

# Culture, Tourism and Sport Board

Agenda

Wednesday 21 November 2012  
11.00am – 1.00pm

Westminster Suite (8<sup>th</sup> Floor)  
Local Government House  
Smith Square  
LONDON  
SW1P 3HZ

**To:** Members of the Culture, Tourism and Sport 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.

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### **Further help**

Please speak either to staff at the main reception on the ground floor, if you require any further help or information. You can find the LGA website at [www.local.gov.uk](http://www.local.gov.uk).

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

## **LGA Culture Tourism and Sport Board**

21 November 2012

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The **Culture Tourism & Sport Board** meeting will be held on **Wednesday 21 November 2012** at **11.00am**, in the Westminster Suite (8<sup>th</sup> Floor), Local Government House, London, SW1P 3HZ.

A sandwich lunch will be provided afterwards from 1:00pm.

### **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:** Luke Taylor: 020 7664 3264 email: [luke.taylor@local.gov.uk](mailto:luke.taylor@local.gov.uk)  
**Liberal Democrat:** Group Office: 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)

### **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.

### **Location**

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

### **Contact**

Zoe Glacken  
Tel: 020 7664 3236  
e-mail: [zoe.glacken@local.gov.uk](mailto:zoe.glacken@local.gov.uk)

### **Guest WiFi in Local Government House**

This is available in Local Government House for visitors. It can be accessed by enabling 'Wireless Network Connection' on your computer and connecting to LGH-guest, the password is Welcome2010LG.

### **Carers' Allowance**

As part of the LGA Members' Allowances Scheme, a Carers' Allowance of up to £6.19 per hour is available to cover the cost of dependents (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

### **Hotels**

The LGA has negotiated preferential rates with Club Quarters Hotels in central London. Club Quarters have hotels opposite Trafalgar Square, in the City near St Pauls Cathedral and in Gracechurch Street, in the City, near the Bank of England. These hotels are all within easy travelling distance from Local Government House. A standard room in a Club Quarters Hotel, at the negotiated rate, should cost no more than £149 per night.

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**Culture, Tourism and Sport Board**

21 November 2012

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**Culture, Tourism and Sport Board - Membership 2012/2013**

<b>Councillor</b>	<b>Authority</b>
<b>Conservative (8)</b>	
Andrew Lewer <b>[Deputy-Chair]</b>	Derbyshire CC
Roger Begy OBE	Rutland CC
Sir William Lawrence	Stratford-on-Avon DC
Doreen Stephenson	East Lindsey DC
Ian Gillies	City of York
Peter Golds	Tower Hamlets LB
James Hockney	South Cambridgeshire DC
Chris Knowles-Fitton	Craven DC
<b>Substitutes:</b>	
Morris Bright	Hertsmere BC
Joe Cooney	Pendle BC
Nicholas Daubney	Kings Lynn & W Norfolk
Patricia Sullivan	Rochdale MBC
<b>Labour (6)</b>	
Simon Henig <b>[Vice Chair]</b>	Durham CC
Caitlin Bisknell	High Peak BC
David Phillips	City & County of Swansea
Veronica Ward	Southwark LB
Simon Blackburn	Blackpool Council
Sonia Crisp	City of York
<b>Substitutes:</b>	
Michael Mordey	Sunderland City
<b>Liberal Democrat (3)</b>	
Flick Rea <b>[Chair]</b>	Camden LB
Stewart Golton	Leeds City
Paul Crossley	Bath & NE Somerset Council
<b>Substitute:</b>	

Philip Eades	Borough of Poole
<b>Independent (1)</b>	
Geoff Knight <b>[Deputy Chair]</b>	Lancaster City
<b>Substitutes</b>	
Mark Ereira-Guyer	Suffolk CC
Robert Dutton OBE	Wrexham CBC
Roger Dennison	Lancaster City

## LGA Culture, Tourism and Sport Board Attendance 2012-2013

Councillors	10.09.12	21.11.12	16.01.13	tbc	22.05.13	09.07.13
<b>Conservative Group</b>						
Andrew Lewer <b>[Deputy-Chair]</b>	Yes					
Roger Begy OBE	Yes					
Sir William Lawrence	Yes					
Doreen Stephenson	Yes					
Ian Gillies	Yes					
Peter Golds	Yes					
James Hockney	Yes					
Chris Knowles-Fitton	Yes					
<b>Labour Group</b>						
Simon Henig <b>[Vice Chair]</b>						
Caitlin Bisknell	Yes					
David Phillips	No					
Veronica Ward	Yes					
Simon Blackburn	No					
Sonia Crisp	Yes					
<b>Lib Dem Group</b>						
Flick Rea <b>[Chair]</b>	Yes					
Stewart Golton	Yes					
Paul Crossley	Yes					
<b>Independent</b>						
<b>Geoff Knight</b> [Deputy Chair]	Yes					
<b>Substitutes</b>						





## Agenda

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### LGA Culture, Tourism and Sport Board

Wednesday 21 November 2012

11.00am to 1.00pm

Westminster Suite, Local Government House

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Item	Page	Time
<b>Declarations of Interest</b> Opportunity for Members to declare any personal or prejudicial interests.		
<b>FOR DISCUSSION</b>		
1. <b>Note of last meeting and matters arising</b>	3	11:00am
2. <b>Driving growth through the visitor economy</b> Report to follow.		11:05am
3. <b>Boosting the economy through heritage</b> Discussion on the key issues for councils. Baroness Andrews, Chair of English Heritage, will join the Board from 11:30am. Report attached.	9	11:20am
4. <b>Priorities for 2013/14</b> Report attached.	17	12:00pm
5. <b>Culture, Tourism and Sport conference</b> Officers will update members on the programme.		12:20pm
<b>FOR NOTING/INFORMATION</b>		
6. <b>Outside Bodies feedback from Members</b> Report attached.	29	12:30pm

- |            |   |           |                |
|------------|---|-----------|----------------|
| <b>7.</b>  | <b>Update on current issues</b>                                   | <b>41</b> |                |
|            | Report attached including:  |           |                |
|            | a) Superfast broadband  |           |                |
|            | b) Visitor economy  |           |                |
|            | c) Ash Tree Dieback   |           |                |
|            | d) Libraries  |           |                |
|            | e) Museums  |           |                |
|            | f) The arts and growth  |           |                |
|            | g) Arts Council England   |           |                |
| <br>       |   |           |                |
| <b>8.</b>  | <b>cCLOA Case studies – boosting the economy through heritage</b> | <b>55</b> |                |
|            | Report attached.  |           |                |
| <br>       |   |           |                |
| <b>9.</b>  | <b>Leading Olympic and Paralympic Legacy</b>                      | <b>61</b> | <b>12:40pm</b> |
|            | Cllr Stephen Castle, Chair LGA 2012 Games Task and Finish Group.  |           |                |
|            | Report attached.  |           |                |
| <br>       |   |           |                |
| <b>10.</b> | <b>Any other business</b>   |           |                |

Date of Next Meeting: **11:00am – 1.00pm, Wednesday 16 January 2013, Smith Square  
Rooms 1 & 2, Local Government House**

**Item 1**

## Note of Previous Meeting

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<b>Title:</b>	Culture, Tourism and Sport Board
<b>Date and time:</b>	10 September 2012, 1.00pm
<b>Venue:</b>	Smith Square 1 and 2, Local Government House

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### Attendance

Position	Councillor	Council
Chair:	Flick Rea	Camden LB
Vice chair:	Simon Henig	Durham CC
Deputy chairman:	Andrew Lewer	Derbyshire CC
Deputy chair:	Geoff Knight	Lancaster City
Members:	Roger Begy OBE	Rutland CC
	Sir William Lawrence	Stratford-on-Avon DC
	Doreen Stephenson	East Lindsey DC
	Ian Gillies	City of York
	Peter Golds	Tower Hamlets LB
	James Hockney	South Cambridgeshire DC
	Chris Knowles-Fitton	Craven DC
	Caitlin Bisknell	High Peak BC
	Richard Mordey	Sunderland
	Veronica Ward	Southwark LB
	Sonja Crisp	City of York
	Stewart Golton	Leeds
	Paul Crossley	Bath & NE Somerset
Apologies:	David Phillips	City & County of Swansea
	Simon Blackburn	Blackpool
Speakers:	Viscountess Penelope Cobham	VisitEngland
	James Berresford	VisitEngland
Other Attendees:	Richard Hunt, cCLOA (Observer)	
LGA Officers:	Paul Raynes, Laura Caton, Siraz Natha, Justine Wharton, Stephen Service	

21 November 2012

**Item 1**

**Item Decisions and actions**

**Action by**

Cllr Flick Rea welcomed the new board for 2012/13 and invited Members to introduce themselves. She encouraged Members to fill in the questionnaire at item 5 Appendix C to indicate their areas of interest.

Cllr Rea acknowledged the work of councils in making the Olympic and Paralympic summer of sport such a success.

On the recent cabinet reshuffle, Cllr Rea summarised changes to date and said that a letter of congratulation would be sent to the new Secretary of State for Culture from Sir Merrick Cockell as Chairman of the LGA.

Cllr Rea also noted Peter Bazalgette's recent appointment as Chairman of Arts Council England and confirmed that she had already sent a letter of congratulation.

**1 Note of last meeting and matters arising**

All the actions arising from the previous meeting held on 18 July 2012 had been completed and the note was approved.

***Decision***

All actions were noted as completed.

**Members / Laura  
Caton**

**2 Visitor Economy**

As part of this item, Cllr Rea asked Members for contributions to the question and answer session with VisitEngland in advance of item 3.

**Working with VisitEngland**

**3**

Cllr Rea welcomed Viscountess Cobham and James Berresford, the Chair and Chief Executive of VisitEngland to the meeting.

Viscountess Cobham thanked Members for the opportunity to attend and said that VisitEngland continued to work with LGA on a range of issues. Overall the visitor economy is strong and performing well compared to other economic sectors. The slightly lower visitor numbers for this Summer are due in part to the poor weather.

James Berresford summarised the work of VisitEngland to date, emphasising sustainable growth as a key priority. He announced that VisitEngland are about to sign a memorandum of understanding with the Arts Council concerning arts tourism. VisitEngland is also working closely with the Department for Business Innovation and Skills to ensure a commonality of approach regarding Local Enterprise Partnerships.

21 November 2012

**Item 1**

VisitEngland then took questions from the Board. Issues discussed included VisitEngland's Board Membership (where Members felt local government representation was important), national leadership on tourism, the potential of tourism to drive economic growth, the importance of superfast broadband to boosting rural tourism and councils' serious concerns about proposed changes to the Blue Flag Scheme. Members also noted the complexity of the visitor economy landscape and the importance of simplifying structures where possible.

Members noted that the joint LGA / VisitEngland seminar for councillors on 19 October was already at full capacity and an opportunity to engage the wider sector in our work.

Members agreed to respond to DCMS's consultation on VisitEngland's Board membership.

***Decision***

Members noted the presentation.

**Action**

Offices to draft for Members' clearance a letter in response to the consultation on VisitEngland's Board membership.

**Laura Caton**

**4 Update on Libraries**

Members noted the report and in particular the partnership between LGA and ACE to support councils to share learning and examples of new delivery models. Members felt that supporting councillors to lead transformational change in libraries should be our priority.

***Decision***

Members noted the report.

**Action**

Officers to take forward amendments to library priorities as directed by Members.

**Laura Caton**

**5 2012/13 CTS Board Priorities**

Cllr Rea requested comments from Members on the Board priorities presented in the paper. Members agreed strongly that the visitor economy was their top priority as this aligned the Board to the LGA's overarching growth campaign. Members also emphasised the importance

21 November 2012

**Item 1**

of giving prominence to superfast broadband.

Members asked how outcomes of the work programme would be measured. Cllr Rea responded that a 6 monthly report would go to the Board to review progress, detailing the timescales and means of evaluating delivery.

Cllr Rea asked Members to note that the date of the Visitor Economy seminar would be 16 October, not 19 October as stated in the paper.

***Decision***

Members agreed that the work programme be amended to reflect the importance of superfast broadband as a priority.

**Action**

Officers to revise the work programme, taking account of Member comments.

**Laura Caton/  
Steve Service**

**6 Superfast Broadband**

Members received a tabled report updating them on recent developments regarding this issue.

Cllr Rea said that the real barrier to the roll-out of superfast broadband was the Government's failure to secure state aid clearance, not the planning system. Members agreed on the importance of keeping this high on the Board's agenda.

***Decision***

Members noted the report.

**7 2013 Culture, Tourism and Sport Conference**

Officers confirmed that the CTS Board would meet at lunchtime on the first day of the conference.

Members asked if Board Members had to pay to attend the conference. Officers confirmed that LGA policy is Board Members pay for their conference spaces unless they are chairing or speaking at workshops.

***Decision***

Members noted the report.

21 November 2012

**Item 1**

**8 Outside Bodies feedback from Members**

Cllr Rea updated Members on the latest Outside Body activity. A note will be circulated confirming Outside Body representatives for the forthcoming year.

**Laura Caton /  
Stephen Service**

***Decision***

Members noted the update.

**9 Update on Current Issues**

***Decision***

Members agreed for a report on the Olympic legacy to be presented at the next Board.

**Paul Raynes /  
Laura Caton**

Subject to a meeting not already having been arranged on the issue elsewhere, Members asked Officers to investigate the possibility of the LGA hosting a roundtable of senior figures within Culture, Tourism and Sport organisations to get a rounded view of the Olympic legacy.

**LGA Officers**

**10 cCLOA Case Studies: Visitor Economy and Growth**

Members received a paper presenting case studies about councils' leadership role in the visitor economy.

***Decision***

Members noted the case studies.

**11 Any other business**

Cllr Rea asked Members to note that Baroness Kay Andrews, Chair of English Heritage has been invited to the next CTS Board.

**Date of the next meeting: Wednesday 21 November 2012 at 11.00am  
Local Government House**





**Item 3**

## **Boosting the economy through heritage**

### **Purpose of report**

For discussion and direction.

### **Summary**

Local government is at the forefront of protecting, improving and managing the historic environment. Heritage delivers important economic benefits - UK heritage tourism accounts for £4.3 billion of GDP and creates employment for 113,000 people.

This paper suggests how the LGA and English Heritage can work together to unlock the potential of heritage to boost economic growth.

### **Recommendation**

Members are asked to:

- Discuss and agree the suggested areas for the LGA to focus on, set out in paragraphs 20 to 23.
- Note the suggested issues to discuss with English Heritage, set out in paragraph 25.

### **Action**

To be taken forward by Officers, in accordance with Members' steer.

**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**

## **Boosting the economy through heritage**

### **Background**

1. Local government is at the forefront of protecting, improving and managing the historic environment. Be it through the planning system, or through supporting community involvement in local assets, councils care for and enhance local areas, stimulating interest and encouraging awareness of local heritage.
2. Heritage also delivers important economic benefits - UK heritage tourism accounts for £4.3 billion of GDP and creates employment for 113,000 people. Most visitors choose to visit places, at least in part, because of their local heritage offer. The growing strength of domestic tourism is giving many heritage attractions a much more secure future.
3. More challenging is the impact of very significant cuts to public services that councils and other public bodies must deliver. Key elements of the Government's domestic policy agenda - in particular planning reform and the Localism Act - are also having a profound impact upon the heritage sector and the relationship between councils, communities and English Heritage.
4. English Heritage is the Government's lead advisory body for the historic environment and has a statutory role in the planning system. Local government interacts with English Heritage in a number of different ways, including through the planning system, the identification of local heritage assets for the national heritage list, access to specialist advice and support on heritage at risk and as a source of grant funding. Over 100 councils have nominated a heritage champion, usually a councillor, who work with English Heritage to raise the profile of heritage in councils and their partners.
5. English Heritage has recently reviewed the activities and services delivered through its nine local offices and is introducing a new integrated approach to supporting local planning and conservation.

### **Heritage and Growth**

6. Heritage and the local historic environment make a massive contribution to the economy. Heritage attracts visitors and businesses to places, provides jobs at heritage attractions and in the wider economy, and is a driver for inner city renewal and rural development. The CLOA case study paper at Item 8 shares examples of councils who have put heritage centre-stage of growing the local economy. Building on the 2012 Olympic and Paralympic Games, there are a plethora of upcoming significant historic anniversaries with a strong local dimension that will stimulate heritage tourism and boost local economies, such as the centenary of the start of World War One in 2014 and the 800<sup>th</sup> commemoration of Magna Carta in 2015.
7. Maximising the contribution of heritage to growth depends upon the quality and accessibility of the local historic environment, attracting domestic and overseas visitors and businesses, an appropriately skilled workforce, strong local partnerships, and the

**Item 3**

right national policy framework that recognises councils' local leadership role in heritage, the economy and planning. The CTS Board agreed a programme of work on the visitor economy at its last meeting, which is vital to this agenda too. There are also strong links to the LGA's work on skills and the Hidden Talents campaign, which is making the case for councils to have a stronger commissioning role in skills to ensure the local workforce matches employers' needs. This is particularly important to the heritage sector which in some places relies upon specialist craft skills and traditional methods of working and construction.

8. The capacity of councils to lead and support heritage, where they choose to prioritise this, is clearly critical to its contribution to growth. Although the majority of the nation's heritage is in private hands, councils have statutory responsibilities in the planning system to protect and conserve heritage and are often the conduit through which communities and schools are engaged. Councils are also custodians of a great many heritage assets in their own right, including town halls, castles, piers, areas of natural beauty, war memorials, and the museums, archives and libraries where people can access, learn from and enjoy heritage.
9. English Heritage has drawn particular attention to the reduction in local authority historic environment staff and concern that heritage assets are more vulnerable as private and public sector capital funding is more limited during tough economic times. Historic environment services, like all councils services, are of course adapting to unprecedented budget pressures, but reductions in staff numbers alone do not tell the whole story as councils are finding more efficient ways of working. The LGA has consistently said that the best way to support heritage in tough financial times is to develop and share new ways of working and support strong local political leadership that positions heritage as central to wider political outcomes, especially economic growth.
10. In 2011/12 the LGA and English Heritage worked with partners to help local historic environment services to adapt and improve. Through the Historic Environment: Local Authority Capacity (HELAC) project, we worked with five councils to identify and share learning widely, with an emphasis on achieving conservation outcomes through reducing processes, bureaucracy and overheads, and working better together in partnership. The project revealed a range of approaches including councils pooling conservation expertise, generating income from conservation skills and a bigger role for volunteers in conservation.
11. English Heritage is keen to build on this by discussing how we can develop the HELAC project to benefit more councils. We are also supporting strong local political leadership and jointly ran a leadership session for over 80 councillors at English Heritage's recent conference for heritage champions.
12. A major tool in enabling councils to maximise the growth potential of heritage is the planning system because it is through this that the historic environment is protected, enhanced and improved in a way that balances local economic, social and environmental needs and ambitions. For places that want to drive growth through heritage, it is essential that councils have the necessary levers to do this.

**Item 3**

13. The overall heritage content of the national planning policy framework (NPPF) is similar in formulation and intent to PPS5, its predecessor. The LGA strongly supported the aim of the NPPF to simplify the planning process. We secured a number of important amendments, including giving the social and environmental aspects of sustainable development the same weight as the economic, which is particularly important when considering heritage.
14. The NPPF clearly encourages the sector to give strong consideration to the benefit and opportunities of the historic environment. It is expected that local plans include a positive strategy about the conservation and enjoyment of the historic environment, including heritage assets most at risk. Councils are encouraged in their local plan to identify all heritage assets and those most at risk, and to promote new development in ways that will make a positive contribution to character and distinctiveness.
15. The Government is also taking forward a number of simplifications to the system of listed building consent through the Enterprise and Regulatory Reform Bill. These are based upon the Penfold Review of Non-Planning Consents in 2010, which in turn reflects many of the provisions originally featured in the 2008 draft Heritage Protection Bill. In particular there is provision for owners and local planning authorities to make heritage partnership agreements which can give advance consent for minor, routine or repetitive works in managing a group of listed buildings. This will reduce consent applications and reflects a long-standing shared aim of the LGA and English Heritage.
16. It is very early days in terms of the impact of the new planning framework on heritage, but councils are very concerned that the Growth and Infrastructure Bill undermines the localist thrust of the NPPF by proposing sweeping new powers for the Secretary of State to take away decision making from locally and democratically accountable councillors. Of particular note for heritage is councils' serious concern about the environmental impact of a relaxation of planning restrictions on the installation of broadband infrastructure and the potential this relaxation could be extended to cover all telecommunications infrastructure. The LGA is also calling for councils to have the powers to set their own permitted development framework to reflect the fact that local historic environment, among many other factors, varies hugely between places.
17. The Localism Act is the other key tool for councils to support heritage. The heritage sector has a strong tradition of community engagement and in many ways is already the embodiment of what the localism agenda is seeking to achieve. Every year 450,000 people get involved in their local historic environment through volunteering, around five million are members of heritage organisations, and one in six adults has donated to heritage causes. Councils already help to encourage and support this engagement, including by identifying volunteering opportunities, involving communities in developing local heritage lists and supporting civic groups who want to play an active role in supporting heritage assets.
18. The Community right-to-bid in the Localism Act came into force in September 2012 and allows communities to nominate buildings and land that they consider to be of value to the community, to be included on a local authority maintained list. If any of the assets on the register are put up for sale, the community is given a window of opportunity to

**Item 3**

express an interest in purchasing the asset, and another window of opportunity to bid. This could be a valuable tool, alongside others, which can contribute to the building of a more strategic approach to managing assets with social, economic and environmental objectives in mind. The provision is principally aimed at securing the ongoing community benefit of local shops, pubs, libraries and the like, but these buildings will frequently also be heritage assets, so in this way it will impact upon how heritage is managed locally.

19. The Localism Act also introduced neighbourhood planning. It sets out how communities can get more involved in planning for their areas – specifically around creating plans and policies to guide new development. Of course this is not a new concept and will build on and work alongside tried and tested routes to engage communities in planning. It may well lead residents to identify particular land or buildings that they wish to zone for continuing or future use for specified community purposes, which could include access to and enjoyment of local heritage spaces or assets.

**Suggested LGA areas to focus on**

20. Supporting councils to use their wider leadership role on the economy to maximise the contribution of heritage to growth and the visitor economy.
- 20.1 Promote and support the role of strong political leadership in embedding heritage across councils and in strategic planning, for example through leadership seminars;
  - 20.2 Continued dialogue between the Chair of the CTS Board and the Chair of English Heritage to maintain a mutual awareness about the key issues facing councils and the heritage sector, to develop shared messages and actions on supporting improvement; and
  - 20.3 Raise awareness of and support councils' role in forthcoming national commemorative events with a strong local dimension.
21. Helping councils to use the new planning policy framework and the Localism Act to give heritage a locally appropriate reflection in the drive for growth and the involvement of communities.
- 21.1 The Planning Advisory Service, part of the LGA, is supporting councils to understand and respond to planning reform through support on plan-making, learning events and online resources. This includes a tool to help councils check their local plans cover key elements of the new national framework, including the local historic environment; and
  - 21.2 The LGA is also supporting councils to implement the Localism Act, and we will ensure that the learning specific to heritage is captured and shared.
22. Supporting councils to develop new and more efficient ways of working to ensure that they continue to preserve, enhance and improve the accessibility of local historic assets.

**Item 3**

- 22.1 Explore with English Heritage developing the HELAC initiative so that more councils benefit and the learning is shared widely and
  - 22.2 Continue to develop the heritage Knowledge Hub group as a forum for sharing case studies and identifying key issues.
23. Arguing for the removal of national barriers and policies that risk undermining the contribution of heritage to growth.
- 23.1 For example, the Government's proposals to remove planning relaxations on the installation of broadband infrastructure risk six-foot high junction boxes and wires festooning historic streets and conservation areas. Clause 7 of the Growth and Infrastructure Bill (designed to enable the relaxation) potentially opens the way for the removal of all democratic planning control from any telecoms infrastructure with catastrophic consequences for the historic environment, and we are seeking urgent reassurance from Ministers. The real barrier to the rollout is Government's failure to secure state aid clearance.
  - 23.2 The LGA is also in discussions with Keep Britain Tidy about minimising the economic impact of changes to the Blue Flag Scheme, which could see up to 30 seaside towns losing the coveted status due to anomalies in the methodology.

**Suggested issues to discuss with English Heritage**

24. English Heritage gives councils direct access to a range of expertise, advice and information on all aspects of managing a successful local historic environment, and this is of enormous value to councils. Councils want English Heritage nationally to be a powerful champion for councils' leadership role in heritage and the contribution of heritage to economic growth and the visitor economy. We encourage English Heritage to focus on helping councils to achieve local heritage outcomes in a way that suits local need and reflects the reality of the challenges councils face.
25. In particular, Members may wish to explore with English Heritage:
- 25.1 How best the LGA and English Heritage can work in partnership to share good practice on managing heritage and supporting councillors to lead transformational change of heritage services and position heritage as central to local growth ambitions. This could include:
    - 25.1.1 Building on the 12 November session at the Heritage Champions Conference by offering a series of leadership seminars for councillors in 2012/13;
    - 25.1.2 Developing the HELAC initiative to support another wave of councils who are examining different ways of supporting the local historic environment, and sharing learning widely. We should aim to do this quickly with a focus on identifying and sharing practical learning.

21 November 2012

**Item 3**

- 25.1.3 Supporting councils to have access to the right information that will help them to target resources and drive improvement by improving the availability of heritage data on LG Inform.
- 25.2 Opportunities to communicate joint messages to local authorities that help both councils and their communities to get the most out of their local heritage assets;
- 25.3 Supporting councils to take forward the heritage provisions of the Enterprise and Regulatory Reform Bill once it achieves Royal Assent and
- 25.4 Joint advocacy to Government and others on the role of councils in heritage and contribution to growth and the visitor economy.

**Conclusion and next steps**

- 26. Councils want to continue to support their communities and visitors to enjoy and learn from heritage in all its many forms within the context of a local approach to growth. The LGA looks forward to continuing discussions with English Heritage about how we can work together to seek out and share innovation, support strong local political leadership and maximise the contribution of heritage to growth.



## **Priorities 2013/14**

### **Purpose of report**

For discussion and direction.

### **Summary**

The paper at **Appendix A**, which has been agreed by the LGA's Leadership Board, provides a high level steer on the LGA's priorities for 2013-14.

The LGA Boards are now being asked to develop proposals for next year to inform the more detailed business plan and budget which will be presented to Leadership Board in January and signed off the LGA Executive in March.

### **Recommendation**

In view of the LGA's top priorities for next year, Members are invited to discuss:

- What should we be focusing on and trying to achieve for maximum impact on behalf of our members?
- What have we found out about what works and what does not work over the last year? What should we be doing more of? What should we be stopping or doing less of?

### **Action**

Officers to feedback the conclusions of the Board's discussion to the Leadership Board to inform the final business plan.

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## **Priorities 2013/14**

### **Background**

1. The Board received a report on 2012/13 priorities at its September meeting. Members were broadly content with the suggested focus, and the forward plan for the remainder of the year. This report suggests high level priorities for the Board's work for 2013/14.
2. As the paper at **Appendix A** explains, the Leadership Board have streamlined the LGA's six priorities to three, recognising that the priorities we agreed for the current year – **economic growth, funding for local government** and **public sector reform** - are still relevant as we move into the next financial year. The paper makes clear the links between these different themes to help us work in a cross-cutting way for maximum impact. It also describes the core services which support councils with **sector-led improvement** and which are at the heart of all our work.
3. Against this context, Board members are now being invited to give an initial steer about culture, tourism and sport priorities for next year which will inform the more detailed business plan and budget which will be signed off by the LGA Executive in March.

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

4. We have taken this year's plan as a starting point for developing a coherent programme of activity for next year, and adopted a working assumption that resource allocations will remain broadly as this year, although there will be room for negotiation on this. Most of the ongoing work fits squarely within the priorities of economic growth, jobs and prosperity; public sector reform and sector-led improvement.
5. The analysis presented in this paper suggests the following headline CTS priorities for 2013/14 are fed into the business planning process:
  - 5.1 Supporting councils to **maximise the economic impact** of their investment in the visitor economy, superfast broadband, Olympic and Paralympic legacy and culture; and
  - 5.2 Arguing for the removal of barriers that get in the way of this ambition, and ensuring that the **combined public subsidy for culture goes further**, is channelled towards the biggest issues councils face, and is delivered more efficiently.
6. Inevitably the sector will also look to the Board for leadership on a number of significant topical issues over the year.

## **Policy Context**

7. Libraries, leisure centres and heritage attractions are some of the most highest valued and used of all council services. Outside London, local government is the biggest public spender on culture, tourism and sport; currently spending around £3 billion every year. However, the LGA's Funding Outlook for councils clearly shows that this level of investment is unsustainable. The biggest challenge will continue to be finding new ways of working that will enable councils to continue leading high-quality culture, tourism and sport services. Councils are delivering less direct, commissioning more and increasingly setting up trusts and other delivery arrangements to manage culture and sport in a more efficient way.
8. In this environment the ability of culture, tourism and sport to position itself as vital to overall political priorities, such as economic growth and health, is crucial. Where local investment is holding up in the face of budget pressures this is because councillors have been persuaded by culture's role in promoting the local economy. This suggests an important role for the Board supporting councillors to maximise the economic impact of their investment and positioning culture, tourism and sport in the LGA's growth narrative as we head into the next spending round.
9. With a new Secretary of State for culture, building a stronger partnership between local and central government over the coming year will be vital. Councils lead and fund the majority of services that are crucial in enabling the Department for Culture, Media and Sport (DCMS) to achieve its priorities, so there is an opportunity to position our sector as central to the DCMS narrative and to persuade the Secretary of State of the opportunity to protect and encourage culture and sport by working together with councils to maximise their contribution to growth.
10. Central government functions in relation to culture are also exercised through a series of quangos including Arts Council England (ACE), VisitEngland, English Heritage, and The National Archives. Our major strategic dialogue with national quangos is about how national investment can best support sector-led improvement locally, so that the combined public subsidy for culture goes further and is delivered more efficiently.
11. Of particular importance for next year will be the changing relationship between ACE and local government as a new Arts Council chair takes up post in February 2013 and a streamlined structure takes effect from July 2013. Even with budget pressures councils and ACE are, together, this country's biggest public investors in the arts, libraries and museums. The Board has already reinforced to ACE how important it is that its priorities and ways of working should reflect this fact. Members have recently agreed a statement of purpose with ACE that commits us to supporting national and local collaboration and helping councils to boost growth through culture. Making this a practical reality for councils locally and national cultural policy is likely to be a focus for next year.

### **Economic growth, jobs and prosperity**

12. The CTS Board's contribution to the LGA's growth campaign is focussed on the visitor economy, superfast broadband and Olympic and Paralympic legacy, and all of these issues are likely to remain very high on the Board's agenda next year.
13. The Board decided at its September meeting that its work should for the coming year put tourism and the visitor economy centre-stage. This is not only providing a focus for the Board's work and framing the work we do on individual topics such as museums, arts, licensing or the built heritage. It also aligned the Board's work explicitly with the LGA's overarching priority to position councils as leaders and drivers of economic recovery and future growth. Officers are currently developing a work programme for Members' steer and continuing to implement this will be an important focus for next year. Central is likely to be promoting and supporting councils' leadership role, working with councils, industry and Government to improve productivity and ensuring councils have the necessary levers over finance, skills and transport so that they can provide the infrastructure that is essential for a thriving visitor economy.
14. Next year will be critical for the local rollout of superfast broadband in rural and urban places. Superfast broadband is essential infrastructure for many businesses, which will help drive growth in the local economy and create jobs.
15. Assuming that the Government secures state aid clearance for its investment in the rollout, the 46 councils in the rural broadband programme will have completed procurement by July 2013 and be on track for superfast broadband to reach at least 90% of the population by 2015. As well as providing practical support to councils through Local Partnerships, the Board will want to ensure that communities and local businesses, through their elected councillors, continue to have a say over the installation of telecommunications infrastructure in their communities. In the context of a perceived lack of competition in the supply chain, the Board will also have an important role to play in calling on Broadband Delivery UK to make available information and benchmarking that will help to ensure competitive deals are struck.
16. With the dismantling of much of the Games-time architecture, only local government is in a position to ensure that the legacy is delivered on the ground in local areas, and councils up and down the country are seizing this fantastic opportunity. The LGA's 2012 Games Task and Finish Group has mandated the Culture, Tourism and Sport (CTS) Board to lead supporting councils to secure a sporting, economic (within this a focus on the visitor economy) and community celebration legacy. A key role for the Board will be encouraging councils to maintain the momentum on legacy, sharing good practice and ensuring local government has a strong voice in national legacy programmes and any resources that flow from that.

### **Public service reform**

17. The culture and sport sector has a strong track record of leading innovation, finding new and more efficient models of service delivery and managing the rationalisation of services and assets. In particular 40% of culture and sport services are now delivered in some form through trusts or social enterprises and the pioneering Future Libraries Programme (now the Libraries Development Initiative) put councils at the centre of transforming the delivery of library services through sharing back office services, co-location and involving local people more. We are already seeing a fundamental rethink to the way culture and sport locally is organised and funded, and capturing the learning and developing new ways of working further will continue to be an important focus for the CTS Board.
18. Culture and sport are also central to key elements of the wider public service reform agenda. For example, councils' responsibility for public health presents big opportunities for sport and physical activity; access to the Universal Credit will be online and dependent upon the broadband rollout, and Community Budgets have the potential to free up money in the system which culture and sport can influence through the commissioning process. All of this suggests the Board will continue to support culture and sport locally to play its full part in maximising the opportunities from public service reform and advocate to Government for a national policy framework that reinforces this.

### **Funding for local government**

19. Supporting councils to manage the funding outlook for culture, tourism and sport is central to the Board's work, and has already been mentioned several times in this paper. Having a clear understanding about how funding pressures are impacting upon local provision of culture, tourism and sport is essential. The Board is also playing a key role in promoting Government's understanding about the reasons for changes to how culture and sport services are delivered locally, which are also the result of efficiencies from different ways of working.

### **Sector led improvement**

20. The CTS Board has supported portfolio holders and professionals to lead transformational change and implement new delivery models, to position the sector locally and break down silos, to operate in a commissioning landscape and to seize opportunities presented by wider public sector reform.
21. Our core improvement offer consists of leadership academies and seminars, bespoke peer support, practical improvement tools and a strong presence on Knowledge Hub to enable the sector to exchange good practice and case studies. The majority of our leadership and peer support activity is funded by Sport England and Arts Council

21 November 2012

**Item 4**

England, and the scale of our improvement offer next year depends upon our ability to secure continued external investment over the next few months.

22. Given the pace of public sector reform and continued budget pressures, it is very likely that there will continue to be strong demand from councillors to access an improvement offer on CTS priorities. Next year will be particularly important for the role culture and sport plays in public health, and this is likely to be a major focus of our improvement offer. Another suggested priority is to work with the LGA political groups and professional bodies to develop further our network of member and officer peers, to ensure that the sector has the capacity to meet the demand for improvement support. We will also ensure that councils can access appropriate culture and sport data on LG Inform to support improving performance locally.

**What has worked well / not so well and doing more / less**

23. The CTS Board enjoys strong and productive relationships with the DCMS Ministerial team that enable us to influence Government policy, and has already had positive dialogue with the new Secretary of State for Culture. This is hugely important as the Board seeks to position investment in culture, tourism and sport as a driver of growth.
24. As mentioned above, the Board oversees a very popular programme of political leadership seminars and peer support on the biggest culture, tourism and sport issues for councils. Resources permitting there is scope to build upon and expand this next year.
25. As with other sectors there are a huge number of organisations with an interest in culture, tourism and sport who want to engage the LGA and local councils. Given the LGA's own resources it is essential such contact is always in pursuit of the Board's priorities, and activity on the periphery to this is appropriately dealt with.





## Appendix A

### 2013/14 Business Plan - initial proposition

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The LGA is the national voice of local government. We work with councils to support, promote and improve local government.

We are a politically-led, cross party organisation which works on behalf of councils to ensure local government has a strong, credible voice with national government. We aim to influence and set the political agenda on the issues that matter to councils so they are able to deliver local solutions to national problems.

The LGA will fight local government's corner, supporting councils through challenging times and focusing our efforts where we can have real impact.

Our top priorities for local government are:

- **Economic growth, jobs and prosperity** – councils are recognised as central to economic growth
- **Funding for local government** – reform of the public sector finance system so councils raise more funds locally, have confidence their financing is sustainable and fair, and greater ability to co-ordinate local public services
- **Public service reform** – councils are at the centre, and seen to be at the centre, of public service reform and delivering more effective services for local people

At the heart of all this work, are our core services to councils which are driven by our belief in **sector-led improvement**. Supporting local government as the most efficient and accountable part of the public sector, the LGA will play a leading role in improvement and innovation so that councils can continue to make a difference in their local areas and to the lives of their residents.

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**We are working with councils to achieve our shared vision for local government:**

**CHANGING LIVES** - local government has the potential to lead local communities, now more than ever before, and play a central role in economic growth. In the current economic climate, it is down to local government and its leaders, to rise to the challenge. Local government leaders are demonstrating they are up to the task and driving councils forward to ensure they achieve this role.

**Item 4**

**EFFICIENT** - local government remains the most efficient part of the public sector. Councils are not afraid to cut costs and be innovative about ways of improving services, as well as being prepared to consider radical solutions where this helps delivery on the ground. To achieve this, councillors are having to make difficult and at times unpopular decisions, while delivering value for money.

**ACCOUNTABLE** - local government really can make a tangible, lasting difference to people. Key to this is localism which means central government letting go, putting more faith in local people, and being confident about local democracy. Councils are often the single most important source of practical advice to local communities, actively involving people in the design and delivery of their local services.

**RELIABLE** - councils are relied on, day in day out, to deliver excellent services whatever the circumstances. They are a safety net, picking up where other services fail, handling issues that are important to people's everyday lives. Councillors are an important resource for the local communities they represent. Councils provide the glue for local communities, ensuring social cohesion and supporting the most vulnerable people in society.

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**Our top priorities** are as important now as they were a year ago when we first signed up to them. We will ensure all our work, including that of each of the LGA's policy boards, focuses on them and that as a result of our collective efforts, councils have the right system of funding and the right powers to get the UK economy back into economic growth and to support local services

***Economic growth, jobs and prosperity*** – councils have a key role to play in driving economic growth and promoting consumer and business confidence. Over the last year we have been focusing on this agenda, through our local growth campaign, including our work on housing and planning, and infrastructure funding. We have demonstrated that councils have a key role to play in targeting investment and economic development activity to boost local economies and create jobs. It is also clear that councils are ambitious to do more but lack the economic levers and control over funding necessary to lead growth locally. Our work so far has involved lobbying for devolution of powers and funding streams on issues such as skills, transport, investment in housing and broadband. We are working with councils on green growth and the visitor economy. We have also been pressing for the powers devolved through city deals to be rolled out to a greater number of places. We are about to enter a phase of lobbying to fight proposed reforms that threaten to undermine local decision making on planning. Moving forward, there is a need to develop a strong and convincing case for local economic leadership, to influence spending decisions and manifestos in the lead up to the general election. With that in mind, we have commissioned research designed to set out new options for the future as to how councils can support economic growth, new jobs and wealth creation.

***Funding for local government*** - councils were cut earlier and harder than the rest of the public sector as the government began to implement its deficit reduction policy and this is already having a profound impact on people's lives. Last year we developed a model for the

**Item 4**

next decade which shows all future sources of council revenue against future service spending demand. Our model shows a likely funding gap of £16.5 million a year by 2019/20 or a 29 per cent shortfall between revenue and spending pressures. Assuming that social care and waste are fully funded, other services face cash cuts of over 66 per cent. If capital financing and concessionary fares are also funded in full, the cash cut for remaining services rises to over 90 per cent. Local government has a track record of being the most efficient part of the public sector. But our model shows that efficiency is not going to be enough. Future sustainability starts with reform of adult social care funding. The financial future of local government is driven by care spending which will continue to grow strongly while councils' revenues will fall and then stagnate. The situation is even more challenging for councils with ageing populations. In this context it is important that councils are allowed to have a proper dialogue with residents about how much tax they want to pay and what services they want to receive in return. There is also the need for an effective conversation with local people about simply cutting out services that can no longer be afforded. These are therefore the issues we will be working on with councils over the coming year. Above all else, residents and local businesses need councils to have a fair and simple funding system that gives greater financial autonomy, supports local services and encourages economic growth.

**Public service reform** – the scale of the public spending cuts mean that a fundamental and ambitious rethink is needed to the way local services are funded and organised. The costliest and most intractable public service issues are almost without exception shared among a number of local agencies. Many councils are already working with other public sector organisations on this and the Whole-Place Community Budget pilots in particular will provide the evidence for radical change. From these experiences we are developing a picture of the council of the future and local public services more generally. We are focusing on new solutions such as demand management and behaviour change, with services increasingly designed round the needs of individuals. We will also provide support with generating new income streams and new approaches to commissioning, building on the work we have been doing with councils in the main areas of spend - children, adults and families - and also procurement and capital and assets. We are lobbying to ensure that other reforms such as the transfer of public health to local government, and changes to the planning system, make the most of councils' local leadership role across all public services in the interests of citizens. In the area of workforce reform we will negotiate to deliver national agreements that are seen as fit for purpose by councils along with a reformed pension scheme, without further serious industrial disruption or significant opt out rates. Alongside this, we will continue to work with councils to develop practical advice on the workforce challenges they face.

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We will continue to deliver these priorities through the core services that we provide to councils.

We have come a long way since we published "Taking the Lead" in 2011. The government welcomed our proposals and there is now a real momentum around **sector-led improvement**. Councils are using the support we have offered and new approaches to improvement are being delivered in children's services and adult social care. Through this

**Item 4**

work councils are demonstrating collective responsibility for the performance of local government as a whole by sharing best practice and providing peer support.

This includes

- at no cost, a corporate **peer challenge** to every council, including a core component looking at issues of leadership, corporate capacity and financial resilience
- **leadership programmes** which have already provided opportunities for hundreds of politicians, equipping them to deal with the challenges being faced by their councils
- support to help councils with capturing and **sharing innovative practice** through our Knowledge Hub, a free web-based service providing a single window to improvement in local government
- access to transparent and **comparable performance information** through LG Inform
- **sector-led improvement programmes in children's and adults services** developed and delivered through the Children's Improvement Board and the Towards Excellence in Adult Social Care Board
- **direct support** where councils are facing significant underperformance challenges
- practical support to help councils improve **efficiency and productivity**..

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**November 2012**

## **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 last two Chair's reports are attached as **Annex A** and **Annex B**.

### **Recommendation**

Members currently representing the 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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## Outside bodies feedback from Members

### Recent

Purpose	Key points discussed	Outcome
<b>Cllr Flick Rea led a workshop on the role of culture in the night-time economy at an LGA Conference on 26 September</b>		
To stimulate discussion on the role of culture in the night-time economy.	Cllr Rea highlighted the contribution of festivals, the use of museums and libraries as evening entertainment spaces, and the potential of the Live Music Act to help create a vibrant, locally appropriate and safe night-time economy.	Delegates shared the role of culture in their own night-time economies and highlighted the importance of close working between councils, communities, cultural organisations and local businesses.
<b>Cllr Flick Rea spoke at the LGA's commissioning leadership seminar in Birmingham Town Hall on 16 October</b>		
To support councillors to understand better the commissioning landscape and how to enable their culture and sport services to better engage with the commissioning process locally.	Cllr Rea set the scene by emphasising the contribution of culture and sport to other political priorities. This was followed by a discussion about what commissioning is and the role of elected members. There was a discussion on health reform and the event concluded with a discussion about supporting culture and sport to position itself in the commissioning process.	12 councillors supported and the key points will be shared widely through Knowledge Hub.
<b>Cllr Flick Rea, Cllr Andrew Lewer and Cllr Simon Henig met Alan Davey, Chief Executive Arts Council England on 18 October</b>		
To discuss how national cultural policy can reinforce culture's contribution to wider political outcomes, especially growth, and encourage local collaboration within and beyond cultural services.	Members and ACE agreed a shared focus on seeking out and sharing innovation, supporting local political leaders to drive economic growth through culture and encouraging greater collaboration between libraries, museums and the arts.	A statement of purpose between LGA and ACE that commits us to a practical offer for councils that will support collaboration and growth through culture.

Purpose	Key points discussed	Outcome
<b>Cllr Sir William Lawrence attended a meeting of the British Board of Film Classification on 18 October</b>		
To represent the LGA.	As usual, the Council watched a film and offered independent advice to the British Board of Film on classification.	Uniformity to the classification of film nationally, which remains a local government statutory power.
<b>Cllr Andrew Lewer and Cllr Flick Rea chaired the LGA / VisitEngland Visitor Economy Leadership Seminar on 19 October</b>		
To kick start the CTS Board's year of focus on growing the visitor economy and shape the LGA's offer on supporting local areas drive their visitor economy forward.	There is no one size fits all for growing local visitor economy but councils can play a strong leadership role in co-ordinating and facilitating the complex new landscape with numerous partners and, with current budget pressures, the need for the private sector to increase their investment in growing the visitor economy. Also, how councils can increase productivity and grow the huge opportunities for inward investment and business tourism.	Over 20 councillors attended. Members had a dialogue with VisitEngland on key issues, and shared good practice on councils' leadership role in boosting the local visitor economy.  Hearing from members has shaped the LGA's offer on supporting local areas drive their visitor economy forward and is feeding into our 'Local Growth' campaign.
<b>Cllr Doreen Stephenson attended the APPG Leisure Group meeting on 24 October</b>		
To represent local government to MPs and Peers in attendance.	Cllr Stephenson highlighted the leading role of councils in Olympic and Paralympic legacy, shared examples of projects to increase young women's participation in sport, and the importance of the leisure industry working in partnership with councils to maximise economic impact.	Raised awareness about the vital role of councils in leisure and influenced the focus of the APPG's work to ensure a strong focus on legacy.
<b>Cllr Flick Rea attended the Magna Carta 800<sup>th</sup> Anniversary Stakeholder Event on 26 October</b>		
To emphasise that councils across the country will be extremely keen to engage with the	There was an overview of the national events being planned for 2015 and the Magna Carta Charter Towns shared their plans for local	The Magna Carta Committee will work in partnership with LGA to raise awareness about the



Purpose	Key points discussed	Outcome
Magna Carta celebrations.	cultural, celebratory and educational events and activities.	anniversary to councils across the country.
<b>Cllr Flick Rea spoke at the LGA / Arts Council England libraries political leadership seminar on 5 November</b>		
To share good practice and debate the big issues facing public library authorities.	A range of innovative models for library services emerging across the country and opportunities and challenges inherent in them. Greater understanding of what the statutory duty for councils to provide a comprehensive and efficient means for councils and what help councils want from the LGA and Arts Council.	Increased awareness of how members can re-design their services, alongside a better understanding of the tools and support available to help from the LGA and Arts Council.
<b>Cllr Flick Rea spoke at the London CLOA annual meeting on 6 November</b>		
To share the LGA's position on key issues for culture, tourism and sport.	Cllr Rea highlighted the importance of positioning and evidencing the contribution of culture, sport and tourism to wider outcomes including growth, cohesion, wellbeing, health and employment.	Strengthened links between London CLOA and LGA.
<b>Cllr Veronica Ward represented the LGA at the National Youth Libraries Board on 8 November</b>		
To represent the views of the LGA and member councils at this advisory meeting.	Cllr Ward shared how the LGA is working with the Arts Council to promote and share examples of how councils are supporting libraries to improve outcomes for young people.	Improved understanding about the LGA's improvement work on libraries.
<b>Cllr Flick Rea and Cllr Henig attended the LGA 2012 Games Task and Finish Group on 8 November</b>		
To represent the CTS Board at the group, which was established by the LGA Executive to provide strategic oversight on operational Games issues across the LGA boards.	The group discussed how councils had played a very significant part in the success of the Games, and that they were ideally placed to lead local legacy. Members emphasised the importance of capturing and sharing the learning from the national local authority resilience programme, and re-	The group agreed recommendations for the LGA Executive and in particular a focus for the CTS Board on supporting the physical activity, tourism and community celebration legacy.

Purpose	Key points discussed	Outcome
	emphasised the importance of LGA Boards mainstreaming legacy into their work.	
<b>Cllr Flick Rea spoke at the LGA / Sport England Leadership Academy for Councillors on 10 November</b>		
To support councillors with responsibility for sport and leisure to share good practice and debate the big issues facing public sport.	Councillors discussed the current political landscape facing local government and the challenges and opportunities that exist for the sport and culture services. Councillors discussed how localism, commissioning and the transfer of public health responsibilities to local government provided significant opportunities for sport and culture to contribute to these priorities. Councillors also heard how they can be further supported by the LGA.	15 councillors were supported with the latest knowledge and good practice on how councils can positively deal with current financial pressures and challenges facing sport and leisure services.
<b>Cllr Flick Rea spoke at the LGA workshop at English Heritage's conference for councillors on 12 November</b>		
To explore the role of political leadership in influencing the change processes taking place in councils.	The session explored how councillors can ensure heritage services are engaged more effectively in the priorities of councils and delivered more efficiently in the future. Councillors shared the issues they faced and there was strong emphasis on linking heritage with economic growth.	Over 80 councillors shared learning and were supported to improve the positioning and the efficiency of the heritage offer in councils.  LGA and English Heritage to discuss scope for more joint work to support local leadership of heritage.

**Forthcoming**

<b>Title</b>	<b>Date</b>	<b>Attendees</b>
Ed Vaizey MP, Culture and Heritage Minister	4 December	Cllr Flick Rea
Meeting with Keep Britain Tidy	4 December	Cllr Flick Rea and Cllr Doreen Stephenson
LGA / Arts Council England libraries political leadership seminar	12 December	Cllr Flick Rea
LGA / Arts Council England Museums Leadership Academy	24 / 25 January	Cllr Andrew Lewer



## **Annex A**

### **Culture, Tourism and Sport Board – report from Cllr Flick Rea (Chair), October 2012**

#### **Visitor Economy**

I have written to the Chief Executive of Keep Britain Tidy to highlight coastal councils' serious concerns about changes to the Blue Flag Scheme. The Blue Flag scheme plays an important role giving people information about the quality of bathing water and helping to attract visitors who make a vital contribution to local economies. However, tougher EU water quality standard criteria are being introduced two years earlier than planned, meaning councils and their partners have less time to get ready for the changes. This is compounded by the fact this summer's unusually high levels of rainfall is already making it more difficult for councils to obtain and retain Blue Flag status for their beaches. I have urged Keep Britain Tidy to postpone the introduction of the tougher water quality standard to allow councils and their partners the full time they had scheduled for making water quality improvements and to help support the economic recovery of local businesses and communities.

Following the Government's reshuffle, Rt Hon Hugh Robertson MP adds tourism to his portfolio, and I have written to highlight both councils' vital leadership role in the visitor economy, one of the few sectors experiencing economic growth, and their commitment to using the legacy of the 2012 Games to make a long-term difference to participation in physical activity.

#### **The Night-Time Economy**

I led a workshop about the role of culture in the night-time economy at the LGA's Managing the Night-Time Economy conference on 26 September. I highlighted the contribution of festivals, the use of museums and libraries as evening entertainment spaces, and the potential of the Live Music Act to help create a vibrant, locally appropriate and safe night-time economy. Delegates shared the role of culture in their own night-time economies and highlighted the importance of close working between councils, communities, cultural organisations and local businesses.

#### **Arts Council England**

I have written to Sir Peter Bazalgette, the new Chair of Arts Council England from February 2013. I highlighted that together councils and the Arts Council are this country's biggest public investors in culture, and that a strong national and local partnership between the Arts Council and councils is essential if publicly funded culture is going to thrive in tough financial times.



## **Annex B**

### **Culture, Tourism and Sport Board – report from Cllr Flick Rea (Chair), November 2012**

#### **Visitor Economy**

Cllr Lewer and I chaired the LGA / VisitEngland visitor economy seminar on 19 October, which was attended by over 20 councillors and industry representatives. The seminar kick-started the CTS Board's year of focus on supporting councils to boost the economy through tourism. Councillors emphasised that they are closer to tourism businesses than any other part of the state and so are ideally positioned to take a lead role in joining up support for, and listening to, industry, providing information and reflecting their role within local strategic planning and priority setting. We will be developing further a visitor economy contribution to the LGA's growth campaign.

#### **Arts Council England**

CTS Board Lead Members met Alan Davey, Chief Executive of Arts Council England, on 18 October. We reinforced to ACE how important it is that its priorities and ways of working should reflect the fact ACE and councils are, together, this country's biggest public investors in the arts, libraries and museums. We agreed a shared focus on seeking out and sharing innovation, supporting local political leaders to drive economic growth through culture and encouraging greater collaboration between libraries, museums and the arts. To take this forward we have agreed a statement of purpose that commits us to supporting national and local collaboration and helping councils to boost growth through culture.

#### **Sport and 2012 Games Legacy**

I spoke at the LGA / Sport England leadership academy on 10 November. The event supported 15 portfolio holders for sport to develop further their understanding of the opportunities and challenges faced by local government funded and supported sport. This is the fourth leadership academy we have hosted with Sport England and again we received very positive feedback from delegates.

Cllr Henig and I attended the final meeting of the LGA's 2012 Games Task and Finish Group on 8 November, where Members noted the huge role councils played in ensuring the Games were such a success. The CTS Board will lead the LGA's work supporting councils to secure a sporting, tourism and community engagement legacy from the Games.

#### **Commissioning**

As part of our political leadership offer on culture and sport, 12 councillors attended a commissioning workshop on 17 October. Its purpose was to support councillors to

**Item 6**

understand better the commissioning landscape and how to enable their culture and sport services to better engage with the commissioning process locally.

**Libraries**

I spoke at the latest in a series of joint LGA / Arts Council leadership seminars for library portfolio holders on 5 November. 15 councillors attended and shared innovative delivery models. The seminar increased awareness of how members can re-design their libraries, alongside a better understanding of the tools and support available to help them from the LGA and Arts Council. We are on track to support nearly all library portfolio holders through seminars or peer support by the end of this financial year.

The LGA responded to the Culture, Media and Sport Committee's inquiry into library closures by highlighting the impressive level of innovation and commitment shown by councils. We also said the LGA has been and will continue to work closely with its members, the Arts Council and central government to encourage and support further improvement and innovation. The future of libraries is best served by councils continuing to innovate and work with their communities to come up with services which meet local needs.

**Heritage**

I attended the Magna Carta 800<sup>th</sup> Anniversary Stakeholder Event on 26 October. From specially commissioned symphonies to Magna Carta tours, BBC dramas and local street parties; organisers hope there will be hundreds of events – big and small – taking place across the whole country in 2105. The Magna Carta towns, where key events took place and/or original or later copies survive, are already very advanced in their local planning. I emphasised that councils across the country will be extremely keen to engage with the celebrations, and the Committee agreed to work with the LGA to achieve this. As well as leading libraries, museums and archives services, councils are very experienced at convening the local partners who will be essential to local celebrations and learning opportunities.

I was delighted to address over 80 councillors at English Heritage's annual conference for heritage champions on 12 November. I led a session on how councillors can ensure heritage services are engaged more effectively in the priorities of councils and delivered more efficiently in the future. We are looking forward to discussing how the LGA and English Heritage can build upon this when Baroness Andrews, Chair of English Heritage, attends the CTS Board on 21 November.

**London CLOA**

I gave the keynote address at the annual meeting of London Borough directors of sport, tourism and culture on 6 November. My speech was an opportunity to highlight the work of the LGA representing councils' interesting nationally and to emphasise the importance of positioning culture and sport as central to achieving wider political priorities, especially economic growth.



**Item 7**

**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:

- a. Superfast broadband
- b. The visitor economy
- c. Ash Tree Dieback
- d. Libraries
- e. Museums
- f. The Arts and growth
- g. Arts Council England

**Recommendation**

Members are asked to note the update.

**Action**

CLOA Advisory Panel / Secretariat to action as directed by members

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**Item 7**

## **Update on current issues**

### **Superfast broadband**

1. The Government's proposals to relax planning restrictions over the installation of broadband infrastructure take the right away from people to have a say over six-foot high junction boxes outside their windows and gardens or poles and wires festooning their streets. Clause 7 of the Growth and Infrastructure Bill potentially opens the way to removing all democratic planning control from any telecoms infrastructure. We are urging Ministers to re-think their proposals, and to make a firm statement that they are not opening the door to uncontrolled building of mobile masts in beauty spots and beside schools, and to explain how that statement of intent will be given effect.
2. The real barrier to the roll out remains the failure to secure state aid clearance, and resolving this must be the Government's priority.
3. To deliver a real impact, the Growth and Infrastructure Bill should focus on initiatives that can tackle the actual barriers to growth, of which planning is not one. The LGA proposed amendments to the Bill that will have a significant impact on growth by, for example, removing the unnecessary borrowing cap which prevents local authorities investing to their full capacity in affordable housing, devolving skills funding and allowing councils to set local policies on permitted development to tailor to local growth opportunities. Any amendments to local planning rules must ensure councils retain enough powers to maintain and improve the character and integrity of local areas.

### **Visitor economy**

4. Last month we held a very successful Visitor Economy Leadership Seminar at Hardwick Hall in Derbyshire which kick started the Board's year of focus on the visitor economy. The visitor economy plays a key role in the LGA's Local Growth Campaign which is making the case for reform that will enable councils to unlock the full economic potential of local areas. We are feeding in the key messages which came out of the visitor economy seminar into this campaign, such as continuing to make the case for greater devolution of the necessary levers over finance, skills and transport, as well as incentivising inward investment in tourism and providing strong local leadership. We will also work with VisitEngland to support councils on the key issues raised during this seminar.
5. In response to VisitBritain's consultation on their tourism strategy we wrote to the Chair of VisitBritain highlighting that local government is committed to driving local growth through the visitor economy. It is encouraging that we share common interests around promoting inward investment and travel trade, connecting up international marketing campaigns with local destinations and harnessing local areas' brand through a rich cultural and heritage offer, increasing quality and productivity, and simplifying the visa regime.
6. To help share good practice and learning on the visitor economy we have set up a new 'Visitor Economy – Boosting Local Growth' Knowledge Hub group for members and officers where we will be sharing further good practice and useful tools to support local areas in growing the visitor economy.

**Item 7**

7. In a keynote speech on 6 November, the Secretary of State for Culture highlighted the role of tourism in boosting economic growth and committed Government to reducing perceived barriers.

**Ash Tree Dieback**

8. The Government has now held two COBR meetings to discuss the issue of ash tree dieback. The LGA has been present at, and contributed to, both of these meetings. The Government is committed to producing an action plan to combat the spread of the disease. This will involve further monitoring of trees by owners and managers of land, and the destruction of (only) diseased trees that have been recently planted. Councils will want to consider their role in this. The LGA will be working to ensure that the views of those responsible for combating Ash tree dieback in council-owned parks, woodland and roadsides are taken into account in shaping the Government's action plan and we will keep councils updated.

**Libraries**

9. The Culture, Media and Sport Select Committee published the report on their recent inquiry into library closures at the beginning of this month. The LGA gave written and oral evidence at the inquiry. The final report stressed that councils are under tough funding pressures yet there is a great deal of innovation by councils in re-designing and delivering their library services and delivering wider community outcomes such as health and employment. They recognised that these are local decisions which need to be made and that closure of libraries does not automatically contravene the council's statutory duty. However they said that some councils are failing in their statutory duty to provide a 'comprehensive and efficient' library service as they do not understand their duty correctly and that guidance by Arts Council England (ACE) and the LGA on this would be useful. They also said that the Secretary of State should play a role sharing improvement and only intervene as a last resort.
10. The LGA press release stressed that the LGA and ACE are already working together to share best practice and guidance to councils on re-designing their library services and will continue to do so through our strong self-improvement offer. This includes sharing learning from Libraries Development Initiative, peer reviews, member leadership seminars, check and challenge tool and our good practice publication 'Local solutions for future local library services' which we launched at this year's LGA annual conference. Our full press release can be found at: [http://www.local.gov.uk/web/quest/media-releases/-/journal\\_content/56/10171/3773300/NEWS-TEMPLATE](http://www.local.gov.uk/web/quest/media-releases/-/journal_content/56/10171/3773300/NEWS-TEMPLATE).

**Museums**

11. The LGA, in partnership with Arts Council England (ACE), have launched a new museums self-improvement offer to add to the strong libraries improvement programme we already run with ACE. A 'Transforming the delivery of museum services in local communities' two day leadership academy will be held in Coventry on 23 and 24 January to develop and strengthen political leadership skills amongst cabinet members or portfolio holders with responsibility for museums. To book a free place email [grace.collins@local.gov.uk](mailto:grace.collins@local.gov.uk). We are also testing a new museum peer offer with ACE and inviting expressions of interest from councils.

**Item 7**

12. The LGA has responded to the Museums Association consultation on the future of museums. We set out a vision for how local political leaders, museums professionals and communities, supported by ministers and ACE, can best work together to give museums the best possible chance of thriving in 2020. We also highlighted the importance of supporting museums, whatever the delivery model, to maximise and articulate their contribution to other political priorities, especially economic growth. You can read the full response on the LGA website at [http://www.local.gov.uk/web/guest/culture/-/journal\\_content/56/10171/3768494/ARTICLE-TEMPLATE](http://www.local.gov.uk/web/guest/culture/-/journal_content/56/10171/3768494/ARTICLE-TEMPLATE).

**The Arts and growth**

13. Arts Development UK, the professional body for arts officers in all sectors, has published its annual survey on council arts spend. The survey shows that arts spending this year has been protected and is roughly flat, and that within that staff spending has reduced. The survey also reveals that the argument used by most arts departments to persuade elected members to maintain arts spend has been its role in promoting the local economy. Arts spending by councils levers in spending from elsewhere by a ratio of 4 to 1, according to the survey.

**Arts Council England**

14. Arts Council England has announced details of its new structure, which comes into operation on 1 July 2013, and will impact upon how the organisation works with local government. The key changes include:
- 14.1 an overall reduction in staff numbers across the organisation of 21 per cent from 559.5 full time posts to 442 (117.5 posts);
  - 14.2 four Executive Directors, reducing from eight, accountable for delivering the Arts Council's overall strategy, with the Chief Executive;
  - 14.3 leadership of artform and cultural policy expertise distributed geographically across the organisation - everyone will have a local and national focus;
  - 14.4 property costs will come down by 50 per cent through reductions in the size of offices;
  - 14.5 major offices will be located in London, Birmingham, Manchester and Bristol, plus some smaller local offices to keep the Arts Council close to the arts and cultural sector, and to local government and
  - 14.6 five areas covering London, the South East, the South West, the Midlands and the North replace the Arts Council's current regions and areas.
15. The Chair of the Culture, Tourism and Sport Board represented local government on an external advisory group to ACE and emphasised the importance of ACE's priorities and ways of working reflecting the fact ACE and councils are, together, this country's biggest public investors in the arts, libraries and museums. The LGA and ACE jointly deliver improvement support to councils on libraries and museums, and we have agreed a practical statement of purpose that commits us to supporting national and local

**Item 7**

collaboration and helping councils to boost economic growth through culture. The statement of purpose and letter from Cllr Rea to Alan Davey is attached at Annex A.

21 November 2012

**Item 7**

**Annex A**

Alan Davey  
Arts Council England – Head Office  
14 Great Peter Street  
London  
SW1P 3NQ

9 November 2012

Dear Alan

We wanted to thank you and Andrea for an extremely useful meeting.

It was clear that we share a commitment to driving economic growth through culture and encouraging greater collaboration between libraries, museums and the arts through the single cultural conversation.

To achieve this we are delighted to agree the enclosed joint statement of purpose. This is a practical summary of how Arts Council England and the LGA will replicate local collaboration nationally. Together we will aim to ensure that national cultural policy and our joint support helps places to boost growth through culture and offer the best possible cultural opportunities in tough financial times for everyone.

Yours sincerely



Councillor Flick Rea

Chair LGA Culture, Tourism and Sport Board





**Item 7**

## **Enabling great art, libraries and museums in all of our communities – a partnership between Arts Council England and local government**

### Summary

This framework sets out how Arts Council England, as the national strategic development body for the arts, libraries and museums and the Local Government Association (LGA), as the national representative body for local councils will work together to support local cultural offers that make life better for people in all of our communities.

We do this by setting out how national collaboration will support the local collaboration that already exists to unlock fully the benefits of closer working between libraries, museums, culture and the arts.

LGA and Arts Council England will commit to working together in a way that strengthens the national single cultural conversation. We will maintain a joint understanding about shared priorities, key issues and local government investment in culture to inform national conversations and our joint improvement offer.

Our collaboration will be underpinned by the following commitments about how our own organisations will work.

### **Arts Council England will:**

- Apply the principles and framework of the single conversation to our engagement with individual local authorities and work with those who offer the best partnership opportunities.
- Continue to make a comprehensive offer to local government, which will include: access to funding through Grants for the Arts; support for schools through Artsmark; support for young people through Arts award; support for young people to enjoy a wide ranging music education; and maintaining an overview of the public library network across England, sharing best practice.
- Provide investment to our National portfolio of arts organisations and regional museums.
- Continue to work with the LGA on joint improvement activity, investing where appropriate.
- Maximise the potential for relationships with local government to strengthen our work, for instance, Bridge organisations, the Libraries Development Initiative, and our strategic funding – particularly where local government is a co-investor.

**Item 7**

**The Local Government Association will:**

- Apply the principles and framework of the single conversation to our engagement with individual local authorities and Arts Council England.
- Support Arts Council England to understand the broader context within which council funded and supported culture operates in.
- Maintain networks of councillors and officers to help identify and share good practice.
- Continue to work with Arts Council England on joint improvement activity, investing where appropriate.
- Embed the single cultural conversation across the work of the LGA and in other relevant improvement offers to councils.

**Together we will:**

- Reinforce the value of culture across other sectors; emphasising the contribution our sector makes to growth, community cohesion, engaging young people and health and well being.
- Ensure that national cultural policy supports a single cultural conversation.
- Provide practical support to councils to unlock fully the benefits of collaboration and the contribution of culture to growth.

The chair of the LGA's culture, tourism and sport board, and the Chair of the Arts Council, will meet annually and a responsible officer will be appointed in each organisation to lead engagement with the other.

Where joint activity is planned both the LGA and the Arts Council will be represented on appropriate programme boards and steering groups (in 2012/13 this will include the Library Development Initiative and community libraries research).

Background

Arts Council England brings an expert national overview and local reach; local government has the democratic legitimacy and depth of understanding of the communities that they serve. Together we are the biggest public investors in culture.

We recognise and value the distinctiveness of place and the role of culture in shaping and reflecting communities and community identities. Libraries, museums, and the arts are some of the most highly used and valued of all local services.

Communities value the sector because it enables people to realise their potential, and helps make the places where they live healthier, sustainable and successful. The arts and culture

**Item 7**

can help change the story of a place for the better, raising aspirations and belief in what is possible, while also offering tangible opportunities to boost economic growth – whether through tourism, the creative industries or in improving skills and educational attainment.

However, at a time of unprecedented budget pressures current levels of investment are facing serious challenge everywhere and efficiency savings alone are not enough. Against this backdrop, we propose how Arts Council England and the LGA can help councils and local cultural partners to ensure their cultural offer is excellent, sustainable and accessible. We do this by setting out how national collaboration will support the local collaboration that already exists to unlock fully the benefits of closer working between libraries, museums, culture and the arts.

Ultimately this will lead to more efficient allocation of resources and a greater recognition of the overall contribution of culture to local communities and the quality of life in all places.

A single conversation about culture

Arts Council England's additional responsibilities for museums and libraries take their partnership with LGA and local government into new territory, building on many years of joint working nationally and locally to develop this country's exciting and rich cultural offer.

We share an ambition to create a strong cultural offer comprising excellence in arts, libraries and museums with greater collaboration between these sectors. We will seek to realise this ambition through a single conversation about culture between ourselves and also with local authorities about the cultural offer in particular places – how it can be strengthened, the partners involved in delivering it, and how it can best fit with local communities' aspirations. In turn, this will inform the single conversation at the national level between Arts Council England and the LGA regarding national policy that affects culture at the local level.

*Shared principles*

This partnership is underpinned by a shared commitment to the following principles which underpin everything that we to do:

- A recognition of the wider political and financial context within which local government and Arts Council England operate and the need for culture to position itself as central to local commissioning conversations on issues ranging from the economy to health and young people.
- A place-based approach to investing in and supporting culture which aligns publicly funded cultural provision with the needs of that place.
- The role of strong local political leadership in driving partnerships, understanding local need and aspiration and articulating the value of culture to local communities.

**Item 7**

- Driving excellence and participation in culture through imaginative solutions that are locally appropriate and owned and driven by councils themselves.

*What could a national single cultural conversation look like?*

**Integrated national cultural policy** – Arts Council England and LGA will engage regularly and frequently to ensure that national cultural policy supports a single cultural conversation. In 2012/13 this is focussing on:

- Regular senior dialogue between Arts Council England and LGA over matters of mutual interest to inform policy development, to advocate jointly and to share information that will support collaboration locally.
- Being a unified strategic voice for culture to Government, Non Departmental Public Bodies and others about how libraries, museums, culture and the arts are working together to adapt and innovate in tough financial times. In particular we will work closely with The National Archives to support collaboration between archives and culture, which often sit within the same council directorate, and with Sport England and English Heritage, as appropriate.
- Championing national policies that reinforce local collaboration and advocating the removal of barriers that can get in the way of that collaboration.
- Maximising the alignment of processes for national cultural funding.

**Joined-up national improvement offer for councils** – Arts Council England and the LGA will undertake shared programmes that develop and reinforce collaboration locally. In 2012/13 this is focussing on:

- Strengthening local political and professional leadership to break down silos and lead transformational change of cultural services.
- Supporting places to facilitate new and developing partnerships between libraries, museums, culture and the arts and other bodies such as Local Enterprise Partnerships.
- Encouraging collaboration across cultural services through peer support.
- Identifying and sharing good practice examples and stimulating new thinking about how collaboration between libraries, museums, culture and the arts has helped places to improve efficiency and achieve better local outcomes.

**Taking the single cultural conversation beyond culture** – in the current environment it is essential that culture positions itself at the heart of local commissioning conversations about the allocation of resources. In 2012/13 this is focussing on:

**Item 7**

- Building capacity in the sector to help it fully exploit the opportunities of strategic commissioning and improving the positioning of culture in commissioning conversations through practical tools and sharing good practice examples.
- Developing a shared narrative about culture's vital contribution to economic growth and how collaboration between libraries, museums, culture and the arts can help to create jobs and boost growth.
- Demonstrating how wider public sector reform, such as Community Budgets and local government's new responsibilities for public health, will present opportunities for cultural services and local collaboration.
- Supporting wider networks of portfolio holders, such as those leading economic growth, public health and children's services, to understand and value the contribution of culture to local political priorities.

We hope this framework will also reinforce collaboration at a local level between Arts Council England and individual local authorities and we welcome comments on it.

**Appendix**

Joint LGA and Arts Council activity, 2012-15

- Libraries Development Initiative
- Community libraries research
- Leadership development for executive members with responsibility for libraries and museums
- Strategic Commissioning support
- Outcomes framework

**Item 8**

**°CLOA Case Studies: Visitor Economy and Growth**

**Purpose**

For information.

**Summary**

This paper presents a number of case studies about councils' leadership role in the visitor economy.

**Recommendation**

Members are asked to note the case study.

**Action**

To be taken forward by officers as directed by Members.

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**Item 8**

**°CLOA Case Studies: Visitor Economy and Growth**

Contribution of heritage to growth and the visitor economy

**Wakefield's heritage investment programme**

1. In Wakefield district there is recognition of the value of heritage and the impact it can have on tourism and economic growth. Heritage sites and events are a key driver for tourism across the district and this has been supported by an on-going programme of investment across council managed and privately run heritage sites.
2. This includes a completed £3m investment by the National Trust at Nostell Priory - a 17<sup>th</sup> century palladium mansion and gardens and a £2.5m refurbishment of Wakefield Cathedral to offer flexibility to deliver events. The National Coal Mining Museum has also completed and opened a £870k new section of the Underground Tour and a glass topped mine shaft, to add to its existing industrial heritage offer.
3. In the city centre, Wakefield Theatre Royal, one of the smallest remaining Frank Matcham Victorian theatres still in use, is planning a £2.5m refurbishment and has just been successful in applying for £152k of Heritage Lottery Money to prepare a bid for the project.
4. The Council, working alongside partners such as English Heritage and Waste Recycling Environmental Limited (WREN), is undertaking an on-going investment in its castle sites, from the recent award of £114k legacy funding for Sandal Castle and Chantry Chapel to £200k conservation works at Pontefract Castle contributing to a £3m application to the Heritage Lottery Fund to support the long-term development of the site. This investment, boosted with a series of heritage events, some of which have attracted national attention, resulted in Pontefract Castle increasing visitor numbers by 66% in 2011, compared with the previous year.
5. The district's festival programme is also delivered around the heritage themes of Rhubarb, Liquorice, Victorian Christmas and 1950s Seaside in the City. Three of these festivals have achieved visitor figures of over 130,000 in 2012, with the four day Victorian event still to take place in November.

**The growing heritage visitor economy in Barnsley**

6. Barnsley Museums, including Cannon Hall Museum, Park & Gardens, the Cooper Gallery, Worsbrough Mill Museum and Elsecar Heritage Centre, attract 1 million visitors a year, contributing in excess of £13m a year to the local economy. The value of the visitor economy in Barnsley is growing and the Council is committed to working with the private sector to enhance this much further. Barnsley recognises the value of heritage and investment in its visitor attractions as a key strand of the Council's Economic Strategy.
7. Cannon Hall Museum, a flagship attraction, has around 500,000 visitors each year. The interpretation of the park and gardens are being transformed following a grant of £50k from the Heritage Lottery Fund. And a further £100k of European funding will enable

**Item 8**

improved interpretation of the Hall itself. Future plans include a major £3.5m funding application to restore and transform the Park, Gardens and Lakes. Should this be successful, work is hoped to start in 2014/5.

8. Elsecar Heritage Centre currently attracts 325,000 visitors per year to the industrial workshops of the Earl Fitzwilliam, one of the most powerful men in Britain at the time, and the wider village that he directed the creation of from the 1790s. Elsecar has been described as being one of the most important industrial heritage sites in the world. £500k from the Heritage Lottery Fund and English Heritage has been secured to realise the immense potential of the site, focussed on the conservation of the world-famous Newcomen Engine. Elsecar is a major visitor attraction but is also a hub for economic activity; there are 38 businesses on site employing around 200 people.
9. A new multi-million pound museum, Experience Barnsley, opens in summer 2013. Funded by the Heritage Lottery Fund and the European Regional Development Fund, this promises to be a major attraction right in the centre of Barnsley, directing footfall and spend to businesses in the Town Centre. It will be a signpost for visitors to the town to discover what the rest of the Borough has to offer.

**The Staffordshire Hoard Mercian Trail**

10. The Staffordshire Hoard, an internationally renowned find of Anglo-Saxon gold and silver, was discovered in Hammerwich, just outside Lichfield in July 2009. Soon after its discovery, a partnership of councils, including Birmingham City, Stoke-on-Trent City, Staffordshire County, Lichfield District, and Tamworth Borough, and Lichfield Cathedral came together to help raise the money to save and care for the hoard, and to maximise its long-term benefits across the region and further afield.
11. Their shared strategic vision is to create galleries and displays about the hoard, the Kingdom of Mercia, and the region's rich Anglo-Saxon heritage that will excite and inspire local, national and international audiences, alongside educational programmes and opportunities to deliver business growth.
12. To thank local people for their donations to secure the hoard through the 'biggest ever public give' to art, a summer tour was arranged in 2011. It visited Stafford Shire Hall, Lichfield Cathedral and Tamworth Castle between 1 July and 18 September 2011, attracting over 50,000 with an estimated economic impact of over £1.5m. The regional tour was also used to launch the partnership's commitment to deliver a permanent Mercian Trail, and to establish the region as the heartland of Anglo-Saxon Britain.
13. Partnership working, and the commitment and support from the acquiring councils, Birmingham City Council and Stoke-on Trent City Council, and their museums played a vital role in the development of the summer 2011 tour and the emerging Mercian Trail.
14. The Staffordshire Hoard has the potential to shine a light on the rich Mercian heritage and expose regionally significant stories in a linked and meaningful way, as well as to generate a wide sense of civic pride and maximise economic regeneration through

21 November 2012

**Item 8**

development of the visitor economy. This ambition is echoed in the strategies of the Local Enterprise Partnerships, and Enjoy Staffordshire's visitor economy strategy.



## **2012 Olympic and Paralympic Games Task and Finish Group Final Report**

### **Purpose of report**

For discussion and direction.

### **Summary**

This reports on the completion of the work of the LGA 2012 Olympic and Paralympic Games task and finish group and suggests LGA activity regarding learning and legacy from the 2012 Games.

### **Recommendations**

Members are asked to:

- Note the report and in particular its recommendations for the Culture, Tourism and Sport Board.

### **Action**

To be taken forward by Officers as directed by Members.

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**Item 9**

## **2012 Task and Finish Group final report**

### **Background**

1. The LGA 2012 Olympic and Paralympic Games Task and Finish Group was set up by the LGA Executive in November 2011 to provide strategic oversight on operational and legacy issues across the LGA Boards. The objectives for the work of the task and finish group were as follows:
  - 1.1. To support councils to play their part in hosting an exciting and safe 2012 Olympic and Paralympic Games that delivers wider benefits for the whole country;
  - 1.2. To ensure that links with all relevant services are identified;
  - 1.3. To ensure that the role of councils in delivering a successful Games is understood by key stakeholders;
  - 1.4. To ensure that councils have the latest information and share experience and knowledge of local operational issues; and
  - 1.5. To make recommendations regarding learning and legacy.
2. The task group met five times – in December 2011 and in January, March and May 2012 with a final meeting on 8 November 2012. Regular reports were made from the Chair of the task group to Councillors' Forum on the issues discussed at the meetings and the activity in progress across the organisation.
3. The Culture Tourism and Sport Board was represented on the task group and continued to have policy oversight of community sports participation and tourism, promoting the UK wide calendar of events, and the Games legacy. Members of the task group were all LGA Board members and the task group encouraged each LGA Board to consider what needed to be addressed to support councils in the period before and during the Olympic and Paralympic Games.

### **2012 task and finish group work programme**

4. The task group focused on key issues for councils all over the country hosting the Olympic torch relay and competition venues in and outside London. The strong leadership role of councils in bringing local areas together to keep the country moving and ensure the safety of events was absolutely fundamental to the success of the Games and the torch relay. The task group maintained dialogue with the Economy and Transport Board to ensure that information and guidance was communicated to councils and to businesses across the country. Emergency planning was a standing item on the agenda with regular reports from the

### **Item 9**

National Local Authority Olympic Resilience Programme. The aim of the Programme was to support councils in England and Wales to meet their emergency planning and response duties during the Games, to promote a consistent national approach and to represent the LGA at the Olympic Secretariat. The guidance that was developed in conjunction with the host councils, Olympic Security Directorate, Civil Contingencies Secretariat and the Police National Coordination Team was very well received.

5. The task group received regular updates on the wide range of activity by LGA Boards that was happening in the run up to the 2012 Games, reflecting the key role played by councils in leading and supporting initiatives. The Get Set programme for young people, promoted by the Children and Young People Board, inspired schools to sign up and make the most of the opportunity presented by the Games. The Workforce Board reported at the January meeting on workforce guidance for employers during the Games and on joint work with the Community Wellbeing Board to encourage council employees to become more active. The Safer and Stronger Communities Board reported on Games policing and security with a presentation by the Metropolitan Police Olympic Policing Co-ordination Team that included key messages for the public that we shared with our member councils. At the May meeting, the Environment and Housing Board reported on the scope for learning from the innovative approach and commitment to sustainability and the environment for Games venues.
6. The Chair of the task group worked closely with the Chair and Office holders of the Culture Tourism and Sport Board, in particular on engagement with key stakeholders at LOCOG and the Nations and Regions Group, to review progress and highlight any concerns that councils had raised with the LGA.
7. A media and communications plan was put in place to promote the role of councils at key moments prior to and during the Olympic and Paralympic Games, and in the celebrations that followed the unprecedented sporting achievements for Team GB and Paralympic GB. A number of media releases throughout the summer, backed up by LGA surveys, highlighted the impact of the Games in communities all over the country.

### **Learning and Legacy**

8. Since the UK won the bid in Singapore in 2005, harnessing long-term benefits for communities and businesses across the country has been a priority for councils and the LGA. From the outset, the LGA has supported councils to use the inspiration of the Games to encourage participation in sporting and cultural activities, to engage young people and to boost the economy through increased tourism.
9. The LGA is therefore in a strong position to ensure that councils are fully involved in national discussions on legacy. Councils all over the country were involved in the Nations and Regions Group that co-ordinated activity from 2005 onwards in



**Item 9**

the English regions and in Wales, Scotland and Northern Ireland. But with the dismantling of the nations and regions structure after the Games, only local government is in a position to ensure that the legacy of the Games continues and is delivered on the ground in local areas.

10. The Prime Minister has appointed Lord Coe as Legacy Ambassador to advise on how best to secure longer-term sporting, economic and cultural benefits from the Games. He will be supported by an Olympics and Paralympics Legacy unit in the Cabinet Office. The unit will also support a new Games Legacy Cabinet Committee which is being set up to oversee the Government's plans for the legacy which will focus on four areas identified in the government's legacy plan published in 2010: sport and physical activity; economic growth; community engagement; and the regeneration of East London. These areas are mirrored in the comprehensive evaluation of the impact and legacy of the Games commissioned by the Department for Media Culture and Sport which is due to report next year.
11. In pursuit of the legacy objectives, a large number of policies and initiatives have been – and continue to be – developed and implemented by a diverse range of organisations across the public, private and voluntary sectors. (See Appendix A for the current funding position and a list of the key legacy organisations)
12. In order to avoid the risk of fragmentation, the task group recommends that the LGA has a clear focus on: sport and increasing physical activity; boosting economic growth through the visitor economy; and promoting community engagement. These were all at the core of the winning bid and the plans that were developed over the last seven years with legacy in mind.
13. A meeting is being arranged between the Chair of the Task Group, Councillor Stephen Castle and Lord Coe. Ahead of the meeting, an LGA briefing has been submitted to officials in the new unit to make sure they understand that councils have invested in facilities and in partnerships and have the democratic mandate to rally support for local legacy priorities.

**Sport and increasing physical activity**

14. The Government's legacy plans for sport focus on harnessing the UK's passion for sport to increase participation, particularly amongst young people, and encouraging the whole population, including people with disabilities, to be more physically active.
15. The Culture Tourism and Sport Board agreed at its September meeting that the Games' sporting and cultural legacy would be a priority for the year ahead and will be discussing this in more detail at its November meeting.
16. Boosting participation in sport and physical activity is the holy grail of legacy and to date no host nation has achieved it. The latest participation figures show for

**Item 9**

the first time that over 15 million people aged 16 and over are playing sport at least once a week, half a million more than six months ago and over a million more than in 2005/6 when London won the Olympic bid. The number of disabled people playing sport every week has also increased. But overall, the growth in sports participation continues to be driven by those aged 26 and over and there is still a long-term downward trend for the 16-25 age group.

17. As leaders of their local areas and big employers, councils up and down the country are working with partners to seize the opportunity to use the Games to make a long-term difference to participation in sport and physical activity. 44% of councils reported to the LGA an increase in people wanting to get involved in sport during the Games. Councils provide 80% of this country's community sports infrastructure – leisure centres, swimming pools, parks and open spaces – which is where the majority of people will first participate in sport or physical activity.
18. The Culture, Tourism and Sport Board has actively supported councillors to provide leadership to local partnerships and to improve links between the many local organisations across all sectors with a role to play in increasing participation. Of particular importance is working with Sport England to encourage the National Governing Bodies – who are investing over £450 million over the next four years – to work much more closely with County Sports Partnerships and councils to encourage new participants and break down myths about organised sport.
19. From April 2013 councils will be responsible for public health, which presents a huge opportunity to join up local public health improvement and physical activity provision. Councils are also already planning for how they can build on the Olympic and Paralympic experience to use other international sporting events, such as the 2015 Rugby World Cup and 2017 World Athletics Championships, to sustain and build upon participation in physical activity and sport.

The task group recommends that:

20. The Culture, Tourism and Sport Board supports councils to take a lead in increasing participation in sport and physical activity by improving local connectivity, sharing good practice and encouraging a better alignment of national funding to local priorities.
21. The Culture, Tourism and Sport Board and Community Wellbeing Board support councils to join up local public health improvement and physical activity provision by:
  - 21.1 Supporting councillors and senior managers who are responsible for culture and sport to understand and influence the new public health landscape; and
  - 21.2 Raising the profile of sport and physical activity amongst the leaders of public health.

**Item 9**

**Economic Growth and the Visitor Economy**

22. The economic legacy plan for the 2012 Games aims to exploit to the full the opportunities for economic growth offered by hosting the Games, promoting the UK as a place to invest, enabling UK businesses to access new export markets and international contracts, boosting the visitor economy and protecting and creating employment around the UK.
23. Plans for delivering a lasting tourism legacy include achieving ten million additional overseas visitors each year up to 2020 and generating £2 billion in extra visitor spend in the UK, with the potential to create up to 50,000 new jobs across the country. The Government's 'GREAT' global marketing campaign to promote Britain as a tourist destination was launched earlier this year.
24. The visitor economy is one of the Culture Tourism and Sport Board's priorities for 2012-13. It offers major potential for economic growth and it underpins many of the key areas of the LGA's corporate *Local Growth* campaign. Councils are closer to tourism businesses than any other part of the public sector, and so are ideally positioned to take a lead role in joining up support for, and listening to, the tourism industry, providing information and reflecting their role within local strategic planning and priority setting. In particular councils can make a vital contribution to creating the conditions for the visitor economy to thrive by consolidating planning. The Culture Tourism and Sport Board agreed a detailed work plan at its meeting in September 2012.
25. The task group recommends that the LGA's work should form part of the local government 'offer' to the new Cabinet Office legacy unit to ensure that the vital contribution of councils is recognised and national legacy programmes on the economy are developed in a coordinated way that enhances existing local activity.

**Community Engagement**

26. The Government's 'Community Engagement' legacy plan aims to bring people together around the 2012 Games, empowering communities to deliver activities that are important and have positive impact on their local area. Strands of the strategy include encouraging people to play a more active part in society, for example through volunteering and cultural events. Using the Games to enhance the education of children and young people, promoting sustainable living, and using the Games to change attitudes and perceptions around disability are also key elements of the strategy.
27. Councils are committed to working with and enabling local people to play an active role in their communities helping to shape the places where they live. Bringing local communities together was a key factor in the success of the torch relay when over 14 million people lined the streets to see the Olympic Flame on

**Item 9**

its relay around the country. An LGA survey showed that councils recruited around 18,000 torch relay volunteers.

28. The summer of 2012 was truly a summer like no other, not least in the resurgence in the popularity of community events. As well as organizing their own big celebrations, councils responded with a wide range of innovative ways of helping their communities to celebrate on a smaller scale, such as waiving fees, providing signage or offering to cover insurance costs. After the outstanding sporting achievement this summer, councils made sure that local communities were able to welcome home their Olympic and Paralympic medal winners and celebrate their achievements. Councils were also closely involved in Get Set, the official 2012 programme for engaging with schools and young people which was hugely successful, reaching a significant number of the school population. The programme will be taken forward by the British Olympic Association and the British Paralympic Association. A new website will be launched featuring a range of resources focused on the Olympic and Paralympic Values.
29. The Big Lottery fund is proposing to launch a £40m trust to build on the Olympic volunteering legacy to encourage volunteering and community action and build on the spirit and energy among volunteers and in our communities during the Games. The idea for such a fund has been promoted recently by a consortium of organisations, including the Community Development Foundation and others, under the heading of 'Legacy 2013'. If the proposal goes ahead, it will be important for councils as the biggest investors in community sport to be engaged in any plans for development and distribution of funding.
30. The task group recommends that the LGA should:
- 30.1 Share the learning from engaging communities in 2012 to shape involvement in future national occasions; and
  - 30.2 Explore further the opportunity for working with partner organisations to make the most of community engagement and the enthusiasm for volunteering generated during the Games and promote the key role of councils in leading and enabling people to play an active role in their communities.

**Venue handover**

31. Ensuring that the physical infrastructure meets the future needs of communities is also central to maximising the value of the Olympic legacy. As lead stakeholders on behalf of local people, the six Host Boroughs in London and the host councils for the venues outside London have been closely involved in working with the various partners and agencies involved to ensure that commitments made at the time of the bid are delivered. The competition venues outside London include the Weymouth and Portland sailing village in Dorset, which is due to become available for social and affordable housing, the mountain biking venue at

**Item 9**

Hadleigh in Essex which will be adapted for use by the community and Lee Valley, Hertfordshire where the white water centre is already open to the public.

32. The phased handover of venues, spaces and responsibilities from the London 2012 organisers to the London Legacy Development Corporation (LLDC) has now begun to enable the venue in Stratford, east London, to be changed into its future use as a sporting, residential and community location. The Olympic Delivery Authority (ODA), having been in charge of the Olympic build, continues to manage the Olympic village retrofit programme. The re-named Queen Elizabeth Olympic Park will open in phases from July 2013, starting with the North Park and expanding to the whole site by spring 2014.
33. There is also a process underway to transfer ownership of the big screens that were used during the Games as 'Live Sites' in city and town centres where thousands of people gathered together to watch and celebrate. LOCOG has confirmed that the contract commitment to passing screen ownership to the individual cities (providing there is a legacy plan in place) remains and is keen to complete this transfer. The councils involved are in the process of establishing a Big Screens Network to manage the handover and the LGA hosted a meeting to discuss the way forward.
34. The task group recommends that the LGA should highlight at a national level any issues of common concern that member councils experience during the venue and facility handover process.

**Financial Implications**

35. There are no additional financial implications for the LGA arising from this report.

# LGA location map

## Local Government Association

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## 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** (Circle and District Lines), **Westminster** (Circle, District and Jubilee Lines), and **Pimlico** (Victoria Line) - all about 10 minutes walk away.

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

## Bus routes – Horseferry Road

**507** Waterloo - Victoria

**C10** Canada Water - Pimlico - Victoria

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

## Bus routes – Millbank

**87** Wandsworth - Aldwych

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

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

## Cycling facilities

The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also available at 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 (off Great College Street)

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

