

Item No. 8.	Classification: Open	Date: 21 March 2017	Meeting Name: Cabinet
Report title:		Cultural Strategy Refresh - 'Creative Southwark 2017 to 2022'	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Johnson Situ, Business, Culture and Social Regeneration	

FOREWORD – COUNCILLOR JOHNSON SITU, CABINET MEMBER FOR BUSINESS, CULTURE AND SOCIAL REGENERATION

The London Borough of Southwark has always been a centre of creative excellence with a vast cultural footprint that sets it on the international stage. All the way from its docks and bridges lining the River Thames, down to its greener edges in the south, there are world-class galleries, museums, colleges, and community libraries with busy events calendars. We are home to makers and creators, film sets and festivals, spaces and studios. The people living, working and studying in Southwark, and our growing visitor numbers, all contribute to this diverse, unrivalled cultural landscape.

Why, then, do we need this strategy? It is precisely because of Southwark's rich cultural and creative heritage that we have a strategy. Times are changing, and as with London and the rest of the UK, the borough is facing a new and ever-shifting set of social and financial challenges.

Examination of these challenges for the cultural and creative sector and the impact of regeneration in the borough have shaped this strategy as a response. Heralding unprecedented levels of co-operation and integration, our aim is to embed culture within our everyday priorities, developing a consistent cross-council approach to culture. It is a framework for us to work with stakeholders and partners across the borough to understand, promote and secure Southwark's cultural and creative landscape for now and for future generations.

With the aim of advancing access for all of Southwark's residents to the wealth of culture on their doorsteps, the borough's children to be able to consider a sustainable career in the arts, this strategy looks at ways of maximising on a strong creative economy through support for businesses and the growing night-time and digital economies. All this is underpinned by the vital recognition and protection of the strong sense of place, often driven by an area's artistic and cultural output, felt across the borough from Elephant and Castle to Peckham Rye.

What follows is a celebration of Southwark's cultural prosperity and a way for us to fully embrace the challenges ahead. "The source of art is in the life of a people" reads the marquetry floor design in the South London Gallery, founded in 1891 in Camberwell: the approach, aims and ambitions of this strategy looks to uphold this maxim. By recognising there is strength in sharing and exchanging our cultural experiences and heritage, we can safeguard the creative future for everyone in Southwark.

RECOMMENDATION

1. That cabinet agree to the proposed Cultural Strategy 'Creative Southwark 2017 to 2022.'

INTRODUCTION

2. Southwark can be rightly proud of its long standing role as a cultural centre for London, from its rich heritage to modern day ground breaking creative industries, from internationally renowned major institutions such as the Tate Modern and Shakespeare's Globe, to the grassroots community based arts organisations there are opportunities to enrich lives across the borough. It has also been home to very important events such as the sailing of the Mayflower from Rotherhithe in 1620 to the opening of Britain's tallest building in 2012.
3. Today Southwark attracts a vibrant creative cultural community who want to live, work, study and set up businesses here. This cultural strategy celebrates this richness and diversity and sets the framework by which culture can be supported to thrive, grow and continue to make Southwark the unique place that it is.
4. In 2013 Southwark Council published a cultural strategy to cover the period from 2013 to 2018. The strategy was developed in partnership with cultural organisations from across the borough, representing all forms of visual and performing arts, and including partners from large employers to sole traders.
5. The consultation for this cultural strategy focused on the council's role as a deliverer of cultural activities and as a facilitator between the cultural sector and the council. The strategy was approved by the Cabinet on Tuesday 16 July 2013.
6. The original strategy was grouped in five cross cutting themes:
 - Communicating, connecting and navigating
 - Platforms, places and spaces
 - Creativity, quality and innovation
 - Resilience and sustainability
 - People and audiences
7. The cultural sector is one of the fastest growing sectors in the economy and the role of the Local Authority is also changing, not least funding and external grant reductions across the public sector. Southwark as a place also continues to change at an astonishing pace and new opportunity areas have come forward that means it is an appropriate time to review and refocus the strategy. Increasingly the Council sees its role as broker and enabler, supporting the cultural enrichment of the borough through effective partnerships and exploiting the opportunities available through regeneration and growth.
8. In 2015 a mid-term review of progress of the strategy was conducted with the sector. Sixty representatives participated, and this served as a point at which to benchmark the actions taken to date, and develop a direction of travel for the duration of the strategy. Over four years strong progress has been made against many of those targets and this strategy captures some of those successes.

9. The Cultural Strategy (see Appendix 1) aims to:
- Ensure that Southwark continues to be a borough for cultural excellence.
 - Embed a cross-council and partner approach to culture
 - Ensure that cultural priorities are reflected in emerging plans and strategies, including the new Southwark Plan
 - Further align the strategy to the Fairer Future Promises.
 - Protect, preserve and grow our cultural venues, spaces and provision
 - Ensure our cultural sector is resilient in the changing financial and political climate
 - Support the economic prosperity of the borough, including the night time economy.
 - Enable all of our diverse community to have access to cultural opportunities
 - Collect, conserve and celebrate our local history for future generations.
10. The strategy delivers against a number of the Fairer Future Promises which are:
- Promise 1 – Value for Money – By providing best use of the resources available to the council
 - Promise 7 – Safer Communities – By bringing communities together to celebrate and share experiences
 - Promise 8- Education, Employment and Training – We will guarantee education, employment or training for every school leaver, support 5,000 more local people into jobs and create 2,000 new apprenticeships.
 - Promise 9 – Revitalised Neighbourhoods – By animating public spaces and bringing communities together.
 - Promise 10 – Age Friendly Borough – By ensuring everyone has access to cultural opportunities.

BACKGROUND INFORMATION

11. The current cultural strategy has delivered real change. Additional studio provision has been secured; including Hotel Elephant on Spare Street which was the result of a creative industry provider working with the council and the Greater London Authority. Studio provision has been protected for Southwark Studios and the Drawing Room on the Rich Estate, Bermondsey at below market rent for a further 35 years through a Section 106 agreement.
12. Growth and security of tenure has been achieved for the performing arts, with seven new theatres opening either through refurbishment or new companies opening. In 2016 the council ensured that through Section 106, Theatre Peckham gained a fit for purpose building.
13. The release of existing council property for meanwhile use has created significant opportunities for cultural organisations. This includes the former Wells Way Library, which was let to two companies who have undertaken a range of programmes for community benefit and also the multi story car park in Peckham, which, it is anticipated will lead to the creation of over 600 jobs.
14. A new on line heritage portal has launched and makes public thousands of images from our Southwark art and artefact collections telling stories and histories. The site's social media functions have created a new and growing

online audience.

15. Southwark continues to deliver and commission an exciting events programme across the borough including; Black History Month, the libraries summer reading challenge, poetry festival and the annual fireworks celebration in Southwark Park.
16. In addition Southwark continues to directly fund arts organisations in the borough who deliver cultural programmes and ensure access to all of Southwark's communities.

Consultation 2016-17

17. A number of consultation methods were used to engage with residents, key partner organisations and stakeholders. An e-survey was circulated via council databases and through partners seeking feedback on the key issues for the sector. The research with the sector indicates that there has not been a change in the requirements of the sector, and that concern around financial stability, premises, and needs around skills and networking are still predominant. (See appendix 2)
18. In addition focus groups were held with a cross section of external partners and officers to discuss emerging themes of :
 - Equality, diversity and widening opportunities
 - Business, employment and training
 - Libraries and heritage provision
19. In order to continue the excellent cross council working, internal workshops were held with:
 - Local Economy, Regeneration, Planning and Property
 - Events & Arts, Libraries & Heritage, Parks & Leisure and Communications
 - Education, Youth & Play, Community Engagement and Public Health
20. One of the key areas of research was to know more about the engagement of our residents with culture. The Audience Agency was appointed to design and undertake an in-depth face to face survey. Over 264 residents participated across 60 hours of fieldwork at a selection of Southwark libraries across a range of days and times. Libraries were chosen for the face to face interviews because of their close match to the demographic profile of the borough. It was also circulated as an e-survey via council databases and partners. (See appendix 3)
21. Of the 264 individuals responding, the demographic profile of respondents closely matched those of Southwark residents as a whole. The research carried out by the Audience Agency with our residents showed that there is an appetite to engage more with cultural activities, both in terms of attendance and participation. The main barriers to taking part or attending more cultural activities identified were, knowing what's on, followed by affordability, and having someone to go with.
22. The levels of attendance and participation were found to be relatively high amongst the respondents, across a broad range of cultural activities, indicating regular if not frequent cultural engagement both inside and outside of Southwark.

23. The respondents' level of interest in cultural activities was also high, particularly in comparison to interest in other leisure activities such as taking part or watching sports, and DIY or gardening.
24. The three activities showing the highest levels of engagement were; going to the cinema, visiting a museum or heritage site, and attending a visual art exhibition or event.

KEY ISSUES FOR CONSIDERATION

25. The reduction in funding for local government in the past four years has placed pressure on all council services and activities, including cultural ones. However Southwark recognises the significant part that cultural access and the creative industries plays and will increasingly play to residents. There continues to be strong investment in cultural places and spaces and also a clear recognition of the value in culture at the heart of social regeneration. Future priorities lie in embedding culture in all aspects of the regeneration of the borough and brokering relationships and partnerships to enable the sector to become resilient and prosper. There is an astonishing wealth of provision in Southwark, but the challenge remains to ensure that all our residents are able to access this cultural provision.
26. The growth in the price of commercial and housing property also impacts the creative economy, both in terms of affordable premises to operate from, but, also in terms of access to a local workforce. Significantly at risk are cultural assets which are in decline in London, including music venues, LGBTQI venues and artists studios. Southwark has worked hard to ensure that new creative spaces are affordable and that existing cultural organisations are not left behind with the growth and development across the borough. Paragraphs 11 to 13 above highlight some of the major successes in this area and the focus will remain during the life of this strategy.
27. The creative economy is a major growth area for the UK. At the time of writing this strategy, one in 11 of all UK jobs is in the creative economy.
28. Recent changes in education policy (the decision not to include arts in the EBACC English Baccalaureate) are expected to further exacerbate the skills gap for the creative industries, where a principal concern of employers is that there is a lack of suitable skills for the jobs available.
29. It is expected that the borough population will grow by up to 15% from the current 307,000 residents. The role of the creative sector will continue to grow, as key part of the economy creating and sustaining jobs and skills, as a bridge to bring existing and new communities together, as a way for people to participate as engaged citizens, as a way to improve peoples health and well being, especially mental health and as a catalyst for regeneration.

Support to wider plans and strategies

30. The Cultural Strategy in Southwark supports the following key council plans, statutory documents and strategies:
 - Economic wellbeing strategy 2012 to 2020
 - Activity Strategy for Children and Young People 2017 to 2020

- The developing new Southwark Plan
- The developing Old Kent Road Area Action Plan
- Canada Water Area Action Plan
- Peckham and Nunhead Area Action Plan
- Elephant and Castle Area Action Plan

The Strategy: Creative Southwark

Theme 1: Creative Economy

31. The creative economy is a major growth area for the UK. At the time of writing this strategy, one in 11 of all UK jobs is now a creative economy job. In particular the night time economy supports 1 in 6 jobs for people aged under 18.
32. We need to ensure that Southwark continues to provide the right environment to enable the growth of our current and future businesses and workforce in order to sustain a strong local economy.
33. This means supporting the skills and development needs of creative industries, from start up to maturity, in order for them to be resilient and sustainable within the current challenging landscape.
34. It also means creating clear pathways for our residents to tap into employment and business opportunities. We know that there are challenges to this in an industry where half of all jobs are filled by those with degrees or equivalent and where a principal concern of employers remains a lack of skills suitable for the jobs available.
35. We want to ensure that Southwark continues to provide the right environment to enable the growth and development of the creative economy and that our residents benefit from this both in terms of businesses and employment.
36. We also need to advocate for the cultural sector to employ more residents and that those who work in the creative economy are supported by the London Living Wage and proper rates recognised by unions in recognition of their professional status, skills and experience.
37. Our commitments are to work with partners to:
 - Improve the number of employment opportunities offered through the creative economy which supports the council target of creating 5,000 jobs by 2018.
 - Deliver programmes which reduce barriers for Southwark residents to enter into cultural sector training and volunteering.
 - Advocate for the London Living Wage and union rates for artists in the creative economy
 - Increase the amount of creative industry apprenticeships, which supports the council target of creating 2,000 apprenticeships by 2018.
 - Support the skills and development needs of creative economy enterprises through training and capacity building.
 - Support existing networks and enable networking opportunities.
 - Support and enable businesses to overcome challenges and flourish.

Theme 2: Creative Growth

38. In 2017 it is estimated that 40% of the borough is currently under development, with regeneration value across the borough totaled at £4 billion. With a population of 307,000 it is one of the most densely populated boroughs in London.
39. There are significant areas of development, including, Elephant and Castle, Canada Water, East Walworth, Old Kent Rd. and Blackfriars Road. The population of Southwark is expected to rise by 15% in the next ten years as housing in these areas is developed. We need to ensure that needs of the existing and new communities are met and that we support the local economy by providing the right built environment for the creative economy to thrive. The council recognises the value of retaining existing viable organisations in the borough, alongside supporting new and emerging companies, creative industries and practitioners.
40. Southwark will continue to play a part in London's cultural fabric on a local, national and international level. We need to work with partners to develop the right environment for the creative economy to thrive in and around our town centres. The council recognises the value of retaining viable cultural organisations in the borough, and will support new and emerging creative industries.
41. Key to this will be our work with universities, to enable our current and future business owners and workforce to thrive in the 21st century.
42. We want the cultural sector enable residents to engage in, and benefit from, the social impact of regeneration, ensuring that cultural needs of existing and new communities are met.
43. Our commitments are to work with partners to:
 - Retain viable cultural venues (indoor and out) and creative workspace.
 - To strategically plan and work with partners to create new cultural venues and workspaces. This supports the council target of achieving 500 new affordable business and creative spaces by 2018.
 - To work with developers to make informed decisions about the creation of cultural venues and workspaces.
 - Continue to use Section 106 and CIL to support the provision of cultural assets.
 - Provide opportunities for the cultural sector to engage in regeneration and planning processes.
 - Access and promote opportunities for the meanwhile use of properties.
 - To continue to develop libraries, to include flexible spaces, which can host wider cultural and heritage activity.

Theme 3: Creative People

44. Southwark's community is incredibly diverse, and one of our most valued assets. Culture is for everyone and everyone has the right to access high quality cultural provision through the arts, heritage, libraries and events. These cultural opportunities are regardless of your background, knowledge, skills, needs or

experience. We understand that for equality to be achieved culture must be something that everyone is able to have access to.

45. We need to work together as it requires a collaborative approach to address both real and perceived barriers to participation to drive higher engagement. Recent studies have concluded that the two most influential factors as to whether somebody attends or participants in cultural activities are educational attainment and socio-economic background.
46. To do this we also need to understand what our population is going to look like over the term of this strategy. With the increase in population there is expected to be a demographic shift. At present, 42% of Southwark is populated by 20 to 39 year olds. In the annual Southwark Demography Bulletin, it has been calculated that the 65+ age group will grow the fastest over the next five to ten years, making up 32% of the borough's population. The council has just made a pledge to be an age friendly borough and access to culture is a key part of this.
47. Our commitments are to work with partners to:
 - Deliver cultural opportunities through our libraries, heritage and events programme.
 - Deliver cultural opportunities for young people to engage with, out of school hours.
 - Promote digital inclusion and social media for creative means.
 - Support the development of cultural activities for, and by, all of our communities.
 - Enable access to culture for older people.
 - Support creative programmes that lead to healthier lives for our residents.
 - To improve our communication about cultural activities to residents, especially those which are free and low cost.

Governance and delivery

48. Southwark and the cultural sector is changing at pace and the strategy will need to be flexible and adaptable and this will also need to be mirrored in the governance structure. The cultural sector is large and diverse and it will be impossible to mirror this with a traditional board structure. Therefore it is proposed that we support an annual culture conference that will, amongst other outcomes, review progress against the cultural strategy and seek shared agreement on the priorities for the year ahead.
49. Separately a council officer group will meet every six months to oversee the delivery of the strategy and to develop and deliver against the emerging action plan.

Community impact statement

50. As set out under the Equality Act 2010 and the Public Sector Equality duty (PSED) an equalities impact assessment was carried out during the initial development of the cultural strategy. Extensive early consultation was carried out at this stage with internal providers, external groups and residents, and the aims of the strategy are broadly inclusive, and should foster good relations between people from different communities as well as advancing equality of opportunity.

51. The strategy has no clear detrimental impact to any group or protected characteristic as outlined in the Equalities Act or the PSED, and the broad aims and actions programmed are likely to increase participation, representation and accessibility to cultural provision within the borough. Consultation with both directly funded and active groups, audiences and the wider community is an integral part of delivering this strategy, and data on audiences and visitors is collected for all the directly delivered or funded projects.

Resource implications

52. Staffing and any other costs connected with this recommendation to be contained within existing departmental revenue budgets.
53. The council will launch its new commissioning strategy early in 2017 and cultural sector. The council will work with Community Southwark and the voluntary sector to engage with organisations to help them understand the requirements for funding.

Legal implications

54. Please refer to the concurrent report of the director of law and democracy below.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

55. This report seeks approval of the new Cultural Strategy entitled "Creative Southwark 2017 to 2022" (the Strategy). The decision to agree the Strategy is one that can be taken by the cabinet collectively.
56. The report sets out at paragraph 8 the main aims of the strategy. Those aims have been compiled in response to the consultation which has taken place during the last 12 months in accordance with the duties imposed by the Local Government and Public Involvement in Health Act 2007, the details of which consultation are summarised within paragraphs 17 to 24 and the appendices to this report. Paragraph 9 notes that those aims are also consistent with the council's Fairer Future promises.
57. Cabinet is advised of the need to consider the recommendation in the light of the council's role in public health and its promotion in the borough. Amongst its various duties and powers in this area the Health and Social Care Act 2012 imposes a duty on the council to take such steps as it considers appropriate for improving the health of the people in its area. This would include (but is by no means limited to) the provision of services or facilities designed to promote healthy living (whether by helping individuals to address behaviour that is detrimental to health or in any other way), and making available the services of any person or any facilities. The report advises that the Strategy includes a commitment to delivering and supporting creative programmes to promote and encourage healthy lives and lifestyles within the local community.
58. Where there is no expressly conferred duty or power in relation to any of the objectives and proposals outlined in the Strategy, the council has the power to do anything which is calculated to facilitate, or is conducive or incidental to the discharge of any of its functions (section 111 of the Local Government Act 1972).

The general power of competence conferred by the Localism Act 2011 also grants the council the power to do anything that individuals may do.

59. The use of outside spaces which are owned and maintained by the council would also need to be consistent with the council's powers relating to the provision and management of public spaces, and byelaws made by the council relating to their use.
60. Any commissioning and grant-giving processes related to the implementation of the Strategy and the action plan mentioned in paragraph 44 should take account of the council's duties as a Best Value authority under the Local Government Act 1999. Regarding grants in particular, the council has a general power to incur expenditure in the interests of, and where that will bring direct benefits to, its area (which includes making financial contributions to charities and non-profit making bodies carrying out public services, subject to a prescribed limit). The council has a specific power to make a scheme for making grants to voluntary organisations whose activities will benefit the whole of Greater London or any part of it, subject to a prescribed limit on the total amount of expenditure to be incurred. Officers should seek advice from the director of law and democracy in relation to the form and content of any contracts to be awarded to commercial and voluntary sector organisations.
61. In making its decision Cabinet must be aware of the Public Sector Equality Duty imposed by section 149 of the Equality Act 2010, which requires that due regard must be given to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct; to advance equality of opportunity between persons who share a "protected characteristic" and those who do not; and foster good relations between persons who share a "protected characteristic" and those who do not. The relevant "protected characteristics" are age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex and sexual orientation. Cabinet is referred to the community impact statement in this report and, in particular to the equalities impact assessment and the extensive consultation which have been undertaken in order to inform the development and detail of the Strategy.

Strategic Director of Finance and Governance (FC16/042)

62. The report is requesting cabinet to approve the refreshed Cultural Strategy 'Creative Southwark 2017 to 2022.' Full details are provided within the main body of the report.
63. The strategic director of finance and governance notes that staffing and any other costs connected with this report will be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Cultural Strategy 2013 to 2018	160 Tooley Street, (Hub 2, 3 rd Floor) London SE1 2QH	Paul Cowell – Events and Arts Manager: Paul.cowell@southwark.gov.uk
Link: http://www.2.southwark.gov.uk/download/downloads/id/12629/cultural_strategy_2013_to_2018		
Cultural Strategy 2013 to 2018 action plan	As above	As above
Link: http://www.2.southwark.gov.uk/download/downloads/id/9828/cultural_strategy_action_plan		
Cultural Strategy 2013 to 2018 mid term review	As above	Paul Cowell, Events and Arts Manager
Link: http://www.2.southwark.gov.uk/download/downloads/id/12628/cultural_strategy_progress_report_2015		

APPENDICES

No.	Title
Appendices circulated separately	
Appendix 1	Cultural Strategy 'Creative Southwark 2017 to 2022'
Appendix 2	Cultural Organisations Consultation Survey
Appendix 3	Cultural Strategy Residents Research

AUDIT TRAIL

Cabinet Member	Councillor Johnson Situ, Business, Culture and Social Regeneration		
Lead Officer	Deborah Collins, Strategic Director of Environment & Leisure		
Report Author	Fiona Dean, Director of Leisure, Department of Environment & Leisure		
Version	Final		
Dated	9 March 2017		
Key decision?	Yes		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title		Comments Sought	Comments Included
Director of Law and Democracy		Yes	Yes
Strategic Director of Finance and Governance		Yes	Yes
Cabinet Member		Yes	Yes
Date final report sent to Constitutional Team			9 March 2017