

Culture, Tourism and Sport Board

Agenda

Wednesday, 20 January 2021
1.00 pm

Online via Microsoft Teams

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

Culture, Tourism & Sport Board
20 January 2021

There will be a meeting of the Culture, Tourism & Sport Board at **1.00 pm on Wednesday, 20 January 2021** Online via Microsoft Teams.

Apologies:

Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting.

Conservative:	Group Office: 020 7664 3223	email: lgaconservatives@local.gov.uk
Labour:	Group Office: 020 7664 3263	email: labour.grouplga@local.gov.uk
Independent:	Group Office: 020 7664 3224	email: independent.grouplga@local.gov.uk
Liberal Democrat:	Group Office: 020 7664 3235	email: libdem@local.gov.uk

LGA Contact:

Emma West
emma.west@local.gov.uk /

Carers' Allowance

As part of the LGA Members' Allowances Scheme a Carer's Allowance of £9.00 per hour or £10.55 if receiving London living wage is available to cover the cost of dependants (i.e. children, elderly people or people with disabilities) incurred as a result of attending this meeting.

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The LGA is committed to using social media in a co-ordinated and sensible way, as part of a strategic approach to communications, to help enhance the reputation of local government, improvement engagement with different elements of the community and drive efficiency. Please feel free to use social media during this meeting. **However, you are requested not to use social media during any confidential items.**

The twitter hashtag for this meeting is #lgacts

Culture, Tourism & Sport Board – Membership 2020/2021

Councillor	Authority
Conservative (7)	
Peter Golds (Deputy Chair)	Tower Hamlets Council
Derek Bastiman	Scarborough Borough Council
Matthew Lee	South Kesteven District Council
Cath Homer	Northumberland Council
Barry Lewis	Derbyshire County Council
Phil Seeva	Cornwall Council
Nick Worth	South Holland District Council
Substitutes	
David Jeffels	North Yorkshire County Council
Colin Morgan	Daventry District Council
Karen Rampton	Borough of Poole
Labour (7)	
Clare Coghill (Deputy Chair)	Waltham Forest London Borough Council
Peter Kelly	Preston City Council
Brigid Jones	Birmingham City Council
Richard Henry	Stevenage Borough Council
Muhammed Butt	Brent Council
Dhanisha Patel	Bridgend County Borough Council
Jane Black	Bury Metropolitan Borough Council
Substitutes	
Guy Nicholson	Hackney London Borough Council
Danny Myers	City of York Council
Jacqueline Burnett	Luton Borough Council
Liberal Democrat (2)	
Gerald Vernon-Jackson (Chair)	Portsmouth City Council
Chris White	Hertfordshire County Council
Substitutes	
Chris Hogg	South Lakeland District Council
Independent (2)	
Julian German (Vice-Chair)	Cornwall Council
Tom Hollis	Ashfield District Council
Substitutes	
Natalie McVey	Malvern Hills District Council

Agenda

Culture, Tourism & Sport Board

Wednesday 20 January 2021

1.00 pm

Online via Microsoft Teams

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Paper to follow.	
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Date of Next Meeting: Wednesday, 17 March 2021, 1.00 pm, Smith Square
1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

Note of last Culture, Tourism & Sport Board meeting

Title: Culture, Tourism & Sport Board
Date: Wednesday 9 December 2020
Venue: Online via Zoom

Attendance

An attendance list is attached as **Appendix A** to this note

Item	Decisions and actions
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1 Welcome, apologies and declarations of interest

The Chair welcomed members to the meeting.

Apologies were received from Cllr Jacqueline Burnett.

There were no declarations of interest.

2 Minutes of the last meeting

- Cllr German stated that, in his view, the minutes did not reflect the urgency that was expressed at the meeting about the crisis in the leisure industry. It was agreed that Cllrs German, Hollis and Nicholson would amend the wording to reflect this.
- Cllr German also raised his concerns about the impact of the Government's proposed planning reforms on cultural buildings. Members agreed that a letter should be drafted by way of a formal submission to MHCLG from the Board.

Decision:

- Subject to the comments above, the minutes of the meeting held on 23 September 2020 were **agreed**.

Actions:

- Cllrs German, Hollis and Nicholson to reword minutes of the previous meeting to reflect urgency of leisure industry discussion.
- Officers to draft letter to MHCLG on planning reforms.

3 Cultural Cities Enquiry

The Chair invited Paul Bristow, Chair of Arts Council England (ACE), and Will Mapplebeck, Core Cities, to introduce their report.

Paul reminded members of the initial independent expert Enquiry into realising the potential of culture in cities which had reported in 2019 and explained that, in the light of Covid-19, it had been decided to reconvene the Enquiry to take an urgent look at how investment in culture could contribute to the recovery effort. This second Enquiry focussed both on the immediate challenges for the sector and also longer-term recovery prospects. It also took a wider geographical perspective. Will added that the Enquiry Board included a broad range of experts in the sector and the CTS Board was represented by Cllrs Coghill and German. He had met with the Minister, Caroline Dinenage MP, to discuss the report and further parliamentary engagement was planned.

Paul briefly outlined the main recommendations from the report:

1. Greater integration of, and support for, Cultural Compacts;
2. Fiscal reform to stimulate cultural enterprises;
3. Transforming employment opportunities in the sector including adjusting the Apprenticeship Levy rules;
4. Incentivising new business models;
5. Providing small-scale capital funding to repurpose local facilities;
6. Ensuring planning reforms support culture-led recovery.

Following the introduction, members raised the following points:

- Concern was expressed that the report was too urban-centric and that the needs of rural and coastal communities were not being addressed. The cultural compact model was not considered to be so suitable for rural areas. As a member of the Enquiry Board, Cllr German said that this report did aim to look at the needs of the wider 'place', not just cities, and suggested that the report title be changed to reflect this.
- How would towns and cities be prioritised for investment in new cultural compacts given the proposed 100 limit? At what level would the compacts operate and could other measures – e.g. ticket subsidies - be more widely spread?
- Lobbying Government for the next Spending Review needs to begin now. The cultural sector has the potential to help drive recovery and levelling up as well as employment opportunities, particularly for younger people. The LGA needs to help demonstrate this to Government.
- Members felt it was important that the report didn't now gather dust and that it is circulated as widely as possible. £80 million investment over 4 years was not considered to be sufficient to address all the issues and so it would need to be demonstrated clearly how areas had benefitted from it in order to argue for additional funding.
- Had any progress been made in forming a network of cultural

compacts?

- It was suggested that the Board needed to make a decision on next steps for taking forward a Tourism Levy.

Paul and Will gave the following responses:

- The report's findings applied to all areas, not just urban ones, although the majority of the country's cultural assets are located in urban areas. The benefits of these need to be shared across wider areas and linkages with rural locations developed.
- The funding for new compacts was not yet secured but the signs were hopeful.
- It required a wider range of voices, not just ACE, to lobby the Government on the importance of funding for culture.
- An evaluation of the existing 24 cultural compacts was taking place and ACE was keen to work with the LGA to help spread best practice in developing a cultural compact network.

Decisions:

- Culture, Tourism & Sport Board **noted** the 'Cultural Cities Recovery' report.

Actions:

- Chair to seek meeting with Caroline Dinenage, ACE and Core Cities
- Officers to arrange meeting between ACE, Core Cities and the LGA Vice-Presidents
- Report on Tourism Levy to be brought to the CTS Board meeting on 20 January 2021.
- Cultural Cities Recovery report to be shared with LGA City Regions and People and Places Boards.

4 £100 million for public leisure

The meeting entered confidential session.

The Chair invited Kevin Mills, Director of Capital Investment at Sport England, and James Wurr, Head of Sports Participation at DCMS to introduce the report.

James explained that the Government had announced in October an allocation of £100m of ring-fenced funding to support public sector leisure services hit by the Covid pandemic. This funding was lower than Sport England and partners had identified as being necessary to sustain the sector longer term, but should help to keep core services open and save jobs. 2,265 centres had been identified as provided by outsourced

providers and were expected to be eligible for the fund. More work will be done over the coming months to make the case to the Treasury for further funding.

Kevin outlined the details of the fund and the bidding process that had been worked up with DCMS and MHCLG. This was now awaiting sign-off from the Treasury which had unfortunately delayed the process. This would now be challenging to complete prior to Christmas and Sport England were preparing to extend the deadline for bids in a way that wouldn't disadvantage those local authorities in most urgent need of funding.

Following the presentation, members raised the following points:

- Concern was expressed about the delay to the bidding process and the potential damage this could do at a time when councils were going through their budget setting processes. Greater certainty was needed very soon.
- Whilst members welcomed the £100m funding, they queried whether it would be enough to secure the longer-term future of the public leisure sector.
- Would the money go directly to the councils that provide the service rather than a higher tier?
- Would factors such as deprivation and health be used in the allocation of funding? There are particular financial pressures around some centres in the heart of BAME communities.
- What type of costs could the funding be used to cover?
- Concern was expressed that hard-pressed local authority staff would have to draw up funding bids over the Christmas period and deadlines could potentially be missed. Were local authorities aware that this bidding process would soon be launched so they could start doing preparatory work now?

James and Kevin gave the following responses:

- Realistically, it was looking as though the deadline would have to be extended into January. However, assessment panels that had already been set up for early in the new year would not be moved, in order to help councils who were desperately in need of funding.
- DCMS were realistic that the £100m would not be sufficient to secure the sector longer-term. It was vital that all stakeholders continued to lobby Government about the scale of the problem.
- The money would be paid out directly to the councils that provide the service.
- The money could be used for operational costs incurred between 1 December 2020 and 31 March 2021.
- The bidding criteria was designed to achieve an equitable distribution of funding across the country to aid the national recovery. It would be broadly based on population but also link to other Government strategies, for example around health.
- Councils had been given some indications about the process, but it would not be sensible to provide the bidding criteria prior to Treasury sign off. DCMS and Sport England were aware of the potential issues for staff over the Christmas period and were trying

hard to avoid this.

Decision:

- Culture, Tourism & Sport Board **noted** the report and presentation.

5 Spending Review 2020

The Chair invited Ian Leete, Senior Adviser, to introduce the report.

Ian invited members to comment on the culture, tourism and sport aspects of the Government's recent Spending Review and whether there was anything that emerged which the LGA should be lobbying on.

Members expressed concern about aspects of the size and distribution of the UK Shared Prosperity Fund and in particular, asked for the LGA to lobby for the money to come to local authorities rather than Local Enterprise Partnerships.

Decision:

- Culture, Tourism & Sport Board **noted** the report.

6 LGA Culture and Tourism Conference 2021

The Chair invited Lauren Lucas, Adviser, to introduce the report.

Lauren reported that the online conference would take place from 1-3rd March with one day dedicated to each part of the CTS portfolio. The overall theme would be the contribution of CTS to the national recovery and the outline agenda for each of the days was laid out in the report. Invites to ministers would be issued following the Board's sign off of the programme. The award ceremony for Hearts for the Arts would also be held during the conference week.

Members raised the following points:

- The specific badging of each separate day was supported.
- The importance of having diverse, gender-balanced panels was emphasised as well as offering a diverse range of case studies.
- Cllr Black offered to invite the Greater Manchester Mayor to address one of the sessions.
- It was agreed that Cllrs German, Coghill and Gold should each chair one of the 3 days.

Decision:

- Culture, Tourism & Sport Board **agreed** the proposed format and content for the conference.



7 Parliamentary engagement and media

The Chair invited Laura Johnson, Public Affairs Support Officer, to introduce the report.

Laura briefly updated members on the LGA's lobbying and communications work on culture, tourism and sport since the previous Board meeting. She flagged up the Chair's forthcoming appearance to give evidence before the House of Lords Committee on the National Plan for Sport and Recreation.

Members pointed out that at the last Board meeting it had been agreed to include information on reach and impact of the LGA's work, but that this was not in the current report.

It was agreed that officers should give consideration to what the most useful information would be for members to receive and to present this to the next Board meeting in January, to which David Holdstock, the LGA's Head of Communications, would be invited.

Decision:

- Culture, Tourism & Sport Board **noted** the update.

8 Improvement update

The Chair invited Maria Collinge, Project Support Officer, to introduce the report.

Maria outlined the improvement activity delivered by the LGA through the Sport England and Arts Council England funding awards up until March 2021. A full report would be brought to the next meeting of the Board.

Maria invited members views on two particular issues:

- Early conversations were taking place with Sport England about a leadership training programme for elected members. Were there any particular issues and skills that members would like to see included?
- Ideas about how the under-representation of BAME communities in leadership positions in the sport and culture sectors could be addressed through the LGA's programmes.

Members requested further information about the outcomes delivered through the LGA's leadership programmes. Maria agreed to speak to members offline about this.

Decision

- Culture, Tourism & Sport Board **noted** the report.

9 Outside Bodies

Ian Leete, Senior Adviser, invited members to provide feedback from any outside body meetings they had attended since the previous Board meeting.

- The Chair thanked Cllr Jeffels for circulating his report from the Coastal Special Interest Group meeting.
- The Chair reported that he had attended a meeting of the Tourism Alliance.
- Cllr Henry reported that the London Marathon Charitable Trust had recently restructured its relationship with London Marathon Events Ltd.
- Cllr German reported that he had been appointed by the political group offices as the Board's Equalities Advocate.
- Ian reported that DEFRA were keen to have an LGA representative on the National Landscapes Review panel. Cllr Nicholson volunteered to take on the role.

Decision

- Culture, Tourism & Sport Board **noted** the outside body updates and **agreed** that Cllr Nicholson be appointed as the LGA representative on the National Landscapes Review panel.

10 Leisure Under Lockdown

The Chair invited Ian Leete, Senior Adviser, to introduce the report.

Ian presented the LGA's Leisure in Lockdown report for the Board's information.

Decision

- Culture, Tourism & Sport Board **noted** the report.

Action

- Officers to circulate to members by e-mail the short ['Culture and Leisure Services Under Lockdown' video](#).

11 Financial Impact of Covid-19 on Park Services

The Chair invited Samantha Ramanah, Adviser, to introduce the report.

Samantha highlighted the set of 6 case studies, funded by the LGA and the National Lottery Heritage Fund, which demonstrated the serious financial impact the COVID-19 pandemic has had on council park services. On the positive side, they illustrated the innovative collaboration and use of data that councils have employed to tackle inequality in their areas. The case studies would be used to continue to lobby Government for extra support for park services.



Members welcomed the case studies which helped to demonstrate just how important local parks have been to residents during the pandemic.

Decision:

- Culture, Tourism & Sport Board **noted** the report and case studies.

Action:

- Officers to circulate to members by e-mail the [Parks Fit for the Future video](#).

12 Any other business

- Cllr Black asked if the LGA could lobby Government about allowing councils to open local art galleries and museums under Covid restrictions as she considered they were not as high a risk as some other facilities that had been allowed to open. Ian Leete said that the LGA has a place on the DCMS Museums Working Group and officers would raise this issue again. The Chair offered to raise the issue with the Minister.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chair	Cllr Gerald Vernon-Jackson CBE	Portsmouth City Council
Vice-Chair	Cllr Julian German	Cornwall Council
Deputy-chairman	Cllr Peter Golds CBE	Tower Hamlets Council
	Cllr Clare Coghill	Waltham Forest London Borough Council
Members	Cllr Derek Bastiman	Scarborough Borough Council
	Cllr Matthew Lee	South Kesteven District Council
	Cllr Cath Homer	Northumberland Council
	Cllr Barry Lewis	Derbyshire County Council
	Cllr Phil Seeva	Cornwall Council
	Cllr Nick Worth	South Holland District Council
	Cllr Peter Kelly	Preston City Council
	Cllr Richard Henry	Stevenage Borough Council
	Cllr Muhammed Butt	Brent Council
	Cllr Dhanisha Patel	Bridgend County Borough Council
	Cllr Jane Black	Bury Metropolitan Borough Council
	Cllr Chris White	Hertfordshire County Council
	Cllr Tom Hollis	Ashfield District Council
Apologies	Cllr Brigid Jones	Birmingham City Council
	Cllr Jacqueline Burnett	Luton Borough Council
In Attendance	Cllr Guy Nicholson (as sub)	Hackney London Borough Council
	Cllr David Jeffels	North Yorkshire County Council
	Val Birchall	Culture and Leisure Officers Association (CLOA)
	Jennifer Huygen	Community Leisure UK
	James Wurr (for item 4)	DCMS
	Kevin Mills (for item 4)	Sport England
	Paul Bristow (for item 3)	Arts Council England
	Will Mappleback (for item 3)	Core Cities



Public Library Service Accreditation

Purpose of report

For information, discussion and decision.

Summary

Following a paper presented to the CTS Board by Libraries Connected last year, this paper outlines the progress made to date on the Public Library Service Accreditation project, including the findings of the research programme so far and the likely shape of a future scheme.

Board Members have previously determined that the LGA should sit on the Public Libraries Accreditation Board as an observer, rather than a full member. This was because of concerns raised by Lead Members and other member of the CTS Board about the potential for library 'standards' to conflict with the LGA's position on the importance of sector led improvement.

Now that the shape of this project is more defined and in keeping with sector-led approaches, the LGA has again been invited to become a full member of the group. CTS Board members are asked to discuss the project and determine whether this invitation should be accepted.

Recommendations

Board members are asked to note the progress and the projected direction of this project and determine whether they can give approval to the LGA becoming a full member of the project's Board.

Action/s

Officers to contribute to the project as directed.

Contact officer:	Lauren Lucas
Position:	Adviser
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Error! Reference source not found. Background

1. Under the current model for public library delivery, each local authority defines how it will deliver its responsibilities under the Public Libraries and Museums Act 1964. The Secretary of State for Digital, Culture Media and Sport has the duty to superintend and promote the improvement of library services, and to ensure that local authorities are meeting their library service responsibilities. What the Act means in practice is open to debate. There is currently no framework to support service planning and service design or to guide decision making.
2. Initial consultation undertaken by Libraries Connected with public libraries in 2018/19 showed clear appetite across the sector to develop something that would work as an improvement framework, in alignment with superintendence of the 1964 Act, and that would support libraries to deliver to the needs of their communities and foster national consistency.
3. The programme is led by Libraries Connected with funding support from Arts Council England. Consultancy firm Shared Intelligence has been appointed to deliver the programme of consultation and co-creation of an accreditation framework for public libraries in England. The programme commenced in January 2020 and runs to November 2021.
4. As the sector support organisation and the membership body for public libraries, Libraries Connected's ambition is to develop and deliver an authoritative, sector-led scheme, which supports libraries to make best use of their available resources to deliver a good quality service that meets the needs of local communities.
5. This scheme will provide a comprehensive assessment of a library service to demonstrate:
 - how it monitors and responds to user and community needs
 - how it develops resources, activities, services and collections to meet these needs
 - how it is managed, funded, staffed and resourced to meet these needs.

Public Libraries Accreditation – Board membership

6. Membership of the Public Library Service Accreditation Project Board is currently made up of:
 - Libraries Connected
 - Arts Council England

- National Archives
- CILIP – the library and information association
- British Library

Observers

- Local Government Association
- Welsh Government – Museums, Archives and Libraries Division

7. The Local Government Association is currently an observer on the project board for this work. This was initially because of concerns raised by Lead Members and other member of the CTS Board about the potential for library ‘standards’ to conflict with the LGA’s position on the importance of sector led improvement.
8. An invitation to full membership has been extended to strengthen the relationship between key stakeholder organisations.

Phase 1: Consultation

9. For this project Shared Intelligence are using the ‘double diamond’ approach to innovation. This involves two distinct phases, the *consultation phase* covering the first diamond and the *design phase*, covering the second.
10. The consultation phase of the project has now completed. A report on the findings from the engagement was presented to the Libraries Connected Board of Trustees in December 2020.
11. The consultation methodology included:
 - Desk research and literature review
 - Scoping interviews. 11 interviews were undertaken with people with experience of accreditation or part of the library sector, including elected members
 - Workshops. Two workshops were held with the project’s reference group, including Library Heads of Service.
 - Survey of library staff. A total of 475 responses were received from staff at all levels, heads of service to frontline staff, from all regions in England.
 - Stakeholder testing. The approach was tested out with stakeholders including the LGA with experience of libraries and different accreditation frameworks to collect their concerns and use their expertise to think more closely about the practical elements of designing accreditation.
 - Virtual consultation session. An online consultation session on the topic of, “What does quality mean for a modern library service?” was held as part of the consultation

phase. The event was attended by over 100 individuals. In the session participants were given three provocations, each defining the idea of what quality means in a different way and were then offered the opportunity to comment and discuss.

- Project board meetings with the group of sector representative outlined in paragraph 6. Six project board meetings have been held so far.

12. Throughout the consultation phase there were some clear and consistent messages from consultees.

- There is a high level of support for the idea of accreditation in the sector.
- There was a clear steer that any scheme should be owned by the library sector itself.
- It was felt that accreditation should be a voluntary scheme.
- A combination of self-assessment and independent validation was the preferred model.
- There was support for tiers or levels of attainment within the scheme.
- There was support for a 'pass/fail' element within the scheme, but with the acknowledgement that this would need to be framed positively to avoid the pejorative connotations of a 'fail' designation ('working towards accreditation' for example).
- The scheme should focus on outcomes for customers and the community.
- Accreditation should help library services to demonstrate its contribution to policy areas, both internally and externally.
- The Accreditation scheme should be linked to existing work, including the Universal Offer.

13. Based on this consultation phase, a system of accreditation began to take shape. From the discussions with stakeholders, particularly those with first-hand experience of different accreditation models, it was possible to begin refining these initial ideas and to understand what was feasible and practical. With this in mind, an early outline model for accreditation has been proposed.

Phase 2: Design. Proposed scheme outline

14. The next stage of the process involves detailed design, but some of the key features of the outline scheme emerging from the consultation are as follows.

- A self-assessment process undertaken by the library service, validated through an independent peer check and challenge process, taking into account the local context and reality of the service
- A mixture of qualitative and quantitative measures, mainly based on outcomes for communities, the service's contribution to local priorities and needs, but also

including some elements of internal practice such as leadership, how embedded strategies are and plans for workforce development.

- Following a process of self-assessment and peer check and challenge, a tier of accreditation is awarded (Gold, Silver, Bronze) or the library is classified as still “working towards” accreditation.
- Library services are given an improvement plan and support to improve or maintain their accreditation level.
- Involvement would be needed from key sector stakeholders, including Heads of Service and other library staff, as well as individuals from outside the library sector.
- Accreditation will be at a library service level, rather than focused on individual libraries.

15. From the model outlined above come five key steps in the accreditation process:

- Pre-application
- Application: self-assessment
- Assessment and Validation: external/peer assessment (check and challenge)
- Award
- Retention

16. The second phase of the project (the design phase), will look at each of these steps in greater detail over the next six months.

Implications for Wales

17. This Accreditation scheme applies only to English library services. The Welsh Government has its own Public Libraries Standards in place and representatives of their library team have also been attending the project board as observers.

Financial Implications

18. This project requires only officer time and can be delivered within existing LGA budgets. The source of funding for an accreditation scheme is yet to be determined during the design phase of this work, but is under consideration at Arts Council England.

Next steps

19. Libraries Connected will be undertaking a risk assessment to determine the next steps for the project. They will continue conversations with Arts Council England regarding the ownership of the scheme.

20. The LGA has been invited to join the project board as a full member with voting rights. The Culture, Tourism and Sport Board is invited to discuss this proposal. We would draw the Board’s attention to the following issues for consideration.

- How Public Libraries Accreditation might interact with the LGA's improvement contract with Arts Council England (ACE), particularly in terms of peer challenges.
- Implications for funding, and whether this will be linked to investment in the same way that museums without accreditation are excluded from bidding for certain ACE funding streams.

A Shared Vision for the future of Public Leisure Services

Purpose of report

For discussion.

Summary

The Board identified the development of a vision for the future public leisure services as a key objective at its September 2020 meeting.

This paper outlines the work that is being undertaken in partnership with the Association for Public Sector Excellent (APSE) and the Culture and Leisure Officers Association (CLOA) to develop a shared vision for what the future of public leisure services could look like.

Recommendation/s

Board members to discuss and comment on the scope of the piece of work and identify any key lines of enquiry or omissions (section 11)

Action/s

Officers to follow up as directed by Board Members.

Contact officer: Samantha Ramanah

Position: Adviser

Phone number: 07887 503 136

Email: Samantha.Ramanah@local.gov.uk

A Shared Vision for the future of Public Leisure Services

Background

1. Sport, leisure, parks and green spaces is a key priority for the CTS Board, COVID-19 has highlighted the important contribution these services make to the health, mental wellbeing and resilience of local communities and their contribution to local economies and places people want to live, work and play. This paper will look specifically at sport and leisure services.
2. In the past our lobbying and improvement work has focused on:
 - 2.1. Ageing facilities and our call for a £500m investment from Government: nearly two thirds of leisure centres are outdated and need urgent new investment
 - 2.2. The financial impact COVID-19 is having on leisure providers following their closure in line with Government rules during the three national lockdowns
 - 2.3. The funding cuts to local government budgets which has a knock-on effect on council's sport and leisure budgets
 - 2.4. Supporting councils to understand different commissioning models. Many councils have moved to providing these services through a leisure trust, with a focus on efficiency and budget savings.
3. The COVID-19 pandemic has amplified the challenges facing sport and leisure services. Facilities are still ageing but now they are closed and not generating income, a lack of income is leading to a potential financial collapse of leisure trust providers or leading some councils to bring services back under local authority control either through necessity due to provider failure or as part of a forward looking strategic plan.
4. This is leading to concerns within the sector that huge income loss and budget pressures now faced by local authorities and leisure providers has generated significant distress and frustration and at times a worrying disconnect between those delivering the services and the strategic positioning, value and understanding of those services.
5. Furthermore, there remain stubborn challenges when it comes to addressing physical inactivity with the impact of the pandemic striking our most deprived communities worst, amplifying existing levels of inactivity and inequality in those areas. It raises questions about the future positioning and effectiveness of sport and leisure services in terms of its' contribution to addressing these massive challenges.
6. In response to these challenges, the CTS Board committed to a piece of work to develop a vision for the future of leisure provision, reflecting changed patterns of consumer behaviour and demand, and connections to the climate change, active travel, and obesity agendas.

Update on a future vision for sport and leisure services

7. Following discussions with our stakeholders from Association for Public Service Excellence (APSE) and Culture, Leisure Officers Association (CLOA) we have identified that APSE had commissioned a similar piece of work to begin to develop a vision for the future of sport and leisure services. The remit for this piece of work incorporated the main aspects we wished to pursue. We therefore proposed a collaboration with APSE and CLOA on this piece of work to make the best use of our collective resources and to start building and embedding a shared vision across the sport and leisure sector and across our respective members. This will ensure that both elected members and officers are moving forward together.
8. We have jointly commissioned Mark Allman, in his capacity as a consultant to undertake research and develop a think piece. Mark was previously the Head of Sport and Leisure services at Leeds City Council and has a thorough understanding of the sector.

Parameters:

9. The piece of work will build upon a “traditional” view of Sport and Leisure services, identifying what is required of them, their relevance to the future of council objectives around health and wellbeing, and financial implications. This will include the following areas:
 - 9.1. Provision of Leisure Centres, Pools and Sports facilities, indoor and outdoor.
 - 9.2. Sports development and community sport
 - 9.3. Sports events
10. The work will also reference the following:
 - 10.1. High level assessment of National and local strategies that would impact on service design and delivery e.g., new Sport England Strategy, Public Health Outcomes framework, Local Health and Wellbeing plans, Climate emergency, Economic policy, Transport Policy, Planning policy
 - 10.2. The role of physical activity in place making and meeting wider outcomes.
 - 10.3. The strategic development of physical activity and how it is led nationally and locally.

Key lines of enquiry:

11. The work will start by gauging how well local authorities are currently able to articulate the role of services and will then move on to look at how things are affected by COVID-19 pandemic. Specifically –
 - 11.1. The case for sport and leisure services pre-Covid-19: Was/is there a clear understanding of what sport and leisure services are there to deliver?
 - 11.2. The case for sport and leisure services post Covid-19: What are the impacts of Covid-19 on Council’s budgets and consequently what are the likely medium (next 3 years) and long- term impacts on the future provision of those Sport and Leisure services?

- 11.3. Physical activity and systems/collaborative thinking: Is there evidence of physical activity being positioned as a local priority to help support community wellbeing and the recovery from COVID-19?
- 11.4. How do we understand what impact COVID has had on public leisure services for deprived communities? How do we go on to create a more inclusive offer that enables all groups the opportunity to be active?

Methodology:

12. The research brief includes:
 - 12.1. Using existing events to survey sport and leisure portfolio holders and officers to identify the current state of play for the sector.
 - 12.2. Conducting a series of discussions, based on the survey results, with sector leaders and stakeholders to explore how sport and leisure services have changed in recent years; together with the trends that have developed, and the current challenges faced by local authorities, the future direction of travel and potential contributions traditional sport and leisure can play locally.
 - 12.3. Desktop research of published sport and physical activity strategies.
13. Following the completion of the above, a 10-15-page report will be produced that brings together the findings of discussions and provides a critical appraisal of the existing situation. This will seek to provide a practical approach/framework that local authorities can deploy in understanding wider “physical activity systems working” and in turn reflect on the positioning and vision of their own Sport and Leisure services moving forward.

Implications for Wales

14. Welsh authorities will be included in the survey and discussions. Given the differing governance structures in devolved administrations, it may be necessary to develop separate recommendations for Welsh leisure, but this is not yet clear.

Financial implications

15. The anticipated total cost of this work is £14 000. APSE is providing £10 000 and the LGA £4 000.

Next Steps

16. The first public discussion of this work will take place at our [Reimagining Public Leisure conference on 21 January](#).
17. APSE have established [an information page on the project](#) to enable councils and providers to stay up to date with the project.
18. We will provide Board members with updates on progress of this work at future board meetings.

Tourism Levy

Purpose of report

For discussion.

Summary

At its last meeting, the Board requested an update on work to secure the power for local government to introduce a local tourism levy.

Recommendations

That the Board discuss the issue and provide direction on any communication strategy.

Action/s

Officers will work to further advance the case for a levy.

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Tourism Levy

Background

1. The LGA has an established position calling for local government to have greater discretion over local fiscal powers, developed as part of its devolution campaign. The call for a tourism levy as part of this devolution was first adopted by the [LGA in its Growing Places conference paper from 2017](#).
2. Since then, work has focused on developing the evidence base for the introduction of a levy, and understanding public and stakeholder opinion. In March 2020, the LGA published the results of public polling, which revealed that [53% of those surveyed were supportive of councils being able to charge a small fee to help fund local services that support tourism in their area](#).
3. In September 2020, the LGA published a [briefing note on two pieces of analysis, commissioned by the LGA, into the practicalities of introducing a tourism levy](#). This explored both the processes that local and national policymakers should consider when introducing a levy, as well as the results of financial modelling of different approaches to introducing a levy.
4. The LGA continues to call for the introduction of a local levy power in its parliamentary submissions, most recently in a debate on Tuesday 21st January led by Steve Double MP, but also within our [Spending review submission](#). These calls are linked to the proposed introduction, as part of the [Tourism Sector Deal](#), of Tourism Zones, which are intended to provide greater flexibilities to help grow tourism in a designated area. The scope and application process for these zones has not yet been published, although it was originally due to take place in 2019.

Issues

5. Although there has been some media interest in the work, and some qualified support from parts of the tourism sector, there has been limited parliamentary interest and direct opposition from some key tourism bodies.
6. The limitations on national and international travel, and other restrictions, related to Covid have had a profound impact on the tourism industry. National reductions on VAT and Business Rates have been introduced to support the hospitality sector; something the sector has long campaigned for.
7. High levels of VAT were one of the arguments put forward against a tourism levy, making the case that the sector would be further competitively disadvantaged against competitors in European countries. Part of the LGA's narrative included a case that a reduction of VAT could be introduced at the same time as a tourism levy, ensuring no

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additional burden on businesses, but enabling income raised by the sector to be reinvested directly in the local area and activities that supported the sector's success. To some extent, the temporary reductions in VAT have rendered both arguments moot.

8. In light of this substantially changed context, the need to strongly focus on supporting an economic recovery (as directed by the Board), and in recognition of limited political progress towards the ambition, it is appropriate for the Board to consider whether any changes should be made to our narrative and approach on delivering a tourism levy.
9. In considering this position, the Board may wish to focus on the following questions:
 - 9.1. Should our call for fiscal devolution around tourism issues be more ambitious, reflecting the budgetary challenges facing local government, and the impact on delivering those services which tourists and hospitality businesses depend on;
 - 9.2. Does our focus on testing the proposition through Tourism Zones remain appropriate, in light of the delays to their launch and the Government's apparent shift away from the Industrial Strategy towards the UK Shared Prosperity Fund and the Levelling Up agenda.
 - 9.3. And should we be presenting the tourism levy as part of a wider package of support for the tourism sector?

Implications for Wales

10. The introduction of a Welsh tourism levy would be a matter for the Welsh Assembly. Scotland has consulted on introducing one, but there has not yet been any indication that this is being considered in other devolved administrations.

Financial Implications

11. There are no budgetary implications for continuing our lobbying work on this matter. Any additional research work would need resources allocated to it.

Next steps

12. Officers will either amend our narrative, or continue seeking lobbying opportunities, as directed by the Board.



Evaluation of Leadership Essentials

Purpose of report

For information and discussion.

Summary

Following discussion at a previous Board meeting relating to the impact of our improvement work, this paper outlines some of the actions the Culture Tourism and Sport Team are undertaking to evaluate the Leadership Essentials aspects of our work.

Recommendation/s

Board members are asked to note the report.

Action/s

Officers to contribute to the project as directed.

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Error! Reference source not found. Background

1. Traditionally, Leadership Essentials programmes have been face-to-face events, taking place over two days with a cohort of portfolio holders and officers and featuring a range of expert speakers, facilitators and case studies.
2. Due to the COVID-19 pandemic, much of this work has had to be adapted. At the beginning of lockdown, we had an improvement contract in place with Sport England and rapidly moved this content online, delivering a substantial programme of work for officers since the spring. With plans for a councillor programme in development.
3. Arts Council England redeployed much of its funding to emergency funds in the immediate aftermath of lockdown, but since September have funded a programme of events and improvement support, including a Leadership Essentials programme for one cohort of councillors.
4. We had an existing agreement in place with Arts Council England and Sport England to deliver an evaluation of Leadership Essentials since 2013, which had also been put on hold by the pandemic. This is now being undertaken by the Research Team, although the original proposal has been adapted in response to the new online environment.
5. This paper includes:
 - 5.1. An outline of our agreement with Arts Council England to deliver an evaluation of Leadership Essentials programme since 2013, which has been updated in response to COVID-19 and is taking place between now and the end of March.
 - 5.2. An update on our agreement with Sport England to deliver an evaluation of the Leadership Essentials programme since 2013.
6. The ACE and Sport England awards for 2021/22 are being negotiated over the next three months, evaluation of the programmes going forward are likely to include a greater emphasis on equality, diversity and inclusive (EDI) data.

Arts Council England – Leadership Essentials Evaluation

7. Since 2013 the LGA in partnership with Arts Council England have run 14 Leadership essentials for cultural portfolio holders through a grant funded programme. To date 177 councillors have attended the programme. The LGA and Arts Council England are keen to take stock and capture the thoughts and views of participants as to the usefulness of the programme and the impact that it has had on them. Given that the recent programme delivery has been online, it will be useful to compare the effectiveness of this with more traditional face to face delivery. In addition, it will provide participants with the opportunity to feed into future programme design.

8. Whilst there were plans in place to carry out a detailed evaluation of the impact of the programme from 2013 onwards, the context for this work has changed considerably since March 2020. The COVID pandemic and associated lockdown has already had a fundamental impact on the cultural offer that local government provides. There is a clear understanding of the important of culture in shaping local areas and helping communities to recover from the COVID experience. Given this, there is a need to reshape the proposed evaluation so that it can be fit for purpose in these changed times.
9. The LGA has currently paused its survey to councils, mindful of the demands that the pandemic is making on the time of officers and members. At the same time, regarding this programme, there is a need to capture the views of participants to ensure that future programmes meet the needs of culture portfolio holders going forward. This short proposal outlines how this can be achieved.

10. Aims

- 10.1. To capture the views of a small group of participants as to the impact of the programme on them to date and how the objectives of the programme might best be delivered in future.
- 10.2. Mapping of involvement to date to produce a series of infographics highlighting geographical and participant reach for the 2013 to 2019 period; and
- 10.3. To provide recommendations for future programme content and delivery.

11. Outputs

A series of outputs to include:

- 11.1.1. A note of a focus group held in late Autumn 2020 with up to six participants from the 2018 and 2019 cohorts focusing on the impact of the leadership essentials training and how the programme might be delivered and shaped going forward;
- 11.1.2. A note of a focus group to be held in spring 2021 with a small group of elected members who have participated in the online leadership essentials course held in early 2021. The discussion will focus on the impact of the training, views of future course content and how it could be improved, what else should be included and what should be taken out and their thoughts regarding online delivery
- 11.1.3. A detailed named note of individual discussions held in late Autumn 2020 and early Winter 2021 with up to five key stakeholder participants in the programme as identified by LGA and Arts Council England. Though named, the note of each of the individual discussions will be treated as confidential between LGA and Arts Council England; and
- 11.1.4. Quantitative data analysis to include breakdown of participation by council type and geographical area.

12. The various elements will be stand alone but will be brought together in a final report. There will be a short overarching analysis on the themes coming from the focus groups and the individual interviews. LGA suggests that, as the individual interviews will be named, the report will be confidential to Arts Council England and LGA and will not be shared or made available more widely.

13. Methodology

14. The focus group and individual discussions will be undertaken by the Programme Manager for Research at the LGA. One of the key roles of the Research and Information Team is to ensure evidence provided by the LGA in lobbying, development or improvement work is of a good quality, which can withstand scrutiny, and maintain the reputation of the LGA as an organisation which uses sound facts and data. Each year the team completes around 200 research projects for the organisation.
15. The individual discussions will seek to gain personal testimonials and anecdotal information from attendees about the programme. Both the individual discussions and the focus groups will capture participant views of:
- 15.1. The reasons for participation in the Leadership Essentials programme
 - 15.2. The expectations that participants had prior to taking part
 - 15.3. The extent to which these expectations were, or indeed were not, met
 - 15.4. The impact that participation has had on participants, particularly given the altered circumstances created by the COVID pandemic; and
 - 15.5. Any suggestions for either minimal or indeed radical change to the programme content and delivery, going forward.
16. Data analysis will be carried out on all data that the LGA holds on participants from 2013 onwards. It should be noted that LGA has not collected Equality, Diversity and Inclusion DATA (EDI) from participants and so protected characteristics analysis will not be possible.

17. Estimated timescales

18. Timescales need to be flexible given the ongoing impact of the COVID pandemic. It is hope that the focus group will take place before Christmas 2020 with individual interviews being completed no later than 31 March 2021. The report for the data analysis will also be completed no later than the end of March 2021 and a final report will be ready no later than May 2021.

Sport England – Leadership Essentials Evaluation

19. Since 2011, over 200 councillors have attended LGA/Sport England Sport and Physical Activity Leadership Essentials programme. Councillor feedback from these events identified that their officers lacked access to comparable advice and support, and that this was limiting the ability of councillors to influence and drive change when they return to their authorities.
20. Officers themselves identified a similar gap so in 2017, the LGA and Sport England held a pilot leadership event for senior strategic officers who were leaders and aspiring leaders in councils, trusts and Active Partnerships. The feedback from delegates was excellent, with over 90 per cent of respondents stating that they felt more confident in carrying out their role having attended the event. Since the pilot 9 successful events for senior strategic officers have taken place, all receiving excellent feedback.
21. In 2019/20, four deep dive events have taken place for officers who had previously attended the leadership essentials programmes. The events focused on topics that delegates had identified as areas where they would benefit from a more in depth.
22. In March 2020 in response to the COVID-19 pandemic, the LGA and Sport England quickly developed an online COVID-19 response programme for officers (i.e senior officers working in an Active Partnership, Council or Leisure Trust) who had previously attended the Leadership Essentials Programme. This was delivered in April – December 2020 and consisted of interactive webinars and action learning sets to help officers working in sector leadership roles respond to Covid19. The decision was made to focus on officers because of the need to act and respond to operational issues in a fast paced and changing environment e.g. through redeploying staff, closing leisure centres etc.
23. In September work begun to refresh the Leadership Essentials Programme for officers taking the learning from the alumni programme and from the new environment we are operating in because of COVID- 19. We have developed an online programme which will be delivered to three new cohorts of senior officers from councils, active partnerships and trusts.
24. The first online programme was delivered in November – December 2020 and comprised of 10 webinars over a four-week period. The feedback from delegates was positive and another two programmes are planned for January/February 2021 and April/May 2021, these are currently oversubscribed.
25. We are currently developing a refreshed Leadership Essentials Programme for portfolio holders for sport and physical activity, the plan is to deliver the first programme by the end of June 2021. This will ensure councillors and their officers are up to date on key developments such as Sport England's new strategy, the challenges, opportunities and have the necessary leadership skills.

26. Whilst there were plans to carry out a detailed evaluation of the impact of the programme from 2013 onwards, the context for this work has changed considerably due to COVID-19. Furthermore, the forthcoming Sport England Strategy has led Sport England to think about the direction of travel for the Leadership Essentials Programme as it considers the role leadership has to play in the implementation of its new strategy. Sport England is considering how the programme can be expanded and how it dovetails with their wider work and what the LE Programme for 21/22 award will look like.
27. Therefore, the decision has been taken to reassess the scope of the evaluation work and to potentially use some of the programme's underspend to do a bigger piece of evaluation taking into consideration what the future for the sector holds in terms of how we can recruit officers and elected members from underrepresented groups on to the programme to develop their leadership skills and to address EDI issues.
28. Similar to the ACE programme evaluation, the main areas will include:
- 28.1. To capture the views of a small group of participants as to the impact of the programme on them to date and how the objectives of the programme might best be delivered in future.
 - 28.2. Mapping of involvement to date to produce a series of infographics highlighting geographical and participant reach in addition to identifying the gaps particularly around EDI; and
 - 28.3. To provide recommendations for future programme content and delivery.
29. We are in early discussions with Sport England about the scope of the programme evaluation and would welcome the Boards views on what key lines of enquiry and areas they are most interested in evaluating in addition to those described above.

Implications for Wales

30. Leadership Essentials programmes are funded by Arts Council England and Sport England, and not accessible to Welsh authorities. We have shared information on the programmes with Welsh colleagues who are engaging with Arts Council Wales and Sport Wales.

Financial Implications

31. This project work is funded by Arts Council England and Sport England through until end of March 2021.
32. Discussion about the 2021/22 programmes has begun with the two funders.

Next Steps

33. Officers will further develop and conduct evaluations for the programmes and will bring the results back to a future board meeting.



LGA Culture and Tourism Conference 2021

Purpose of report

For information.

Summary

This report gives an update on planning of the Culture and Tourism conference 2021. The Board has previously agreed that in light of the restrictions associated with COVID-19, the event would take place in the form of online webinars over the course of three days. The topic would be the role of culture, tourism and sport in supporting a national recovery.

The 1, 2 and 3 March 2021 have now been identified for the events. Board members are invited to note initial plans for the webinars and confirmed speakers and to hold the proposed dates in their diaries

Recommendations

The Board is asked to note updates to the format of the events.

Actions

Officers to progress as directed.

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LGA Culture and Tourism Conference 2021

Background

1. The LGA's Culture and Tourism Conference 2020, took place just before lockdown on the 3rd and 4th March in Portsmouth. The event had a theme of 'making the most of your heritage' and received positive feedback from participants. It attracted over 70 delegates over the course of two days and featured study trips to heritage sites across the city.
2. Following discussion with Lead Members and the full CTS Board in September, it was agreed that the 2021 conference would take place online, over the course of three webinars in one week. Each webinar would focus on different elements of the LGA portfolio: one on tourism, one on sport and one on culture.
3. This decision was taken on the basis of restrictions associated with COVID-19, but also on the success the team has achieved in delivering online events since March this year. Virtual events have received high levels of positive feedback and have allowed us to reach far greater audiences than would ordinarily be the case with their in-person equivalents.

Format

4. LGA webinars tend to follow a standard format based on the experience of our events team in delivering successful online events and activities. They are usually limited to an hour and a half to reduce 'Zoom fatigue' and feature a series of speakers, followed by a panel discussion facilitated by the Chair and informed by questions submitted by attendees via the Q&A function.
5. Based on discussions at the September CTS Board, it was agreed we would hold three webinar style events over three days, each covering a different aspect of the CTS portfolio. The following dates have been identified:
 - Culture: Monday 1st March 2020 (10.30-12.00)
 - Tourism and the visitor economy: Tuesday 2nd March 2020 (10.30-12.00)
 - Sport and physical activity: Wednesday 3rd March 2020 (10.30-12.00)

Content

6. It was previously agreed that the content of the conference would deal explicitly with the important role culture, tourism and sport can play in our national recovery from COVID-19, particularly with reference to our economic recovery.

7. The updated agendas for each event are as follows

Culture: Monday 1st March

10.30	Welcome from Chair (Cllr Julian German)
10.35	Introduction from Caroline Dinenage MP, Minister for Culture (CONFIRMED – PRE-RECORDED MESSAGE)
10.40	Where next for culture? The contribution of culture to our national recovery. Sir Nick Serota, Chair of Arts Council England (CONFIRMED)
10.50	How can the creative industries shape recovery? Caroline Norbury, CE of the Creative Industries Federation (TBC)
11.00	Q&A (drawing on questions submitted by the audience)
11.15	Case study 1: Greater Manchester's Cultural Recovery Strategy (INVITED)
11.25	Case study 2: TBC
11.35	Q&A (drawing on questions submitted by the audience)

Tourism

10.30	Welcome from Chair (TBC)
10.45	How can tourism contribute to our national recovery? Kate Nicholls, CEO UK Hospitality (CONFIRMED)
10.45	The future of tourism and the visitor economy. Patricia Yates, Director, Strategy and Communication, Visit Britain (INVITED)
11.00	Case study 1: Tom Pridmore, Tourism Officer at South Ribble Council and Vice President of the Tourism Management Institute (INVITED)
11.10	Case study 2: (TBC)
11.20	Panel discussion (drawing on questions submitted by the audience)

Sport

10.30	Welcome from Chair (TBC)
10.35	Introduction from Nigel Huddleston MP, Minister for Sport (INVITED)
10.45	Introduction from Tim Hollingsworth, Chief Executive, Sport England (INVITED)
11.00	Case study 1: Karime Hassan, Chief Executive of Exeter City Council (CONFIRMED)
11.10	Case study 2:
11.20	Discussion

8. Possible case studies include those taken from our recent publications '[Leisure Under Lockdown: how culture and leisure services responded to COVID-19](#)' and '[Creative Places: supporting your local creative economy](#)'.

Hearts for the Arts Awards

9. The LGA is again partnering with the National Campaign for the Arts to support the 2021 Hearts for the Arts Awards [Hearts for the Arts Awards](#), celebrating local authority and cultural trust arts champions and creative community projects.
10. Nominations closed on the 6th December 2020 and were put forward in three categories:
 - Best Arts Champion – Councillor
 - Best Arts Champion – Local Authority or Cultural Trust Worker
 - Best Arts project
11. Nominations were invited from projects across the UK that have taken place between 10 October 2019 and 20 November 2020. The awards were also open to cultural trusts working on behalf of local authorities.
12. The LGA Culture, Tourism and Sport Team contributed to the long-listing phase of the awards before Christmas. Winners will be chosen by a judging panel of leading arts figures and announced on Valentine’s Day and the awards will be presented as part of the Culture, Tourism and Sport conference in March.
13. We are proposing to hold the awards ceremony as a separate hour-long event during the week of the conference.

Financial Implications

14. Virtual events have the advantage of being considerably cheaper to run than their physical equivalent and we would anticipate costs associated with the conference to be minimal.

Next steps

15. We will confirm the remainder of the speakers before the end of January. The conference has already begun to be marketed by the LGA Events Team.