councils in September.

I would welcome an early opportunity to discuss this with you.

Yours sincerely

A handwritten signature in black ink that reads "Chris White". The signature is written in a cursive style with a horizontal line underneath the name.

Cllr Chris White  
Chair Local Government Group Culture, Tourism and Sport Programme Board

Cllr Chris White  
Local Government House  
Smith Square  
London, SW1P 3HZ

14 June 2011

17/6/11

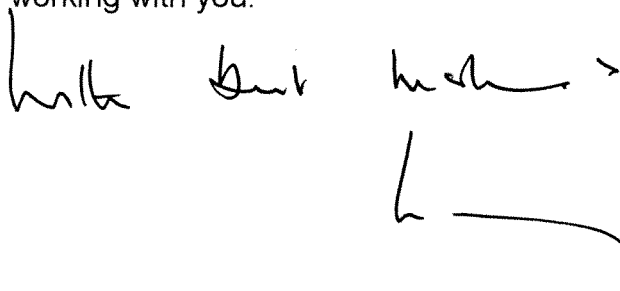
## Member Services

Dear Chris

Thank you for your letter of 2 June 2011. It provides a useful opportunity for me to update you on progress we are making with Future Libraries Programme 2. Over the past few weeks we have been holding a series of conversations with stakeholders, including LGA, talking about our future role with respect to libraries and gathering feedback on Future Libraries Programme 1. We met with MLA yesterday to discuss options and timescale for FLP2 and we are currently finalising a proposal to send to DCMS and yourselves for discussion at our joint meeting on 22 June at DCMS, with a view to launching a programme in September.

As LGA are partners in FLP1 with MLA, we would very much welcome the opportunity to discuss the future programme in more detail with you. It might be useful to do this once we have discussed with DCMS how we phase this work and we are all in a position to start shaping FLP2 in more detail.

We look forward to working with you.

A handwritten signature in black ink, appearing to read "Liz Forgan", with a long horizontal line extending to the right.

Dame Liz Forgan  
Chair





**Item 6**

**Outside bodies feedback from Members**

**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 reports to LG Group Councillors' Forum in June and July, which details the Chair's and Lead Members' activities undertaken on behalf of the Board, are also **attached** as **Annexes A and B**.

**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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**Item 6**

**Outside bodies feedback from Members**

Recent

Title	Date
<b>Ed Vaizey MP</b>	<b>6 June 2011</b>
Cllr Chris White emphasised to the Minister the importance of quickly taking forward a second phase of Future Libraries projects.	
<b>Institute for the Management of Sport and Physical Activity</b>	<b>7 June 2011</b>
Cllr Chris White emphasised that the LG Group will help where it can to create a unified, far-sighted institute that can lead by example and help address the coming challenges for the whole sector.	
<b>Nations and Regions Joint Member and Coordinator meeting</b>	<b>9 June 2011</b>
Cllr Chris White and Cllr Stephen Castle attended the Members' meeting of the Nations and Regions Group, which is responsible for ensuring that the benefits of the Games are spread across the UK. They highlighted the opportunities presented by One Year To Go to give a final push to galvanise councils behind the Games.	
<b>Partners for England Forum</b>	<b>16 June 2011</b>
Cllr Chris White emphasised that the way forward for the visitor economy must be on encouraging the private sector to play a much bigger role and incentivising public sector investment.	
<b>Social Legacy Board</b>	<b>12 May 2011</b>
Cllr Stephen Castle highlighted the role of councils in enabling community celebrations during Games-time, such as street parties. He also emphasised the importance of communicating to councils about opportunities as early as possible.	
<b>Sandie Dawe, Chief Executive, VisitBritain</b>	<b>6 July</b>
Cllr Chris White and Sandie Dawe agreed that it was important for the LG Group to maintain a strategic relationship with VisitBritain that reflects VB's new focus on global marketing campaigns. Common areas include securing a visitor economy legacy from the 2012 Games.	
<b>Meeting with the National Casino Industry Forum</b>	<b>6 July</b>
Cllr Chris White discussed recent developments in gambling policy with the National Casino Industry and emphasised our hope that industry continues to work with the 16 new casino areas to ensure that they start to benefit from long-promised regeneration.	

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**Forthcoming**

<b>Title</b>	<b>Date</b>	<b>Attendees</b>
<b>Meeting with Sodexo</b>	26 July 2011	Cllr Chris White
<b>Broadband UK Seminar</b>	26 July 2011	Cllr Chris White
<b>Richard Lewis and Jennie Price, Chair and Chief Executive of Sport England</b>	28 July 2011	Cllr Stephen Castle
<b>DCMS Informal Local Government Network</b>	13 July 2011	Lead Members are invited
<b>Nations and Regions Members' Meeting</b>	8 September 2011	Cllr Chris White and Cllr Stephen Castle

Please note that at the time of writing officers are in the process of arranging Cllr Henig's and Cllr Castle's meeting with LOCOG and Government Olympic Executive.

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**Annex A**

**Culture, Tourism and Sport Programme Board – report from  
Cllr Chris White to LG Group Councillors’ Forum, June 2011**

**Ed Vaizey MP, Minister for Culture**

1. I had one of my regular catch-ups with the Culture Minister on 6 June. We discussed progress with the MLA / Arts Council transfer and I emphasised my support for continuing the Future Libraries Programme and my concerns that the Arts Council seemed not to be progressing this as fast as was needed. I also made the case for local museum partnerships that will commission locally appropriate solutions for improving performance and ensure that resources are devolved to the frontline to keep museums open.

**Libraries**

2. I have written to Dame Liz Forgan, Chair of the Arts Council, to emphasise councils’ support for continuing the Future Libraries Programme (FLP) into a second phase. In the context of continued financial pressures on councils the best way to continue to protect frontline library services, and avoid getting into the territory of statutory inquiries, must be through expanding the FLP, which is a proven model of sector-led improvement. I also emphasised councils’ strong support for the potential of the Arts Council’s wider responsibilities to make possible a single conversation with councils spanning libraries, museums and the arts.

**Social Legacy Board**

3. Cllr Stephen Castle attended the Social Legacy Board where the items discussed included LOCOG’s plans for using new technology to engage communities in the run-up to the Games, making the most of One Year to Go and disability legacy. In particular Cllr Castle highlighted the role of councils in enabling community celebrations during Games-time, such as street parties. He also emphasised the importance of communicating to councils about opportunities as early as possible.

**Culture, Tourism and Sport Board 24 May**

4. Members received a presentation from Oliver Morley, Chief Executive of The National Archives, about how TNA is getting ready to take over national support and leadership of the archives sector after the closure of the Museums, Libraries and Archives Council (MLA) in April 2012. Members agreed to set up a joint working group to represent councils’ views in the transfer. Members also

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agreed the LG Group's response to the government's tourism policy, and agreed a number of actions to mark One Year to Go until the start of the 2012 Olympic and Paralympic Games in July.

**East of England LGA Culture and Leisure Portfolio Holder Network**

5. I was invited to give a presentation about the implications of national culture and sport policy for councils. As well as highlighting the financial pressures councils are under, I talked about the opportunities presented by wider developments, such as community budgets, councils' bigger role in public health and strategic commissioning.

**Everyday participation in culture**

6. I attended a workshop sponsored by the Arts Council to scope out a major new national research programme into everyday cultural participation. Subject to resources the Board will be keen to support this initiative.

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**Annex B**

**Culture, Tourism and Sport Programme Board – report from  
Cllr Chris White to LG Group Councillors’ Forum, July 2011**

**Libraries**

1. The LG Group has successfully lobbied the Arts Council for a second phase of the Future Libraries Programme (FLP), the sector led improvement programme for libraries. Over 36 councils participated in the first phase and the LG Group has shared the learning widely across the sector. I have consistently argued that the best way to support councils to modernise libraries and to avoid getting into the territory of statutory inquiries must be to continue the approach of the FLP. Officers are working with the Arts Council to scope the next phase with a view to launching it in September.

**LG Group annual conference**

2. I chaired two very well-attended sessions at the Group’s annual conference in Birmingham. Over 50 delegates attended a workshop on getting ready to host the 2012 Olympic and Paralympic Games, where Cllr Stephen Castle highlighted how councils are using the inspirational power of the Games to inspire participation in sport and culture, encourage volunteering and learning and boost the local economy. Over 40 delegates attended a lunchtime fringe session on culture, libraries and the Big Society. Delegates heard from Essex County Council and Birmingham City Council about how they are modernising their libraries and museums respectively and the lively debate highlighted the value of sharing good practice across the sector.

**Partners for England Forum**

3. I attended the last meeting of the Partners for England Forum in its current form on 16 June. John Penrose, the Tourism Minister, outlined the government’s vision for the visitor economy. The Forum, which brings together the tourism industry, is being re-focussed on VisitEngland’s new strategic framework. The LG Group will continue to be members of the new group in recognition of the vital role of councils in leading local partnerships with the tourism industry to create a thriving visitor economy.

**Museums**

4. I have written to Dame Liz Forgan, Chair of the Arts Council, setting out the LG Group’s vision for sector-led improvement in the museums sector. The Arts Council is reviewing the Renaissance Programme and I have argued that councils should be invited to form local museum partnerships, where they don’t already exist, to drive locally appropriate solutions for improving performance

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and to ensure that resources are devolved to the frontline to keep museums accessible to the public.

**A social legacy from the 2012 Games**

5. Councillor Stephen Castle has written to Charles Allen, chair of the government's Social Legacy Board, setting out how councils across the country are helping to achieve a social legacy from the Games. The letter also said that LOCOG could help to encourage even more local activity by giving councils sufficient lead-in time to maximise the impact of LOCOG's projects and milestone events and by changing the "can't do" culture that sometimes acts as a barrier to local activity.

**New chartered institute for sport**

6. I attended the inaugural event of the new Institute for the Management of Sport and Physical Activity (IMSPA) on 7 June where Hugh Robertson, Sports Minister, welcomed its creation. IMPSA is the new single professional body for sport and leisure and is also strongly supported by councils. The LG Group has offered to help where it can over the coming months, to create a unified, far-sighted institute that can lead by example and help address the coming challenges for the whole sector.

**Contact officer:** Helen Johnston

**Position:** Head of Programme

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**Item 8**

**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:

- Local Government Resource Review
- CCN Culture, Tourism and Sport Policy Network
- Gambling
- Arts Council / MLA transfer
- Cultural Endowment Fund
- Sport and physical activity
- Festivals
- Live Music

**Recommendation**

Members are asked to note the update.

**Action**

Secretariat / CLOA Advisory Panel as appropriate

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

**Local Government Resource Review**

1. In March, Government published the terms of reference for phase 1 of its Local Government Resource Review (LGRR). The purpose of the review is to consider the way in which local authorities are funded, with a view to giving authorities greater financial autonomy and strengthening incentives to support local economic growth. Phase 1 of the review is focused primarily re-localisation of business rate, while phase 2 will subsequently focus on community budgets.
2. The LG Group Executive supported the principle of greater financial autonomy including localisation of business rates, but signalled that the LG Group's response to specific proposals needed to reflect the views of all member authorities. It was agreed that the LG Group's response should particularly take into account the disparity between different councils' tax bases, work through the implications for two-tier areas, and address the future treatment of new burdens. The Executive also emphasised the importance of engaging with business interests as we take this work forward. The LG Group has also consulted extensively with councils.
3. The CTS Programme Board has previously expressed its support for giving councils further financial autonomy in order to make it easier to invest in the visitor economy.

**County Council Network (CCN) Culture, Tourism and Sport Policy Network**

4. At the January meeting of CCN Executive Committee members formally agreed to establish a new system of Policy Networks which will engage a wider group of members in supporting the development of CCN policy and advocacy. The Policy Networks reflect key policy issues for member councils and largely mirror the LG Group Programme Boards.
5. The Policy Networks have been established to:
  - 5.1 Involve a wider group of CCN members in the work of CCN;
  - 5.2 Extend the number of members in leadership of CCN policy activity;
  - 5.3 Support CCN policy making and analysis by providing a mechanism for CCN members to contribute their expertise and experience;
  - 5.4 Strengthen links between CCN and LG Group activity at member level.

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6. Each Political Group in membership of CCN has nominated a member of CCN Executive as their lead member on each network. These lead members will be a sounding board for officers in preparing papers and policy positions; lead member contributions in Council or Executive; be available to support CCN contacts with Government Ministers and provide member level liaison on key issues with the LGG Boards.
7. The CCN Culture, Tourism and Sport Policy Network lead members are as follows:

Cllr Peter Philips	Shropshire Council	Chairman (Lib)
Cllr Andrew Lewer*	Derbyshire County Council	Lead Member (Con)
Cllr Saxon Spence	Devon County Council	Lead member (Lab)

\* Cllr Andrew Lewer is member of LGG Culture, Tourism and Sport Programme Board. This will provide a link between the two groups and will help to ensure that there is no duplication of effort.
8. Policy Networks will operate largely through e-mail exchange. It is not expected that all networks will be active at all times. Rather networks will become active when there are “live” policy issues on which the CCN needs to develop a position or a response to a consultation or initiative and/or needs to feed into the work of the LG Group.
9. Policy Networks will not seek to duplicate the work of the LG Group but will concentrate on issues that are of key importance to CCN membership and where the policy context is distinctive due to the characteristics of CCN member authorities. Where possible, CCN Policy Networks will seek to support the work of the LG Group Boards. For further information contact CCN Deputy Director Simon Edwards [simon.edwards@local.gov.uk](mailto:simon.edwards@local.gov.uk)

**Gambling**

10. The LG Group has submitted evidence to the Culture, Media and Sport Committee’s inquiry into the 2005 Gambling Act. Our submission acknowledged that the Act has increased local influence over the licensing of gambling, but highlighted the need to strengthen the licensing and planning reform so that councils can deal with the problems of clusters of betting shops in some parts of the country, especially London.

**Arts Council / MLA transfer**

11. Cllr Chris White has written to Dame Liz Forgan, Chair of the Arts Council, setting out the LG Group’s proposals for Local Museum Partnerships. The letter is **attached** at **Annex A**.

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12. The Arts Council has confirmed a number of key appointments: Nicola Morgan is to be the Director of Libraries (currently Programme Manager, Sector Improvement at MLA). Hedley Swain (currently Director, Programme Delivery at MLA) will take up the post of Director of Museums and Renaissance. Charlotte Johns, currently renaissance programme coordinator at MLA, will take up the post of Director, Museums and Investment at the Arts Council.

**Cultural Endowment Fund**

13. In December 2010 Jeremy Hunt announced an £80 million fund to help increase philanthropy, made up of £50 million from Arts Council England and £30 million from DCMS. This was boosted by an additional £20 million Heritage Lottery Fund (HLF) contribution, taking the total to £100 million. Five million of the HLF money will go towards helping smaller cultural and heritage organisations build their financial resilience and improve their fundraising abilities, with the remainder forming part of the £55 million available for endowments. To apply for these new grants, organisations will also have to raise money from private philanthropic sources.
14. Arts Council England has also announced the detail of how their funding for philanthropy will be allocated through the £40 million Catalyst Arts, programme. An additional £10 million from the Arts Council will form part of the £55 million available for endowments. The LG Group is exploring with the Arts Council the implications for local government supported culture and heritage organisations.

**Sport and physical activity**

**School Sport and the School Games**

15. CLOA would like to highlight the impact of changes in funding after September 2011 upon school sport arrangements and concerns about the impact on a sports participation legacy from the 2012 Games. The school sport partnerships (SSPs) are in varying and fragmented states with some SSPs leaving a reasonable infrastructure while others have simply stopped operating.
16. The local case for investment in school sport is focussing on commissioning by children's services. This is going to require a greater focus on the wider "out of school offer" that sport and culture can offer to help young people grow and develop and connect with their local communities. For example, in Leeds a programme called 'Breeze' is exploring ways to enhance support for out of school activities linked to outcomes such as attainment, attendance and obesity.

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17. The School Games themselves are still being assessed for value in terms of input required, timing to fully implement and coordinate with levels 1 and 2, and of course influence on outcomes for young people. CLOA is arguing for:

- 17.1 More accountability of School Games Organiser (SGO) activity in the system to the Local Organising Committee to enable a strategic connection and approach in supporting level 3 areas (county).
- 17.2 Clarity from Government / Sport England / Youth Sport Trust in guiding expectations of SGO activity and reach to schools in their local catchment.
- 17.3 Confirmation of guiding detail - structure, dates and what mandatory sports are going to make up Tier 3 and 4 of the framework. As things stand, outline competition plans for next year have been drawn up, yet there is no confirmation over the Tier 3 and 4 it is supposed to feed into.

**Sport England New Strategy**

18. CLOA will be meeting Sport England shortly for preliminary discussions around their strategy review and will offer views and advice to the LGG CTS Board in due course. Areas that CLOA are likely to raise include:

- 18.1 Planning and readiness for a post 2012 sports legacy
- 18.2 The impact of the Comprehensive Savings review
- 18.3 Developing effective local NGB shared priorities and partnerships
- 18.4 The refocus for Sport England around children and young people
- 18.5 Local improvement engagement
- 18.6 Future funding themes and commissioning
- 18.7 Sport, physical activity and public health engagement

**Active People Survey**

19. Sport England has published the latest snapshot from its Active People Survey on sports participation. Results show a return of the positive trend in participation in England following the dip seen in the last quarter. The number of adults who play sport at least three times a week now stands at 6.924 million. Sports which have performed particularly well in the past three months include athletics, where the running boom continues, and table tennis, which has seen particularly strong growth in London and the South East.

**Satisfaction with sporting experience**

20. Headline results from the third year of Sport England's 'satisfaction with the sporting experience' survey have been published. They show that participants from over 40 sports gave an overall satisfaction rating of 79.7 out of 100 – compared to 76.5 last year. 23 sports have achieved ratings of over 80

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including cycling, goalball, judo and triathlon. The survey provides insight to sports' governing bodies, helping them to better understand their customers' experience of sport and to drive improvements

#### **Festivals**

21. To coincide with the music festival season officers have undertaken proactive media work to highlight councils' role in bringing economic benefits to local areas by supporting music festivals. The summer of live music will boost local economies by around £550 million. From highways, to trading standards, planning and licensing, councils across the country have been working behind the scenes with festival organisers for months to help guarantee huge outdoor events this summer run smoothly.
22. More details have been announced about the London 2012 Festival – a 12-week UK-wide cultural celebration in 2012, featuring performers from all over the world – which is the finale of the Cultural Olympiad. More than seven million people will have the opportunity to enjoy free events during the festival, including events that have already been announced such as the BBC Radio 1 Hackney Weekend and new additions to the programme, including a theatre show for Doctor Who fans by Punchdrunk created in collaboration with the Manchester International Festival and the BBC.

#### **Live Music**

23. Lord Tim Clement-Jones's Private Members Bill on live music has had its second reading in the House of Lords. The Bill proposes amending the 2003 Licensing Act to exempt performances of live music that attract an audience of fewer than 200 people from the need for a premises licence, where alcohol is already served and the live music will be 8am - midnight.
24. The government has signalled its intention to support the Bill, subject to a number of caveats being addressed, including lowering the cut-off point from midnight to 11:00pm. The House of Lord's Committee Stage started on 14 June. In view of government support, the PMB has a good chance of making it through the Parliamentary process.
25. Councils fully support efforts to lower barriers to putting on live music and the LG Group works with partners including the Musicians Union, the British Beer and Pub Association and DCMS to promote live music and lower the barriers to putting on performances within the existing licensing regime.

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26. However, licensing exemptions for live music based on crowd size only would lead to public safety risks and noise complaints and there are better, more targeted ways of helping promote more live music performances.
27. The Chair of the CTS Programme Board has written to John Penrose MP, Tourism and Licensing Minister, to express councils' serious concerns and has offered to work with the Minister on finding a democratic solution that both reduces red tape and protects the public.



Dame Liz Forgan  
Arts Council England  
14 Great Peter Street  
London  
SW1P 3NQ

28 June 2011

Dear Liz,

When we exchanged letters on the MLA / Arts Council transition, I said that I would share our views on the further development of the Renaissance programme and the future funding of museums. These are set out below and in more detail in the attached paper. I would be interested in your thoughts.

My primary concern when considering this, and that of the senior councillors and officials I have spoken to, is how we ensure that the maximum amount of the money that is available to support museums following the spending review makes its way to the front line to keep museums operating for the public. Our proposal also reflects *"Taking the Lead"*, local government's framework for sector-led improvement and self-regulation, which the government also supports.

We understand that the total amount of funding in the programme will reduce, but we must remember that previous Renaissance funding acted as core revenue funding in nearly all cases. Having accounted for an overall reduction, our job then becomes to get this money as quickly and simply as possible into the hands of people running museums.

We believe groups of local councils should be invited to form new local museum partnerships, together with key local stakeholders from all sectors, building upon places that already have such arrangements. We recognise that not all councils directly run museums and that there is a rich and varied network of providers across the country, but local councils have the democratic mandate and the strategic overview to facilitate partnerships at least in their initial stages, and beyond, if that is what local partners want.

As with the Futures Libraries programme, these local partnerships must be visionary, radical and transparent, acting in response to the needs of their

community, supporting digital innovation and acting as a cornerstone of the Big Society.

Local partnerships must of course be encouraged to work collectively to benchmark success and to acquire advice and research in a way that maximises economies of scale and mitigates information asymmetries. But this will be procured most efficiently where it is commissioned directly from the local partnerships themselves, acting as the principles rather than the agents of the programme.

Our proposed model has at its heart a strong group of national peer organisations, drawing on the expertise and influence of national museums, the professional bodies, government agencies and local government leaders and experts from the Local Government Group.

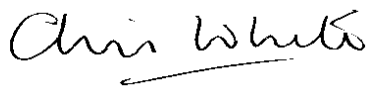
These bodies will together create a framework within which support can be commissioned from the front line, they will stimulate and share best practice and be a national voice for museums. This will add value to Arts Council's investment in museums.

Finally, I am sure that you will share with me a commitment to working with The National Archives to ensure that local connectivity between museums, archives and libraries is not lost nationally as we enter the post-MLA world.

We have an opportunity to create a programme that builds on the success of the past, and responds to the challenges with the Renaissance Programme, but this can only be done if we unlock front line innovation.

I look forward to discussing this with you.

Yours sincerely,

A handwritten signature in black ink that reads "Chris White". The signature is written in a cursive style with a horizontal line underneath the name.

Cllr Chris White  
Chair, LG Group Culture, Tourism and Sport Programme Board

**Item 9**

**Case study activity: Local Cultural Improvement Networks – Update**

**Purpose of report**

For noting and to support the Board's discussion on improvement priorities.

**Recommendation**

Members are asked to note the work and timelines for the Culture and sport Improvement Networks.

**Action**

Secretariat / CLOA Advisory Panel as appropriate.

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**Item 9**

**Case study activity: Local Cultural Improvement Networks – Update**

**London Cultural Improvement Network**

1. The London Programme will close on 30 September, though it is currently now operating with much reduced capacity. The programme is focussing on:

Delivering Outstanding Projects

- 1.1 Phase three of the London Library Change Programme which involves 26 boroughs collaborating on seven projects saving at least £6m. This will also lead to the development of reusable products to enable all boroughs to benefit and make further savings in 2012-15.
- 1.2 A study on “Accessing Funds to Support the Local Delivery of Culture and Sport “ has just been published <http://tiny.cc/fpx3o>

Developing a legacy for the programme

- 1.3 Development of tools and products
- 1.4 Identifying appropriate accountable bodies to further improvement and development of the local Authority Cultural sector
- 1.5 Knowledge transfer

Promoting sector led improvement

- 1.6 £30,000 has been secured to build capacity and develop sector led improvement approaches in London. Funding will be allocated to London CLOA and from September to March 2012 this will focus on:
  - 1.6.1 Further developing the LCIP peer programme
  - 1.6.2 Piloting new ways of working

**Culture First**

2. Culture First has funding through until March 2012 and is currently supporting a number of transformational projects including:
  - 2.1 Sport in Essex - towards a single entity that will bring together the 2012 Team, the staff of Sport Essex and the schools sports development teams into a new delivery vehicle.

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- 2.2 A review of service delivery options for Hertfordshire, including the future provision of museum services, is being supported by the Culture First team using techniques acquired from the Shared Services Architects training.
- 2.3 Review of dual use facilities in Suffolk – improvement plans in place for each individual school to maintain a sustainable sports community use offer, and a Community Use Support Framework is being developed that will provide ongoing support in a number of key areas to improve the efficiency, quality and consistency of service offered.
- 2.4 Cultural consortia building across Cambridgeshire & Suffolk - that will enable the culture and sport sector, and in particular civil society organisations, to work collectively in a partnering arrangement that will provide the necessary scale to bid for large scale public sector contracts.
3. The Culture First local events programme continues to be a key tool for engaging with senior managers across the sector – 40 organisations, including some civil society partners, have benefited from training on ‘How to develop a local outcomes framework for culture and sport’. Culture First piloted the approach with LGID and is currently working to further improve the framework by introducing an interactive element.
4. Furthermore Culture First hosted a training session to launch the Local Cultural Profile Tool (4/7/11). Working with DCMS, ACE and Sport England this training aimed to enhance understanding of participation at local level and improve the development of policy and provision through use of robust evidence.
5. Culture First is also working with the East of England LGA to support a culture and leisure portfolio-holder network for local authorities to collaborate, share best practice and address issues of mutual concern. A series of briefing notes on key topics have been compiled to help Elected Members better champion the role of culture and sport.

### **Cultural Improvement Partnership East Midlands**

6. CIPEM is now closed, although the website will be available until Sept 2011 for people to tap into resources, toolkits and event info. They have a small amount of legacy funding, which is being passed to the sub-regional networks for improvement and efficiency purposes.
7. The key achievements in each of the sub-regions and their priorities for moving forward now CIPEM has closed are as follows:

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- 7.1 Many local authorities engaged in CSIT, and using the Efficiencies theme have strong improvement plans in place looking at issues such as community use of school sites and commissioning relationships.
  - 7.2 Leicester is leading a museums efficiencies project in the sub-region.
  - 7.3 Exploring the potential for Derbyshire Sport to become a Trust
  - 7.4 'Lincolnshire One' is delivering better outcomes for the arts and a new shared approach to governance.
  - 7.5 In Nottinghamshire implementation of an outcomes framework across the sub region will capture key cultural indicators
8. The CIPEM legacy is to encourage collaboration, innovation and motivation through a series of informal sub-regional culture and sport networks.

**West Midlands Culture and Sport Improvement Network**

9. Managed on a part-time, freelance basis and with funding now ended, it is running down the support available. WMCSIN has not focussed on improvement programmes, but has concentrated on supporting the local authority cultural sector to adapt to the impact of public sector financial restraints in the following ways:
- 9.1 Providing information on relevant developments and maintaining communications with a broad network of operational staff, management and Members in the culture and sport sector.
  - 9.2 Events to debate and inform on issues in the local authority cultural sector, to help LA's manage in the current climate. Joint events with CIPEM have taken place in both Birmingham and Leicester.
  - 9.3 Commissioning specific projects to support LA services and service change. Library Change Programme working with the MLA and the Society of Chief Librarians WM on the potential for significant changes in the delivery of library services, including shared services across the West Midlands. Birmingham consultants Black Radley produced a business case that was published in November 2011 and is now being used in various ways by the 14 library authorities as a catalyst to support the development, sharing and re-designed of services.  
The Future of Arts Development WMCSIN commissioned Caroline Foxhall and Sally Luton to prepare the business case for an arts development change programme. This is currently being considered by local authorities.

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**South East Culture and Sport Improvement Network**

10. Key achievements are:

10.1 Network established with Executive leadership

10.2 Action Plan follows 6 pilot models of development (Brighton, Partnership for Urban South Hampshire, Kent, North Kent, Wokingham, Thames Valley Cultural Forum)

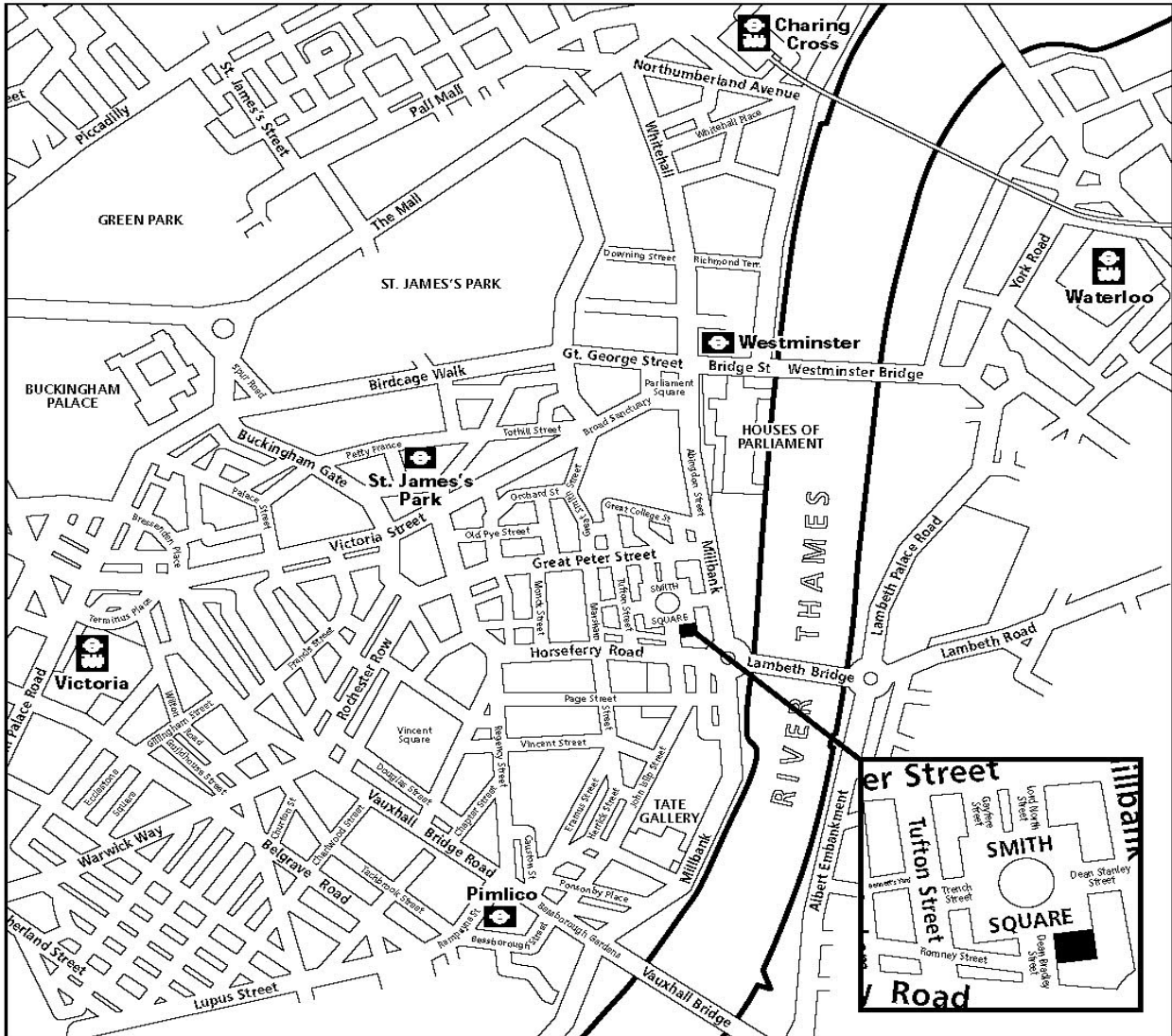
10.3 1 day Training on Local Outcomes Framework

10.4 Forum Event: Evolution or Revolution: New Models of Development





## 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