**LGA and Arts Council England (ACE) improvement proposals 2020/21**

Purpose of report

For information.

Summary

This report shares with members the LGA’s proposed programme of activity for 2020/21. Arts Council England (ACE) have already confirmed funding for the regular programme of 10 peer challenges and two councillor leadership essentials; the other elements are still to be discussed.

Recommendation/s

That the members note the report and comment on any changes they would like to see.

Action/s

Officers to make any requested changes before further discussions with ACE.

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**LGA and Arts Council England (ACE) improvement proposals 2020/21**

1. The LGA wishes to continue our successful partnership with Arts Council England to equip elected members and councils with the knowledge and skills to champion artistic and cultural activity in their local areas.
2. During 2019/20, the LGA successfully delivered:
   1. 2 Leadership Essentials events for councillors
   2. 3 cultural peer challenges
   3. 7 library peer challenges at councils.
3. In addition the LGA and ACE have continued to build on their partnership approach to co-host a successful conference focusing on the role of culture and the creative industries in rural England. The LGA also continues to update the culture hub online resource with new case studies and examples of best practice as part of our in-kind support.
4. We are in the process of undertaking a detailed evaluation of the impact of the leadership essentials programme to date.

**Description of the proposal**

1. For 2020/21 we propose to continue the popular and successful existing offer:
   1. 2 Leadership Essentials events for councillors
   2. 3 culture peer challenges
   3. 7 library peer challenges
2. Following feedback from the sector and discussions with ACE, we also seeking to deliver new activities:
   1. 1 pilot Leadership Essentials event for officers
   2. 1 pilot follow-up event for Leadership Essentials alumni
   3. Follow on mentoring support for heads of services participating in peer challenges.
3. The improvement activities will be available to all councils in England, including those not currently in LGA membership.
4. The cost of these activities will be **£153,720** including the required LGA management fee. If ACE choose to add or remove some options, the cost would be proportionately increased or decreased.
5. A detailed breakdown of the activities can be found in the **ANNEX A.**

**Leadership Essential Events for Councillors**

1. The core aim of the Leadership Essentials: Culture events is to support new and more established culture portfolio holders to develop and strengthen leadership skills to become strong cultural leaders in their local place.
2. The programme will be based around two key themes; the role of culture in supporting the health and wellbeing agenda and the role of culture in place shaping.
3. Key Objectives
   1. To raise the ambitions of culture portfolio holders to be exceptional leaders of arts and culture in their places
   2. To increase and refresh the tools and knowledge culture portfolio holders have to be cultural leaders in their places through peer to peer sharing and learning
   3. To share a wide range of inspiring and relevant case studies presented in an engaging way by LA peers and external speakers
   4. To encourage attendees to network, sharing information, knowledge and expertise.
   5. To ensure that culture portfolio holders are aware of the key role of LAs in arts and culture and the potential for arts and culture to deliver across council agendas
4. The audience for the events will be councillors with responsibility for cultural services within their local areas which may include arts, museums, libraries and music education. Councillors with a responsibility for the social prescribing agenda may also attend to support their knowledge of the benefits culture and creativity could bring to public health.
5. Each of the leadership essentials events will be residential and held over 1.5 days. The LGA is proposing to hold one event in the North of England and one in central England. Following the success of a weekend event in the 19/20 programme we would also propose holding one event on either a weekend or weekday/weekend combination depending on the result of feedback being gathered at the 19/20 events, and one event on weekdays.

**Library and Cultural Peer Challenges**

1. The LGA has successfully run 22 culture and library peer challenges over the last two years.
2. Our peer challenge approach involves a team of officers and members spending time onsite at another council as ‘peers’ to provide challenge and share learning. It is an established and proven tool in the LGA’s sector-led improvement approach.
3. Peer challenges are based on the following key principles:
   1. councils are responsible for their own performance
   2. stronger local accountability leads to further improvement
   3. councils have a sense of collective responsibility for performance in the sector as a whole
   4. the role of the LGA is to help councils by providing the necessary support.
4. The library and cultural service peer challenge will be available to councils who meet the following criteria:
   1. A council with responsibility for library and/or cultural services
   2. A council at the point of considering significant change, or evaluating significant change
   3. A council with commitment to change from senior councillors and leader.
5. The peer challenge can be tailored to local needs and could include providing an objective analysis of the effect of service changes, testing out ideas for further transformation or assessing how well the service is embedded in council delivery of corporate objectives.
6. We will draw upon the LGA's pool of officer and member peers to put together a peer challenge team with the expertise to help the council address the key issues facing the cultural service. The team will spend 2 days onsite meeting key councillors, officers and partners to see the council work in both theory and practice.
7. Following the visit, councils receive a confidential report that sets out the key findings, provides some recommendations on the way forward, and practical advice and signposting to further support.
8. The LGA is proposing that 7 library peer challenges and 3 culture peer challenges take place as part of this programme.

**Pilot – Leadership Essentials Councillors Alumni Event**

1. The leadership essentials events for councillors provide an excellent opportunity for councillors to network across their regions and the country. However these networks are not necessarily maintained following the events and opportunities for further collaborative working could be being missed.
2. Other LGA programmes support this continued building of networks through alumni events that allow previous attendees to come back together to share how they have used the learning from the programme in their own councils and to share best practice and challenges they are currently facing.
3. These events could take several formats:
   1. one day conference event for Alumni
   2. A one day event focusing on a key topic from the programme in more detail for up to 20 delegates
   3. A one and a half day residential learning event for up to 20 delegates that allows for reflection on learning from the previous event and the opportunity to focus on a key topic from the programme in more detail
4. A one and half day residential learning event for programme alumni has been successfully implemented in 19/20 for Sport and Physical Activity programmes with over 90 alumni attending events. We are proposing that a similar offer be made to alumni of the leadership essentials culture programme with a pilot event taking place in 20/21.

**Pilot – Leadership Essentials for Senior Strategic Officers**

1. Since 2013, 166 councillors have attended Leadership Essentials events. Councillor feedback from these events has identified that their officers lack access to comparable advice and support, and that this is limiting the ability of councillors to influence and drive change when they return to their authorities. This means a missed opportunity to maximise the full value of the training offered. Officers themselves identified a similar gap in discussions with organisations such as CLOA (Chief Cultural and Leisure Officers Association).
2. The LGA is proposing that a leadership essentials for senior strategic officers pilot event is undertaken to help meet this need. The programme would be open to existing and aspiring senior leaders from councils and other key public sector partnership organisations such as trusts, with a responsibility for cultural and creative services within their local area.
3. Key Objectives:
   1. Better influence transformational change, ensuring culture is seen as part of the solution to improving outcomes for communities and individuals.
   2. Develop and enhance collaborative leadership skills using a place-based approach– focusing on strategic and collaborative leadership behaviours and co-designing and delivering transformational change.
   3. Better interaction across local systems with other service areas including public health and adults and children’s services
   4. Improve ability to work and influence at the political interface.
   5. Better articulate their impact on outcomes.
4. The programme will have a place-based approach, acknowledging the importance of systems leadership, working across traditional boundaries to bring real change to a place.
5. The LGA has a track record of running successful leadership essentials events for senior officers within the sport sector bringing together officers from councils, active partnerships and trusts to help support a truly place based approach to leadership. Following an initial pilot, over 150 senior officers have now attended the sport programme. Feedback from the events shows that 90% of delegates feel more confident to undertake their role after attending. Delegates have also gone on to build strong local networks and over 90 have attended additional leadership deep dive events focusing in more depth on topics covered in the programme, helping to build on the foundations set from the leadership essentials courses. We are confident that this level of success and engagement could be replicated and is required within the cultural sector
6. The event would be residential and take place over 2/2.5 days.

**Ongoing peer challenge support: Mentoring/coaching for heads of service**

1. Since 2016 the LGA in partnership with the Arts Council has undertaken 30 cultural and library peer challenges across the country. Recent feedback from the heads of services participating in the peer challenges shows that, although they highly valued the peer challenge process, they would benefit from further mentoring support to help develop their own skills as well as to implement recommendations from the peer challenge reports.
2. In partnership with CLOA and the considerabl3 sector knowledge of the [CLOA executive](https://cloa.org.uk/about/cloa-executive/), we would offer heads of service who participated in peer challenges the opportunity to have 3 days of mentoring/coaching support. This could take place on site or virtually via tools such as Skype to best meet the needs of the participating head of service. Alongside this CLOA would also provide free membership for the duration of the support to help connect participants to a wider cohort of peer support.
3. We are proposing that 5 councils are offered the opportunity of additional support in 20/21.

**Why the proposal is needed**

1. The positive impact that culture can have on the socio-economic growth in local areas has been increasingly recognised by councils. Councils across England, along with their partners, have competed hard in recent years to be awarded the titles of UK City of Culture, European Capital of Culture and London Borough of Culture. Councils are uniquely placed to build on community strengths and the greatest impact can be achieved through locally-led culture facilities, including museums, libraries and arts organisations.
2. There is now a clear acknowledgement of the social and economic value of the cultural sector, its ability to deliver growth and drive regeneration as well as have a positive impact in supporting the local health and wellbeing agenda of a place, which makes council’s crucial players in helping Arts Council England successfully implement its new strategy. Arts Council England’s Let’s Create strategy recognises the important role of culture in building and sustaining local communities and confirms the crucial importance of local authorities in supporting the development of local cultural provision to shape their place.
3. his proposal offers an excellent proven method to enable relevant councillors to increase their skills and knowledge to better advocate for and ensure a strong local cultural offer.

**How will we know the proposal has been successful and how will we measure this**

Leadership Essentials

1. The LGA successfully delivered two Leadership Essentials events for councillors during 2019/20, with feedback obtained from delegates via an evaluation form and flipchart notes. Feedback was strong and offered suggestions of how we could further improve the events. In designing the events listed in this proposal, we will take on board the comments made by previous delegates. After each event, we will continue to ask delegates to complete evaluation forms. This will ensure that the events continue to be delivered to a high standard and successfully, with excellent feedback received from delegates. It also allows for any issues arising with the programme to be picked up immediately after the event and resolved before any future planned programmes take place.
2. We will also use findings from the detailed 19/20 impact evaluation report to help shape the content of the programmes based on current needs for the sector.

Peer Challenges

1. All peer challenges undertaken within the 19/20 programme have received a detailed evaluation form immediately after the event to capture their initial feedback and their anticipated next steps and actions following the completion of the peer challenge. We would continue to send this evaluation out to council’s.
2. We will also undertake a further survey six months after the challenges have been completed to assess the long term impact of undertaking the peer challenges and to capture positive examples of changes that have taken place as a result of the peer challenge process.

**About the LGA**

1. The LGA is the national voice of local government. We work with over 345 councils in England, to support, promote and improve local government. We are a politically led, cross-party organisation which works on behalf of councils to ensure local government has a strong, credible voice with national government. The LGA membership represents over 20,000 councillors, which is the most of any organisation in England.
2. The LGA also has considerable experience of organising and delivering leadership events for councillors in many disciplines. Since 2011, the LGA has worked very successfully with Arts Council England to deliver 14 Leadership Essentials Culture events alongside our library and culture peer challenge offer. We are confident that we will deliver equally successful events included in this proposal.

**ANNEX A: Proposed activity costs**

All costs include the LGA Management fee (20%) but excluding VAT

| **Activity** | **Timescale** | **Cost (£)** | **Outputs/Outcomes** |
| --- | --- | --- | --- |
| Leadership Essentials Culture events for Cllrs | * Oct 20 * Feb 21 | £31,800  (£15,900 per event) | * Two successful events delivered. * At least 24 councillors attend and over 90% provide satisfactory feedback. * Councillors are equipped to lead local delivery of culture in their areas and champion innovation. |
| Leadership Essentials Culture events for Officers | * Sept 20 | £19,290 | * One successful event delivered * At least 15 officers attend and over 90% provide satisfactory feedback |
| Leadership essentials Alumni Event | * Dec 20 | £11,130 | * One successful event delivered * At least 12 alumni attend and over 90% provide satisfactory feedback |
| 3 culture peer challenges | * May 2020- March 2021 | £25,200  (£8400 per event)  Including £250 cost for ACE attendance at each event. Costs will be adjusted for any events not attended by ACE | * This funds a team of 3 specialists to visit a council and conduct an in-depth conversation with the council and partners about its cultural work, identifying scope for improvement. |
| 7 Library peer challenges | * May 2020- March 2021 | £58,800  (£8400 per event)  Including £250 cost for ACE attendance at each event. Costs will be adjusted for any events not attended by ACE | * This funds a team of 3 specialists to visit a council and conduct an in-depth conversation with the council and partners about its library work, identifying scope for improvement. |
| Peer challenge Follow up Coaching/Mentoring support | * Apr 20-Mar 20 | £7,500  (£1500 per offer) | * 5 Heads of service participate in 3 days of coaching and mentoring development |
| **Total** |  | **\*£153,720** |  |

\* - excludes vat

**ANNEX B: Breakdown of costs**

Venue figures are an estimate for 2020/21 subject to final confirmation

In the event that any of the proposed programme events are cancelled or do not take place the LGA will charge costs associated to LGA staff (shown as programme costs – LGA staff) and any cancellation fees incurred from the venue or speakers/facilitators.

In-Kind Contribution

As part of this proposal the LGA will provide an in-kind contribution to the programme of events. The contribution will be in the form of resource rather than a monetary donation. If an event is cancelled or does not take place the level of in-kind contribution will be pro-rated depending on work already undertaken.

**Leadership Essentials: Councillors – Costs per event**

Figures are based on 30 people per event –a maximum of 20 delegates plus speakers and other attendees

**Venue**

24hr delegate rate (£155 \*30) x 2 nights = £9300

Training Room hire = £500

**Total = £9800**

**Facilitator Costs**

Programme Facilitator (£650 x 3 days) = £1950

LGA Member facilitator (£300 x 3 days) = £900

**Total= £2850**

**Speakers\***

**Total = £0**

\*costs are based on speakers for the 19-20 programme

**Programme Costs - LGA Staff (claimed as part of management fee except in case of cancellation)**

Programme Support staff (£450 x 10 days) = £4500

**Total = £4500**

**Travel Expenses (facilitators, speakers, LGA staff)**

**Total = £600**

**LGA In Kind contribution**

Project support officer (5 x £450) = £2250

Political group officer (0.5 x £350) = £175

Senior Adviser (1 x £750) = £750

**Total = £3175**

**Total cost per event = £13,250**

**Total cost per event incl management fee = £15,900**

**Total LGA in Kind contribution per event = £3175**

**Leadership Essentials: Strategic Officers – Costs per event**

Figures are based on 30 people per event –a maximum of 20 delegates plus speakers and other attendees

**Venue**

24hr delegate rate (£155 \*30) x 2 nights = £9300

Training Room hire = £750 (2.5 days)

**Total = £10,050**

**Facilitator Costs**

Programme Facilitator (£650 x 3 days) = £1950

LGA Member facilitator (£300 x 3 days) = £900

**Total = £2850**

**Speakers\***

1 x 0.5 day = £325

1 x 1 day = £650

1 x 1 day (plus prep) = £1900

**Total = £2875**

\*costs are based on speakers required on similar programmes run by the LGA. Costs could vary depending on the final programme design.

**Programme Costs - LGA Staff (claimed as part of management fee except in case of cancellation)**

Programme Support Staff (£450 x 10 days) = £4500

**Total = £4500**

**Travel Expenses (facilitators, speakers, LGA staff)**

**Total = £300**

**LGA In Kind contribution**

Project support officer (5 x £450) = £2250

Political group officer (0.5 x £350) = £175

Senior Adviser (1 x £750) = £750

**Total = £3175**

**Total cost per event = £16,075**

**Total cost per event incl management fees = £19,290**

**Total LGA in Kind contribution per event = £3175**

**Leadership Essentials Alumni Event**

Figures are based on 30 people per event –a maximum of 20 delegates plus speakers and other attendees

**Venue**

24hr delegate rate (£155 \*30) = £4650

Training Room hire = £325 (1.5 days)

**Total = £4975**

**Facilitator Costs**

Programme Facilitator (£650 x 2 days) = £1300

LGA Member Facilitator (£300 x 2 days) = £600

**Total = £1900**

**Speakers/Development Costs\***

**Total = £1900**

\* Costs are based on an external specialist delivering the topic but this will be dependent on the programme of the event.

**Programme Costs - LGA Staff (claimed as part of management fee except in case of cancellation)**

Programme Support Staff (£450 x 7.5 days) = £3375

**Total = £3375**

**Travel Expenses (facilitators, speakers, LGA staff)**

**Total = £500**

**LGA In Kind contribution**

Project support officer (3 x £450) = £1350

Senior Adviser (1 x £750) = £750

**Total = £2100**

**Total cost per event = £ 9,275**

**Total cost incl management fees = £11,130**

**Total LGA in Kind contribution per event = £2100**

**Library/ Culture Peer Challenges**

**Total costs:**

Cost of event: £6750

Cost of ACE Attendance: £250

**Total (including 20% management fee) = £8400**

**Peer challenge cost breakdown**

|  |  |  |
| --- | --- | --- |
| **Input from LGA:** | **Days** | **Cost** |
| LGA Adviser (Grade 5) - programme management and co-ordination (includes: receiving the initial enquiry from an authority and engagement to get agreement, scoping meeting, briefing/liaison with peer challenge manager, follow up meeting) | 2 days at £450.00 | £900.00 |
| LGA Principal Adviser (Grade 9) - regional context, guidance and sharing of relevant intelligence and information about the council | 0.5 days at £890.00 | £445.00 |
| LGA Peer Challenge Manager (cohort manager) (includes: preparation liaison with council, briefing peers and council, process management pre-onsite, onsite, post-onsite, writing report) | 6 days at £400.00 | £2,400.00 |
| LGA Peer Placement Officer (Grade 5) – (includes: identifying and contacting officer peers, updating peer records) | 1 day at £450.00 | £450.00 |
| LGA Project Support Officer (Grade 3) (raising POs, hotel bookings, admin email, maintaining project records, processing expenses claims) | 1.5 days at £320.00 | £480.00 |
| LGA Political Group Office input – includes identifying and engagement of political peers | 0.5 days at £320.00 | £160.00 |
| **Input from Peers:** |  |  |
| Member Peer (pre-reading and prep, engagement onsite, contribution to feedback presentation, comment on draft report) | 3 days at £300.00 | £900.00 |
| Officer Peer (pre-reading and prep, contact with council officer, engagement onsite, contribution to feedback presentation, comment on draft report) | 4 days at £00.00 | £00.00 |
| **Expenses (variable):** |  |  |
| Peer team expenses for preparation and on-site (travel, meals, hotel, etc.) | £900.00 (estimated) | |

**Peer Challenge Ongoing Support – Mentoring/Coaching**

**Mentoring/Coaching Support**

3 days of specialist support per head of service = £1500

**Total = £1500**

**LGA Programme Support (claimed as part of management fee except in case of cancellation)**

Project Support Officer (1 day x £450) = £450

**Total = £450**

**CLOA In Kind Support**

CLOA Annual Membership = £150

**Total cost per event = £1500**

**Total cost incl management fees = £1800**

**Total CLOA in kind contribution per event = £150**