

## End of Year Review and Priorities for 2014/15

### Purpose

For discussion and direction / for decision.

### Summary

This report reviews the Board's achievements over the last year and sets out proposals for the Board's priorities and key areas of work for the coming year. Subject to discussion and members' views, officers will develop a work programme to deliver these priorities for discussion and agreement at the first meeting of the new Board cycle in September.

### Recommendation/s

Members are invited to comment on the outline work programme in paragraphs **14 – 40** and officers will develop a work programme to deliver these priorities for the September Board.

### Action/s

To be taken forward by officers as directed by Members.

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## **End of Year Review and Priorities for 2014/15**

### **Introduction**

1. The purpose of this report is to facilitate an early discussion about the focus and priority areas of work for the coming year. The Board's aim is to lead the agenda for local government on the key challenges and issues within its remit and support the overall objectives of the LGA as set out in the 2014/15 Business Plan.
2. It is important that the work programme is focussed on a defined set of priorities on which we can deliver significant impact and demonstrate value to councils. We currently believe that the projects below can be delivered within available resources.
3. The paper suggests an overall focus on supporting councils to lever their investment in culture, tourism and sport to maximise growth, transform places and tackle costly pressures to the public purse, such as poor health and inactivity.
4. We suggest an outline work programme on the following priorities:
  - 4.1 Transforming places through culture, tourism and sport;
  - 4.2 Improvement activity;
  - 4.3 Relationships; and
  - 4.4 Culture, tourism and sport conference

### **2013/14 Achievements**

5. For the last year, the LGA's Culture, Tourism and Sport Board has focussed on the links between culture, sport, planning and growth, supporting councils to make the most of their cultural, sporting and heritage assets to boost the economy and drive up the value of places. The Board's work has helped to progress a number of proposals in the *Re-wiring Public Services* campaign, especially in relation to growth.
6. Building on the success of our arts and growth campaign, the LGA has continued to shape the national political agenda on culture, tourism and sport. From Sir Terry Farrell's review of good design to Lord Coe's *Moving More, Living More* legacy campaign, and William Sieghart's continuing review of public libraries, we have ensured that the role of local government is fully reflected in the independent policy reviews commissioned by the Department for Culture, Media and Sport (DCMS) over the past year. In particular, it was very encouraging that the Farrell Review final report reflected most of the points from our written evidence with its emphasis on locally-led planning.
7. The Board has kept the visitor economy high up on the LGA's and Ministers' agendas with the LGA Chairman and Culture Board Chair meeting the Chairman and Chief Executive of VisitEngland. We have jointly pursued a number of areas of mutual interest, including strengthening local political leadership, improving productivity and supporting destination management organisations. The Board Chair also highlighted the role of councils in growing the visitor economy to the new tourism Minister.

8. We have continued to support councils on the issues that matter the most to them. In particular, through Local Partnerships and the LGA's productivity team, we have provided practical assistance to councils on superfast broadband. The Board has also kept up the pressure on government to address the challenges that councils are facing with the rollout. For example, the senior DCMS official responsible for broadband attended the November Board, and following that was able to offer assistance to a number of councils.
9. Through our extensive culture and sport improvement offer, over the last year we have supported nearly 150 portfolio holders to lead transformational change through leadership seminars and peer support. This activity is delivered in partnership with Arts Council England and Sport England.
10. Over 170 delegates attended the LGA's annual culture, tourism and sport conference in Portsmouth on 3<sup>rd</sup> and 4<sup>th</sup> March 2014, organised in partnership with the Chief Cultural and Leisure Officers' Association. This was the highest number of delegates in recent years, and for the first time the Secretary of State for Culture and the chairs of VisitEngland, Arts Council England, Sport England and English Heritage all delivered plenary speeches.
11. The former Secretary of State was fulsome in her recognition of local government's investment in and leadership of culture, tourism and sport. All of the agency Chairs made open and positive offers to engage with councils who are facing very tough funding decisions. This reflects the strong relationship that the Board has with the agency Chairs. This was crucial in influencing ACE's governance review and ensuring that councillors continued to have a strong voice in the new arrangements, reflecting the importance of local investment in the arts.
12. In response to English Heritage's consultation on a "New Model" that would split its regulatory and planning functions from looking after the properties in the national heritage collection, the Board developed a compelling vision for supporting local historic environment services. This was set out in a joint publication with English Heritage. We highlighted how strong local political leadership, professional conservation advice organised efficiently and operating at a strategic level in the council, and national advice and protection exercised in close collaboration with councils, was crucial to making the most of local heritage assets. The publication also shared new examples about councils' innovative and more efficient approaches to conservation services, such as sharing expert resource across a number of councils.

13. The table below summarises the Board's other main achievements in 2013/14, against that year's Business Plan priorities.

<b>2013/14 Business Plan Priority</b>	<b>What we delivered</b>	<b>Impact</b>
Councils drive tourism and the visitor economy	<ul style="list-style-type: none"> <li>• Maintained positive dialogue with Chair of VisitEngland and represented local government at VisitEngland's Strategic Industry Advisory group.</li> <li>• Launched a new heritage publication that highlighted the economic value of heritage-led tourism.</li> <li>• Local government representation on the Magna Carta Towns and Cities Group.</li> <li>• Embedded the visitor economy into the LGA's wider work on growth, skills and proportionate regulation.</li> </ul>	<ul style="list-style-type: none"> <li>• Secured Ministers' recognition of the role of councils in addressing the productivity challenge facing the visitor economy.</li> <li>• Provided practical support to portfolio holders in their leadership role on the visitor economy.</li> <li>• Promoted greater understanding amongst tourism businesses about the positive leadership role councils play in the visitor economy and the benefits of joining-up destination management arrangements with a place's wider economic strategy.</li> <li>• The Culture Secretary of State's recent keynote speech referenced two of the LGA's arts and growth case studies and reinforced the economic value of the visitor economy.</li> </ul>
Support councils on broadband	<ul style="list-style-type: none"> <li>• Practical support for councils through Lead Partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• Councils benefitted from practical support on key implementation issues, including procurement, in-contract controls and links to wider digital and transformation work.</li> </ul>
Sector-led improvement programme in cultural services	<ul style="list-style-type: none"> <li>• Two sport leadership academies</li> <li>• Two sport peer challenges</li> <li>• Two library seminars</li> <li>• Two culture leadership academies</li> <li>• Museums peer support for three councils</li> <li>• One heritage seminar</li> <li>• Libraries peer support for three councils</li> </ul>	<ul style="list-style-type: none"> <li>• Our improvement activity engaged nearly 150 portfolio holders.</li> <li>• Feedback from councillors was excellent, with over 90% of leadership seminar attendees agreeing that the support was beneficial to them in carrying out their leadership functions more effectively in the future.</li> <li>• 100% of councils benefitting from peer challenge agreeing</li> </ul>

2013/14 Business Plan Priority	What we delivered	Impact
	<ul style="list-style-type: none"> <li>Published a First World War resource on the LGA, signposting councils to funding sources and sharing case studies.</li> </ul>	<p>that their experience was good or very good.</p> <ul style="list-style-type: none"> <li>The First World War resource is one of the most popular web pages on the LGA website.</li> </ul>
Relationships	<ul style="list-style-type: none"> <li>The CTS Chair has continued to meet regularly with Ministers and agency chairs.</li> </ul>	<ul style="list-style-type: none"> <li>The former Secretary of State of Culture and Chairs of Arts Council England, Sport England, VisitEngland and English Heritage all spoke at annual CTS Conference.</li> <li>LGA positions reflected in the government's independent policy reviews.</li> </ul>

#### **Proposed focus for Board work programme in 2014/15**

14. The Board has a powerful role to play in delivering the LGA's priorities set out in the Business Plan 2014/15 and taking forward the next phase of the *Rewiring Public Services* campaign. The Business Plan includes specific objectives within the Board's remit as follows:
  - 14.1 **Councils have the necessary levers to maximise the impact of their culture services as drivers of growth** – we will support councils in linking culture, planning and the visitor economy to build the heritage of the future.
  - 14.2 **Culture and sport sector led improvement** – to support councils with developing, implementing and sharing innovative approaches to challenges facing local culture and sport provision. Funded by Arts Council England and Sport England.
15. At the Lead Member meeting on 19 June, Members suggested that the Board should develop further how a whole place approach to leading culture, tourism and sport can transform places through stronger growth. They emphasised the need to make a clear and specific offer to government about what councils can do to help achieve shared priorities.
16. To ensure that the Board influences government policy and supports councils on this overarching theme, Members are invited to discuss the following outline work programme and to consider whether or not the balance between the different elements is right.
17. Lead Members also agreed that the People and Places Board, which represents non-Metropolitan areas, should have overall policy responsibility for broadband, keeping the CTS Board fully informed. This was in recognition of the particular challenges with the rural rollout and the advantage of linking broadband to the People and Places Board's wider work on planning, growth and infrastructure.

### **Transforming places through culture, tourism and sport**

18. This would include a focus on the following five issues, and it is suggested that the work programme sets out a plan to produce one product every quarter in support of the transformation theme. This will include a mixture of publications, learning products for councils, media releases and events.

#### Councils' leadership role and the transformative potential of culture

19. Reflecting our early engagement with the new Secretary of State, and the need to develop our offer to an incoming government, it is suggested that an early priority for the Board is to develop further our overarching narrative on culture, which in turn would underpin all of next year's work and our conversations with Ministers and the national agency chairs.
20. For example, we might want to emphasise more how councils are leveraging their £2.8 billion annual investment in culture, tourism and sport to maximise growth, transform places and tackle costly pressures, especially poor health and inactivity. We might also want to show through impactful case studies how councils are responding to budget pressures by going beyond efficiency savings and developing radical new ways of working.
21. In terms of our offer to Ministers and an incoming government, we have a strong pitch to make around councils convening powerful local conversations to ensure that investment in culture is directed to the front line, to what people really want and to help unlock growth and transform places.
22. This is powerfully illustrated by the culture and heritage-led transformation of Buxton into a high value destination. High Peak Borough and Derbyshire County's leadership brought together residents, business, local cultural organisations, architects and so on to develop and implement a shared vision of a place really worth living in and visiting.

#### Arts Funding

23. It is suggested that an early priority for the Board will be to develop the LGA's response to the debate about the geographic spread of arts funding. Drawing upon the results of the latest Arts Development UK funding survey, and new case studies, it is suggested that we demonstrate how councils and the local arts projects that councils fund and support are achieving extensive audience reach, as well as developing practical policy proposals to discuss with Ministers and ACE about how funders might further spread arts investment around the whole country. This might also be a topic for debate at the annual CTS Conference.

### Public Libraries

24. William Sieghart will publish his review of public libraries at the end of the year and it will help to set the public discourse on library policy ahead of the general election. Building upon Lead Members' positive engagement with the review, it is suggested that through oral evidence and continued dialogue with the Review Team, the Board aims to secure recommendations that recognise the local accountability of public libraries, emphasises the importance of supporting libraries to be relevant to as many people as possible and that builds on existing good practice in the locally-led service. In particular, Members will want to explore further Mr. Sieghart's suggestion (in an article for First magazine – attached at **Annex B** to Item 7) for a new national virtual network to help libraries achieve economies of scale on things like digital infrastructure and support the sharing of good practice – the latter potentially duplicates the work of the LGA and other organisations already active in the libraries space.

### Visitor economy and historic anniversaries

25. The visitor economy is the fifth largest industrial sector in the UK and one of the few experiencing strong growth - it accounts for £90 billion direct spend each year, contains over 200,000 businesses and provides 4.4% of the nation's jobs. However, with less than 40% of our total holiday spend on domestic tourism, it is also a potential area for growth by improving productivity through a higher value offer that persuades people to stay longer and spend more in destinations. It is suggested that next year's work programme proposes actions to drive further growth through:

26. Persuading domestic visitors to spend more and stay longer in destinations – in particular converting day visits into overnight stays; and

27. Re-balancing the English visitor economy by encouraging more inbound visitors to London to extend their stay and visit other destinations around the country.

28. This might include a focus on skills, quality of the experience and place and welcome. It is likely to involve joint working with other Boards as the LGA's wider advocacy of further devolution of growth funding and localisation of skills policy will help to ensure that councils have the levers they need to address the productivity challenge in the visitor economy.

29. It is also suggested that we continue to support councils to involve communities in the First World War centenary commemorations and the 800<sup>th</sup> anniversary of Magna Carta in 2015 through sharing latest information about funding sources and case studies in the CTS bulletin.

### Physical activity and legacy

30. Building on the LGA's recent call for more investment in grassroots football, it is suggested that next year the Board continues to actively support Lord Coe's *Move More Living More* physical activity campaign. In particular, it is suggested that the Board continues to work with UK Active and Public Health England to convene conversations around the country between local decision-makers, health, sports clubs, industry, the

voluntary sector and so on to embed legacy locally and strengthen further links with health. This project will be taken forward in partnership with the Community Wellbeing Board.

### **Improvement support for councillors**

31. Councils are at the forefront of transforming the delivery of culture, sport and heritage in response to budget reductions and in turn this is transforming places. For example, co-location of services, commissioning services from the independent and private sectors, rationalising the public estate and sharing services with other councils.
32. Over the last three years the LGA has developed a highly-regarded culture and sport improvement offer that enables councillors to access good practice, share ideas and develop collaborative working in order to lead the service transformation that is required to meet financial challenges and grasp the wider opportunities of public service reform for the culture and sport sector. Much of this activity is delivered in partnership with the DCMS agencies. We expect continued high demand for improvement support next year.
33. Lead Members have agreed a programme of improvement activity (**Annex A**) for 2014/15 that will enable the Board to reach around 150 councillors through leadership academies, seminars, action learning sets and the annual conference. Topics covered will include libraries, culture (including museums, the arts and the visitor economy) and sport. The programmes for the improvement events will be updated and refreshed to reflect the Board's priorities and latest policy developments.

### **Relationships**

34. The CTS Board maintains a series of key relationships that help to ensure the LGA is able to effectively represent councils' interests to Ministers and national agencies in order to positively influence the national policy agenda, and form effective alliances with other organisations that can help the Board to achieve its priorities. These relationships were key to the LGA's ability to influence the various policy reviews last year.
35. DCMS - it is suggested that the Board builds upon the LGA Chairman's positive introductory meeting with the new Secretary of State to seek a further meeting by the end of the calendar year. We will also continue regular dialogue with the Culture and Sport Ministers.
36. Non-Departmental Public Bodies - it is suggested that the Board maintains its very positive relationships with the Chairs and Chief Executives of Arts Council England, English Heritage, Sport England and VisitEngland. The Board's work on maximising the potential of culture, heritage and sport to transform places offers a natural focus for this. Lead Members are also keen to pursue the conversation started at last year's annual conference on the contribution of culture, tourism and sport to a shared story and identity, and what this might mean for funding patterns. We should seek to make the most of opportunities for joint work where there is a good fit with our priorities, such as improvement events.



37. Culture and sport professional organisations - the Board has continued to work closely with the Society of Chief Librarians (SCL). It is suggested that we continue joint advocacy on key issues for public libraries, including the impact of Universal Credit, professional skills and involving communities. The Chair of CLOA continues to sit on the CTS Board and in the context of the LGA's own capacity it is even more important that our advocacy work is informed by robust intelligence from professionals working on the ground. The National Culture and Leisure Forum will continue to be a key group for accessing other professional networks in one place.
38. Other LGA Boards – Lead Members have already said that they are very keen to continue cross-Board working on shared priorities. In particular, with the Children and Young People's Board on school sport and the Hidden Talents Campaign, where there is an opportunity to highlight the unique ability of apprenticeships in the arts, creative industries and sport to engage and reach young people.

### **2015 Culture, Tourism and Sport Conference**

39. The LGA's annual Culture, Tourism and Sport conference continues to be the definitive event for councillors and senior officers leading local government culture, tourism and sport services. Next year's conference will be in Durham 3 – 4 March, which is very timely given the city's central role in the Magna 800<sup>th</sup> anniversary celebrations. It is suggested that we should aim to attract at least the same number of delegates and exhibitors, and to repeat the success of the 2014 conference when we created real momentum around influencing government and national agencies.
40. It is also inevitable that the sector will look to the Board for leadership on a number of significant issues that will be topical over the next year.

**Annex A – 2014/15 Culture, Tourism and Sport Improvement Programme**

<b>Activity</b>	<b>When</b>	<b>Outcome</b>
Libraries seminar	<ul style="list-style-type: none"> <li>• 18 September, new Manchester Central Library</li> <li>• Early 2015</li> </ul>	40 library portfolios supported to lead transformational change
Three libraries mini-peer challenge	Between September and February 2015 – deadline for expressions of interest is 18 July	Three councils, or groups of councils, benefit from bespoke external challenge to help address key local issues facing the library service.
Culture Leadership Essentials Programme	<ul style="list-style-type: none"> <li>• 4 -5 November</li> <li>• 4 -5 December</li> </ul>	35 culture portfolio holders supported to lead transformational change
Sport Leadership Essentials Programme	<ul style="list-style-type: none"> <li>• 4 -5 October (London)</li> <li>• 15 – 16 October</li> <li>• February 2015</li> <li>• Programme of Member support events to spread learning around the country – provisionally three (North, South and Central)</li> </ul>	75 sport portfolio holders supported to lead transformational change
Heritage, growth and new delivery models <ul style="list-style-type: none"> <li>• LGA session at English Heritage annual conference</li> <li>• Joint seminar</li> </ul>	<ul style="list-style-type: none"> <li>• November</li> <li>• January 2015</li> </ul>	50 heritage portfolio holders and heritage champions supported to develop new deliver models and put heritage central to boosting growth.

The above is delivered in partnership with Arts Council, Sport England and English Heritage.