

CTS Board work programme 2018/19

Purpose of report

For discussion and direction

Summary

In 2017/18, the Board identified 3 key priorities – culture-led regeneration, ensuring a pipeline of sector skills in a post-Brexit economy, and extending the visitor season.

This paper sets out work achieved during 2017/18, work that is expected to continue during 2018/19, and opportunities and challenges in the CTS sectors which the Board may choose to respond to.

Recommendation

For discussion, direction, and prioritisation.

Action

Officers to progress as directed.

Contact officer:	Ian Leete
Position:	Senior Adviser
Phone no:	0207 664 3143
Email:	ian.leete@local.gov.uk

CTS Board work programme 2018/19

Resources

1. The LGA Board has allocated to it 1 senior adviser, 1 adviser, and 2.5 days per week of a graduate trainee.
2. It can additionally call on support from: 1 events manager, 1 communications officer, and 1 public affairs officer. These officers are also tasked with supporting other Boards, but include CTS as part of their remit.
3. The Board has a budget of £30 000 allocated at the start of each financial year. £25 000 has been committed to projects for 2018/19. A further £4000 has been allocated to a targeted improvement support offer, but work on this has not yet begun and the money could be reprioritised if the Board wished. The new financial year will start in March 2019.
4. The Board can supplement the budget by securing external sponsorship for specific projects – e.g. the Calouste Gulbenkian Foundation provided £7000 for the culture-led regeneration research in 2017/18.

Background

5. In 2017/18, key achievements for the CTS Board included supporting councillors to lead transformational change, commissioning research into culture-led regeneration, publishing research and guidance on the economic impact of Christmas markets, securing a re-balancing of Libraries Taskforce funding towards councils' frontline, and delivering very successful conferences on sport and parks, as well as the annual Culture, Tourism and Sport conference 2018 in Hull.
6. Board members took an active role in promoting and representing the work of the Board to LGA members and partners. Cllr Vernon-Jackson chaired the annual CTS conference and spoke at the Tourism Alliance conference. Cllr Golds spoke at conferences on parks and theatres, and also chaired the LGA conferences on sport and parks. Cllrs Henig and Abbott spoke at LGA leadership essentials events, and Cllr Abbott also represented the LGA on the British Board for Film Classification Council.
7. In addition, Cllr Carter represented the Board at Tourism Alliance meetings; Cllr O'Neill at London Marathon Charitable Trust meetings; Cllr Knight at British Destinations; Cllr Mike Bell on the Libraries Taskforce; and Cllr Tanfield met with theatres as part of a new Theatre Champion role.

8. The Board released a number of press releases on the investment needed for leisure centres, on EU Capital of Culture and UK City of Culture, on women's suffrage, national parks, and public parks. We also published articles in relevant sector press, including on the parks action group for the Countryside Management Association.

9. The end of year report is at Annex A.

Ongoing work

10. **Tourism skills:** The Board identified tourism skills as a key concern and an opportunity to influence change during the Brexit process. Accordingly it has commissioned research into how councils can support the development of the right skills for the sector, comprising a deep dive into eight areas and their skills work/tourism sectors. Rubicon Regeneration has been appointed to lead this work, which is due to conclude in March 2019.
11. **Sport England improvement contract:** Reflecting the success of previous events, the contract (and associated workload) has significantly increased and, over the next two years, will deliver five events for portfolio holders, six events for officers, four regional events, and four masterclasses.
12. **Arts Council England improvement contract:** Similarly, ACE have expanded this contract to deliver, over the next year, two events for portfolio holders, three cultural peer challenges, ten library peer challenges, and a Museums Handbook. Again this involves a concomitant increase in work needed to support this contract.
13. **Parks Action Group:** The Board has been appointed to the Government's Parks Action Group, established by MHCLG in response to a select committee investigation that found public parks were at a tipping point. The Group is making slow progress towards developing solutions; MHCLG has been asked for additional resources to support the group.
14. **Libraries Taskforce:** The Board is co-accountable body for the Libraries Taskforce, with DCMS. The Board took that decision to reprioritise LGA resources towards other matters, while pressing to ensure that the Taskforce's £500 000 per annum funding is directed to frontline services. The transition process requires some light-touch officer direction until December 2018, and oversight from a Board member at Taskforce meetings.
15. **Culture-led regeneration:** The Board has commissioned research into 15 areas and how they have achieved culture-led regeneration. The work is being co-funded by the Calouste Gulbenkian Foundation. Research is now complete and the report is in design phase, ready for launch at the annual CTS conference on 5/6 March 2019.

16. **Member and stakeholder engagement:** The team produce the monthly e-bulletin to members, source new case studies for the Culture Hub, facilitate quarterly meetings with the Minister for Arts, Heritage and Tourism, and attend meetings of the Culture & Leisure Officers Association and Sports Partnership to gain insight into frontline challenges. The team also writes parliamentary briefings to inform debates, responds to relevant select committee inquiries, and feeds into Budget and Spending Review submissions, as necessary.
17. **Annual Culture Tourism and Sport conference/events:** The team will coordinate the annual flagship conference; and host other events on subjects selected by the Board. A maximum of 4 conferences a year can be supported with current resources.

Opportunities/issues

18. **Industrial strategy:** The Industrial Strategy outlined two areas where the Board may wish to commit resources to ensure that the value of investment in culture, tourism and sport is realised – Sector Deals; and Local Industrial Strategies. The Tourism industry is developing a sector deal bid, which includes proposals for Tourism Zones, amendments to regulations, and a recruitment drive. While many proposals are positive, some will need shaping to ensure they properly reflect the role of local government. The Board has publicly supported the bid, but expressed some reservations. Working with the sector on the bid would increase the chance that these concerns will be addressed.
19. Local Industrial Strategies are as yet relatively under-developed as a concept and, while overall responsibility for these sits with other LGA boards, the Board's work on culture-led regeneration and developing a pipeline of skills for local tourism areas should help to support areas that wish to develop a strategy.
20. **Rural provision:** The Board has previously raised concerns about the predominance of best practice case studies from urban areas, and a lack of guidance and support for rural councils. Arts Council England is currently developing a rural position statement, and Sir Nick Serota expressed an interest in joint-work on this with the LGA. Libraries Connected is also exploring model for sustainable rural library services.
21. **Evaluating delivery models:** A number of new delivery models have been developed by councils in response to austerity, and to improve service outcomes. Many are innovative, but some have also experienced challenges or failed. There has been limited evaluation and shared learning from these models. The Board could choose to invest in an evaluation of different delivery models to support learning across the sector.
22. **Supporting strategic development:** The Board has previously suggested that the LGA could commission a framework to support councils in developing local culture, tourism or sport strategies.

Implications for Wales

23. The Welsh Assembly has responsibility for many aspects of cultural funding, including the Welsh library and VisitWales. This means that cultural, tourism and sporting services in Wales operate in a substantially different context to those in England, and most lobbying and improvement work is undertaken by the WLGA and Welsh councils. However, we seek to share best practice, and learn from Welsh practice, where appropriate.

Financial Implications

24. The Board is able to identify priorities and commit the resources identified in paragraphs 1-3.

Next steps

25. Officers will prioritise work as directed.

ANNEX A

Tourism

- 1 We have strengthened our links with key tourism bodies, including Tourism Alliance and UK Hospitality, the new association for the hospitality sector. The Board has also continued its positive relationship with VisitEngland, and their new Chair will be speaking on tourism at the LGA annual conference.
- 2 The Board has responded to a consultation on the proposed tourism sector deal under the Industrial Strategy, and received a presentation from the tourism sector at a Board meeting.
- 3 Following this work, the Board has commissioned research into how councils can support the development of the right skills for the sector. This work will begin in June and continue for the rest of the financial year.
- 4 The Board has also published research into the economic impact of Christmas Markets, as a step towards helping councils to extend their visitor season. The work was supported by the National British Markets Association (NABMA) and Cllr Geraldine Carter, as President-Elect of NABMA. This publication is now being used by Bournemouth University as a teaching aid for their tourism students, and has been positively received by councils. It has led to an increased recognition of the value of markets in other LGA areas, resulting in their inclusion in a new Handbook on Town Centre Management.

Culture-led regeneration

- 5 The Board has commissioned research into 18 areas and how they have achieved culture-led regeneration. The work is being co-funded by the Calouste Gulbenkian Foundation. It will be published in July/September with a planned launch event to coincide with the Great Exhibition of the North.
- 6 Culture-led regeneration featured as a theme at the CTS conference in Hull, with some early findings shared by the research consultants, and presentations about the impact of being City of Culture and hosting the Tour de Yorkshire.
- 7 The Board also contributed quotes and insight to a publication on how Business Improvement Districts can support culture, published by the London Mayor's Office.

Sport and Physical Activity

- 8 We have continued to work closely with Sport England on the delivery of their strategy 'Towards An Active Nation 2016-2021' to ensure that councils and local partners are central to their plans to tackle inactivity, and to re-balance funding away from national organisations and towards local bodies.
- 9 In addition to the regular leadership essentials events for councillors, we piloted an event targeted at officers in strategic positions, following feedback about a lack of

support and development opportunities for these officers. Sport England has now commissioned a further three events for 2018/19.

- 10 We held our first Sport conference in December 2017, attended by over 60 delegates. This response suggests the event is commercially viable and a further conference is planned for December 2018.
- 11 The LGA strengthened its strategic links with a number of bodies including the Football Association, and the London Marathon Charitable Trust, which now has an LGA representative.

Parks

- 12 In 2017, the Board took policy responsibility for public parks, including representing councils on the Government's new Parks Action Group. This Group is tasked with responding to the select committee's inquiry into public parks, which found they were at a tipping point. The Group has £500 000 to invest in solutions for the sector.
- 13 As part of the LGA contribution, we hosted a sold out Action on Parks conference on 24 May to introduce councils and partners to the work of the Group and give them a chance to influence the work of the Group.

Libraries

- 14 In 2016/17, the Board oversaw the development of two tools to support library services – a strategic planning and evidence tool, and a benchmarking framework. In early 2017/18, work focused on promoting these tools to library services, including two workshops with the Libraries Taskforce and some conference presentations.
- 15 Following the Taskforce's successful launch of its vision for libraries, it became clear that the existing format and approach of the Taskforce needed to change to ensure that the vision and new ways of working becomes embedded in libraries. To do this, a change in the management and allocation of the Taskforce's funding was needed, targeting it a direct library support.
- 16 The Board has championed this change, and the funding is now being channelled through Arts Council England as the development agency for libraries. We are in discussions with them about commissioning LGA improvement programmes as part of this new investment.

Historic Anniversaries

- 17 The LGA is supporting the Women's Local Government Society (WLGS) and Buckinghamshire County Council to deliver a national project to mark the centenary of women's suffrage in 2018. The Chairman of the LGA is serving as one of the project's patrons.
- 18 We have supported the project to find and pay tribute to 100 pioneers who fought for universal suffrage and then participated in public life. The full list was published on International Women's Day, with the support of the LGA press team. This work has

formed part of, and supported, wider LGA work on encouraging more women to stand for election as councillors.

2018 Culture Tourism and Sport Conference

- 19 The annual CTS Annual Conference on 7/8 March 2018 in Hull. We welcomed keynote speakers including: Sam West (actor and Chair of the Hearts for the Arts Awards), Ros Kerslake (Heritage Lottery Fund), Cllr Stephen Brady (Hull Council), Lord Howarth of Newport (APPG on arts, health and wellbeing) and Rosie Millard (Hull City of Culture).

CTS political leadership offer 2016-17

- 20 Both Arts Council England and Sport England continued with financial support for the LGA CTS political leadership offer this year. The funding enabled five Leadership Essentials Sport and Culture events and three culture peer challenges to be organised. Since 2011, over 500 councillors have attended the various CTS political leadership events.
- 21 Both organisations are in discussions to not only continue but to expand this programme in 2018/19, including provision for senior officers with responsibility for sport.

Speaking engagements and outside bodies

- 22 Board members have taken an active role in promoting and representing the work of the Board to LGA members and partners. Cllr Vernon-Jackson chaired the annual CTS conference and spoke at the Tourism Alliance conference. Cllr Golds has spoken at conferences on parks and theatres, and also chaired the LGA conferences on sport and parks. Cllrs Henig and Abbott have spoken at LGA leadership essentials events, and Cllr Abbott also has represented the LGA on the British Board for Film Classification Council.
- 23 Cllr Carter has represented the Board at Tourism Alliance meetings; Cllr O'Neill at London Marathon Charitable Trust meetings; Cllr Knight at British Destinations; Cllr Mike Bell on the Libraries Taskforce; and Cllr Tanfield has met with theatres as part of a new Theatre Champion role.
- 24 More recently, Cllr Lewis has been appointed to represent the Board on the National Parks' tourism programme board, and Cllr Butt as the CTS observer on the new LGA skills taskforce.

Media coverage

- 25 The Board has continued to seek opportunities to promote its work through national media and LGA media channels. We have released press releases on the investment needed for leisure centres, on EU Capital of Culture and UK City of Culture, on women's suffrage, national parks, and public parks. We have also published articles in relevant sector press, including on the parks action group for the Countryside Management Association.
- 26 The Board has published monthly e-bulletins to update the sector, and Cllr Vernon-Jackson has authored a number of articles in First magazine, sent to every councillor

and chief executive in England and Wales. Topics have included the Board's priorities, Christmas markets, Culture-led regeneration, and women's suffrage.

- 27 The CTS twitter account now has 1 500 followers and is actively retweeted and responded to during conferences and other key announcements.