

## **End of Year Review and Priorities for 2013/14**

### **Purpose of report**

For discussion and direction

### **Summary**

This report reviews the Board's achievements over the last year and sets out proposals for the Board's priorities and key areas of work for the coming year. Subject to discussion and members' views, officers will develop a work programme to deliver these priorities for discussion and agreement at the first meeting of the new Board cycle in September.

### **Recommendation**

Members are invited to comment on the outline work programme in paragraphs **13 – 26** and officers will develop a work programme to deliver these priorities for the September Board.

### **Action**

To be taken forward by officers, as directed by Members

<b>Contact officer:</b>	Laura Caton
<b>Position:</b>	Senior Adviser
<b>Phone no:</b>	020 7664 3154
<b>E-mail:</b>	<a href="mailto:laura.caton@local.gov.uk">laura.caton@local.gov.uk</a>

## **End of Year Review and Priorities for 2013/14**

### **Introduction**

1. The purpose of this report is to facilitate an early discussion about the focus and priority areas of work for the coming year. The Board's aim is to lead the agenda for local government on the key challenges and issues within its remit and support the overall objectives of the LGA as set out in the 2013/14 Business Plan.
2. In the light of further reduction to the LGA budget and resources, it is important that the work programme is focussed on a defined set of priorities on which we can deliver significant impact and demonstrate value to councils. We currently believe that the projects below can be delivered within available resources. However, the work programme that is developed for discussion in September will be constrained by the overall resource envelope which may have implications for the scale and timing of the work to be delivered.
3. The paper suggests an overall focus on the role of culture, tourism and sport in creating places people want to live, work and visit, and suggests an outline work programme on the following priorities:
  - Culture, tourism, sport and growth
  - Improvement activity
  - Relationships
  - Culture, tourism and sport conference

### **2012/13 Achievements**

4. Through the Culture, Tourism and Sport Board's year-long focus on the link between investment in the arts, attracting visitors and economic growth, the LGA has helped to set the national political agenda in relation to the arts, and helped to secure the Treasury's support which resulted in the Spending Review limiting the reduction in arts funding to five per cent.
5. Thanks to the plethora of case studies that councils shared with us, the LGA developed a compelling narrative that showed how councils up and down the country are investing in the arts to increase visitor numbers, attract businesses, create jobs, revitalise places and develop the artistic talent of the future.
6. Ed Vaizey MP, Arts Minister, and Sir Peter Bazalgette, Chair of ACE, publicly endorsed our campaign at the LGA's Culture Conference in Chester in March, and Maria Miller's recent keynote speech on the arts reinforced further the arguments we first made a year ago.
7. As well as highlighting how the arts can boost visitor numbers, the Board involved councils across the country in the development of a new analysis of the visitor economy that set out concrete proposals for maximising its growth potential and shared 20 new case studies in a publication and on-line. This focus has enabled the Board to

continue to encourage VisitEngland's close working with councils and to provide practical support to councils on one of the few economic sectors actually experiencing growth.

8. Through our extensive culture and sport improvement offer, over the last two years we have reached 30 per cent of sport portfolio holders and over 90 per cent of library portfolio holders, supporting them to lead transformational change through leadership seminars and peer support.
9. The table below summarises the Board's other main achievements in 2012/13, against that year's Business Plan priority.

<b>2012/13 Business Plan Priority</b>	<b>What we delivered</b>	<b>Impact</b>
Visitor Economy	<ul style="list-style-type: none"> <li>• A political leadership seminar on unlocking growth through the visitor economy;</li> <li>• Launched a good practice visitor economy publication at LGA annual conference;</li> <li>• Urged Keep Britain Tidy to work closely with councils on changes to the Blue Flag Scheme;</li> <li>• Supported a discussion on rural tourism at the Rural Commission;</li> <li>• Set-up a Knowledge Hub to facilitate the sharing of good practice on the visitor economy;</li> <li>• Embedded the visitor economy in case studies and an LGA publication on the arts and growth;</li> <li>• Worked with the Economy &amp; Transport Board to make policy links;</li> <li>• Maintained positive dialogue with Chair of VisitEngland and represented local government at VisitEngland's Strategic Industry Advisory group.</li> <li>• About to launch an innovation in heritage publication and host a leadership seminar with English Heritage.</li> </ul>	<ul style="list-style-type: none"> <li>• Raised the profile of, and championed, councils' leadership role of the visitor economy;</li> <li>• 18 councillors attended the over-subscribed LGA visitor economy leadership seminar;</li> <li>• Published new high quality case studies that share approaches to driving growth through the visitor economy;</li> <li>• Embedded the visitor economy in the LGA's local growth campaign;</li> <li>• Keep Britain Tidy worked closely with LGA and councils to mitigate the risks of tougher bathing water standards.</li> </ul>
Culture, libraries and sport improvement offer	<ul style="list-style-type: none"> <li>• 3 sport leadership academies and 2 action learning sets;</li> <li>• 2 commissioning workshops;</li> <li>• 1 museums leadership academy;</li> <li>• 2 library seminars;</li> <li>• Peer support to 13 councils on libraries,</li> </ul>	<ul style="list-style-type: none"> <li>• Our improvement activity engaged over 100 councillors;</li> <li>• Feedback from councillors was excellent, with over 90% agreeing that the</li> </ul>

	<p>museums and sport</p> <ul style="list-style-type: none"> <li>• Much of this activity was delivered in partnership with Sport England and Arts Council England.</li> </ul>	<p>support was beneficial to them in carrying out their leadership functions more effectively in the future;</p> <ul style="list-style-type: none"> <li>• Nearly all of our events have reached full capacity;</li> <li>• Refreshed case studies sharing latest good practice on museums, libraries and sport.</li> </ul>
Support to councils on superfast broadband	<ul style="list-style-type: none"> <li>• Supported councils to drive growth through the commercial and publicly funded broadband roll-out;</li> <li>• Raised councils' concerns about the impact of deregulating planning restrictions over the installation of broadband infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Councils received tailored support from Local Partnerships on the broadband roll-out;</li> <li>• Opened up a constructive dialogue with the Chairman of the BT Group on sharing good practice regarding broadband infrastructure.</li> </ul>
Safe and successful Olympic and Paralympic Games	<ul style="list-style-type: none"> <li>• The 2012 Games Task and Finish Group oversaw a cross-LGA work programme;</li> <li>• National Resilience Team provided expert advice to councils across the country.</li> </ul>	<ul style="list-style-type: none"> <li>• Supported councils to play their full part in a safe and spectacular Games.</li> <li>• Supported councils to develop local legacy plans.</li> </ul>
Relationships	<ul style="list-style-type: none"> <li>• Continued to develop our positive relationship with Ed Vaizey MP and established a very positive relationship with Sir Peter Bazalgette, new ACE Chair.</li> </ul>	<ul style="list-style-type: none"> <li>• The Arts Minister and new Chair of ACE endorsed the LGA's publication on the arts and growth.</li> </ul>

**Proposed focus for Board work programme in 2013/14**

10. The Board has a powerful role to play in delivering the LGA's priorities set out in the Business Plan 2013/14, particularly in relation to economic growth. The Business Plan includes specific objectives within the Board's remit as follows:
  - 10.1. Support councils to drive tourism and the visitor economy; and
  - 10.2. Deliver a sector-led improvement programme for cultural and sport portfolio holders.
11. At the Lead Member meeting on 19 June, Members suggested that the Board maintained its focus on the visitor economy and growth, and how investment in culture, heritage and sport helps to create places that people want to live, work and visit. Members emphasised the need to highlight how place-making, regeneration and the

wider benefits to communities of participation in culture and sport all feed back into growth.

12. To ensure that the Board influences government policy and supports councils on this overarching theme, Members are invited to discuss the following outline work programme and to consider whether or not the balance between the different elements is right.

### **Culture, tourism, sport and growth**

13. This would include a focus on the following three issues, and it is suggested that the work programme sets out a plan to produce one product every quarter in support of the culture, tourism, sport and growth theme. This will include a mixture of publications, learning products for councils, media releases and events.
14. The visitor and leisure economy – we have just launched a new suite of case studies showcasing how councils are driving growth through the visitor economy and setting out the policy changes that will enable councils to unlock even more growth, such as further devolution of skills and growth funding. It is suggested that the work programme sets out how we will continue to advocate for those changes, in partnership with the Economy and Transport Board. Members have already said they are keen to strengthen our relationship with Hugh Robertson, Sport and Tourism Minister, so a meeting with him will be a key action to pursue this.
15. We will give the leisure economy a higher profile by developing our narrative and case studies about how leisure centres help to attract footfall and anchor development, and the contribution of national, regional and community sport events to local growth. We will also build upon our arts and growth work by collecting more case studies that demonstrate the impact of theatres, the performing arts and museums on growth and attracting visitors. We could bring this all together in a new publication in the autumn.
16. Heritage – we are about to launch a joint publication with English Heritage that shares the innovative ways councils are re-organising their local historic environment services to become more efficient and strategic. We are also hosting a leadership seminar on 10 July for portfolio holders and heritage champions. Our work on heritage over the next year would seek to build upon the evidence base provided by our publication and case studies to secure Ministerial support, and to share the learning as widely as possible with councils through a follow-up heritage seminar and promoting the case studies.
17. It is also suggested that we continue to support councils to get ready for the First World War centenary commemorations next year and the 800<sup>th</sup> anniversary of Magna Carta in 2015 through sharing latest information about funding sources and case studies in the CTS bulletin.
18. Making the most of culture, sport and heritage assets – this strand will be taken forward in partnership with the Environment and Housing Board and will follow-up the extremely positive roundtable attended by senior representatives from ACE, English

Heritage and Sport England. We will work with the agencies to develop a shared narrative about how planning can maximise growth through cultural, heritage and sporting assets that covers:

- 18.1. How councils can use the National Planning Policy Framework and other tools to maximise the contribution of culture, heritage and sporting assets to growth;
- 18.2. Impactful case studies that highlight the joining-up of culture, heritage and sport in strategic planning and a whole-place approach
- 18.3. How councils can access information on funding sources that can support investment in culture, heritage and sport assets (including Community Infrastructure Levy, Heritage Lottery Fund and other grants and the private sector).

### **Improvement support for councillors**

19. Over the last two years the LGA has developed a highly-regarded culture and sport improvement offer that enables councillors to access good practice, share ideas and develop collaborative working between councils in order to lead the service transformation that is required to meet financial challenges and grasp the wider opportunities of public service reform for the culture and sport sector. Much of this activity is delivered in partnership with the DCMS Non Departmental Public Bodies. We expect continued high demand for improvement support next year. Lead Members have agreed a programme of improvement activity (**Annex A**) for 2013/14 that will enable the Board to reach over 200 councillors through leadership academies, seminars, action learning sets and the annual conference. Topics covered include libraries, the visitor economy, sport, heritage and a new Cultural Academy. The programmes for the improvement events will be updated and refreshed to reflect the Board's priorities and latest policy developments.

### **Relationships**

20. The CTS Board maintains a series of key relationships that help to ensure the LGA is able to effectively represent councils' interests to Ministers and national agencies in order to positively influence the national policy agenda, and form effective alliances with other organisations that can help the Board to achieve its priorities. These relationships were key to the LGA's arts and growth work that ultimately influenced the Spending Review.
21. DCMS - it is suggested that the Chair of the Board continues to meet the Culture Minister on a quarterly basis. Lead Members are also keen to strengthen our relationship with the Sport and Tourism Minister. The Board's relationship with DCMS's Public Libraries Adviser, Yinnon Ezra MBE, will continue to be important next year, and Members have already agreed that we should involve him in our libraries improvement activity.
22. Non-Departmental Public Bodies - it is suggested that the Board maintains its very positive relationships with the Chairs and Chief Executives of Arts Council England,

English Heritage, Sport England and VisitEngland. The Board's work on the positive role planning can play in maximising the contribution of culture, heritage and sport assets to growth offers a natural focus for this. We should seek to make the most of opportunities for joint work where there is a good fit with our priorities, such as improvement events and the quarterly products mentioned above.

23. Culture and sport professional organisations - the Board now works much more closely with the Society of Chief Librarians (SCL) and they highlighted the positive impact of this in their recent annual report. It is suggested that we continue joint advocacy on key issues for public libraries, including the impact of Universal Credit, professional skills and involving communities. The Chair of CLOA continues to sit on the CTS Board and in the context of the LGA's own capacity it is even more important that our advocacy work is informed by robust intelligence from professionals working on the ground. The National Culture Forum will continue to be a key group for accessing other professional networks in one place.
24. Other LGA Boards – Members have already said that they are very keen to continue cross-Board working on shared priorities, building on the recent roundtable with the Environment and Housing Board. This potentially offers a more efficient way of working. Members have asked officers to arrange joint Lead Member meetings with the Economy and Transport Board to discuss growth and the visitor economy, with Community Wellbeing to discuss health and sport and with Children and Young People to discuss skills and cultural education.

#### **2014 Culture, tourism and sport conference**

25. The LGA's annual Culture, Tourism and Sport conference continues to be the definitive event for councillors and senior officers leading local government culture, tourism and sport services. Next year's conference will be in Portsmouth. It is suggested that we should aim to attract at least the same number of delegates and exhibitors, and to repeat the success of the 2013 conference when we created real momentum around arts and growth by launching a new publication, showcasing the pioneering work of Cheshire West and Chester Council, giving the new ACE Chair a platform for his first speech to a national local government audience, securing the Arts Minister's endorsement of the LGA's arts and growth campaign and national and local media coverage.
26. It is also inevitable that the sector will look to the Board for leadership on a number of significant issues that will be topical over the next year.