

Culture, Tourism and Sport Board

Agenda

Wednesday, 8 December 2021
1.00 pm

Hybrid meeting (via Microsoft Teams & Victoria Room, 18 Smith Square, London, SW1P 3HZ)

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

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Culture, Tourism & Sport Board
8 December 2021

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Labour:	Group Office: 020 7664 3263	email: LABGP@lga.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

Location:

A map showing the location of 18 Smith Square is printed on the back cover.

LGA Contact:

Emma West – emma.west@local.gov.uk

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Culture, Tourism & Sport Board – Membership 2021/22

Councillor	Authority
Conservative (7)	
Cllr Peter Golds (Deputy Chair)	Tower Hamlets Council
Cllr Steve Hastings	Isle of Wight Council
Cllr Barry Lewis	Derbyshire County Council
Cllr Gary Ridley	Coventry City Council
Cllr Phil Seeva	Cornwall Council
Cllr Bradley Thomas	Wychavon District Council
Cllr Anne Welburn	West Lindsey District Council
Substitutes	
Cllr Mandy Chilcott	Somerset County Council
Cllr David Jeffels	North Yorkshire County Council
Cllr Neil Jory	West Devon Borough Council
Labour (7)	
Cllr Andrew Western (Deputy Chair)	Trafford Metropolitan Borough Council
Cllr Peter Kelly	Preston City Council
Cllr Brigid Jones	Birmingham City Council
Cllr Richard Henry	Stevenage Borough Council
Cllr Muhammed Butt	Brent Council
Cllr Dhanisha Patel	Bridgend County Borough Council
Cllr Amy Cross	Blackpool Council
Substitutes	
Cllr Guy Nicholson	Hackney London Borough Council
Cllr Chris Penberthy	Plymouth City Council
Cllr Jonathan Simpson, MBE	Camden London Borough Council
Liberal Democrat (2)	
Cllr Gerald Vernon-Jackson, CBE (Chair)	Portsmouth City Council
Cllr Chris White	Hertfordshire County Council
Substitutes	
Cllr Sean MacLeod	Lewes District Council
Independent (2)	
Cllr Julian German (Vice-Chair)	Cornwall Council
Cllr Tom Hollis	Ashfield District Council
Substitutes	
Cllr Natalie McVey	Malvern Hills District Council
Cllr Geoff Knight	Lancaster City Council
Cllr Mark Howell	Bournemouth, Christchurch and Poole Council

Agenda

Culture, Tourism & Sport Board

Wednesday 8 December 2021

1.00 pm

Hybrid meeting (via Microsoft Teams & Victoria Room, 18 Smith Square, London, SW1P 3HZ)

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Date of Next Meeting: Wednesday, 19 January 2022, 1.00 pm, Hybrid meeting (via Microsoft Teams & Beecham Room, 18 Smith Square, London, SW1P 3HZ)

Document is Restricted



Arts Council England's Delivery Plans

Purpose of report

For direction.

Summary

This report provides an update on the resourcing of Arts Council England (ACE)'s new delivery plans, which set out how ACE will deliver the objectives of their ten-year strategy 'Let's Create'.

It also discusses the future of the partnership between LGA and ACE. In 2016, ACE and the LGA signed up to a [Shared Statement of Purpose](#), which is now due for renewal and we are seeking Member's views on the form and content of a revised statement.

Recommendation/s

That Board Members note updates to ACE's new delivery plan and consider options for a refreshed statement of joint working between the LGA and ACE.

Action/s

Members are invited to discuss a refreshed Shared Statement to be adopted by both organisations; to give approval to officers developing his piece of work in partnership with ACE; and to share their views on its proposed content.

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Arts Council England's Delivery Plans

Background

1. In January 2020, ACE published their ten-year strategy 'Let's Create' with the following vision: *"by 2030, we want England to be a country in which the creativity of each of us is valued and given the chance to flourish, and where every one of us has access to a remarkable range of high-quality cultural experiences"*.
2. 'Let's Create' sets out three Outcomes the strategy is seeking to achieve, (as outlined in an earlier Board paper): Creative People, Cultural Communities and A Creative & Cultural Country. Delivery will be supported by four new Investment Principles: inclusivity and relevance, dynamism, ambition and quality and environmental responsibility.

Delivery Plan Priorities

3. To help Arts Council to achieve the vision set out in 'Let's Create', they will publish a series of Delivery Plans over the next decade. These will set out in more detail the steps they will take to deliver 'Let's Create' and how they will resource them.
4. The first Delivery Plan (2021-24) sets out five new themes:
 - 4.1 **Fit for the future:** how arts and cultural organisations can innovate and develop new business models, including working with health and social care providers or higher education, improve efficiency and addressing environmental sustainability.
 - 4.2 **Supporting individuals:** how ACE will provide more direct support to individual creative practitioners, including a combination of improved financial support alongside improved access to training and development opportunities.
 - 4.3 **Strengthening our place-based working and levelling up:** how ACE will work differently in different geographic areas in order to most effectively realise the ambitions of Let's Create, including setting out shared principles for collaboration with the Local Government Association.
 - 4.4 **Working internationally;** how ACE will support cultural organisations with appropriate legal and practical advice to navigate the new environment established by wider factors including EU Exit and the COVID-19 pandemic; and
 - 4.5 **How the Arts Council will change:** ensuring ACE is inclusive, relevant, dynamic, accessible, customer-focused, agile, and responsive.
5. Full details of each of these themes and their connection to the LGA's work programme are set out in an [earlier paper shared with the CTS Board in June 2021](#).

Resourcing the Delivery Plan

6. Since the last report to the Board, ACE has published the second half of their Delivery Plan, which sets out how the Plan will be resourced. Their five main investment programmes are:

- 6.1 The National Portfolio, including Creative People & Places.
 - 6.1.1 National Portfolio Organisations budget 2021/22: £414 million (awarded to organisations in the 2018-22 Portfolio)
 - 6.1.2 New Creative People and Places budget 2021/22: £23 million
 - 6.2 National Lottery Project Grants (Budget 2021/22: £99 million)
 - 6.3 Music Education Hubs (Budget 2021/22: £76 million)
 - 6.4 Capital Investment (Budget 2021-22: up to £20 million)
 - 6.5 Developing your Creative Practice (Budget 2021/22: £22.4 million)
7. Some of the key changes from previous years are:
- 7.1 The Creative People and Places scheme, which targets areas of low engagement, will be brought into the National Portfolio along with regularly funded organisations. Successful organisations will receive three years of funding.
 - 7.2 The upper threshold for small National Lottery Project Grants is raised to £30,000 from £15,000. Applications will be streamlined and libraries and museums (including non-accredited museums) are specifically mentioned as being supported. There will be some ring-fenced funds within this, including one for Place Partnerships to support our place-making work . Place Partnership Funds will include support for the development of capital projects that align with their ambitions around place making. ACE will combine their expertise as a national development agency with seed funding to work with local and national government and other partners to make the case for improved and sustainable cultural infrastructure in key places. Their role in future will be about providing consultancy and early development funding rather than large-scale completion funding.
 - 7.3 Their Capital Investment will support projects that deliver the Investment Principles. Investment will be in organisations to help them develop plans to make physical adjustments to buildings and equipment so that they can operate safely post-pandemic, improve access, seize on technological opportunities and reduce environmental impact. Projects will be funded up to a maximum of £750,000.
 - 7.4 The increased budgets for Developing Your Creative Practice offered during the pandemic will be sustained, while applications will be streamlined.
8. Besides the five main investment programmes, the Delivery Plan includes a number of new and ongoing development programmes, including the Culture Recovery Fund, Museum Accreditation, Single Digital Presence for Libraries and Artsmark. Shared LGA/ACE programmes Leadership Essentials for councillors and Local Government Peer Challenges are both listed in this section of the Plan. It also includes the Thriving Communities Fund: a joint programme with the National Academy for Social Prescribing to create opportunities for the cultural and health sectors to work more closely together.

Action Plans

9. The Delivery Plan also includes actions plans for each of the five themes. These include delivering the Creative Development Fund, strengthening the Creative People and Places programme, Music Education Hubs, City of Culture, Commonwealth Games, Platinum Jubilee and a number of other important programmes. Some of the key actions relating to the work of the LGA include the following:

- 9.1 **Supporting named priority places.** ACE has identified 54 '[priority places](#)' across England in which their investment and engagement is too low, and where they have identified opportunities for ACE to effectively increase investment and engagement. They will prioritise working with these 54 areas from 2021 to 2024. These places were selected on the basis of 'need' and 'opportunity' and [the full methodology is available on the ACE website](#).
- 9.2 **Supporting local government to build leadership and delivery capacity.** This action sets out ACE's plans to work in partnership with the LGA to deliver a programme of leadership training for culture portfolio holders, and peer challenges for library and cultural services teams in local authorities.
- 9.3 **Refreshing how we work with local government.** ACE notes they will revise their Shared Statement of Purpose with the Local Government Association to serve as a set of principles by which we will seek to work with local government which is identified as 'their most important strategic local delivery partner'.

Sector response

10. Feedback received from the Chief Culture and Leisure Officers' Association (CLOA) by the LGA in response to the Delivery Plan (and broader relationship between ACE and local government) has been positive. Specific points included the following.

- 10.1 In relation to the announcement of 'Priority Places' the general feeling is that this is the right approach if ACE are going to address the 'cold spots' that exist in accessing any funding. For example, some areas have no NPO's and/or have struggled to access wider funding. Furthermore, the existence of an NPO does also tend to cultivate further funding in an area, so the absence of one can create a vicious circle in relation to investment. Where those places are some of the most deprived areas nationally it is even more important that this imbalance is addressed. The key to making this approach successful will be ensuring local factors have been fully understood. The recent LGA, ACE, National Lottery Heritage Fund and Historic England regional workshops were aimed at starting this conversation with less engaged areas.
- 10.2 In the longer-term it is important to ensure that prioritising places where there is little activity and other investment does not create a disincentive for local government and others to invest in culture. Engaging local authority officers in regular dialogue about these issues is therefore essential.

- 10.3 It is acknowledged that ACE have been very busy the last 18 months distributing funding in the wake of the pandemic, but they have still managed to maintain positive relationships with local authorities. Those asked felt they knew who to contact and seek advice, which is vital if there is a local issue or new leader of council or chief executive who might not yet understand the value of cultural investment. There is a broadly positive response to the way ACE maintain local relationships and acknowledgment that they are relatively swift to offer to support/influence.
- 10.4 Having a named lead in each area was felt to be important and that should work both ways. This view was also reflected in feedback from the LGA's recent regional workshops with ACE, NLHF and Historic England.

Refreshing the Shared Statement of Purpose

11. In 2016 Arts Council England and the LGA set out a [Shared Statement of Purpose](#) which outlined a vision for the wider social contribution that arts and culture can make, and how the two partners aspired to work together to realise it. It also set out the principles by which the Arts Council would work bilaterally with individual local authorities. This followed on from a previous 2012 partnership agreement.
12. This Statement was due for renewal in 2020, but the planned refresh was interrupted by COVID-19. Instead, the LGA set out a [shorter statement](#) in response to the crisis and in partnership with Arts Council England, Core Cities, Key Cities, the Culture and Leisure Officers Association (CLOA), Community Leisure UK (CLUK), London Councils, and the Rural Services Network, in which they committed to aligning their support to work with all cultural organisations, sharing good practice and collecting evidence, and making the case for culture and the future.
13. The two statements have been helpful in providing a framework for partnership working with Arts Council England over the years. Some of the key benefits of the agreement have included:
- 13.1 developing the shared improvement programme, including introducing new work focused specifically on libraries;
 - 13.2 running several successful joint conferences and events; and
 - 13.3 working closely with ACE on our advocacy work.
14. We are proposing to develop a revised Shared Statement with Arts Council England seeking a steer from Board Members on its content.
15. Some of the potential areas for building on existing strengths in the partnership working between local government and Arts Council England have been set out in feedback we have received from CLOA and our events surveys.

- 15.1 Ensuring simple lines of communication between local government and ACE officers in a place, and ensuring both ACE lead officers and local authority officers have a clear understanding of one another's work.
 - 15.2 An ACE/local government working group to help develop a shared approach to place-based working. This would draw on the perspective of LGA councillors and CLOA's officer members and could be achieved by building on the work of the existing ACE/local government stakeholders' group.
 - 15.3 There was some desire to see ACE supporting combined authorities and regional groupings of councils, particularly where wider funding options might be secured. However, this needs to be tempered with caution to avoid establishing a 'competing narrative' on local need.
 - 15.4 There is a desire to understand how the ACE place-based funding will work, so that local authorities can prepare.
 - 15.5 ACE has a role to play in really making sure that National Portfolio Organisations (NPOs) work hard to tackle the 'engage' aspect of their work to ensure participation is not for the few, whether in schools, or festivals and wider community activities.
 - 15.6 Finally, it would be helpful for local authority officers to be involved in conversations about disinvestment as early as possible if current NPO's are to lose this status; an early indication helps councils to prepare for the resulting challenges at local level. An alternative could be ACE encouraging the NPO to also speak to the council about the challenges they face.
16. We would recommend that the statement includes the following:
- 16.1 A brief outline of the changed context in which cultural services and organisations are operating and arising challenges and opportunities.
 - 16.2 A statement of our shared ambition for the sector.
 - 16.3 A framework for how the LGA and ACE will work together to achieve this, including our continued work on the improvement programme.
 - 16.4 General principles for how both parties will engage with local government more broadly to inform and influence our work, including the key stakeholders involved in the joint approach to pandemic response.
17. We recommend that the length of this agreement is aligned to the ACE Delivery Plans and will be refreshed again in 2024.

Implications for inclusion, diversity and equality

18. The Delivery Plan also includes a separate section on Equality Objectives. These are:

- 18.1 We will ensure a more equitable distribution of our investment to improve opportunities for everyone, especially those with under-represented, protected characteristics and from disadvantaged socio-economic groups.
- 18.2 We will invest in inclusive cultural organisations whose leadership, governance, and workforce – and the independent creative practitioners they support – represent the diversity of contemporary England.
- 18.3 We will invest in a cultural sector that is more relevant to all of England’s communities, especially those that have been historically underserved by public investment in culture.
- 18.4 We will become a more inclusive and relevant national development agency for creativity and culture that models good practice.

19. These objectives should be considered in our own emerging work in this area.

Implications for Wales

20. The Delivery Plan only applies to England.

Financial Implications

21. None.

Next steps

22. Officers to reflect Members views as this work progresses.

23. Officers will further discuss the feedback from the sector with ACE, recognising that some elements will be best addressed through actions outside of the shared statement.

Update on the LGA Culture and Tourism Conference 2022

Purpose of report

For update.

Summary

This report gives an update on planning of the Culture and Tourism conference 2022.

Is this report confidential? Yes No

Recommendation/s

Members are asked to comment on the outline proposal and identify potential speakers or best practice for consideration on the agenda.

Action/s

Officers to progress as directed, bringing a draft conference programme to the next Board meeting.

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Update on the LGA Culture and Tourism Conference 2022

Background

1. The LGA's Culture and Tourism Conference 2021, took place virtually on the 1st, 2nd and 3rd of March. The event had a theme of 'Culture, Tourism and Sport's contribution to our national recovery'. This year also saw the reintegration of sport to the event, following three years holding a separate event for sport. The LGA Board took the decision that all virtual activity would be free to attend for LGA members in the last financial year, so these were not run on a commercial basis.
2. Over the week from 1- 3 March 2021 we held a virtual CTS conference on the Zoom platform consisting of 4 webinars, attracting 714 delegates over the three days and receiving positive feedback from participants. The session topics and number of attendees for 2021 are below.

Date	Session	Attendance
Monday 1 March 2021	Culture Conference - How can culture contribute to our national recovery?	236
Tuesday 2 March 2021	Tourism Conference - How can tourism contribute to our national recovery?	207
Wednesday 3 March 2021	Sports Conference - How can sport contribute to our national recovery?	188
Wednesday 3 March 2021	CTS – Hearts for the Arts awards ceremony	83

3. This compares to 70 delegates at the in-person conference for 2020, held on a commercial basis over 2 days.
4. This paper updates the Board on the format and delivery model for the culture and tourism conference 2022. Board members are asked for their suggestions for speakers and case study examples for the programme.

Format

5. Following consultation with lead members on the format for the 2022 conference it has been agreed that a virtual event carries little risk compared to an in-person event. The significant additional number of delegates engaged in 2021 compared to 2020 also demonstrated the value of an online offer to members.

6. Early discussions with organisers of the Hearts for the Arts Awards indicated their preference for the event to be held online again to enable award hosts and as many winners and supporters to be able to participate as possible. The feedback from last year's virtual event was very positive, and organisers particularly liked the celebratory feel to the event.
7. A hybrid event was considered by lead members but was discounted because of the high complexity and IT costs involved in running a hybrid event. Delegate feedback from the LGA's virtual Annual Conference held in July showed that some delegates struggled with the platform technology.
8. In recognition of the value of in-person events, and particularly the walking tours traditionally held at the start of the CTS conference, lead members agreed that in addition to the conference two in person study tours would be held in the Summer to support networking and sharing ideas amongst peers, which is something that is lacking from virtual events.

Thematic focus

9. Last year's conference focused on culture, tourism and sport's contribution to recovery. This is still very much a pertinent issue for councils as demonstrated in our recent survey on culture and sport services which provided the following insights:
 - 9.1 100 per cent of culture respondents said that supporting local economic growth featured as a key priority in culture strategies compared to 33 per cent of leisure respondents
 - 9.2 Responding to the Government's levelling-up agenda also featured highly in culture strategies (47 per cent) but less so in leisure strategies at 22 per cent
 - 9.3 In comparison participation in leisure, reducing inequalities (both 81 per cent) and improving mental health (78 per cent) featured highly in leisure strategies but were less likely to be a priority in culture strategies.
 - 9.4 There is a clear difference in focus between culture and leisure services priorities for recovery.
10. The process of recovery from Covid-19 remains underway and councils and communities remain in need of support. However, the conference presents us with an opportunity to focus on recovery in the context of levelling up and tackling inequalities. The COVID-19 crisis has further amplified existing inequalities in our communities, whether that be through job losses, poorer mental and physical health, long term effects or death from COVID-19, loss of facilities in communities where they are needed most and maintaining momentum on domestic visitor numbers.
11. This would also enable us to pick up on some of the priorities and issues raised in the abovementioned survey and to help sport and leisure services better understand their contribution to local economic recovery and levelling up and likewise support culture

services to better understand their contribution to the inequalities agenda and how this has a wider impact on economic recovery.

12. Based on the above, lead members agreed the conference theme for 2022 would focus on recovery through levelling up and tackling inequalities and building back better.

Conference details

13. The conference will be held via zoom on Monday 7 (focus on culture), Tuesday 8 (focus on tourism) and Wednesday 9 (focus on sport, and close with the Hearts for the Arts Award ceremony).

14. The pricing structure is:

- 14.1. £79 per webinar
- 14.2. £159 to attend all three webinars.

15. The study tours will be treated as separate events held in the Summer. Officers will develop proposals for these separately.

Implications for Wales

16. Welsh authorities are eligible to register for the conference at the same rate as English member councils.

Implications for inclusion, diversity and equality

17. All councils now have established online communications technology, but many have travel bans in place and staff who are reluctant to travel, some of whom will have medical conditions making them particularly susceptible to Covid-19. An online event will ensure the widest possible accessibility level for council officers.
18. A diverse range of speakers will be identified, ensuring a variety of perspectives and experiences are heard, and demonstrating a range of leadership roles, from different geographies and political backgrounds.

Financial implications

19. Costs for the event will need to be covered by delegate fees. An online event will minimise costs. However, the delegate fee will also be commensurably less, leading to a small loss of income to the LGA.
20. In order to ensure these events remain as accessible as possible, we have agreed that each conference will be charged individually, allowing delegates to select the content most relevant to them, while a discounted price is offered for booking all three sessions.
21. The Hearts for the Arts Awards will remain free to everyone who wishes to attend.



Next steps

22. Board members are invited to suggest suitable speakers or areas of good practice in using culture, tourism or sport to level up communities or increase inclusion within a service or community.
23. Officers will develop the programme in line with Board members comments and present a draft programme at the next Board meeting.

Levelling up through Culture, Tourism and Sport

Purpose of report

For direction.

Summary

This paper updates the Board on the Government's Levelling Up agenda and suggests way in which the CTS work programme will contribute to the LGA's work in this area.

Is this report confidential? Yes No

Recommendation/s

Board members to suggest any particular areas of focus for the LGA's submission to the Levelling Up White Paper.

Action/s

Officers to prepare the CTS dimension of the LGA's response to the Levelling Up White Paper at the appropriate time.

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Levelling up through Culture, Tourism and Sport

Background

1. Board members have been clear that culture, tourism and sport have important roles to play in addressing social and economic inequalities within and between places. They have directed officers to ensure the year's work programme continues to demonstrate local government's leadership role in these sectors and its importance to the successful delivery of Government's levelling up agenda.
2. In recent months, Ministers have become increasingly clear that they see culture in particular as being an important way to achieve levelling up. Neil O'Brien MP, previously levelling up adviser and now a minister at DLUHC, has also spoken of the importance of a healthy and active workforce, providing connections to the Board's sport and physical activity agenda. Recent investments in sporting infrastructure for football and tennis also indicate that Government is considering the role of sport in levelling up.
3. At the Conservative Party Conference, Ministers confirmed that the four themes that will define the levelling up agenda across the UK are:
 - 3.1. Empowering local leaders and communities
 - 3.2. Growing the private sector and boosting living standards, particularly where they're lower
 - 3.3. Spreading opportunity and improving public services, particularly where they're lacking
 - 3.4. Restoring local pride.
4. The Government has also committed a number of funding streams towards 'levelling up' areas of the country.
 - 4.1. The Levelling Up Fund, which has cultural and town centre investment as two of its themes. Successful projects were announced in the Spending Review. At the time of writing the exact number of cultural bids was not clear; however, the assessment notes published by DLUHC stated that number of the transport and culture bids submitted was proportionately lower than those focussing on regeneration. The CTS team has identified at least 28 successful bids, from 109, that are wholly or mainly focused on CTS-related activities.
 - 4.2. The Community Renewal Fund, which is open for innovative proposals across a wide range of themes, but which specifically mentions culture-led regeneration and community development and improving green spaces and local assets. Announcements of successful bids has been significantly delayed and the LGA is calling for an extension to projects' original March delivery date in order that the projected outcomes be secured.
 - 4.3. Other funds, such as the Towns Fund and High Street Heritage Action Zones; pandemic support funds, and other funds announced in the Spending Review, the details of which are not clear at the time of writing.

Issues

5. The Board's work programme is already closely aligned with levelling up. The close working between officers supporting the CTS Board and those supporting the City Regions and People and Places Boards, which lead the LGA's levelling up work, mean that the Board is well positioned to contribute to the debate.
6. The Levelling Up White Paper, originally expected in October, was confirmed in the Budget as being due by the end of the year. Officers will draw on the Board's previous work on culture-led regeneration, the securing the future of public sport and leisure services report, the upcoming culture commission, and work with the combined authorities as well as research and case studies of councils' leadership through the pandemic to evidence our contribution. While we have some time before the response to the White Paper is due, lead members are invited to make any comments about particular issues or themes they would like officers to focus on.
7. One of the LGA's priorities is making the case for fewer competitive funding pots and an overall longer-term, sustainable funding settlement, however it is certain that some measure of competitive funding will remain. From our contacts throughout the sector we are aware that there is a skills deficit around successful bid writing, particularly for cultural bids. We have recently run joint webinars with heritage funding organisations to begin to share good practice and skills throughout the sector. The LGA will also be working with successful bidders to the Community Renewal Fund and Levelling Up Fund to better understand what makes a winning bid, and to improve the overall skills in local government.
8. Officers have established positive links with DCMS' levelling up and place team, and are in discussion about how to strengthen the use of culture, tourism and sport in this agenda.

Implications for Wales

9. CTS issues are devolved in Wales. Where relevant we work with the WLGA and Culture and Leisure Officers Wales (CLOW) to share good practice and learning.

Financial Implications

10. All activity can be covered from the Board's budget.

Next steps

11. Officers to continue to deliver the work programme, building in learning from successful CTS bids to the Levelling Up Fund.
12. Officers to develop the CTS dimension of the LGA's response to the Levelling Up White Paper at the appropriate time.

Combined authorities and the creative industries

Purpose of report

For information.

Summary

This paper outlines the details of a new report commissioned by the LGA with improvement funding to help combined authorities in their approach to the creative industries. Its purpose is to share best practice and build our understanding of the ways in which combined authorities can support growth in the creative economy and contribute to Levelling Up.

Recommendation/s

That Board Members note this paper and share reflections on the subject of this research project.

Action/s

Officers to reflect any feedback from the Board in progressing the project, as per the timeline indicated in this paper.

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Combined authorities and the creative industries

Background

1. The Creative Industries are an engine for economic growth in towns, cities and rural communities right across the UK. Prior to COVID-19, they were one of the [fastest growing parts of the economy](#), growing at more than 4 times the rate of growth in the economy as a whole. Creative jobs have also shown themselves to be resistant to automation: [research](#) has shown that jobs asking for creativity are also much more likely to grow as a percentage of the workforce by the year 2030 - use of 'creativity' in a job description is consistently the most significant predictor for an occupation's chance of growing.
2. As well as having significant potential to lead our national economic recovery from COVID-19, the creative industries could play an important role in the 'Levelling Up' agenda. They are geographically spread, with [over 700 different creative micro clusters across the UK](#), many of which are highly localized and uniquely rooted in place.
3. Local authorities and Combined Authorities have an important role to play in supporting the growth of the creative industries. They set the context in which creative businesses operate and provide the publicly funded cultural infrastructure which provides a crucial part of the creative ecosystem. Some local and combined authorities have already had significant success in promoting growth in this space using tools including Creative Enterprise Zones, Creative Improvement Districts and targeted programmes of investment.
4. In 2020 the LGA published a report designed to support councils in this work: [Creative Places](#) set out some of the ways in which councils could support their local creative economy in a toolkit focused on place.
5. The LGA has now received improvement funding from DLUHC to fund a piece of work supporting combined authorities, and potentially other regional groupings, in their approach to the creative industries, with the purpose of sharing best practice and improving our understanding of its contribution to Levelling Up.
6. We have now tendered for this project and are in the process of finalizing a delivery partner.

Project outline

7. The outputs of this project will include a mixture of the following:
 - 7.1 Desk research and a literature review to establish current levels of employment in the creative industries in each of the ten combined authorities and potential for growth,

alongside analysis of strategic priority given to the creative industries in Strategic Economic Plans, Local Industrial Strategies and Recovery Plans.

7.2 A series of three policy roundtables with industry representatives, key players in the Levelling Up agenda and representatives of the creative industry/culture teams within combined authorities.

7.3 Case studies from each of the ten combined authorities.

7.4 A short report containing findings drawn from the research, including 'top tips' for combined and local authorities seeking to grow their creative industries.

8. The project will aim to address some of the following questions:

8.1 What role can the combined authority play in supporting the growth of the creative industries?

8.2 What is the potential for this work to support the Levelling Up and economic recovery agenda?

8.3 What are the critical success factors for projects operating at this level?

8.4 How do national funding schemes contribute?

8.5 How does the relationship between local, regional and national government function most effectively in relation to the creative industries?

8.6 What are the barriers to success?

8.7 What interventions, if any, would help to overcome these barriers?

9. The outcomes we are seeking are:

9.1 A more developed understanding of the models of support available to combined authorities and other partnerships operating at a regional level who wish to grow their creative industry sector.

9.2 Evidence of what works, to be shared with the sector and in the LGA's wider improvement work.

9.3 New connections between combined authorities and the creative industries.

9.4 Better support and guidance for combined authorities developing work with the creative industries.

9.5 Greater understanding of the barriers to development and how the LGA can support its members.

Timetable

10. This piece of work will take place between December 2021 and May 2022, with the report launch taking place in May 2022.

Implications for inclusion, diversity and equality

11. We specified in our tender documentation that suppliers must show a demonstrable regard and ideas for how equalities, diversity and inclusion can be included and addressed in the report. We are satisfied that our proposed delivery partners (subject to contract) have addressed this point in their proposal and will maintain this as a regular



item for discussion in our project management meetings, ensuring that EDI is considered in each phase of the research.

Implications for Wales

12. Welsh authorities are outside the scope of this project, which will be resourced by improvement funding.

Financial Implications

13. Existing resources.

Next steps

14. Officers to reflect Members views as this work progresses.

Spending Review 2021

Purpose of report

For information.

Summary

This paper sets out the key CTS-related announcements made in the Spending Review.

Is this report confidential? Yes No

Recommendation/s

That the Board notes the announcements and considers alignment with the Board's lobbying positions and work programme.

Action/s

Officers to progress in line with the Board's views.

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Spending Review 2021

Background

1. The LGA has published a comprehensive [on the day briefing](#) on all budget announcements and their implications for local government.
2. We are pleased that today's Spending Review has provided new government grant funding of £1.6 billion per annum (total £4.8bn over the period) for councils over the next three years to support vital local services. This will help meet some - but not all - of the extra cost and demand pressures they face just to provide services at today's levels.
3. Initial LGA analysis suggests that the increases to core spending power projected by the Government, including all councils increasing council tax to the maximum, will meet estimated forward pressures in 2022/23 to keep services at the at their 2019/20 level of quality and access, but will fall short by more than £1 billion in the last year of the Spending Review period.
4. The release of the first £1.7 billion of the Levelling Up Fund gives those councils who were successful in the bidding process an opportunity to deliver much needed improvements for their communities. The forthcoming Levelling Up White Paper presents an opportunity to reset the relationship between central and local government and put councils at the heart of delivering the Government's ambitious programme to improve opportunities in all parts of the country. However, for levelling up to be a success, the Government needs to move away from a pattern of piecemeal and fragmented funding streams, many of which fund very similar activity.
5. The Spending Review makes no mention of whether local government will receive a three-year financial settlement or whether and when local government finance reforms, such as the fair funding review, will be implemented. Councils look forward to receiving early certainty with a three year local government finance settlement. In recent years, settlements have been published in draft form very late in December, after the stated target of 5 December. This target should be met.

CTS announcements and analysis

Culture, national events, and the creative industries

6. **The Chancellor announced that:**
 - 6.1. The UK's cultural sectors will benefit from temporary rate uplifts to the Theatre, Orchestra and Museums & Galleries Exhibition tax reliefs. SR21 also provides £42 million to support the UK's world-leading creative industries, including supporting SMEs to scale up and providing bespoke support for the UK's independent film and video game industries. (*Page 65, paragraph 2.87*)

6.2. The Budget and SR maintains funding for the UK City of Culture programme, which honours the great cultural diversity of cities across the UK through culture-led regeneration. *(Page 90, paragraph 3.40)*

6.3. The settlement will grow the UK's world-leading culture and heritage sectors, building on unprecedented government support during the pandemic by:

6.3.1. investing over £850 million over the SR21 period for cultural and heritage infrastructure to safeguard national treasures and boost culture in local communities and on high streets

6.3.2. providing £52 million in new funding for museums and cultural and sporting bodies next year to support recovery from COVID-19 and an additional £49 million in 2024-25 to thrive thereafter

6.3.3. providing £14 million in each year of the SR21 to support our world-leading creative industries, including supporting SMEs to scale up and providing bespoke support for the UK's independent film and video game industries

6.3.4. funding the £800 million Live Events Reinsurance Scheme and an extension to the £500 million Film & TV Production Restart Scheme, to enable UK events and productions to thrive and plan with certainty

6.3.5. committing to work with relevant Arms' Length Bodies and their sponsoring departments to update and codify the operational and financial freedoms first introduced in 2013 for such organisations, to ensure that the freedoms are fit for purpose and that all stakeholders understand their scope going forward. *(Pages 115-116, paragraph 4.79)*

LGA view

7. Government has recognised the vital role cultural infrastructure can play in our national recovery from COVID-19 and responded to LGA calls for previous commitments to capital investment in museums and libraries to be honoured. This funding will provide immediate support to boost the cultural sectors, including council cultural assets, as they work to regain solid footing after the last 18 months.
8. To deliver maximum impact on these funding streams, Government and its Arms-Length Bodies should commit to strategic working with councils to ensure we are making optimal use of our combined funding at a place-based level and have a shared vision for levelling up our cultural infrastructure across the country. It will also be important to continue involving in councils at an early stage as plans for national festivals and celebrations develop, ensuring all communities can benefit over the longer term from these important events.
9. We are pleased to see a package of tax reliefs targeted at cultural organisations which have been among those worst affected by the pandemic, alongside targeted support for the creative industries. Councils are committed to supporting the growth of their creative industries, which have significant potential to bolster local economic growth as we move into recovery and have a key role to play in providing a supportive environment for new creative clusters to flourish at a local and regional level. Some councils' facilities and council-supported community groups will also benefit directly from these reliefs.

Parks, physical activity and sporting events

10. The Chancellor announced that:

- 10.1. To ensure every region across the UK has access to the green spaces that are vital to people's physical and mental health, the Budget and SR announces the £9 million Levelling Up Parks Fund, funding over 100 new parks in 2022-23 to ensure equal access to parks in urban areas that are deprived of green space. *(Page 77, paragraph 2.147)*
- 10.2. The government is supporting Olympians and Paralympians to prepare for a successful Paris 2024 Olympic and Paralympic Games and is committing funding for the UK and Ireland's bid to host the 2030 men's Football World Cup. To support the World Cup bid, the Budget and SR is investing £205 million across the SR to build or improve up to 8,000 community multi-use sports and football pitches across the UK. The government is also funding the UK's bids to host the 2025 women's Rugby World Cup and the 2026 Tour de France Grand Depart, aiming to bring more world class sporting events to the UK. *(Page 89, paragraph 3.39)*
- 10.3. To reduce inequalities of participation in society and support the government's ambition to level up the country, the settlement invests in world-class sports and youth facilities, including, over the SR21 period: • £205 million to transform grassroots football infrastructure and multi-use sports facilities by rolling out up to 8,000 state-of-the-art community pitches and £22 million to refurbish more than 4,500 public tennis courts. *(Page 116, paragraph 4.80)*

LGA view

11. These investments in parks, multi-use sports facilities and community pitches will be put to good use as councils work with DCMS, Sport England and National Governing Bodies to deliver on local plans for investing in sport infrastructure. By investing in community facilities, we will grow the athletes of the future and ensure people inspired by our athletes are able to participate in local activity in a way that suits their needs.
12. In particular, the lockdowns during the pandemic emphasised the importance of public parks to the physical and mental wellbeing of their communities and councils have been looking for ways to sustain and increase their provision. There remains a need to deliver some parks provision at scale rather than on the micro-scale of pocket parks.
13. There also remains a particular challenge around ageing facilities where the funding demands required to meet our climate objectives and the needs of communities will exceed the funding made available through these investments. Over the longer term, it will be important to ensure that councils can continue to access decarbonisation funding to improve their leisure estates.

14. It will be important for councils to be involved in the bidding process for national and international events as early as possible, to ensure that local facilities and activities are aligned to support the bids and deliver the maximum beneficial impact to the host communities.

Visitor economy

15. The Chancellor announced that:
- 15.1. Up to 400,000 retail, hospitality and leisure properties will be eligible for a new, temporary £1.7 billion of business rates relief next year. This will provide support until the next revaluation, helping the businesses that make UK high streets and town centres successful evolve and adapt to changing consumer demands. Apart from reliefs in response to COVID-19, this is the biggest single-year cut to business rates in 30 years. (*Page 62, paragraph 2.67*)

LGA view

16. The visitor economy delivers jobs and positive economic impact in every part of the country. The business rates relief will make a huge impact to businesses that have struggled over the pandemic. However, if our visitor economy is to recover at pace, government must urgently deliver on its commitment to develop tourism zones, and bring forward its response to the Independent Review of Destination Management Organisations as soon as possible, along with the funding required to deliver on the review's recommendations.

Implications for Wales

17. The Review sets out finances for the Welsh Assembly. However, the Assembly will make its own decisions on funding of culture, tourism and sport in Wales in due course.

Implications for inclusion, diversity and equality

18. There are many implications which will need to be worked through over time. The majority of funding announced under the review includes some level of targeting at communities identified as needing 'levelling up'.

Financial Implications

19. There is some significant investment in CTS areas, although the absence of any funding for the visitor economy is a concern. The investments in specific sports also lack strategic direction and there is a risk some communities in need will not benefit from either football or tennis investment, while many communities may find that their local swimming pool closes as a result of higher energy costs and poor building repair.
20. We anticipate that CTS services will continue to be squeezed as councils set their budgets for next year and that the LGA will need to continue to lobby for additional funding to support this work, and support councils in their commercialisation and efficiency programmes.

Media work

21. In addition to the on-the-day briefing, the LGA issued [11 press releases](#), of which two related to the Board's portfolio:

- 21.1. [LGA responds to announcement of funding for the UK's culture, tourism and sport sectors](#)
- 21.2. [LGA responds to £9 million funding for 100 new urban 'pocket parks' across the UK](#)

Next steps

22. Officers will work to understand and influence the delivery of the announced programmes, ensuring that councils can play a full part in levelling up and tackling inequalities as we build back local.

LGA Business plan

Purpose of report

For information.

Summary

The LGA has completed its annual refresh of the Business plan and this has been signed off by the LGA Executive Advisory Board.

This paper identifies the main aims established by the plan and the CTS elements identified within it. The Board's work programme has been developed with the business plan in mind and is aligned to deliver on its objectives, while responding to the specific needs of CTS services.

Is this report confidential? Yes No

Recommendation/s

That the Board note the content of the report.

Action/s

Officers to ensure future work aligns with the business plan.

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LGA Business plan

Background

1. The LGA's work has two overarching themes:
 - 1.1. **National voice of local government** – we campaign to influence the political agenda and secure funding and powers on behalf of councils, and we promote and defend the reputation of the sector
 - 1.2. **Supporting councils** - we support councils continuously to improve and innovate through our extensive programmes of practical peer-based support underpinned by strong local leadership, through our support for collective legal actions and through our service delivery partnerships.
2. Over the next 12 months, the LGA has identified seven areas that councils tell us matter most to them:
 - 2.1. **Funding for local government** - Fair and sustainable funding enables councils to plan and deliver essential public services beyond the short term, to raise more funds locally and to promote greater collective working across local public services.
 - 2.2. **Adult social care, health and wellbeing** - Sustainable funding and better integration with health services enable councils to continue to support people to live safe, healthy, active, independent lives and to promote wellbeing and resilience for all ages.
 - 2.3. **Narrowing inequalities and protecting communities** - Councils lead and work with diverse communities and partners to address inequalities and build safe, cohesive and resilient communities, supporting the government's ambition to level up communities across the country
 - 2.4. **Places to live and work** - Councils lead the way in driving a resilient economic recovery which helps level up across the country and sees no community left behind, building the homes that people need and creating places they are proud to live, work and visit.
 - 2.5. **Children, education and schools** - Councils have the powers and resources they need to bring partners together to deliver inclusive and high-quality education, help children and young people recover from the impact of the pandemic and fulfil their potential and offer lifelong learning opportunities for all.
 - 2.6. **Strong local democracy, leadership and capacity** - A refocus on local democratic leadership, and a comprehensive shift in power from Whitehall to local communities, leads to greater diversity of elected representatives, high standards of conduct and strong, flexible local governance.
 - 2.7. **Sustainability and climate action** - Councils take the lead in driving urgent actions in their local areas to combat climate change and its impacts and to deliver zero net carbon.

CTS references

3. The report identifies the following CTS commitments:
 - 3.1. **Councils have a central role in promoting and protecting health and wellbeing locally – we will:** lobby for long-term sustainable funding for leisure, culture and

park services which play an important part in people's physical health and mental wellbeing and tackling health inequalities.

- 3.2. **Councils have access to funding to create communities where people want to live, work and visit – we will:** support councils to work with partners to maximise the value of local and national infrastructure investment, including in road, rail, broadband, culture, heritage and recreation.

4. The improvement programmes with Arts Council England and Sport England are also highlighted within the plan:

- 4.1. Cultural services and sport, in partnership with Arts Council England and Sport England, support councils through range of programmes and tools to help councils tackle the challenges and take advantage of the opportunities for culture, tourism and sport.

CTS workplan

5. The CTS workplan has been designed to deliver actions against all of the business plan objectives:

- 5.1. **Funding for local government** – the Board regularly lobbies in national media and meetings with ministers for financial investment delivered through councils, securing £100 million for sport and leisure services during the pandemic. Our recent 'Securing the future of sport and physical activity services' set out the case for a £1 billion investment in the leisure estate.
- 5.2. **Adult social care, health and wellbeing** – In addition to the 'Securing the future' report, which called for the new Office for health improvement and disparities to take on integration of public leisure and health services, the CTS Board has commissioned a social prescribing handbook which will be published in early 2022 for national social prescribing day. This will bring together examples from across the portfolio of how CTS services improve mental and physical wellbeing.
- 5.3. **Narrowing inequalities and protecting communities** – The Board has emphasised the importance of this in our work, using data to articulate the importance of improving accessibility of CTS services, and their existing reach into different parts of communities. This is proposed as a theme for the 2022 CTS annual conference.
- 5.4. **Places to live and work** – The Board's work on levelling up and the contribution of CTS services will be instrumental to achieving this, building on previous work around culture-led regeneration. The Culture Hub will be expanded with a new range of case studies illustrating councils work in this area, while the improvement programmes will support councillors in their leadership role to make it happen.
- 5.5. **Children, education and schools** – While there is no explicit work item on children, many of the Board's advocacy work in the media focuses on the importance of introducing children to a wide range of opportunities. For instance, recent

promotional work on the Summer Reading Challenge, and the role of culture and sport in delivering the Holiday Activities Fund.

- 5.6. **Strong local democracy, leadership and capacity** – Our improvement programmes with Arts Council England and Sport England directly deliver on this objective.
- 5.7. **Sustainability and climate action** – decarbonising the leisure estate, accounting for up to 40% of a district council's carbon emission, is a key strand of the recommendation in 'Securing the future' and we are engaging with civil servants and partners to move this recommendation forward.

Implications for Wales

6. The Business plan sets out the support available to Welsh authorities, although their primary engagement will be with the WLGA.

Implications for inclusion, diversity and equality

7. The plan has an explicit objective on tackling inequalities, but officers will ensure that each strand of work considers how to tackle inequalities and increase representation, in line with the Board's direction on this matter.

Financial Implications

8. None.

Next steps

9. Officers will reflect the Business plan objectives in all future papers brought to the Board.

LGA business plan 2019-2022

2021 update

Introduction

The coming year will be a huge challenge for local government as the country recovers from the COVID-19 pandemic and rebuilds lives and livelihoods. As we learn to live with the virus, it will be councils who lead their communities through every aspect of that recovery.

The LGA's aim is to provide the support and secure the resources and the powers that local government needs to deliver that crucial role. Promoting the value of local government and supporting councils in their roles as community leaders remains our central mission.

This business plan, built around seven core themes that reflect councils' own priorities, sets out how we will deliver that mission, both through lobbying to shape national policy and by providing practical improvement support for council leadership and across a whole range of service areas.

Councils will have a key role in place-building and ensuring that our local high streets, transport hubs, cultural and sporting venues and other local infrastructure bounce back from the crisis. Boosting skills and ensuring that we have the workforce for the future will be central to our economic recovery, along with a renewed focus on public health, whilst councils will continue to support the NHS and other organisations in the ongoing rollout of the vaccination programme.

Local government is also leading the way in responding to the impacts of climate change. Nine out of ten councils have declared a climate emergency and the sector is working hard to support local action across the country, promoting good practice and sharing innovative solutions in the run up to COP 26 in Glasgow in November.

We will continue to evidence councils' efficiency and effective management of taxpayers' money. A multi-year settlement in the forthcoming Spending Review, that puts local government funding on a long-term sustainable footing, would enable proper planning of local services and help reduce demand and cost pressures on other parts of the public sector.

Through our Government-funded sector support programme, we will continue to support councils to respond to issues triggered by the pandemic, providing intensive support, guidance and challenge to help shape key services. That includes intensive peer support and challenge, support for financial resilience and economic recovery, as well as political leadership training. We will provide the tools and resources to enable councils to respond to challenges and support improvement in a range of areas - from children's services and climate change to safeguarding and cyber security.

We continue to embed and promote equality, diversity and inclusion into our core values, policies and practices, and through our improvement and leadership support programmes.

Strong local leadership is key to recovery and the Levelling Up White Paper must empower councils to build back local. Our [Build Back Local](#) campaign, which will be central to our work in the coming year, demonstrates how Government and councils, working as equal partners, will level up those communities that feel left behind and transform places across the country. Enabling local people to make local decisions will create the conditions for sustainable growth, better public services and a stronger, more resilient society.

Councillor James Jamieson
Chairman

Mark Lloyd
Chief Executive

Working for councils

The LGA is the national membership body for local authorities. Our core membership is made up of English councils and Welsh councils through the Welsh LGA.

We are politically led and cross-party and we work on behalf of councils to give local government a strong, credible voice with national government.

We aim to influence and set the political agenda on the issues that matter to councils so they can deliver local solutions to national problems. We fight local government's corner, supporting councils through challenging times and focusing our efforts where we can have real impact.

We also provide membership services to other organisations through our associate scheme, including fire and rescue authorities, national parks authorities, town councils, police & crime commissioners and elected mayors of combined authorities.

Our vision for local government

Our vision for local government is one of a vibrant local democracy, where powers from Westminster are devolved to local areas, and citizens have a meaningful vote and real reason to participate in civic and community life.

Councils have been a trusted partner to Government to deliver throughout the COVID-19 pandemic. Now local government needs to be trusted to deliver recovery locally in a way that has the greatest impact for their communities.

As we move forward, enabling local people to make local decisions will create the conditions for sustainable growth, better public services and a stronger society. It is vital that councils are backed to lead the recovery in their places.

Our purpose and priorities

Our work on behalf of local government falls under two overarching themes

National voice of local government – we campaign to influence the political agenda and secure funding and powers on behalf of councils, and we promote and defend the reputation of the sector

Supporting councils - we support councils continuously to improve and innovate through our extensive programmes of practical peer-based support underpinned by strong local leadership, through our support for collective legal actions and through our service delivery partnerships.

Our business – underpinning our work on behalf of councils is an efficient, cost effective and forward-thinking business; we are politically led, committed to equalities and diversity and we aim to operate in an environmentally and financially sustainable way.

Our three-year rolling business plan sets out our key priorities and commitments and demonstrates how our work will contribute to the delivery of the UN's Sustainable Development Goals (SDGs).

The national voice of local government

We lobby and campaign to influence the political agenda and secure funding and powers on behalf of councils and we promote and defend the reputation of the sector.

Over the next 12 months we will focus on the seven areas that councils tell us matter most to them:

Funding for local government

Fair and sustainable funding enables councils to plan and deliver essential public services beyond the short term, to raise more funds locally and to promote greater collective working across local public services.

Adult social care, health and wellbeing

Sustainable funding and better integration with health services enable councils to continue to support people to live safe, healthy, active, independent lives and to promote wellbeing and resilience for all ages.

Narrowing inequalities and protecting communities

Councils lead and work with diverse communities and partners to address inequalities and build safe, cohesive and resilient communities, supporting the government's ambition to level up communities across the country

Places to live and work

Councils lead the way in driving a resilient economic recovery which helps level up across the country and sees no community left behind, building the homes that people need and creating places they are proud to live, work and visit.

Children, education and schools

Councils have the powers and resources they need to bring partners together to deliver inclusive and high-quality education, help children and young people recover from the impact of the pandemic and fulfil their potential and offer lifelong learning opportunities for all.

Strong local democracy, leadership and capacity

A refocus on local democratic leadership, and a comprehensive shift in power from Whitehall to local communities, leads to greater diversity of elected representatives, high standards of conduct and strong, flexible local governance.

Sustainability and climate action

Councils take the lead in driving urgent actions in their local areas to combat climate change and its impacts and to deliver zero net carbon.

Supporting councils

We support councils continuously to improve and innovate through a programme of practical peer-based support underpinned by strong local leadership and through our service delivery partnerships.

The LGA's sector-led improvement programme continues to provide a responsive and flexible offer and remains in a strong position to respond and adapt to councils' needs as circumstances evolve.

We work closely with councils to understand their current and future support needs and continue to adapt as the opportunities and challenges facing councils change.

The **core programme**, funded by Department for Levelling Up, Housing and Communities (DLUHC), provides councils with tools and resources to respond to present and emerging challenges and supports improvement across the sector. The programme is underpinned by the work of our regional support networks, including LGA principal advisers and member and officer peers. It delivers improvement and peer support covering financial resilience and economic recovery; safer and more sustainable communities; leadership, workforce and communications.

Our **Care and Health Improvement Programme** (CHIP) is funded by the Department of Health and Social Care (DHSC), with some complementary NHS funding, and delivered jointly with the Association of Directors of Adult Social Services. It provides expert input to DHSC policy and prioritises support for commissioning, managing the care market, recruitment and retention and local integrated care systems. It also supports social care financial resilience and the use of technology enabled care.

Our **Public Health Improvement Programme** is funded by DHSC and supports councils' Covid-19 response and engagement with the new national public health bodies. Additional targeted programmes, funded by DHSC, Public Health England and The Health Foundation focus on child obesity, weight management, suicide prevention and wider determinants of health.

Our **Children's Improvement Programme** is funded by the Department for Education (DfE). We deliver a range of activity to support improvement including support for political leaders and intensive support for councils facing specific challenges.

Through our **communications improvement work**, we offer support to councils and help to raise the standard of public sector communications.

We also receive funding from other government departments for specific improvement activities, including:

1. [One Public Estate](#), funded by Cabinet Office and DLUHC, provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners
2. [Cultural services and sport](#), in partnership with Arts Council England and Sport England, support councils through range of programmes and tools to help councils tackle the challenges and take advantage of the opportunities for culture, tourism and sport.
3. [Planning Advisory Service](#), funded by DLUHC, provides consultancy and peer support, learning events and online resources to help local authorities understand and respond to planning reform.
4. [Cyber-security and digital transformation programme](#), funded by the Cabinet Office, to support the improvement of digital services for councils and their residents in as secure a way as possible.
5. [Joint Inspection Team](#) funded by DLUHC, to help councils to enforce against owners of private sector blocks with combustible cladding, and make the blocks safe

We will continue to update our commitments to match councils' needs across the period of this business plan.

17 Goals to Transform Our World

The Sustainable Development Goals are a call for action by all countries – poor, rich and middle-income – to promote prosperity while protecting the planet.

They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.



SUSTAINABLE DEVELOPMENT GOALS

Funding for local government

Fair and sustainable funding enables councils to plan and deliver essential resilient public services beyond the short term, to raise more funds locally and to promote greater collective working across local public services.

CAMPAIGN - Build back local

Councils have been a trusted partner to Government to deliver throughout the pandemic. Our Build Back Local campaign calls for local government to be trusted to deliver recovery locally in a way that has the greatest impact for their areas. With the right investment and powers, national and local government can work together to achieve a shared ambition: levelling up communities across all parts of the country

The benefits to the country of investing in local government are clear and understood – we will:

- continue to highlight the pressures on all services and press for funding that reflects current and future demand, particularly for housing, homelessness, adult social care and children’s services
- lobby Central Government to fully meet all costs and income losses arising from COVID-19 in 2020/21 and beyond
- continue to emphasise and evidence the impact, value and efficiency of local government services
- work with central and local government to identify a wider range of suitable and sustainable funding sources for council services in the future
- work with local and central government on a distribution mechanism for local government funding that supports long-term planning, is evidence-based, simpler and more transparent with appropriate transition mechanisms.

People have a meaningful local voice on a wide range of tax and spending decisions – we will:

- press for freedoms that lead to greater local financial autonomy with a view to achieving local control over both council tax and business rates
- lobby for improvements to business rates to help tackle business rates avoidance and develop proposals to improve the system, including valuation and the appeals process
- press for legislation to allow councils to raise more funds locally including new local taxes and set fees and changes which fully recover costs.

Councils are able to access a range of sources of finance to encourage investment and create jobs, supported by an appropriate financial framework – we will:

- further develop policy on capital financing and investing and contribute to national reviews in these areas so that they support and enable prudent investment and financial management
- contribute to reviews of the accounting and financial regulatory framework for councils to ensure it is appropriate, not over restrictive and balanced with local freedom and accountability
- support the United Kingdom Municipal Bonds Agency to deliver cheaper debt financing to councils, through the sale of bonds in the capital markets.

Supporting councils

Fair and affordable pay awards enable councils to recruit and retain good staff – we will:

- convene the employer side of the collective bargaining arrangements to agree equitable and affordable pay awards for more than two million local authority and related employees, including fire and rescue authorities.

- provide evidence to the schoolteachers’ pay review body and Low Pay Commission in relation to the National Living Wage.

Financial resilience within the local government sector – we will:

- support councils to deliver robust financial leadership, governance and scrutiny to support effective decision-making
- provide a bespoke enhanced financial resilience support offer to councils facing the most significant challenges
- support councils to make the most of adult social care funding streams, such as the Better Care Fund and Infection Control Fund and provide bespoke support to the most financially challenged

Adult social care, health and wellbeing

Sustainable funding and better integration with health services enable councils to continue to support people to live safe, healthy, active, independent lives and to promote wellbeing and resilience for all ages,

SDG 3 – Good health and wellbeing

Ensure healthy lives and promote wellbeing for all at all ages

CAMPAIGN - The lives we want to lead

We want to build a society where everyone is supported to live a healthy, fulfilled and independent life, staying at home and contributing to family and community life for as long as possible - but escalating funding pressures and increasing demand are threatening that ambition. Our campaign calls for sustainable long-term funding that gives people the care and support they need now and in the future.

Councils secure sufficient resources to deliver effective, integrated social care services – we will:

- continue to lobby for the short, medium and long-term financial sustainability of adult social care and support, arguing that all options, including national taxation, should be considered
- work with government to agree a sustainable, long term funding deal for public health.
- press for a new deal for the care workforce ensuring parity of esteem with colleagues in the NHS; comprising action on pay, training and development, career progression and professionalisation, and recognition.

Councils lead the debate on the future vision for health and social care – we will:

- promote a clear vision of councils’ role in planning and delivering integrated health and care; continue to promote health and wellbeing boards as leaders of health and care and support councils and their partners to develop and deliver place-based person-centred support and that integrated care systems ensure that decisions are taken at the most local level.
- continue to press for a long-term policy framework for the Better Care Fund (BCF), with lighter touch reporting and greater emphasis on local targets and prevention.
- Seek to ensure that local government is an equal and integral partner in the development of integrated care systems, particularly in the membership and governance of integrated care boards and integrated care partnerships

Councils support older people, disabled people and people in vulnerable circumstances – we will:

- support councils to tackle the challenges and exploit the opportunities of an ageing population, and to

improve dementia, supported housing and mental health and capacity services, unpaid carers' support and support for autistic people and people with learning disabilities.

- continue to lobby for councils' interests around the Armed Forces Community Covenant.

Councils work actively with the NHS to build health and care services around the needs of local populations – we will:

- work with the Government, NHSEI and other national partners to ensure that councils and health and wellbeing boards, are meaningfully engaged in developing integrated care systems
- work with national partners to increase the understanding of, and commitment to, planning and delivery at place level and the leadership role of councils
- support councils to work with NHS and other partners to ensure that the plans of integrated care systems build on existing priorities to improve health and wellbeing and are subject to democratic oversight and scrutiny
- work with the NHS to learn the lessons of responding to the pandemic and promoting local accountability and closer working through the Health and Care Bill and wider work to implement the legislation.

Councils have a central role in promoting and protecting health and wellbeing locally – we will:

- work to strengthen the position of councils as public health leaders.
- continue to make the case for long-term financial sustainability of public health services and support councils to understand the importance of preventative approaches.
- work with the NHS and partners to develop a system-wide approach to public health workforce planning and address urgent staffing issues in children's public health.
- lobby for long-term sustainable funding for leisure, culture and park services which play an important part in people's physical health and mental wellbeing and tackling health inequalities.
- lobby for the national policy, resources, powers and data councils need to manage the quarantine restrictions for international travel, self-isolation, vaccine roll out, and local outbreaks of COVID-19

Supporting Councils

Councils are supported to address their social care challenges – we will

Support councils to work with the NHS and other partners to:

- improve and sustain local care services including commissioning high-quality adult social care services, understanding and managing the local care market and co-producing services with people with lived experience.
- improve adult safeguarding practice and services for those with the greatest social care financial risks.
- improve social care practice through person-centred planning, positive risk-taking and asset and strengths-based practice planned around the family/network
- develop regional & local strategic social care workforce plans that reflect reform, increase recruitment and retention of social care workers and maximise the care contribution to local and national economies
- strengthen the role of political, clinical and managerial leadership at system, place and neighbourhood levels
- develop health and care systems and partnerships that deliver integrated provision focused on supporting people to live well and independently at home
- build the right support for people in hospital, in or at risk of admission, to live in the community or alternatives to hospital
- build and strengthen their digital leadership and confidence in the use of care technology that helps people to live the lives they want to lead

Councils are supported to promote population health and respond to the next phase of the pandemic – we will

Support councils to:

- improve the health of their communities in the priority areas of weight management, substance misuse, suicide prevention and the wider determinants of health.
- through specified pilot schemes, understand the wider determinants of health and the barriers to tackle child weight management and share the learning with the wider sector.
- fulfil their varied roles in tackling current and future pandemic phases, including the rollout of vaccinations, testing and provision of care and support

Councils are supported to respond to the structural changes in public health and implement new policies and legislation – we will

Support councils to:

- respond to the public health system changes as the new regional and national structures of the Office for Health Promotion and UK Health Security Agency develop
- implement government priorities and bring our expertise to inform government policy on the Better Care Fund, Enhanced Care in Care Homes, personalised budgets and Continuing Health Care reforms
- introduce the new Liberty Safeguards Protection Act

Narrowing inequalities and protecting communities

Councils lead and work with diverse communities and partners to address inequalities, promote inclusion and build safe, cohesive and resilient communities, supporting the government’s ambition to level up communities across the country

SDG 1 – No poverty
End poverty in all its forms everywhere
SDG 10 – Reduced inequalities
Reduce inequalities within and among countries

CAMPAIGN: Build Back Local

Councils have been a trusted partner to Government to deliver throughout the pandemic. Now our campaign calls for local government to be trusted to deliver recovery locally in a way that has the greatest impact for their communities.

As we move forward, enabling local people to make local decisions will create the conditions for sustainable growth, better public services and a stronger society.

Councils lead and work with diverse communities and partners to address inequalities and build cohesive and resilient communities – we will:

- review and strengthen the LGA’s work on reducing inequalities, promoting equality and inclusion through our policy messages and lobbying and our improvement and leadership support to councils.
- promote and support councils in developing the diversity of their candidates, elected members and senior leadership.

- underline the need for a strong commitment to tackling health inequalities and economic vulnerability and ensure that local government concerns and priorities resulting from the impact of COVID-19 on their communities are heard by government
- work to strengthen the local safety net and secure proper recognition and adequate resources for the role of local government in providing fair and effective welfare, housing and employment support.

Councils lead the way in shaping communities where people feel safe – we will:

- lead the debate on councils' role in building safer and resilient communities and support them to reduce serious violence, domestic abuse, Violence Against Women and Girls (VAWG), female genital mutilation and anti-social behaviour
- provide council input to the development of the new modern slavery strategy, as we work collaboratively with partners to raise awareness and support councils to tackle this issue
- contribute to the independent review of Prevent and the refreshed hate crime strategy, and feed in sector views on the new Protect duty
- facilitate the work of the Special Interest Group on Countering Extremism and ensure that councils are supported to build community cohesion, promote integration, tackle extremism and deliver the Prevent duty

Councils continue to play a leading role in the design and delivery of blue light and other services that help protect local communities – we will:

- work with the HSE and government to establish an effective, professional and fully funded system for regulating building safety
- lobby for sustainable funding for fire and rescue authorities and support them to become more inclusive and representative of their communities and to strengthen their leadership and governance.
- Support National Employers and maintain national negotiating machinery on pay and workforce issues for firefighters, brigade managers, police staff and coroners.

Supporting Councils

Councils are supported to meet their statutory duties, including on supporting vulnerable residents and preventing and reducing homelessness and rough sleeping – we will:

- support councils as they address the inequalities exposed by the COVID-19 pandemic, with particular regard to those groups and communities whose circumstances and life chances have been most affected by the virus and to children and young people whose development and futures will be affected by the containment measures.
- help councils tackle homelessness and rough sleeping, including those who are homeless prior to admission or after leaving hospital
- support councils to work with local partners and communities to become more resilient and better placed to respond to civil contingency risks and other challenges
- support councils to address wider building safety issues and ensure that they and Fire and Rescue Authorities are more aware of the new enforcement and duty holder responsibilities under the Building Safety Bill
- support police and crime panels and share best practice

Councils are protecting their communities and taking a leading role in the response to COVID-19 – we will:

- support councils to access information, support and good practice and feel supported to fulfil their varied role in tackling the COVID-19 virus
- support councils in their test, trace and outbreak management response through a sector-led

improvement support programme

- work with councils to review and share learning from COVID-19, to help strengthen community resilience and future emergency responses.

Children, education and schools

Councils have the powers and resources they need to bring partners together to deliver inclusive and high quality education, help children and young people to recover from the impact of the pandemic and fulfil their potential and offer lifelong learning opportunities for all.

SDG 3 – Quality education
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
SDG 8 – Decent work and economic growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
SDG 10 – Reduced inequalities
Reduce inequalities within and among countries

CAMPAIGN: Bright Futures: A Child Centred Recovery

Our campaign calls for children and young people to be at the centre of plans to recover from the pandemic to ensure their lives are not negatively impacted while benefiting the wider community. This includes improved join up across government to support families, investment in local safety nets and universal services, and work to prevent the attainment gap from widening.

Councils lead the way in driving up educational standards – we will:

- set out a clear vision for councils’ role in promoting high educational standards, with the resources, powers and flexibilities to give every child access to a place at a good local school
- lobby for a stronger role for councils in investing in schools - ensuring new schools are high quality, fit for and value for money - and a lead role in decisions about new free schools
- press for a stronger council role in ensuring admissions are fair for all pupils across the school system, including increased levels of inclusion in mainstream schools and other education settings.

Schools have the funding they need to deliver the best education for all pupils – we will:

- lobby to ensure the national funding formula for schools retains an element of local flexibility to allow councils and schools to reflect local needs and priorities
- highlight the growing pressures on the high needs budget for children with Special Educational Needs and Disabilities and lobby government to provide councils with sufficient funding and flexibility to meet rising demand and eliminate High Needs deficits

Councils have sufficient powers and funding to support young people’s education and training post-16 options – we will:

- Press for sufficient powers and funding so councils can fulfil their statutory duties to support all young people, including those at risk of, or who are not in education, employment and training (NEET), those with special educational needs, care leavers, and disadvantaged groups
- Lobby for councils to have a coordinating role to plan a post-16 local offer so young people have a coherent picture of locally available options (A levels, T levels, Apprenticeships), underpinned by independent local careers advice and guidance.

Councils have the flexibility and resources to deliver services that meet the needs of children and young people – we will:

- encourage councils and the Government to put children at the heart of policy making, including a cross-Whitehall strategy for children
- continue to paint a positive vision for local children’s services, calling for sustainable funding for services, that change children’s lives
- support councils to take a preventative and place-based approach to children and young people’s health, including early years, food and nutrition and support for children’s mental health
- work in partnership to improve life chances for all disadvantaged households, particularly those with children, making the case for early intervention and improved local integration of services for families.

Councils protect children’s wellbeing and keep them safe – we will:

- lobby government for the resources and policies needed to protect children and young people from harm and improve outcomes for all children, in particular children in care and care leavers
- work with government and councils to support child refugees and unaccompanied asylum-seeking children
- work with government and the wider sector to ensure councils have the tools and resources to tackle child exploitation including county lines and online harms.

Supporting Councils

Improved outcomes for the most vulnerable children and their families – we will:

- provide targeted improvement support with an initial focus on Covid-19 recovery planning
- provide diagnostics/peer review and follow-up advisory support to deliver recommendations
- facilitate action learning sets across regions for role-based cohorts and within council political groups

Political and corporate leaders understand and fulfil their role as corporate parents – we will:

- support the development of effective corporate parenting arrangements, including corporate parenting resources and e-learning and tools and guidance to support self-assessment and learning

A whole council and partnership approach to improving social care and SEND outcomes – we will:

- facilitate leadership roundtables on supporting children’s services and SEND and provide facilitated sessions to support whole system strategic approaches.
- facilitate regional networking and learning opportunities and provide thematic workshops to support improvement, for example Covid-19 recovery and SEND.

Places to live and work

Councils lead the way in driving a resilient economic recovery which helps level up across the country and sees no community left behind, building the homes that people need and creating places they are proud to live in, work and visit.

SDG1 – No poverty
End poverty in all its forms everywhere
SDG 8 – Decent work and economic growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
SDG 9 – Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

CAMPAIGN: Housing and planning

Local government shares the collective national ambition to tackle their local housing crisis, which will only be achieved with strong national and local leadership working together. As house builders, housing enablers, and landlords; as planners, place-shapers, and agents of growth, transport and infrastructure; as responsible guardians to the vulnerable and the homeless; and as democratically accountable to communities, our campaign calls for local government to be at the heart of the housing solution.

Councils are key partners in growing inclusive and resilient local economies – we will:

- support city regions and non-metropolitan areas to deliver effective local economic strategies
- support local innovation to deliver better digital infrastructure and continue to press for a regulatory framework that will deliver the best deal for customers
- continue to press for local government to sit at the heart of the Government’s levelling up agenda working with businesses and other local stakeholders to better connect communities to the benefits of prosperity
- support councils to maximise the impact of their cultural, sporting, tourism and heritage assets to drive growth in their local economy.

Councils drive the increase in housing supply the nation needs – we will:

- continue to press for additional powers for councils to increase housing supply, promote both affordable and carbon-free homes and make more effective use of surplus public sector land
- support consortia of councils to access significant housing development funds through the creation of new partnership models
- press for powers for councils to ensure the provision of homes integrated with health and care that positively support us to age well
- lobby for a well-resourced and locally responsive planning system, funded by locally set fees with the tools to ensure developers build quality homes that meet local need.

Councils have access to funding to create communities where people want to live, work and visit – we will:

- continue to press for additional infrastructure funding, including a review of the rules governing developer contributions
- support councils to work with partners to maximise the value of local and national infrastructure investment, including in road, rail, broadband, culture, heritage and recreation
- influence the design of the UK Shared Prosperity Fund, lobbying to ensure it is a place-based programme driven by local government and aligned to wider growth funding

Councils continue to drive higher safety standards across the housing sector – we will:

- lobby for resources and tools to enable councils to shape a good quality private rented sector that meets the needs of their local communities
- work with government and councils to identify high-risk, high-rise residential buildings and lobby for support for councils to make changes and take urgent remedial action
- respond to government consultations, including on the new building safety regulatory framework.

Councils lead the way in ending homelessness through prevention – we will:

- Work to ensure that councils have the resources they need to manage the impacts of national welfare policy and achieve the ambitions of the Homeless Reduction Act and Rough Sleeping strategy
- make the case for effective integration of housing, homelessness support and the benefits system and for the powers and funding that councils need to meet local needs

- with the Chief Executives' and Home Office group on asylum dispersal, inform the development, delivery and funding of support for asylum seekers and refugees and share good practice

Councils support strong communities through risk-based business-friendly regulatory services – we will:

- press for powers and resources where councils take on additional legal liabilities such as building safety regulation post-Grenfell and proposed new air quality requirements
- support councils to demonstrate the value of regulatory services, take steps to increase service resilience and make the case for sustainable funding mechanisms
- develop tools to support councils to strengthen local licensing processes, and lobby government to address key licensing issues including outdated taxi legislation and nationally set fees.
- lobby government to bring forward taxi licensing legislation as soon as possible
- press for greater flexibility in the licensing system, including the localisation of licensing fees.

Councils match education, training and skills with business needs – we will:

- continue to press for powers, funding and lead responsibility for councils to integrate and commission back to work, skills, apprenticeships and welfare support under the *Work Local* model.
- campaign for people of all ages to be supported to participate in quality skills development and training and lifelong learning with independent careers advice and guidance
- promote good employment practice that helps young people and adults secure, sustain and progress in work, including Apprenticeships.
- lobby for flexibility in use of the apprenticeship levy and work with partners to increase take up of quality apprenticeships.

Supporting Councils

Improved economic resilience, capacity and learning at corporate and political level – we will:

- provide councils with tools and resources to tackle unemployment through an Economic Growth Advisers programme
- help councils address skills shortages, respond to changes on the high street and provide support for SMEs
- promote procurement and employment supply chains to restore and enhance local economies
- support councils to build capacity and commission or buy services that contribute to local outcomes through the Procurement and Commissioning Programme
- support council efficiency through providing behavioural insights and transformational change support.

Councils address housing, homelessness and local transformation in their roles as leaders of place – we will:

- work with councils to boost their capacity to address housing supply, directly deliver housing and tackle homelessness and rough sleeping.
- support areas with existing devolution deals to have capacity and capability to deliver their objectives and ensure areas currently negotiating a devolution deal are better placed to do so.

Strong local democracy, leadership and capacity

A refocus on local democratic leadership and a shift in power to local communities post Brexit leads to greater diversity of elected representatives, high standards of conduct and strong, flexible local governance.

SDG 16 – Peace, justice and strong institutions

Promote peaceful and inclusive societies for sustainable development, provide justice for all and build effective, accountable and inclusive institutions

CAMPAIGN: Debate Not Hate

There are growing concerns about the impact of toxic debate is having on our local democracy. Our campaign aims to challenge abuse in political debate and set out our ambition for respectful political discourse, both in person and online.

Councils as leaders of good conduct in public and political discourse and debate – we will:

- clearly articulate the standards expected for anyone engaging in public and political discourse and debate and what is needed to achieve those standards, underlining that intimidation and abuse of those in public office is unacceptable
- review the member model code of conduct and relevant guidance annually
- continue to work with the devolved nations in line with the UK Local Government Association Joint Statement on Civility in Public Life to promote civility and positive debate, including a public campaign.

Councils as leaders of local democracy and representative of their local communities – we will:

- work with councils to ensure that all local residents and communities are able to have their voices heard and can engage with local elections and decisions that affect their lives
- support councils to ensure that local political representation is reflective of the communities they serve and support people from diverse background to enter public life
- support to councils to explore ways of engaging with their local community and voluntary sector in local service delivery, enhancing places and local decision making.

Elected members and officers are empowered to tackle incidents of public intimidation – we will:

- explore the practicalities and support the adoption of an informal ‘duty of care’ for councillors
- seek to better understand the scale and impact of the intimidation and abuse our membership is experiencing and promote a new offence for intimidation against a person in public office
- engage with police forces and associated agencies to ensure the impact and seriousness of the public intimidation of local councillors and employees is understood and acted upon.

EU exit and constitutional reform – we will:

- interact with Whitehall on all EU Exit negotiations, articulating councils’ needs and concerns and taking advantage of the opportunity to entrench local government within our new constitutional settlement
- seek to ensure that repatriated laws and regulations are not centralised in Whitehall, working on a revised legal framework for those services currently based on EU laws such as air pollution, energy, waste and procurement and redefining regional aid and state-aid rules.

Continued devolution of powers and funding to local areas drive strong and responsive local democracy and greater engagement with communities – we will:

- refresh the case to demonstrate to government how devolution leads to more inclusive and sustainable growth, better public services and levels up outcomes for residents
- work with councils and combined authorities to secure the best possible outcomes for their communities in a new round of devolution deals.

- work with government, business and others to give communities in England and Wales greater responsibility to make decisions on the issues of importance to them.

Supporting Councils

Councils deliver improved functions and services through the provision of regional support teams, underpinned by key comparative performance data – we will:

- Deliver our regional support offer to provide bespoke support to councils, including:
 - ✓ change of control support
 - ✓ peer challenges including finance, health and wellbeing, housing, planning and equality; either in person or remotely; and
 - ✓ Corporate Peer Challenges.

Improved council leadership and communications and enhanced workforce resilience and capacity – we will:

- support councils to improve leadership capacity and governance through range of training and development programmes, including work to attract new and diverse talent.
- support to councils to improve communications providing councils with tools and resources to communicate messages effectively to residents,
- support councils to resolve issues between political and managerial leadership
- maintain national negotiating machinery on pay and workforce issues
- deliver comprehensive practical support to help councils provide apprenticeships and maximise their levy investment
- support councils to transform their workforces and modernise the way they are managed
- support councils to promote wellbeing, diversity and inclusion in the workplace through information, guidance and bespoke support and work with them to address issues around gender pay gap, representation and recruitment challenges
- work with councils and central government to improve local government workforce capacity and resilience

Sustainability and climate action

Councils take the lead in driving urgent actions in their local areas to combat the negative impacts of climate change and to deliver net zero carbon

SDG 13 – Climate action

Take urgent action to combat climate change and its impacts

CAMPAIGN: A local path to net zero

Councils have a significant role to play in tackling the climate emergency. Our campaign calls for government to work in partnership with local government to support and advance the UK's net zero target. Councils are well placed to translate national climate ambitions into transformative action.

Councils have the powers and resources they need to lead the way in combatting the effects of climate change – we will:

- lobby for a joint taskforce with relevant Whitehall departments including Department for Business, Energy & Industrial Strategy (BEIS), DLUHC and DeFRA to consider the most appropriate actions, funding, coordination and collaboration
- press government for the funding and policy changes needed to deliver zero net carbon
- work with government to address the need for greater energy efficiency in the built environment and how this can be achieved through planning practice and changes to Building Regulations
- work with government, as it implements the Waste and Resources Strategy to identify ways to reduce waste and levels of unrecyclable waste and the investment priorities for waste disposal and processing of recyclates.

Councils lead the way in decarbonising local transport networks – we will:

- work with government to deliver the Transport Decarbonisation Plan and secure the resources councils - including long-term certainty and flexibility over funding, shared tools, modelling and data - to enable councils to deliver Local Transport Plans that integrate local bus improvement and active travel strategies with new decarbonisation targets.
- continue to push for further tools to assist councils in their network management duty responsibilities
- lobby for meaningful support and access to expertise, so that councils can more effectively partner with business and government in the transition to zero-emission vehicles and the EV charging infrastructure, especially for those without off-street parking.

Councils work with partners and stakeholders to implement short-, medium- and long-term strategies to reduce carbon emissions in their areas – we will:

- work with local, national and international partners to run two campaigns in the year of COP26 to seek a positive environmental legacy for local government.
- secure local government representation at the United Nations conference and promote the contribution of councils in reducing greenhouse gas emissions.
- drawing on international experience, develop an evidence base and framework to understand the main carbon sources and the impact of councils' activity
- identify the opportunities of a shift to a low carbon economy as a basis for immediate and effective action

Supporting Councils

Help councils reach their local carbon reduction and biodiversity targets by adapting and mitigating the effects of climate change – we will:

- support long term action-planning and setting strategic objectives, including through webinars, sharing good practice, tools and bespoke projects
- bring together local authorities, universities and other stakeholders to address climate challenges at the local level
- incorporate climate change issues into core leadership programmes for councillors and officers
- develop a package of communications support including how to engage with local communities in the year of COP26
- help councils build the capability to effectively respond to climate change challenges, including support around biodiversity, procurement and housing retrofit

Our Business

The pandemic has changed the way that organisations across the world and across all sectors work. We are committed to providing the best and most cost-effective services to councils and councillors in England and Wales. We are politically led, committed to equality, diversity and inclusion and we aim to operate in an environmentally and financially sustainable way.

The national membership body for local government – we will:

- maintain membership levels amongst local authorities in England and Wales by continuing to offer membership benefits that meet councils' changing needs and expectations.
- deliver first class communications that are highly valued and respected by our member councils and that influence the issues that matter to them, their residents and their communities.
- offer a range of flexible options for councils to participate actively in our work, including through an extensive programme of virtual and hybrid events and meetings
- seek to improve and extend our support offer to councils in the priority areas they find most helpful through partnership arrangements and funding opportunities
- use the full potential of our CRM system to enhance the delivery of integrated and targeted services to our member councils.
- launch a new online membership resource, setting out the benefits of membership with councils and councillors.
- support council legal teams on strategic governance and constitutional issues.
- pursue additional sources of funding that are consistent with our priorities to enhance our support to councils.

A politically-led organisation – we will:

- ensure our political governance arrangements continue to reflect and respond to the priorities and the expectations of our membership.
- provide the members who sit on our boards, committees, working groups and forums with the training, briefings and information they need to deliver their roles on behalf of local government.
- offer political support to individual councillors and council administrations through our political group offices.
- provide briefings and advice on local government issues to our President and parliamentary Vice-Presidents.
- engage with parliamentary proceedings to ensure that local government's priorities are recognised in debates and committee reports.

Financially sustainable – we will:

- continue to develop existing and new income-generation opportunities in order to diversify our sources of funding and support our long-term financial sustainability.
- complete the refurbishment of Layden House in Farringdon to increase its capital value and maximise our income from commercial letting of the office floors and retail units.
- review options to maximise income from 18 Smith Square and rebuild the commercial venue programme through a combination of active marketing, targeted communications and excellent, responsive customer service.
- keep under review patterns of use of 18 Smith Square in the light of increased flexible and hybrid working and other changes to determine our optimum long term office requirements.
- deliver cost effective back-office support services such as HR, payroll, finance and secretariat support to our joint ventures and third-party organisations, including the UK Municipal Bonds Agency.

- invest responsibly and seek to ensure that our contractors, joint ventures and pension funds have in place investment policies that further our objectives and values.
- complete the transfer of IDeA pensions administration from Camden to Merseyside scheme.

Efficient business management – we will:

- continue to streamline our company structures to deliver a solid and tax-efficient base from which to run our business, including the transfer of 18 Smith Square to the LGA and the winding up of LGA (Properties).
- drive best value from our major contracts in the light of post-Covid ways of working, including the re-procurement of our Total Facilities Management and room bookings contracts and renegotiation of the catering contract.
- implement our new finance, HR and payroll systems to include greater levels of self-service
- continue to develop our ICT in partnership with our providers, Brent/Shared Technology Services to deliver continuous improvements in efficiency, flexibility and cyber security.
- maximise the use of the improved videoconferencing capability in all 18 Smith Square meeting rooms to increase their commercial potential and support a culture of flexible and hybrid working for employees and members.

Supportive people management – we will:

- develop and launch a people plan/strategy.
- embed equality, diversity and inclusion into our core values, our policies and our practices, supporting and developing our staff networks to ensure that the lived experience of our staff helps shape our organisation and the work we deliver for our members.
- re-frame our leadership development offer for current and aspiring managers as part of our wider commitment to develop our staff, including virtual and hybrid options to allow everyone to participate.
- refresh our values and behaviours and ensure that they are central to the way that we do things.
- evolve and deliver our staff health and wellbeing strategy, monitoring feedback through our regular “temperature check” surveys.
- develop policies that support LGA staff to deliver their best and reflect our new more flexible working practices.
- review and redefine the role of our corporate leadership team.

Collective legal action – we will:

- support groups of councils to mount collective legal actions or fight actions against them where we believe that they have a strong case, commissioning expert legal advice and sources of funding where appropriate
- collate and prepare responses and New Burdens submissions on behalf of the sector where new policies, legislation or regulations result in additional duties or costs to councils.
- provide legal advice on strategic issues with sector wide implications, including commissioning expert legal advice where appropriate.

Committed to a sustainable future – we will

- in line with the motions passed by the 2019 and 2021 General Assemblies, keep action to tackle climate change at the heart of the way that we manage our business, modelling best practice, reducing carbon emissions under our direct control and influencing partner organisations to do the same.
- keep our policies and practices under review to ensure that they contribute to combatting the adverse effects of climate change.
- calculate our own greenhouse gas emissions through our greenhouse gas accounting tool to

- inform our area of focus for the next business plan.
- encourage sustainable travel practices through our enhanced flexible working policy and practices, staff and members' expenses policies and continued participation in national sustainable travel initiatives including the Cycle to Work scheme.
- minimise the environmental impact of our two central London buildings and the way that we use and manage those buildings, including ensuring that our facilities management and catering contractors have environmentally sustainable policies and practices.

Our service delivery partnerships

Local Partnerships

Local Partnerships is a joint venture between the LGA and HM Treasury, formed in 2009 to help the public sector deliver local services and infrastructure. It offers support to local authorities in the following areas:

- developing and reviewing strategic business cases and business plans
- service transformation and change
- modelling and legal frameworks for alternative service delivery models
- options appraisal and assurance of chosen approaches or options
- forming effective partnerships (inter-agency brokerage)
- sourcing and commissioning, contract negotiation and management
- economic development and planning
- delivering infrastructure.

GeoPlace

GeoPlace LLP is a joint venture between the LGA and Ordnance Survey and the central source for UK addresses and streets data. Working in close collaboration with the 339 councils in England and Wales, GeoPlace cleanses and validates the data they produce and creates and maintains national registers, called gazeteers - a central hub of 42.8 million addresses and 1.3 million streets.

The result is a single, unified source for all addressing and street data, which helps to keep public services running smoothly, join services together, and find new efficiencies. Its uses range from next-day deliveries of online shopping, to street works, blue light services, meter readings, taxi journeys and policy-making.

The data is distributed commercially by Ordnance Survey through the AddressBase range of products.

Public Sector Audit Appointments (PSAA)

PSAA is an independent company limited by guarantee incorporated by the LGA in August 2014. The Secretary of State for DLUHC has specified PSAA as an appointing person under the provisions of the Local Audit and Accountability Act 2014. PSAA appoints an auditor to relevant local government bodies that opt into its national scheme and sets a scale of fees for the work which auditors undertake.

UK Municipal Bonds Agency plc (UKMBA)

The LGA is a major shareholder in the local government-owned UKMBA, which delivers cheaper debt financing to councils, through the sale of bonds in the capital markets. We support and provide client side services to the Agency, as it works through its managed service provider to aggregate borrowing requirements and issue bonds.

Minimising the impacts of climate change

The LGA is committed to minimising the environmental impacts of its activities, reducing greenhouse gas emissions, increasing biodiversity and adapting to climate change in order to contribute to a healthy future for all. These are some of the ways that we deliver on that commitment.

Flexible working

Our flexible working policy allows staff to balance working from home with time spent in the office, subject to the needs of the business. This means less journeys to work, a better work-life balance for our staff and their families and less dependence on valuable central London office space.

Our ICT is designed to support flexible working without compromising data security, enabling staff safely to log into their LGA accounts from home, from other locations or when they are on the move.

18 Smith Square

Since its refurbishment in 2017/18, 18 Smith Square has received an energy rating B under the government's energy performance scheme for non-domestic buildings. This compares with an average D rating for other comparable buildings and is a significant achievement for a heritage building in a conservation area.

All lights in the building are energy efficient LEDs, with motion sensors that ensure they are switched off when not needed. Windows on the south and west of the building which are not part of the conservation area are double glazed to reduce energy loss. Recycling bins are provided on every floor.

Secure cycle facilities and showers are provided in the basement of 18 Smith Square for those who prefer to cycle or run to work.

Meetings

All meeting rooms at 18 Smith Square have access to video conferencing facilities which support virtual and hybrid meetings and events of all sizes. This enables members and staff to join and participate in meetings remotely, reducing the need for lengthy journeys to Westminster.

Travel

Our expenses policy encourages staff to use public transport wherever practicable to help reduce the impact of the LGA's business travel arrangements on the environment. The Members' Scheme of Allowance stresses that wherever possible, councillors are expected to travel by public transport when on LGA business.

Procurement

The LGA has a robust, paper free procurement policy and process, which underpin the importance of all our contractors being able to demonstrate a commitment to sustainability and combatting climate change. Our procurement documentation states

"In adhering to our commitments, the contractor should have systems in place to account for and minimise environmental impacts in all areas of contract delivery".

Investments

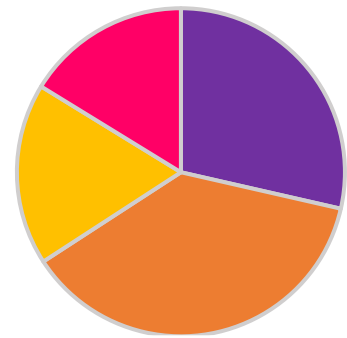
The LGA's Treasury Policy was updated in March 2021 to include the fundamental principle that, as long as the security of our funds is maintained and that counterparties have sufficient credit ratings, where possible and available our investments should support Environmental, Social and Corporate Governance initiatives.

Our budget 2021/22

Funding sources and forecast expenditure (Budget) (£'000)

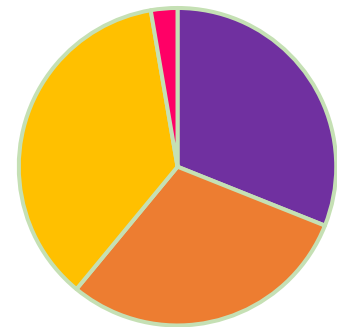
¹Income LG Group 2021/22

- DLUHC Sector Support, £17,300 (28.6%)
- Other grants and contracts, £22,568 (37.3%)
- Other income, £10,852 (17.9%)
- Subscriptions, £9,833 (16.28%)



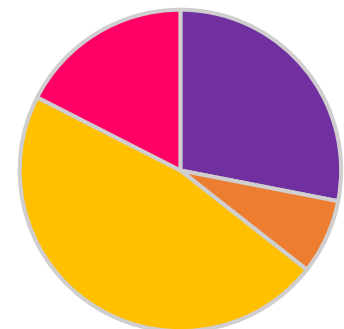
Other income LG Group 2021/22

- Dividends, royalties and interest, £3,370 (31.1%)
- Rental Income and external room hire, £3,248 (29.9%)
- Services, consultancy and other subscriptions, £3,941 (36.3%)
- Conferences, events and sponsors, £293 (2.7%)



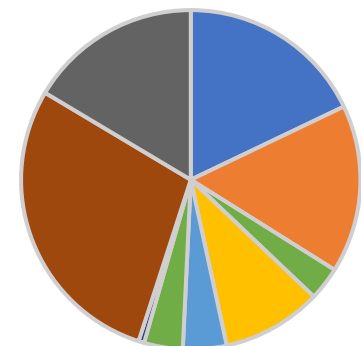
Grant and contract income (including DLUHC) LG Group 2021/22

- Adult social care, health and wellbeing, £11,188 (28.1%)
- Children, education and schools £3,005 (7.5%)
- Supporting councils, £18,702 (46.9%)
- Places to live and work, £6,973 (17.5%)



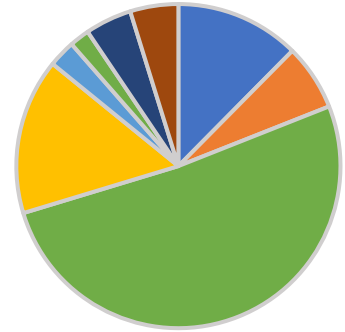
Expenditure LG Group by business plan theme 2021/22

- Funding for local government, £10,747 (17.9%)
- Adult social care, health and wellbeing, £9,605 (16.0%)
- Narrowing inequalities and protecting communities £1,911 (3.2%)
- Places to live and work, £5,704 (9.5%)
- Children, education and schools, £2,494 (4.2%)
- Strong local democracy, £2,215 (3.7%)
- Sustainability and climate action, £323 (0.5%)
- Supporting councils, £17,158 (28.6%)
- Internal & property costs, £9,863 (16.4%)



Expenditure LG Group by service group 2021/22

- Business support, £7,451 (12.4%)
- Communications, £3,953 (6.6%)
- Governance and project support, £30,801 (51.3%)
- Finance and policy, £9,330 (15.5%)
- Political groups, £1,196 (2.0%)
- Member services, £1,615 (2.7%)
- Property costs, £2,792 (4.7%)
- Workforce, £2,882 (4.8%)



Our governance

The LGA is an unlimited company whose Board of Directors – the LGA Board – is elected annually by the General Assembly. The General Assembly comprises representatives of every council in full membership of the LGA, or in corporate membership through the Welsh LGA. Further information on the company and the way it operates can be found in our Articles of Association and our Governance Framework.

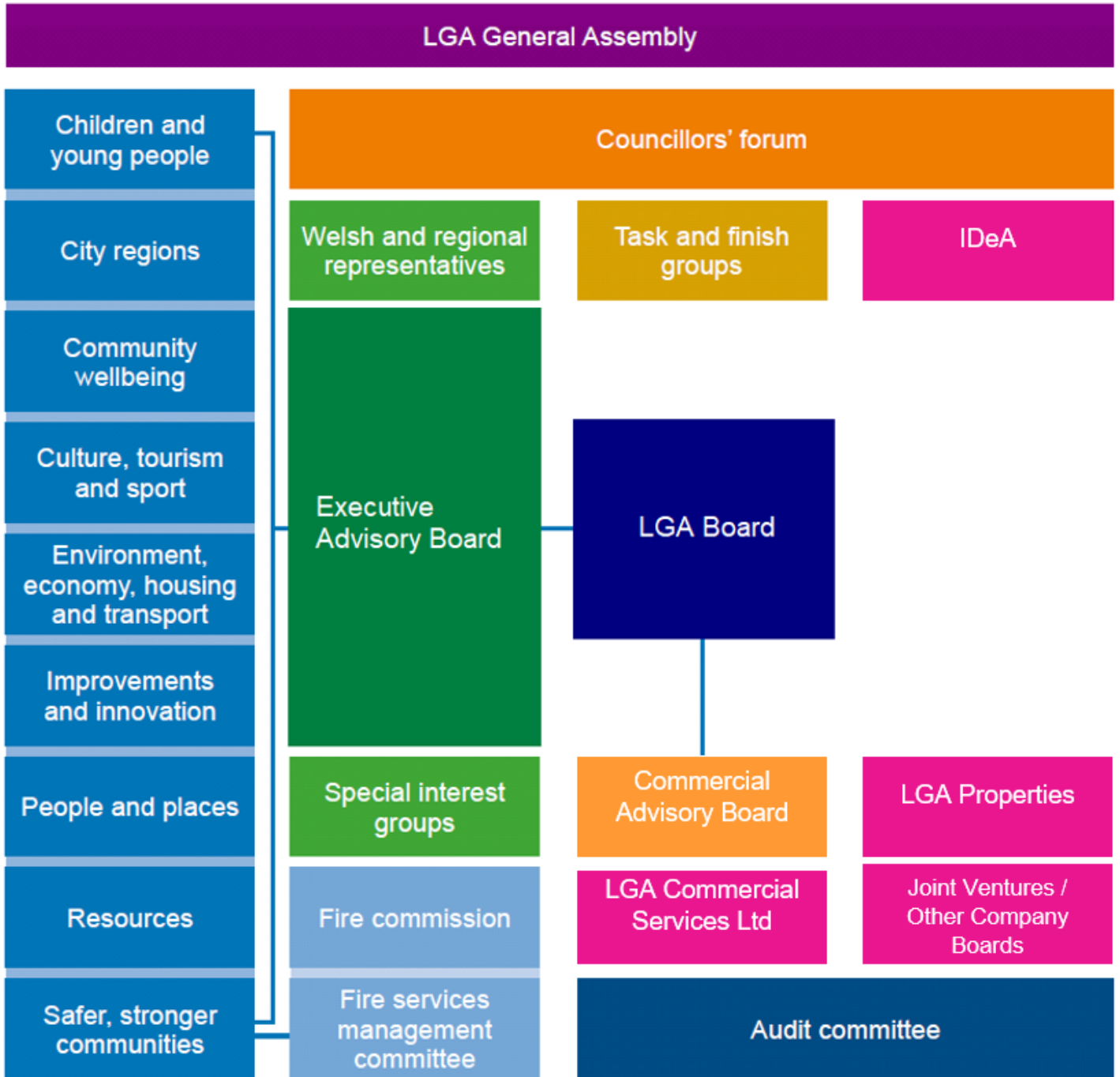
The LGA Board is supported by nine policy boards who together are responsible for developing our policies and campaigns, and for overseeing our extensive programme of sector-led improvement services, across every area of local government activity. The Fire Commission and Fire Services Management Board look after the interests of fire and rescue authorities,

The LGA Board and the chairs of the policy boards meet every six weeks as the Executive Advisory Board and are joined by representatives from Wales and the eight English regions and from three of our special interest groups – the County Councils’ Network, District Councils’ Network and Special Interest Group of Municipal Authorities.

In 2020, ownership of Layden House in Farringdon, the former headquarters of the Improvement and Development Agency (IDeA) transferred to the LGA from The Local Government Management Board (LGMB). LGMB has now been wound up. Ownership of 18 Smith Square, our Westminster HQ, is in the process of being transferred to the LGA from LGA (Properties).

The Commercial Advisory Board is responsible for overseeing the LGA’s income-generating activities to make us financially sustainable now and in the future. That will include overseeing the management and operation of 18 Smith Square and Layden House and reporting back to the LGA Board.

Our governance arrangements



Our major contracts

Catering – Bartlett Mitchell

Bartlett Mitchell (BM) provide all catering services at 18 Smith Square.

BM have been named Sustainable Caterer of the Year for three years in succession. Their policy is to source ingredients locally, regionally and seasonally from farmers who produce food to high environmental standards, reducing the impact of climate change and helping to protect the landscape and our farming heritage. BM use high-welfare meat, poultry, eggs, cheese, and dairy produce and sustainable seafood.

Overseas produce is sourced from ethical suppliers, including coffee from the Soppexcca co-op in Nicaragua which supports women farmers in the region. BM use the 'Free Wheeling' initiative to reduce the number of deliveries to their kitchens.

Total Facilities Management – Bouygues

Bouygues environmental policy recognises that the company's activities and services have the potential to impact on the environment. The policy sets out Bouygues' commitment to minimising the environmental impact of its operations in every way it can and is supported by 'live' environmental improvement plans at all levels.

The company is triple certificated to ISO9001, ISO14001 and OHSAS18001 and the environmental management standard ISO 14001 is fully integrated into its everyday activities.

Bouygues' Facilities Management business was the first in the UK to achieve Energy Management Standard ISO50001. They are currently focusing on reducing carbon impact, minimising waste, diverting waste from landfill and reducing energy.

Pensions – Merseyside Pension Fund and Camden Pension Fund

The LGA's main LGPS pension administrator, Merseyside Pension Fund, has a policy of responsible investment. The policy has three components: exercise of voting rights; engagement with companies on environmental, social and governance issues & collaboration with like-minded investors. The Fund is active in the work of the Local Authority Pension Fund Forum whose work covers a range of corporate governance and corporate social responsibility issues, and the Institutional Investors Group on Climate Change.

Employees with IDeA contracts of employment previously belonged to an LGPS administered by the London Borough of Camden, who like all pensions funds, are bound by the law relating to Socially Responsible Investment (SRI) policy. As of 1 April 2021, administration of the IDeA LGPS has been transferred to the Merseyside Pension Fund, although the two funds have not been merged.

ICT – Shared Technology Services

Our ICT services are delivered through LGA Digital Services, a company set up under regulation 12 of the Public Contracts Regulations 2015, which allows Brent Council to contract with the LGA. Shared Technology Services is a collaboration between Brent, Lewisham and Southwark Councils to provide ICT services across the three councils as well as the LGA. Brent Civic Centre which was opened in 2013 won BREEAM sustainable building award making it the greenest public building in the UK in 2015.

With a user base of 10,000+ users, the LGA benefits from the economies of scale in their ICT provision as well as supporting some of our member councils.

The LGA has achieved Cyber Essentials accreditation for their ICT provision.

Outside Bodies

Purpose of report

For discussion.

Summary

This report has two parts:

- A - CTS outside bodies background and appointments process 2021/22
- B - Report back on member meetings since 1 September 2021 and appointments to outside bodies.

Recommendation/s

That the Board Members:

1. note part A - CTS Outside Bodies Background and Appointments Process for 2021/22; and
2. note part B – Report back on member meetings since 1 September 2021 and appointments to outside bodies.

Action/s

Officers to take forward actions.

Contact officer: Emma West
Position: Member Services Officer
Tel: 07956 859543
E-mail: Emma.west@local.gov.uk

Outside Bodies

A - CTS Outside Bodies Background and Appointments Process 2021/22

Background

- 1 The Board terms of references says the Culture, Tourism and Sport Board may:
 - 1.1 Appoint members to relevant outside bodies in accordance with the Political Conventions.
 - 1.2 Appoint member champions and spokespersons from the Board to lead on key issues.

Appointments process

- 2 Members may put themselves forward to represent the LGA on specific subjects or on outside bodies. Members wishing to do this should approach their lead member, who will be responsible for putting their name forward to the Board.
- 3 Lead members will discuss nominations at their first meeting. If there is more than one nomination for the role, a vote of the Lead members will be held, with a casting vote by the Board Chair if necessary.
- 4 Outside bodies and champion roles must, as far as possible, be split equally between parties, in accordance with the political conventions of the LGA. Where there are odd numbers of roles, or a new role is added during the Board year, first chance to fill the role will be offered to those parties that hold the fewest roles – although they may choose not to nominate to that role.
- 5 The Board may also choose to appoint someone to a role due to their particular expertise, irrespective of party; appointments made for this reason should be agreed by all lead members.
- 6 The LGA does not provide expenses for costs associated with Champion or outside body roles. Some outside bodies may cover these costs directly and members may recover their costs from these.

B – Report back on member meetings since 1 September 2021 and appointments to outside bodies

CTS Board Outside Body representation:

- Tourism Alliance – currently Cllr Gerald Vernon-Jackson (LIB DEM)
- London Marathon Charitable Trust – currently Cllr Richard Henry (LAB)
- Coastal SIG – currently Cllr David Jeffels (CON)
- Library champion – currently Cllr Tom Hollis (IND)
- Creative Industries Council – currently Phil Seeva (CON)

Updates from Outside Body appointees:

1. **The Tourism Alliance (Cllr Vernon-Jackson)** – Cllr Vernon-Jackson had met with the Board of the Tourism Alliance on several occasions recently in relation to countrywide advice to tourism businesses on how to operate with local councils during the lockdown. Cllr Vernon-Jackson had also met with the APPG on Campsites and Campervans on the same issues. *(This update was provided on 28 Nov 2021)*
2. **London Marathon Charitable Trust (LMCT) (Cllr Henry)** – The LMCT had now finalised the governance restructuring of both the Charity (LMCT) and the events organisation - London Marathon Events (LME). The LMCT met regularly as a Board of trustees, mainly virtually, and also held a joint, in-person – LMCT Board, LME Board Away Day – with key officers of both organisations. This was to discuss and agree new ways of working together to best meet the aims of the trust and the requirements of the Charities Commission. The London Marathon went ahead in October and was one of the largest mass participation events in the UK since Covid 19 restrictions in 2020. It was extremely successful with huge amounts being raised for charities around the country and a large surplus that will be paid to the trust to meet our own charitable objectives. *(This update was provided on 24 Nov 2021)*
3. **Libraries (Cllr Hollis)** – A pilot version of the accreditation scheme took place over the summer, working with three local authorities (Suffolk, Reading and Northamptonshire). This included a self-assessment undertaken by the council, which was tested through a mini ‘peer challenge’ process – two experienced LGA peer councillors were involved in this ‘check and challenge’ process. The process worked well, although officers felt that the scheme itself needed to be clearer and more robust and the final report needed to demonstrate its use of evidence more clearly, this had been fed back and the draft scheme had been amended with this in mind. The scheme had been signed off and Ian Leete, Principal Policy Adviser, had attended a recent meeting to ensure that a number of amendments be made, including points related to fine-tuning the scheme and ensuring that it related to DCMS’s libraries work on statutory requirements. It was likely that there would be some kind of soft launch or ‘pathfinder’ approach to continue fine-tuning the scheme, but it would be substantively the same as the draft scheme. The ultimate responsibility for the scheme would sit with the Arts Council, as per museum accreditation. There would be a need for councillors to be involved in the ‘check and challenge’ elements of the programme, so there would be opportunities to be more actively involved once the scheme had been launched. Separately, the Arts Council had asked the LGA to look into setting up a councillor sounding board for libraries. This would be a group of councillors with lead responsibility for libraries who would meet with ACE on a cyclical basis to discuss national library initiatives and the view from the ground – ACE are keen to be able to test their thinking with elected representatives and better understand the work that was being undertaken within the sector so that they could ensure that they were offering appropriate support. *(This update was provided on 09 Nov 2021)*
4. **British Destinations Conference Update (Cllr David Jeffels)** – The Annual Conference of British Destinations And Tourism Alliance was held at the Royal Overseas League in London on 15 November 2021 and there had been several key speakers at the conference. Each speaker focused on the tourist industry post-Covid and the effect that the Covid-19 pandemic had had since the first lockdown in March 2020. The following points had been raised by each of the speakers:

- 4.1** Nick de Bois, Chairman of Visit Britain, concentrated on a review which was being planned on Destination Management Organisations (DMOs), urging that they had a major role to play in the recovery of the tourist industry. Mr de Bois said commercial income was essential for the DMOs, and advocated them being focused on County Council areas and cities, although they needed to change and to have 15% to 20% of their core funding provided by local authorities or similar organisations, he added that local authorities and Local Enterprise Partnerships (LEPs) needed do more to recognise the value of the potential of the tourist economy. Currently, it was being “outdone” by France in the success of its tourist industry. Mr de Bois said tourism was now recognised as the. third largest contributor to the national economy.
- 4.2** Robin Baker, Head of the Tourism Management Institute, said that there had been no mention of tourism in the Chancellor’s Comprehensive Spending Review, adding *“It’s time the meeting Government put money where its mouth is.”* Mr Baker said that there was a need to level up tourist industry which currently received 0.004%, he also emphasised the need for all attendees to lobby their MPs.
- 4.3** Nigel Huddleston MP, Tourism Minister, said that the tourism industry would benefit from the Government’s £4.8 billion “levelling up” fund and it would be responding to the review of the DMO’S in the coming weeks. He was confident that there would be a rise in the number of overseas tourists shortly because Britain could open up safely. The Minister said he was keen to strengthen links with the tourist and hospitality industry and wanted to see co-ordination and collaboration with all Government departments. The aim, he said, was to make Britain the most sustainable holiday industry venue. Mr Huddleston also emphasised the importance of lobbying local MPs on the value of the tourist industry and what was happening in their constituencies. The Visa system was being simplified which would benefit the overseas market. Mr Huddleston added that he was particularly keen to encourage the Chinese markets to Britain, he urged delegates to come forward with evidence on the future scale of the tourist industry.
- 4.4** Lizzy Carlyle, of The National Trust, was upbeat about its future in the tourist industry pointing out that it had 250k hectares of land including 780 hectares around the UK coast as well as 500 gardens and mansions. It was opening a significant number of cafes and caravan sites as well as pubs. It was planting 20 million trees through volunteers between now and 2030.
- 4.5** Kurt Jurgens, Chairman of The National TRUST, criticised the government for not having a comprehensive strategy for the tourist industry and called for a building of the Educational tourism market and more money to attract international tourists. Mr Jurgens added that there was no alternative to the Government’s Recovery Plan.
- 4.6** Julie Simpson, CEO and President of The World Travel and Tourism Council, said that one in ten jobs globally now came from the tourist industry. Some 62 million jobs were provided by the industry, many of them for younger people. Ms Simpson said that there were several important issues needed to benefit the tourist industry - digital solutions, high quality health and safety standards, vaccine equality, simplified rules on international travel rules and recognition for international travel of all Covid-19 vaccines. The UK travel industry had slumped by 62% as a result of the Covid-19 pandemic, compared with the 2019 figures, a rate which was worse than such places as the USA, Europe and China. Ms Simpson said that the government’s ‘traffic light’ system had been largely to blame, adding *“It was a self-*

inflicted impact.” Ms Simpson warned that 180k jobs were at risk in the UK economy if new Covid-19 restrictions were imposed. The value of tourism to the UK economy had dropped from £738 billion in 2019 to £190 billion in 2021 due to the Covid-19 pandemic. Ms Simpson said that staff shortages in tourism in Britain were “critical” and concluded by calling for a Festival of Tourism and Travel.

- 4.7** Paul Slattery, Director of Otus & Co Ltd Travel Company, said that the next 30 years would be different from what we had seen previously in the tourist industry.

LGA location map

Local Government Association

Local Government House
Smith Square
London SW1P 3HZ

Tel: 020 7664 3131
Fax: 020 7664 3030
Email: info@local.gov.uk
Website: www.local.gov.uk

Public transport

Local Government House is well served by public transport. The nearest mainline stations are: Victoria and Waterloo: the local underground stations are **St James's Park** (Circle and District Lines), **Westminster** (Circle, District and Jubilee Lines), and **Pimlico** (Victoria Line) - all about 10 minutes walk away.

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

Bus routes – Horseferry Road

- 507** Waterloo - Victoria
- C10** Canada Water - Pimlico - Victoria
- 88** Camden Town - Whitehall - Westminster - Pimlico - Clapham Common

Bus routes – Millbank

- 87** Wandsworth - Aldwych
- 3** Crystal Palace - Brixton - Oxford Circus

For further information, visit the Transport for London website at www.tfl.gov.uk

Cycling facilities

The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also available at Local Government House. Please telephone the LGA on 020 7664 3131.

Central London Congestion Charging Zone

Local Government House is located within the congestion charging zone.

For further details, please call 0845 900 1234 or visit the website at www.cclondon.com

Car parks

Abingdon Street Car Park (off Great College Street)
Horseferry Road Car Park
Horseferry Road/Arneway Street. Visit the website at www.westminster.gov.uk/parking

