

## Policy work programme on culture, tourism and sport

### Purpose of report

For direction.

### Summary

This paper sets out the Board's priority areas of work during 2018/19 and highlights elements that could be continued in 2019/20. It also invites Board members to suggest new priorities or projects, and highlights emerging issues.

This paper should be read alongside the improvement update paper to obtain a full picture of the Board's work.

### Recommendation

Board members are invited to comment on opportunities to deliver the priorities identified, including local examples of issues or best practice.

### Action

Officers to initiate the work programme in line with members' steer.

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## Policy work programme on culture, tourism and sport

### Background

1. In 2018/19, the Board identified 3 key priorities – culture-led regeneration, ensuring a pipeline of sector skills in a post-Brexit economy, and the role of culture and sport in social prescribing.
2. During the Board discussion, members identified the following possible areas of interest: tourism skills (carry-over from 2017/18); social prescribing; the Industrial Strategy and a conversation with Local Enterprise Partnerships; social cohesion and community cohesion.
3. This paper sets out possible areas of priority and key pieces of work for 2019/20.
4. The proposals have been designed to use the full capacity of the team available for CTS work. Members will wish to note that alternative proposals will therefore need to be considered as replacements for one or more of the items below.
5. Broadly speaking the policy team has capacity to deliver
  - 5.1. Three priority issues, which includes political lobbying, the commission of new pieces of work, developing new stakeholder connections, and a selection of council case studies on the issue;
  - 5.2. 2-4 pieces of smaller commissioned work, using the Board's budget allocation, such as the recent Museums handbook;
  - 5.3. three conferences, including the annual Culture and Tourism conference. Please see the separate conference paper for details of events already planned in 2019/20.
6. The improvement contracts for Sport England and Arts Council England will also be delivered by the team. The outline in paragraph 5 is based on the assumption that the scale of work in these two contracts will remain the same.

### Existing priorities

7. **Social prescribing** – Social prescribing encompasses the breadth of the Board's portfolio, having equal relevance to the cultural and sporting sides. Given the level of national attention and activity on this subject at this time, lead members agreed that it should be a primary focus for the Board during 2018/19.

8. A handbook has been commissioned on the role of culture and sport in social prescribing, which is due to be delivered in December 2019. A launch event is being planned for 22 April 2020.
9. As part of the scoping work for the handbook, we have established new or stronger connections with a number of key partners, including NHS England and the APPG for Arts, Health and Wellbeing. A tangible outcome of this is that the LGA is now representing councils on the cross-government social prescribing group, where the NHS, DCMS, the Department of Health and Social Care and other government departments, as well as funding bodies such as Arts Council England and Sport England, update on and discuss their work on social prescribing. This now gives councils a voice in the rollout of social prescribing.
10. In light of the work underway on social prescribing, we recommend that it remains a priority for the Board during 2019/20, as there will be work to embed the learning in practice; and to evaluate the impact of programmes and activities, which has traditionally been the most challenging aspect of proving the value of sport and culture in delivering health outcomes.
11. **Tourism skills** – The Board commissioned in depth research into [the role of local government in creating a pipeline of skills for the tourism sector](#), which was launched at the LGA annual conference 2019.
12. The tourism sector, supported by the LGA, has been successful in its lobbying for a Tourism Sector Deal between Government and the industry. This deal contains a strong focus on skills, including the idea of local hubs for skills provision and brokerage. The sector will also need to make significant adjustment to its workforce as a result of Brexit.
13. In light of these close synergies with the LGA's proposals, we recommend that the Board continues its focus on tourism, and skills in particular, with a view to delivering on the recommendations in the report and influencing the development of activity under the Deal.
14. Work to influence the development and implementation of the Tourism Zones announced as part of the sector deal with the aim to support places to improve their tourism offer; and calling for a national conversation about the introduction of a tourism levy, would fit neatly alongside this area.
15. **Culture-led regeneration** – The Board commissioned research into culture-led regeneration in 17/18 and launched it at the annual culture, tourism and sport conference on 5/6 March 2019. We recommend that this theme remains a focus for the Board, but with a shift away from research into embedding and disseminating the findings into funded programmes and council practices.

16. Members may wish to consider asking officers to develop a **monitoring framework** for councils to use to evaluate the outcomes and impact of this type of investment. Monitoring and evaluation of culture-led regeneration is challenging because of the variety of goals, the breadth of possible economic and social outcome and impact indicators and a current lack of clear guidance to support this.
17. Our previous research identified a range of interesting and innovative approaches to culture-led growth, as well as a variety of project aims and very varied approaches to monitoring and evaluation, resulting, in many cases, with quite patchy quality of monitoring information.
18. There is however a wealth of useful research available and a lot of good case study evidence from monitoring and evaluation work of such projects across academic research, UK and European City of Culture programmes, Arts Council programmes and others that could be drawn together into a guidance framework for this type of project.
19. The development of this framework would need to:
  - 19.1. Review the range of outcome and impact objectives for culture led regeneration investments.
  - 19.2. Develop a set of key indicators that can measure change in these outcomes and impacts.
  - 19.3. Outline suitable approaches to valuation of impacts for culture led regeneration, taking account of robust approaches for assessing value relating to economic outcomes such as gross value added generation, as well as valuation methodologies developed by DCMS and others for measuring the value of outcomes around areas such as health and learning.
  - 19.4. Present the findings as part of a good practice guide to outcome and impact monitoring and evaluation for culture led regeneration.
20. The benefits of having this in place and increasingly used by local authorities and LEPs to support monitoring and evaluation is that it would enable the production of more robust and credible data on the outcomes and impacts of culture led regeneration projects, helping to:
  - 20.1. More easily benchmark the scale and nature of impacts of different types of projects to provide further insight into what works
  - 20.2. Make the case for such interventions in the future as part of robust business cases

- 20.3. Effectively appraise different options to consider the most cost effective solutions in tackling a specific type of challenge through a culture led regeneration approach.
20. There are potential opportunities with the development of Local Industrial Strategies to embed the culture-led regeneration work with the sector, and the team will ensure that the LGA guidance/support offered on these makes reference to the learning from our research. LGA analysis of the LEP or LIS plans published to date indicates warm words towards culture and tourism, but few measurable actions to realise the contribution that it can make to economies. Work could be undertaken with Local Enterprise Partnerships and Combined Authorities to make them aware of the potential for culture as they take forward their strategies, drawing on the example of New Anglia LEP. This would involve liaising with officers supporting the People and Places and City Regions Board, and with the LEP Network. The increasing inclusion of culture in Government programmes such as the Towns Fund will give this wider an even wider applicability.
21. The Board has also commissioned a ‘**cultural strategy in a box**’, designed to guide councils through the development of their own cultural strategy that will make the most effective use of their local cultural assets, skills and programming opportunities. This will draw on the LGA’s research, as well as findings from the programme of cultural peer challenges delivered over previous years for Arts Council England. It is anticipated that this will be ready for launch at the March 2020 Culture and Tourism conference.

### **Potential new areas of interest**

22. **Social and Community Cohesion** – the Board has previously expressed an interest in exploring the relationship between culture and sport and social cohesion. The LGA has been supporting Sport England and Birmingham City Council to research possible metrics for measuring the impact of sport participation on giving a feeling of integration and belonging to a community. We suggest this work, and disseminating any findings from it, should be the focus of any work on social cohesion. We understand there is similar work underway in Manchester. The DCMS select committee has also published the findings of its enquiry into the social impact of participation in sport and culture.<sup>1</sup>
23. **Cultural education** – there has been growing concern among cultural institutions and representative bodies about the decline of arts and cultural subjects in the curriculum, and in take up at qualification level. Exposure to cultural and artistic experiences at a young age has been shown drive creativity and innovation when these individuals enter the workforce – not necessarily in a creative career. Ensuring that children continue to have access to these experiences, whether through the curriculum or through alternative mechanisms, is therefore important to the quality of the future workforce. The LGA could

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<sup>1</sup> <https://www.parliament.uk/business/committees/committees-a-z/commons-select/digital-culture-media-and-sport-committee/inquiries/parliament-2017/socialimpact/>

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explore the issue further, with a view to either joining the lobbying on the subject or identifying ways in which council services could deliver an alternative offer.

24. **Inclusive growth** – the Board’s culture-led regeneration work aimed to look at the benefits of a cultural approach to regeneration on local residents, as well as the local economy. Some key findings were identified, but it was clear that this was patchy and not well evaluated. At the same time, more and more councils are publishing inclusive growth or fair growth strategies. Further work could be commissioned to explore how culture and cultural activities can lead to inclusive, or fair, growth. This would align well with other work proposed on culture-led regeneration.

#### **Areas of ongoing work**

25. **Libraries** – The Board continues to act as co-accountable body, with DCMS, for the Libraries Taskforce. The work of the taskforce is due to end in March 2020, although it is likely that some form of collaboration will continue under the next spending round. The LGA has successfully lobbied for ACE to take a greater lead on libraries support, and has reiterated the importance of this in our response to the ACE 10-year strategy consultation that is underway.
26. In light of this, the LGA role is moving away from direct engagement and delivery of library improvement work, except for the peer challenges funded by our ACE contract, and instead providing strategic support and direction to the work of ACE and key sector bodies such as Libraries Connected and CILIP.
27. **Parks** – parks services continue to face significant financial pressure, and feedback from member councils is that this is beginning to affect their ability to deliver against national priorities, such as increasing physical activity, tackling loneliness, and increasing community cohesion.
28. National funding partners such as Heritage Lottery Fund and the National Trust advise that there is now insufficient infrastructure and capacity within parks services for them to be confident that their investments will have a long-term positive impact on a park. They have launched a fund to accelerate the development of new delivery models for parks, which replaces some of their direct investments, which the LGA is supporting using our experience from our existing leadership and training offer.
29. MHCLG has convened a parks action group to try and support services. This had a slow start, but did lead to an investment of £13 million in parks from MHCLG in March 2019. In light of this result, we recommend that the LGA remains involved in the parks initiatives, but in an advisory and support role rather a direct deliverer.

#### **Implications for Wales**

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30. Culture, tourism and sport policy is devolved to Wales. Improvement services are provided directly by WLGA.

**Financial Implications**

31. The work programme can be delivered from within the existing budget. Officers will continue to explore opportunities for maximising the Board's investment through seeking external funding and engaging with partner organisations where appropriate.

**Next steps**

32. Officers will refine the work programme and commission key projects following the Board's direction.