

Taking the lead

Self-regulation and improvement in culture, tourism and sport



“The culture, tourism and sport sector is pioneering new models of service delivery in tough times. The Local Government Association is committed to supporting councils to capture and share innovation to drive bottom-up change.”

Councillor Chris White, Chair, Culture, Tourism and Sport Board

Taking the lead

Following our successful campaign to reduce the £2 billion burden of inspection and national targets on councils, and in consultation with the sector, the Local Government Association (LGA) has published an approach to how self-improvement will work in practice. The principles underlying 'Taking the lead' are that:

- councils are responsible for their own performance
- stronger accountability to local people drives further improvement
- councils have a collective responsibility for performance in the sector as a whole
- the role of the LGA is to provide support and assistance.

This leaflet sets out how the LGA is supporting members and officers to lead self-regulation and improvement in the culture, tourism and sport sector.

Responding to a new landscape in culture, tourism and sport

The improvement offer outlined in this leaflet builds upon 'A Passion for Excellence', the national culture and sport improvement programme delivered through a partnership which ended in March 2011 after six years, including the LGA, Department for Culture, Media and Sport, Arts Council, Museums, Libraries and Archives Council (MLA), Sport England and English Heritage.

The culture, tourism and sport landscape is significantly different now. In common with all council services, the services we lead are adapting and making significant savings. Our 2011/12 improvement offer has been shaped by consultation with councils which identified the following factors:

New models of service delivery – the culture, tourism and sport sector has pioneered the use of social enterprise and trust models to find more efficient ways of delivering services.

A place-based approach to investing in culture, tourism and sport – councils are developing new ways of spending money locally on culture, tourism and sport.

Local improvement networks – in some parts of the country, councils and partners have developed local networks to drive self-regulation, improvement and efficiency in culture, tourism and sport.

A changing nationally-funded improvement landscape – the MLA is being wound down. Its responsibilities for museums and libraries transferred to the Arts Council in October 2011. The national leadership role for the archives sector transferred to The National Archives from October 2011.

Strategic commissioning – culture and sport services are increasingly becoming providers of services commissioned by others, and commissioning others to deliver on their behalf.

Our offer

The LGA offers a wide range of programmes and tools to help councils tackle their challenges and take advantage of new opportunities for culture, tourism and sport.

Some of these have been developed in response to the need to modernise specific services and improve efficiency, often in partnership with other public bodies.

Libraries

The Future Libraries Programme (FLP) supported over 30 library authorities to find new and more efficient ways to deliver library services. Our new partnership with Arts Council England will build on the learning from the first phase and disseminate it as widely as possible. It will also bring together the innovation taking place elsewhere, to create a practical and sustainable model of a modern and efficient library service that can contribute effectively to delivering better outcomes for individuals and communities.

2012 Olympic and Paralympic Games and sport

We are supporting councils to maximise the wider social, cultural and economic benefits from the 2012 Games through a national network of officers responsible for the Games in their area. We are also working with Sport England on a member leadership programme to support portfolio holders with responsibility for sport to position the services within the localism agenda and the new public health landscape.

Historic environment

We are working with English Heritage and sector partners to help local historic environment conservation services adapt, modernise and continue to improve through a time of budget reductions and shifting priorities. The programme is supporting five pilot areas. In Phase 2 we will share the learning with other areas through a publication, events, online resources and peer-to-peer contact.

Museums and archives

Arts Council England is re-designing the £43.4 million Renaissance programme which will be a major funding source for local museums improvement. We are helping to shape the programme so that there are locally-appropriate solutions for improving performance. With The National Archives, we are collaborating on an archival accreditation scheme, a revision of 'Archives for the 21st Century' and sharing examples of new business models for the delivery of archive services.

Digital inclusion and superfast broadband

The Government is investing £530 million in superfast broadband infrastructure where it is not commercially viable. We are working with Broadband Delivery UK (BDUK) to support councils to develop a local broadband plan (the first stage in accessing the funding) and to procure broadband infrastructure.

The Visitor economy

Discussions are taking place with VisitEngland to consider how they may wish to get involved with joint improvement activity. This will focus on how best to help councils use the benefits of tourism to improve place and generate improved economic and social outcomes in the new visitor economy landscape.

Arts

We will work with Arts Council England as it implements the National Portfolio Funding programme, specifically around supporting funded organisations to meet the needs of their communities and contribute to local priorities. We will also explore ways in which councils can improve the commissioning environment for the arts, and work with the new 'bridge' organisations to build links between arts organisations and children's services.



We also offer generic tools which can be used to support improvement across our sector. These include:

Leadership support for political and managerial leaders

- We will continue to run leadership academies on the topics that you've told us are the most important. This year we are running member events covering sport and libraries.
- We are working with the Chief Culture and Leisure Officers Association (CLOA) and the National Culture Forum to support professionals to have the skills they need to modernise culture, tourism and sport services in tough times.
- We will work with English Heritage to provide further support to Heritage Champions.

Peer support

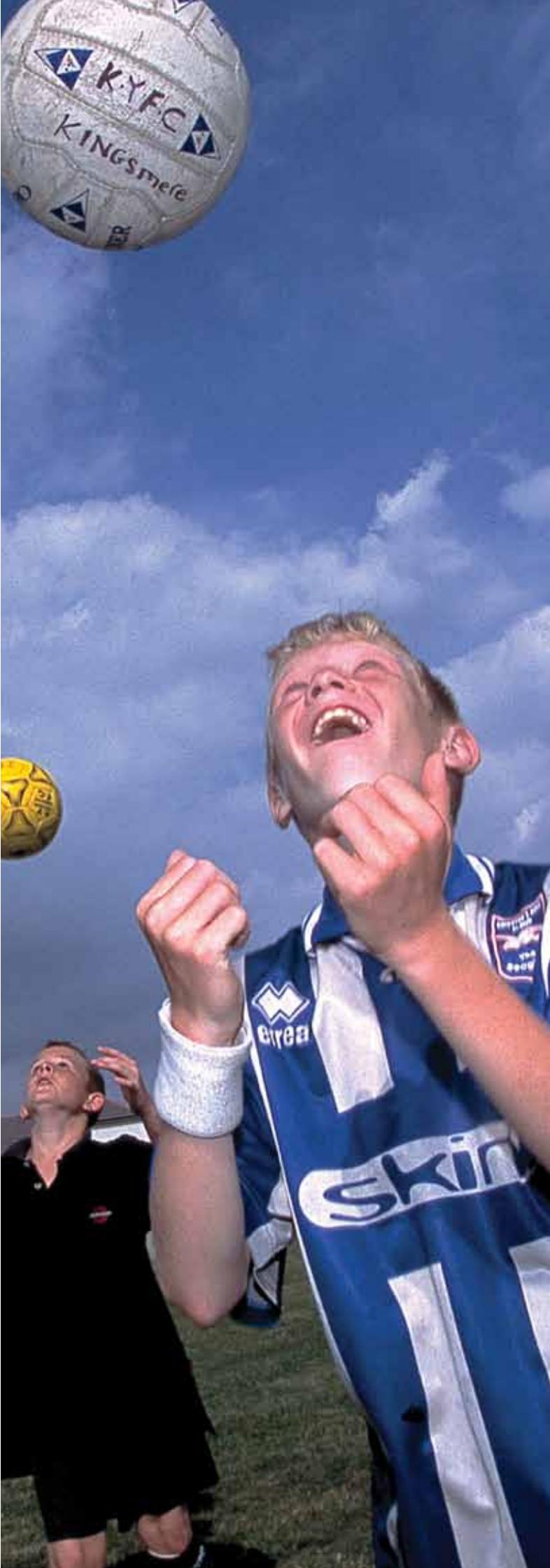
- We are offering a free peer challenge to all councils, in the three-year period from April 2011. Councils can choose what this focuses on, although there will be a small core component around leadership and corporate capacity.
www.local.gov.uk/peer-challenges
- We also have some resources to support specific peer support in culture, tourism and sport. Please let us know if you are interested in finding out more.
- The Culture and Sport Improvement Toolkit enables councils to carry out their own self-assessment, and can be used as the basis of a peer challenge. The Toolkit has recently been updated to reflect the new landscape and is simpler to use.

Learning tools and networks to share good practice and provide timely support

- The Outcomes Framework is a tool to help councils position the contribution of culture and sport to a council's corporate priorities.
- We produce publications on key issues for our sector, such as strategic commissioning.
- Budget pressures mean there is uncertainty about the future of local culture and sport improvement networks, which are enabling a shared approach to improvement in some parts of the country. We are working with the networks and CLOA to develop sustainable models that can be adopted across the country.
- The annual Culture, Tourism and Sport conference is on 7/8 March 2012 in Cardiff and gives members and officers access to cutting edge thinking in our sector.

Data and transparency

- Through Knowledge Hub we will give councils access to up-to-date information, tools and examples of good practice to support councils with sector-led improvement.
- The DCMS CASE project gives councils access to key culture and sport data.
<http://tinyurl.com/6khlere>



To find out more about our service-specific programmes and the improvement tools outlined here, plus links to other useful information, please visit www.local.gov.uk/culture-tourism-and-sport or email cts@local.gov.uk

To find out more about 'Taking the lead' and the LGA's seven point support offer please visit: www.local.gov.uk/taking-the-lead

Keep in touch

Email us at cts@local.gov.uk to sign up to receive our monthly culture, tourism and sport e-bulletin, or our dedicated 2012 Games e-bulletin.

Please also let us know your good practice examples or if you'd like support in addressing any issues.



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