

2013/14 Culture, Tourism and Sport Work Programme

Purpose of report

For discussion and direction

Summary

The Board decided at its July meeting to maintain its focus on the visitor economy and growth, and how investment in culture, heritage and sport helps to create places where people want to live, work and visit. In response to that steer, and the framework provided by the *Re-wiring Public Services* campaign and the LGA business plan, this report sets out a draft CTS work programme for Members' consideration.

Recommendation

Members are invited to comment on the draft work programme set out in **Annex A** of the report.

Action

To be taken forward by officers as directed by Members.

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2013/14 Culture, Tourism and Sport Work Programme

Background

1. The purpose of the Culture, Tourism and Sport Board is to provide strategic oversight of all the LGA's policy and improvement activity in relation to the visitor economy, the arts, heritage, libraries, museums, sport, digital media and the licensing of regulated entertainment and gambling.
2. The Board's headline achievements last year included:
 - 2.1. **We seized the narrative about what council arts services can achieve and turned it into an economic narrative that helped to set the national political agenda in relation to the arts, and helped to secure the Treasury's support. This resulted in the Spending Review limiting the reduction in arts funding to five per cent.** Our arguments influenced Arts Council England (ACE), the Department for Culture, Media and Sport (DCMS) and the Treasury, who in turn played back the economic narrative to us and others. The five per cent cut to arts funding compared to an average seven per cent cut across DCMS. This was a good result for councils because so many organisations are co-funded with ACE - less pressure from the ACE side means less knock-on pressure on councils. We achieved this by launching an impactful publication showing the many ways councils are driving growth through investing in the arts and secured the endorsement of the Culture Minister and new chair of ACE. We also built momentum at the annual CTS Conference in Chester that achieved national press coverage.
 - 2.2. **Delivered improvement support to over 200 councillors in the following ways:** six residential leadership academies (five on sport and one on museums) to support portfolio holders to lead transformational change; six one-day leadership seminars on hot-topics (libraries, heritage and growth, and visitor economy) to share the latest good practice; peer support to seven councils who wanted bespoke support on libraries, sport and museums. We received very positive feedback from councils. 100% found peer support helpful and over 90% were satisfied with the leadership events. 120 councillors and senior officers also attended the LGA's annual conference in Chester. Delegates shared innovation on topics including the arts and growth, sport and public health and growing the visitor economy.
 - 2.3. **Raised the profile of councils' leadership role of the visitor economy to government and business. This helped to position councils as key to unlocking growth in one of this country's strongest performing sectors.** We did this by involving councils across the country in a new analysis of the visitor economy. Our analysis revealed that to unlock even more growth through tourism, we need to encourage visitors to stay longer and spend more time in destinations. We developed practical proposals about how councils can help to improve the productivity of the visitor economy, including councils' supporting businesses to provide a higher value offer; an effective but proportionate approach to local regulation; a localised approach to skills and transport; and

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making the most of new technology to improve the visitor experience. Taking forward these proposals is a focus for our advocacy next year, in partnership with the Economy and Transport Board.

Proposed work programme in 2013/14

3. In the light of further reductions to the LGA budget and resources, it is important that the 2013/14 work programme is focussed on a defined set of priorities on which we can deliver significant impact and demonstrate value to councils. The projects set out in this paper can be delivered within available resources.
4. The CTS Board has a powerful role to play in delivering the LGA's priorities set out in the Business Plan 2013/14, and the wider aspirations of the *Re-wiring Public Services* campaign - particularly in relation to economic growth. The Business Plan includes specific objectives within the Board's remit as follows:
 - 4.1. Support councils to drive tourism and the visitor economy; and
 - 4.2. Deliver a sector-led improvement programme for culture and sport portfolio holders.
5. The Board decided at its July meeting to maintain its focus on the visitor economy and growth, and how investment in culture, heritage and sport helps to create places where people want to live, work and visit. Members also 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.
6. Within this overarching theme, Members agreed to organise the work programme around four key projects:
 - 6.1. Culture, tourism, sport and growth
 - 6.2. Improvement support for councillors
 - 6.3. Relationships
 - 6.4. 2014 Culture, Tourism and Sport Conference
7. Members also agreed to strengthen links with other LGA Boards on shared priorities, building on the successful joint meeting in June with Lead Members from the Environment and Housing Board on the links between culture, growth and planning.
8. 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.
9. With these considerations in mind, and to ensure that the Board influences government and supports councils on the overarching theme of growth, Members are invited to discuss and agree the work programme for the coming year set out at **Annex A**.
10. **Annex B** to this paper sets out the policy context to the Board's work programme, using the background note already provided to new Board members.

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11. **Annex C** is the Board's improvement programme of events in 2013/14 to support councillors to lead transformational change of culture and sport services. Board Members are extremely welcome to attend the events and to let officers know if you have a case study that you would like to share.

Financial Implications

12. The 2013/14 projects set out within this report can be delivered within available LGA resources and partner contributions.

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Annex A Culture, Tourism and Sport Work Programme 2013/14

Key activities and timeframe	Outcomes	Link to LGA Business Plan
<i>Culture, tourism, sport and growth - Move the national debate on from the arts and growth to encompass the role that all cultural services play in making places where people want to live, visit and work.</i>		
Follow-up the CTS / Environment & Housing roundtable on culture, planning and growth by developing an on-line resource, including impactful case studies and information on how councils can access funding sources that can support investment in culture, heritage and sport – by 30 September.	Councils supported to maximise growth through culture, heritage and sport assets.	Economic growth, jobs and prosperity
Continue to refresh and update culture, heritage, tourism, sport and growth case studies on Knowledge Hub (including to reflect Members' steer in July to develop case studies about how leisure centres help to attract footfall and anchor development, and the contribution of theatres to growth) – by 31 October	Councils benefit from a refreshed suite of case studies, which also shape LGA advocacy and policy development.	Economic growth, jobs and prosperity
Support councils to drive growth through leading the broadband rollout and stimulating demand amongst business and residents. Work with Broadband Delivery UK to address councils' concerns about value for money– on-going	Councils receive tailored support to unlock the economic benefits of broadband.	Economic growth, jobs and prosperity
Follow-up the government's roundtable on libraries and welfare reform in July by working with government to ensure that the contribution of public libraries (and other internet access points provided by councils) to welfare reform is fully reflected in the roll-out plans for Universal Credit and reinforced by the Cabinet Office's Assisted Digital programme – the first milestone will be the publication of the next version of the Local Support Services Framework in autumn 2013.	The delivery framework for Universal Credit recognises the role of public libraries and other internet access points provided by councils in welfare reform.	Economic growth, jobs and prosperity Funding for local government
Build on the LGA's Farrell Response by drafting a new publication on how local government can drive growth through good design - by February 2014.	Launch publication at the CTS Conference in March 2014 and issue press release to help set the news agenda.	Economic growth, jobs and prosperity
Support councils to get ready to engage communities in the 800 th anniversary of Magna Carta in 2015 and maximise its potential to boost the visitor economy by promoting opportunities to councils through First magazine and other LGA communication channels – October 2013	Councils across the country supported to involve communities in Magna Carta events and activities.	Economic growth, jobs and prosperity

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Key activities and timeframe	Outcomes	Link to LGA Business Plan
Support the Safer and Stronger Communities Board lobbying of government to conduct a coordinated review across at least five Whitehall departments to remove outdated or unnecessary licence regimes and create single, simplified licences for common areas such as licensing road closures, street activity and holiday premises.	A licensing regime that is more flexible to focus regulation where it is actually needed, thereby helping to promote growth.	Economic growth, jobs and prosperity
<i>Improvement support – support portfolio holders to lead transformational change of cultural and sport services and seize the opportunities presented by wider public sector reform. Please also see <u>Annex C</u> for more detail on activities and timeframe</i>		
Deliver 41 days of improvement activity in 2013/14 for councillors through leadership academies, seminars and peer support on key topics including culture, libraries, sport, the visitor economy and heritage.	Over 100 councillors supported to lead transformational change of culture and sport services (in partnership with the DCMS agencies).	Economic growth, jobs and prosperity
Work with the consortium of organisations led by the National Council for Voluntary Organisations (NCVO) to embed local government in ACE's Cultural Commissioning Programme.	We are currently working with NCVO to scope programme activities and timeframe, but anticipate that outcomes for local government will be practical support for councillors on cultural commissioning, and a greater awareness amongst arts organisations of councils' commissioning role.	Economic growth, jobs and prosperity Public service reform
<i>Relationships – ensure that the LGA is well positioned to advance our arguments on culture and growth nationally to government and others; that our advocacy is shaped by robust intelligence from councils and that other LGA Boards recognise how culture and growth helps to achieve their priorities.</i>		
Quarterly meetings between Chair of the CTS Board and the Culture Minister and develop relationship with Tourism Minister.	DCMS Ministers regard local government as an important strategic partner in maximising the growth potential of culture, tourism and sport.	Economic growth, jobs and prosperity Public service reform

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Key activities and timeframe	Outcomes	Link to LGA Business Plan
Six-monthly dialogue between the Chair of the CTS Board and the Chairs of Arts Council England, English Heritage, VisitEngland and Sport England. This includes meetings, joint events and also specific activities – for example, responding to English Heritage’s consultation in autumn 2013 on plans to set up a new charity for the National Heritage Collection, and working with ACE on their new funding programme in spring 2014.	Positive relationships between the LGA and DCMS agencies that help to ensure they work with councils in a joined-up way and work with LGA to share good practice and deliver joint leadership events for councillors.	Economic growth, jobs and prosperity Public service reform
CTS Lead Members to meet Lead Members from the Economy & Transport Board (growth), Community Wellbeing (sport, culture and public health) and Children & Young People (skills and engaging young people) during Autumn 2013.	A more efficient way of working where there are common priorities, leading to more joint advocacy and support to councils.	Economic growth, jobs and prosperity
Monthly CTS e-bulletin sent to councils across the country.	Councils are informed about latest policy developments and given the opportunity to share good practice and shape the LGA’s CTS work.	Our own efficiency and effectiveness
Support councils to develop local commemorations that bring communities together to commemorate the centenary of the First World War in summer 2014 – monthly CTS e-bulletin.	Latest information is available on the LGA website to help councils to draw up their plans.	Public service
<i>2014 Culture, Tourism and Sport Conference – ensure that this flagship event continues to give national profile to the innovation that councils are leading and influences national policy and debate through giving a platform to leading people from the sector and impactful products that also achieve widespread media coverage.</i>		
Work with CLOA and Portsmouth City Council to deliver the annual CTS Conference 3-4 March 2014. We will launch impactful products (such as new research and publications) that will help to move on the arts and growth debate to encompass all cultural services. We will seek a further steer from Members on the detail of the products in the autumn.	120 councillors and senior officers debated the biggest issues facing the CTS sector and accessed the latest innovative practice.	Economic growth, jobs and prosperity

Annex B Culture, Tourism and Sport New Member Brief

Introduction

1. This briefing provides background information on key areas of work for the Culture, Tourism and Sport (CTS) Board. Members are invited to request further briefings on issues of particular interest from Laura Caton, Senior Adviser (laura.caton@local.gov.uk / 020 7664 3154).

Background

2. The purpose of the Culture, Tourism and Sport Board is to provide strategic oversight of all the LGA's policy and improvement activity in relation to the visitor economy, the arts, heritage, libraries, museums, sport, digital media and the licensing of regulated entertainment and gambling.
3. The majority of council services that the Board covers are of a non-statutory nature and therefore are characterised by a high degree of difference in the way in which, and the extent to which, different councils deliver them. Exceptions to this are the provision of public libraries by unitary and county councils; licensing by unitary and district councils; and the statutory protection, by planning authorities, of listed buildings and scheduled monuments.

Policy Context

4. Culture, heritage and sport define places and communities – libraries, leisure centres and heritage attractions are some of the most highly valued and used of council services. They underpin economic growth by creating places where people want to live, work and visit. They are also uniquely placed to bring people together and support community resilience in tough economic times – for example, jobs and skills advice at public libraries, and engaging young people through sport and volunteering opportunities.
5. Outside London, local government is the biggest public spender on culture, tourism and sport; currently spending £2.8 billion every year. Our work with councils up and down the country has shown the huge potential of culture to drive growth locally by attracting visitors, creating jobs and revitalising places.
6. However, councils' investment in the cultural sector is under increasing strain in the context of the overall level of savings councils need to find, with efficiency savings no longer being enough. The LGA's Rewiring Public Services campaign is making the case for the wholesale reform of the public sector and local government funding that is necessary for services such as culture, tourism and sport to continue to thrive.
7. The focus of the CTS Board is to support councillors to make the most of their culture, heritage and sport assets as a driver of local growth, and to try to ensure that government policy reinforces councils' efforts to do this.

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Key Areas of Work for 2013/14

8. Next year the CTS Board wants to move on the arts and growth argument to encompass how the full spectrum of cultural services help to drive growth by creating places that attract visitors and businesses and provide a high quality of life for residents. The Board will be invited to consider a work programme at its meeting on 9 September and this will include a focus on:

Culture, tourism, sport and growth

The visitor and leisure economy

9. The visitor economy is the UK's sixth largest industry and in the current climate of economic uncertainty it is one of the few sectors growing strongly – it contributes around £115 billion to the UK economy. Councils – which provide the core infrastructure of places, such as transport facilities and clean, safe and attractive places – are playing a strong leadership role by creating the conditions for tourism to thrive through easier-to-understand and more proportionate regulation, consolidating planning reforms, investing in infrastructure, improving skills and incentivising inward investment.
10. Our recent analysis of the visitor economy revealed that to unlock even more growth through the visitor economy, we need to encourage visitors to stay longer and spend more time in destinations. The CTS Board has worked with councils to develop practical proposals to help improve the productivity of the visitor economy, including councils' supporting businesses to provide a higher value offer; an effective but proportionate approach to local regulation; a localised approach to skills and transport; and making the most of new technology to improve the visitor experience. Taking forward these proposals in partnership with other LGA Boards will provide a focus for this year's work.
11. Members also want to 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.

Heritage

12. We recently launched 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 also hosted a successful leadership seminar on 10 July for 25 portfolio holders and heritage champions. Our work on heritage over the next year will 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.

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13. We will also continue to support councils to get ready for the First World War centenary commemorations next year and the 800th anniversary of Magna Carta in 2015 through sharing latest information about funding sources and case studies in the CTS bulletin.

Making the most of culture, sport and heritage assets

14. In June CTS and Environment and Housing Lead Members held an 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:
- 14.1. How councils can use the National Planning Policy Framework and other tools to maximise the contribution of culture, heritage and sporting assets to growth;
- 14.2. Impactful case studies that highlight the joining-up of culture, heritage and sport in strategic planning and a whole-place approach;
- 14.3. 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).

Broadband

15. Councils strongly support the extension of access to superfast broadband through the commercial rollout and are leading the rural and urban subsidised broadband programmes.
16. Superfast broadband is essential infrastructure for many businesses, which will help to drive growth in the local economy and create jobs. It will enable councils to carry out their business more effectively by delivering services online for those able to access them. It could also dramatically improve the quality of people's lives and is central to the government's wider public service reform agenda – for instance, access to Universal Credit will be online where appropriate.
17. Superfast broadband is an important growth priority for the CTS Board and LGA. As well as providing direct support to councils through Local Partnerships, the Board has promoted councils as best placed to join-up the broadband rollout with efforts to encourage people and businesses to get on-line and wider service transformation, and raised councils' significant concerns on aspects of the rollout (especially value for money) to Ministers.

Licensing and Gambling

18. Hugh Robertson, Minister for Sport and Tourism, recently wrote to all local authorities outlining changes to the entertainment licensing under the Licensing Act 2003. Revised guidance will remove the need for entertainment licenses, between 8am and 11pm, for performances of plays and exhibitions of dance (up to audience

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limits of 500 people) and indoor sport up to audiences of 1,000 people. The Minister has confirmed that combined fighting sports, such as Mixed Martial Arts, remain licensable as boxing or wrestling activities.

19. Concerts, plays, community and fundraising events are a huge and important part of cultural life in this country and councils want to make it as easy as possible for people to hold them. Small events, festivals and cultural activities are also worth up to £2 billion each year to the UK economy, making them desirable for any area looking to support growth.
20. The LGA supported the deregulation of low-scale community events, but at the same time we argued it remained important that local authorities were able to act on the concerns of residents, particularly when it comes to late-night concerts and parties held close to people's homes. Ministers listened to the LGA and councils and scaled down their original plans to deregulate events attended by crowds of up to 5,000 people to a more sensible threshold of 500 for most events. Well-planned events also help to strengthen cohesion by bringing communities together and councils are best placed to work with communities and local partners to identify and mitigate any potential tensions with certain events.
21. The CTS Board – with the Community Safety, Community Wellbeing and Environment and Housing Boards – maintains an overview of the implementation of the 2005 Gambling Act by councils. Key issues include the rise of internet gambling and the proposed bill to regulate it, as well as helping councils who face particular difficulties as a result of the clustering of betting shops on high streets.

Improvement support for councillors

22. 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 culture and sport. Much of this activity is delivered in partnership with the DCMS Non Departmental Public Bodies.
23. In July the CTS Board agreed a programme of improvement activity for 2013/14 that will enable the Board to reach over 100 councillors through leadership academies, seminars, action learning sets and peer support. Topics covered include libraries, the visitor economy, sport, heritage and a new Cultural Academy.

Relationships

24. 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.

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25. DCMS - the Chair of the CTS Board meets the Culture Minister on a quarterly basis. 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.
26. Non-Departmental Public Bodies – central government functions in relation to CTS are exercised through a number of national agencies including Arts Council England, English Heritage, Sport England and VisitEngland and the CTS Board has very positive relationships with all of them. Our major strategic dialogue with the agencies is about how the national investment can best support locally-led improvement and maximise the contribution of culture, heritage and sport assets to growth.
27. Culture and sport professional organisations - the Board now works much more closely with the Society of Chief Librarians (SCL) and they recently highlighted the positive impact of this in their recent annual report. This year we will continue joint advocacy on key issues for public libraries, including the impact of Universal Credit, professional skills and involving communities. The Chair of the Chief Cultural and Leisure Officers' Association (CLOA) sits 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, which brings together the local government professional organisations, DCMS and the DCMS agencies, is a key group for accessing partners in one place.
28. 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

29. The CTS Board hosts the definitive event for councillors and senior officers leading local government culture, tourism and sport services. Upwards of 100 delegates attend every year and in 2014 the conference will be in Portsmouth on 3 and 4 March. We will aim 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.

Further information

30. Please visit the CTS section of the LGA website for links to our most recent publications and improvement tools for councils:
31. <http://www.local.gov.uk/culture-tourism-and-sport>