

Education, Children's Services and Leisure Scrutiny Sub-Committee

Tuesday 9 July 2013

7.00 pm

Ground Floor Meeting Room G01B - 160 Tooley Street, London SE1
2QH

Supplemental Two Agenda

List of Contents

Item No.	Title	Page No.
4.	Minutes Minutes of the meeting held on 23 April 2012 , to note.	1 - 12
6.	Cultural strategy	13 - 45

Contact

Julie Timbrell on 020 7525 0514 or email: julie.timbrell@southwark.gov.uk

Date: 5 July 2013



EDUCATION, CHILDREN'S SERVICES AND LEISURE SCRUTINY SUB-COMMITTEE

MINUTES of the Education, Children's Services and Leisure Scrutiny Sub-Committee held on Tuesday 23 April 2013 at 7.00 pm at Ground Floor Meeting Room G01A - 160 Tooley Street, London SE1 2QH

PRESENT: Councillor David Hubber (Chair)
Councillor Sunil Chopra
Councillor Rowenna Davis
Councillor Lisa Rajan
Councillor Rosie Shimell
Councillor Cleo Soanes
Colin Elliott
Lynn Charlton

**OTHER MEMBERS
PRESENT:**

**OFFICER
SUPPORT:** Kerry Crichlow - Director; strategy and support.
Sam Fowler - Schools for the Future project director
Paul Stokes - Community Sport Manager
Adrian Whittle - Head of Culture, Libraries, Learning and Leisure
Colin Gale - Free Healthy School Meals project lead
Rosie Dalton-Lucas - Health and Wellbeing Manager
Jin Lim - Assistant Director Public Health consultant
Julie Timbrell - Scrutiny project manager

1. APOLOGIES

- 1.1 Apologies for absence were received from Councillor The Right Reverend Emmanuel Oyewole.

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

2.1 There were none.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

3.1 There were no disclosures of interests or dispensations.

4. MINUTES

4.1 The Minutes of the meeting held on 25 February 2013 were agreed. The Draft Minutes of the meeting held on 12 March have been published.

5. REVIEW: BULLYING

5.1 The chair invited Scott Freeman and Dan Raisbeck from Cybersmile to present.

5.2 They explained that Cybersmile is a service for children, young people and adults. There is website, Helpline, and Cybersmile offer counselling and do workshops in schools.

5.3 Cybersmile explained that when they go to schools they tackle emotional detachment, by making children aware of the emotional damage they can cause.

5.4 They work with parents and reported that there is often a huge generational gap; parents who don't understand social media may just confiscate equipment, rather than supporting the child dealing with the problem.

5.5 Cybersmile reported that when they first approached Brighton the local authority originally said that cyber-bullying was not a problem. Their first priority is emphasising the scale of problem and how incidents of cyber-bullying are leading to self harm, eating disorders and suicidal ideas.

5.6 There is a Cyber-bullying awareness day coming up on 21 June. Cybersmile summarised their approach by explaining that they work to raise the profile of the problem and help

organisations such as schools deal with the issue effectively through workshops and helping schools to develop appropriate policies.

- 5.7 The chair thanked Cybersmile for their presentation and invited the committee to ask questions. A member asked how prevalent the problem is in the UK and Cybersmile said that there has been a recent survey and results are due out in about a month.
- 5.8 Cybersmile were asked if they had worked in Southwark and they responded that they had not but they would like to promote their services locally, including the education pack and workshops. The Head teacher representative offered to help promote this to local schools
- 5.9 A member asked about their work with parents and Cybersmile said that there is a section just for parents on the website and they also do workshops, however attendance is a bit hit and miss. Members suggested going via the relationship with schools and Cybersmile reported that they are working with a schools in Brighton and parents and teachers are working together to tackle the problem. They explained that they have the volunteers and the most update to date research with a big push for this work coming soon.
- 5.10 Cybersmile were asked about their online presence and they explained this includes online training teacher and a social media following. They reported that a designer is working on t shirts which will be promoted online.
- 5.11 A member asked at what age children become vulnerable to bullying and Cybersmile said that young people can start going online as early as 6, and remarked that it is worth thinking about privacy settings at a young age. Cybersmile explained that problems with sexting and sexual blackmail often relate to privacy settings. Bullying can take place on lots of different sites, including gaming and social media. There are some particularly problematic sites where children are encouraged to do something sexually explicit and then unknown to them a video is recoded and the target is later blackmailed.
- 5.12 Cybersmile commented that often there is a need for very time consuming work to be done liaising between parents and schools to resolve incidents and consider policies. Cybersmile reported because this is very time consuming

work a special role that is needed , which they are looking to create. The chair and members thanked Cybersmile for their presentation

- 5.13 The chair invited Jennifer Black from Safe 'N' Sound to present. Jennifer explained her project is based in Based in Peckham and provides support to young people involved in knife crime and other anti-social behaviour.
- 5.14 She explained that she is a mediator and works with Trident. She explained that young people who are involved in gangs are also involved in types of bullying, whether as victims or perpetrators or both. She reported that there is a high level of bullying in schools and that there are instances of boys using sex with other boys to intimidate. Girls are also subject to intimidation to join gangs. There are also instances where a child is bullied to hold knives.
- 5.15 Jennifer reported that it is difficult to work with schools as many do not want to admit the existence or scale of the problem. She said she understands that schools have more and more emphasis on social work, when they often see their core role as academic.
- 5.16 A member asked what age range her project works with and she said that Safe 'N' Sound work with 7 to 16 year olds, or 18 year olds if the young people are in college .A member asked her what activities Safe 'N' Sound undertake . She said that she talks to schools about the scale of the problem and emphasised that many schools do not want to recognise the problem: the first hurdle is admitting the problem then they can get support.
- 5.17 Jennifer explained that the project work with schoolchildren on a one to one basis, often with young people not going school. A member queried the extent of boys raping boys and asked how long this has been going on for and how pervasive she thought it was. Jennifer said she works close to the ground and is aware of instances, these are not new and this has been happening in prisons for a while.
- 5.18 A member commented that often young people feel that the perpetrators are not punished enough and witnesses and targets also have concerns about being identified. Jennifer said that there are protocols to protect young people and went on to refer to a case recently where a young man was murdered. She said that the project worked to support young

people to give evidence. She agreed that the punishments should be more serious.

- 5.19 Jennifer was asked how many young people the project worked with and she said they receive a referral once a day. This will often involve a number of issues, such as sexual abuse. Members asked how young people know about the service and she explained that young people often come through word of mouth and self refer. Quite often they present as housing problem but as Safe 'N' Sound delve deeper they find this is not really the case.
- 5.20 A member asked if the young people Safe 'N' Sound works with go on to help in the project and Jennifer said that many do progress to become mentors.
- 5.21 Jennifer was then asked if Safe 'N' Sound have done any work with the Southwark Youth Council and she responded that they are a new cohort and she is always trying to work with young people who are vocal. A member pointed out that they are young people who are in schools and suggested they might be bridge. Jennifer agreed. Another member suggested that some of the Safe 'N' Sound young people could get on the Youth Council.
- 5.22 Jennifer was asked about Safe 'N' Sound's relationship with the council and she explained that the project used to be in a Southwark building, but they are no longer there. She said that they could not get funding and afford the rent, however now the project is subletting and has obtained funding from the Safer Southwark partnership. She said that the project works closely with Southwark police – she would like to replicate this close working relationship with the council.

RESOLVED

Cybersmile will forward a survey on the extent of cyber-bullying when this becomes available.

6. FAMILY ACTION AND HOMESTART

- 6.1 The chair invited Deborah Boyd and Carolyn Martin from Home-Start Southwark and Family Action Southwark to give a presentation, attached to the minutes.
- 6.2 The chair invited the committee to ask questions and a

member asked how easy it was to get volunteers and they responded that it is easy to recruit and but they do have a problem with retention, and this is mainly to do with job centre requirements. They explained it cost £2000 to £3000 to train a volunteer.

- 6.3 A member commented that good parenting was important and the project workers agreed, commenting on the importance of providing early support to parents that will then enhance the emotional wellbeing of the babies and young children in their care . They said that this is long term work.
- 6.4 A member asked if they check for older children and the project workers said that they do always keep older siblings in mind and build bridges for older children , but it is harder with older children. They reported they did a volunteer mentoring with a 14 year old. The father's initiative is working with children up to the age 11.
- 6.5 A member commented that Southwark as landlord seems to be hindering the work of volunteer projects such as this and recommended working with community engagement to improve working relationships.

7. OLYMPIC AND PARALYMPIC LEGACY

- 7.1 The officers Paul Stokes - Community Sport Manager and Adrian Whittle - Head of Culture, Libraries, Learning and Leisure presented the three reports, which covered :
- Data detailing which sports activities have seen any increase in participation as a result of the Olympics in order to judge what sports are most popular.
 - An overview of volunteering inspired by London 2012 Olympic and Paralympic Game
 - An investigation into the impact the London 2012 Olympics and Paralympics on community sport and physical activity for young people aged between 8 and 24 years in the London borough of Southwark

- 7.2 Officers highlighted that that swimming, cycling and athletics have all seen increasing rates of participation. The Olympics inspired young people to do more and try new sports. Key issues for increasing participation were adult support, adequate provision and the availability of coaching.
- 7.3 Members reported that Southwark Youth Council have highlighted communication and marketing as an issue. Young people have suggested better use of social media, and that they see these as key marketing platforms. Officers agreed this needs to be improved and reported that they are consulting young people. They are looking for devolution of social media platforms to relevant officers so that they can start using social media tools more effectively.
- 7.4 A member commented that Southwark have a great gymnastic team, however they say they find it hard to recruit locally. This team was inspiring so something is something very wrong if the team is not known about locally. Officers responded that Southwark do have a "get active" website which has been launched and is getting well used locally; there is a 77 % increase on hits to the platform. Members asked if it was possible to find out what demographic were using the site and officers said this was not possible but the council is working with Sports England, who can do more segmentation. The council is using the "get active" marketing programme to do targeted promotion.
- 7.5 Officers were asked how far away Southwark is from delivering the athletics track and they responded that Southwark have raised considerable finance and can now do some of the design work.
- 7.6 A member commented that Southwark Youth Council recently did a deputation which raised the issue of personal safety when accessing sports provision . The member commented that she is pleased that the council undertook to work with the young people to address their concerns.
- 7.7 The chair thanked the officers for the quality and thoroughness of the reports.

8. MONITORING OF CABINET MEMBERS' REPORTS IN RESPONSE TO REVIEWS - OBESITY AND SPORTS PROVISION

- 8.1 The chair invited officers Rosie Dalton-Lucas - Health and Wellbeing Manager and Jin Lim - Assistant Director Public Health consultant to present the report circulated with the papers. They noted that the committee made 55 recommendations and there is a detailed response to the committee's top 15.
- 8.2 The chair invited questions and a member commented that academies don't have to follow national nutritional standards. The officer responded that the cabinet member has written to all the schools to request nicely that they do meet these standards, given the council is funding the Free Healthy School Meals scheme.
- 8.3 A member asked how much interaction there is with urban farms and the officers respond that although there are some links with school, there were more opportunities that could be exploited by the council.
- 8.4 Members asked about the role of volunteers and take-up of the programmes mentioned, including Change 4 Life and the programme of targeted support facilitated by Bacons College to support 25 schools with high levels of obesity. The officer confirmed that programmes always look for interaction and the involvement of volunteers. Officers reported that about 15 schools have registered, however others may have used materials provided as a resource.
- 8.5 Members asked about targeted work with obese children and officers reported that three fairs have been held for children who were very obese, with varying levels of success in engaging families. There is a list of 500 families who were contacted, 300 of whom were spoken with, and of these about 50 were engaged. The scheme gave vouchers for local stores which gives discounts on healthy food. These proved very popular with parents.
- 8.6 The chair thanked officers for the report and asked them to return in a year.

RESOLVED

The committee will review implementation of the recommendations

in a year.

9. COMMUNITY RESTORATION FUND

- 9.1 The chair invited the officers Stephen Gaskell, Head of Strategy and Nick Wolff, Senior Strategy Officer to present on the Community Restoration Fund and Youth Fund (the report was circulated with the agenda of the previous meeting). The Head of Strategy explained that this presentation will focus on the employment scheme, as both programmes are very broad, and youth employment is the area the committee has expressed most interest in.
- 9.2 The Senior Strategy Officer explained that many of the programmes seek to overcome the disadvantage that young people face when going into a labour market because of their lack of experience and knowledge. He explained that the council has commissioned a number of initiatives, on top of Job Centre Plus, which focus on employment skills and economic development.
- 9.3 These are quite varied and include setting up a retail 'pop up' shop for training in the Horniman museum. The second phase focused on the lack of experience many young people have and helped people to do work placements. 500 people were supported with 139 getting places on work placements.
- 9.4 The officer explained that they do not have a problem with engagement and there are a wide variety of participants with different needs. He gave two examples; one participant had a 1st class honours degree in electronics but he did not get through interviews so the initiative provided support developing confidence and social skills. Another participant was an artist who had dropped out of college. He got a work placement, became more reliable, and returned to education.
- 9.5 Overall the number of young people claiming benefit is going down, but the long term rates of unemployment are going up. He said some people are going through work programmes for 18 months but are still not able to secure employment.

- 9.6 The chair invited the committee to ask questions and commented that Southwark Youth Council spoke about the difficulties they had experienced in accessing good quality work experience. He asked how the council can help and officers responded that this is about developing relationships with employers.
- 9.7 Officers were asked about tracking and noted that 62 people gained employment out of the entire cohort. Members asked officers if they are considering doing things differently and they responded that the council are looking at maintaining support for longer in order to give advice and they are also considering using mentors.
- 9.8 A member commented that the “Mind Your Own Business” event was a very good achievement.
- 9.9 Officers were asked how much they consider the needs of employers and the wider economy, for example growth areas like green technology. The officer responded that that they do consider the needs of the local employers. A member commented that he read that 80 were people studying hairdressing but there are not the jobs - there is a mismatch.
- 9.10 A member recalled the feedback the committee had received from Southwark Youth Council that often work placements are things like stacking shelves, which are not high quality. Officers responded that the council is looking for high quality placements. He explained that they do ask for feedback from participants and support is also given. There is a vetting process. Short training is also delivered either before, during or after so there is a package.
- 9.11 The head- teacher representative commented that when schools organise training the employers are guided with a programme; she asked if the council required this. The officer responded that there is not a common structure but the council do make certain requirements of employers, including the obligation to deliver a training element.

RESOLVED

Members recommended officers work with Southwark Education Business Alliance

10. REVIEW: UNIVERSAL FREE HEALTHY SCHOOL MEALS

- 10.1 The chair noted the response form Kids Company and commented that he was pleased to receive more details on the Lancashire initiative that provides a supper and homework club. However, on the second point, it was not clear from the information provided that the national statistic that used to provide a nutritional measure had indeed been dropped. The third query had not been addressed.
- 10.2 The chair invited comments on the progress report on Free Healthy School Meals and a member noted the report said that all primary school settings were offered the opportunity to take up a curriculum based programme on health from an organisation called PhunkyFoods. He commented that in school slang 'Phunky Food' mean food that has gone off, or is not good, and so this might not be the best branding!

RESOLVED

Kids Company will be contacted to ask for details of any partnerships that Kids Company is developing in Southwark as part of their Plate Pledge programme.

11. ROTHERHITHE SCHOOL AND SOUTHWARK FREE SCHOOLS

- 11.1 The chair invited Sam Fowler, Schools for the Future project director, to comment on the report. He started by saying that some of the assumptions did not come to pass. Previous advice that the Education Funding Agency (EFA) had acquired the former Bermondsey campus of Southwark College on behalf of Compass School was inaccurate. A developer has acquired the site, and is still looking to support Compass, but the University Technical College is more uncertain. Members asked where the site was and officers explained this was the former Kings site near Half Moon Lane.
- 11.2 Members asked if Compass school is offering places to parents and if this is risky. The officer agreed there are some risks; the developer has agreed, but signing up for school

places is still a leap of faith by parents. The officer was asked if it goes wrong would the council have an obligation to find alternative places and he confirmed that the council would, because every child has a right to a place. Officers would work hard to fulfil this duty.

- 11.3 Members commented that they had seen adverts up for the Oasis school and officers responded that this is in Lambeth, but officers will be consulting with colleagues there.

12. REVIEW: LOCAL AUTHORITY ROLE IN EDUCATION

- 12.1 Evidence on the review will be sought from the Southwark school governors association and the Head teacher's executive, both of whom meet in June.

Item No.	Classification: Open	Date: 16 July 2013	Meeting Name: Cabinet
Report title:		Cultural Strategy 2013 - 2018	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Veronica Ward, Culture, Leisure, Sport and Volunteering	

FOREWORD - COUNCILLOR VERONICA WARD CABINET MEMBER FOR CULTURE, LEISURE, SPORT AND VOLUNTEERING

There is a crucial sentence at the beginning of section 9 “The Strategy is intended as the Strategy for the Council and not solely for the Culture Service”. The Strategy clearly sets out the cultural dimension in all the ways it impacts on the borough and the central role of all the creative projects in the life of Southwark. Culture is key to the economy of Southwark as the figures show. It inspires and supports many of our young people and creates opportunities for them.

We have some of the major tourist and heritage attractions in the whole of the UK together with cutting edge artistic interventions that also draw thousands of visitors to Southwark each year. These include the degree shows of the various colleges and the innovative arts work that goes on across the borough. The cultural sector is integral to regeneration. Balancing the nurturing of this sector with development ambitions is critical. Festivals, pop up art, studios in old factory buildings in themselves contribute to the life, vibrancy, economy and footfall of an area. In the introduction to the strategy it states that we have taken an essentially “instrumentalist” view of culture because the economic case is so important. The cultural sector is also about health and well-being and this is now widely recognised. This is supported through poetry and reading groups in libraries, access to exciting art which you could not otherwise afford to see and our events and festivals are about quality of life, hope, community cohesion and inspiration for all. It is about meeting our Fairer Future principles – making Southwark a place to be proud of with good employment opportunities for all and support for residents to realise their full potential.

We have a small culture department so there can be no “grand scene” for the Council on the culture front by itself. We have an essential role in enabling the sector to access clear and transparent information about premises issues, collaborating about employment opportunities, ensuring a role for creative projects within all regeneration schemes. This strategy is about the role of the whole Council.

Thank you to all of the officers from across the Council in helping to put this strategy together. A very big thank you in particular to the many cultural and creative organisations, with representation from the large national bodies on the South Bank to the smaller organisations and individuals who contributed to the discussions that have informed the strategy. The conversations were focused and rigorous and have provided the framework for the action plan as well as highlighting the wide ranging issues set out here. Thank you to the Arts Council for their support in advising and bringing an outside perspective to this work. Finally, a big thank you to our very small culture department that had to work so hard to capture the material of the discussions

– thoughts and comments scrawled on the tablecloths, dots on charts, post-its and intense discussion.

Up and down the country the refrain from the lead members for culture is heard time and time again. Culture is not the playful and peripheral end of a council's work. It is at its core. The Council continues to be under acute financial pressure as further cuts to our finances through the Government Spending Review are now pending. I hope the cultural strategy will provide a guide and a focus for what we must do as a Council to sustain the rich cultural life of Southwark.

RECOMMENDATIONS

It is recommended that:

1. Cabinet approves the Culture Strategy and action plan for 2013-18 as set out in Appendix 1.
2. That officers bring a further report on progress with implementation within 18 months of the approval date of this report.

BACKGROUND INFORMATION

3. Culture is important to Southwark. The 2011 census showed that the cultural sector provides 7% of Southwark's population with employment. This compares favourably to the 3% employed in construction. Culture is also the registered trade of 10% of the borough's VAT and PAYE registered businesses. The Council currently invests £335,344 per annum in grants to arts organisations. This helps to lever in £4.9 million from the Arts Council for other cultural providers within the borough. This represents just one element of the economic benefit of culture and does not include additional spend generated in Southwark by the millions of people who visit attractions and events here each year.
4. Southwark is home to one of the country's most dynamic cultural landscapes. This includes institutions, organisations and individuals that have local, national and international impact. This cultural wealth is a major component in the regeneration of the borough as well as being key to Southwark's good record on community cohesion. It is this range and quality of cultural activity that consistently places us in the top five for Arts Council applications for funding across London.
5. We have long established arts organisations working with our diverse communities, providing high quality participatory arts activity for local people, including work in schools, with young people outside of formal education, older people and intergenerational work on housing estates. In addition to this, there are a number of Southwark based organisations addressing the health and well-being agenda including through work for and led by mental health service users and people with disabilities.
6. The Council plays a key role in enabling and ensuring this cultural economy in a number of ways. Most directly, this includes the provision of the Cuming Museum and the Local History Library to give access to the heritage of the borough and the Events programme. In addition to this, the Council provides grant funding for a small number of key local organisations delivering high quality cultural experiences to our residents. The expert advice that the small arts team provides to local organisations helps bring in more funding to the borough and

the Council. The team also advises on the potential for cultural activity and development to stimulate more regeneration, including brokering partnerships with the cultural sector.

7. The new strategy comes at a time of austerity when the Council's role is changing. In order to justify attention, support and resources from Southwark residents, we need to understand the ways in which culture has a positive impact on the borough and its people and specifically how it supports the Fairer Future commitments.
8. Within this context, this strategy sets out how the Council intends to best exploit this rich cultural offer in order to deliver its Fairer Future promises in particular making Southwark a place to be proud of and working for everyone to realise their potential.

Scope

9. The strategy is intended as a Strategy for the Council and not solely for the Culture service. The Strategy covers the following areas
 - Arts
 - Heritage
 - Arts education and cultural youth provision
 - Creative and cultural Industries
 - Literature and arts development in libraries
 - Public art
 - Health and well being
10. The strategy does not include sport, peripatetic music provided by the Music Service within Education or the wider library service which was subject to a detailed review in 2011.
11. It is intended that the new strategy will
 - Ensure best use of our scarce resources
 - Communicate the Council's priorities to the cultural sector and key stakeholders
 - Strengthen the approach to culture across the Council
 - Provide a more informed basis for funding and partnership decisions
 - Guide our approach to economic and regeneration opportunities within the cultural sector

KEY ISSUES FOR CONSIDERATION

12. A significant consultation programme has been completed in order to inform the production of the Strategy (see paragraphs 29 to 35 below). Detailed consideration of the consultation feedback has led to the identification of five key themes for the Strategy. These are explored in the following paragraphs whilst the action plan at appendix one identifies key actions to address each of these themes.

Theme: Communicating, connecting and navigating

13. This theme addresses the need to improve how the Council communicates internally across departments and externally with the cultural sector and partners. It will focus on improved internal communication to secure an improved overview of cultural provision. It will also support the cultural sector in navigating through the Council's systems.
14. This will also mean that the Council is better placed to signpost cultural organisations to appropriate information and opportunities, to facilitate and encourage networking and to broker partnerships between various organisations, artists and practitioners.
15. This theme also includes the need to better promote the borough's cultural offer and its economic benefits.

Theme: Platforms, places and spaces

16. This theme addresses access to suitable spaces for the production and presentation of work and the longer term role of cultural facilities in areas that are physically changing and being regenerated.
17. Cultural activity can transform local areas, making places more attractive and changing the way they are perceived. It can also support communities during periods of transition, bringing communities together when lives are disrupted by what is happening around them.
18. This theme will focus on the need for access to affordable space, including temporary, incubator and pop-up spaces as well as longer term opportunities. It will also consider the issues and challenges facing the cultural sector with regard to premises related matters.

Theme: Creativity, quality and innovation

19. This theme addresses support for the creation and production of new work, to promote innovation and quality. This involves providing opportunities for new and emerging artists, recent graduates and cultural producers to practice in the borough.
20. It will focus on working with partners to provide advice, guidance and support, including access to space, signposting to funding and opportunities to promote their practice. It also recognises the value of new, experimental and immersive cultural experiences and what the wider sector can learn from these new models of working.

Theme: Resilience and sustainability

21. This theme addresses the need to support the longer term viability of the cultural sector. It will focus on the practical support and advocacy that the Council and other partners can provide in terms of training, capacity building, professional development and links to business and enterprise.

22. It will review how the cultural sector currently accesses Council funding and will signpost individuals and organisations to other sources of funding. It will seek to retain existing long established organisations in the borough, alongside the new and emerging companies and practitioners. It also explores how we work with partners to enable organisations to harness the skills of the local community through volunteering.

Theme: People and audiences

23. This theme addresses the need to support the cultural sector to increase and diversify audiences, enabling the sector to reach local audiences and to be aware of the changing nature of the population as a result of the physical changes in the area. It includes recognizing the value of work that is rooted in local communities, encourages engagement and participation and is accessible to Southwark's diverse communities.

Financial implications

24. The actions identified in the action plan at appendix one will be contained within existing Council resources or where appropriate, through accessing external funding. The Council base budget earmarked for Arts and Heritage is £1,267k for 2013/14.
25. In order to deliver the strategy's themes and the action plan it may be necessary to re-align some elements of the budget, taking account of new and emerging priorities identified through the strategy consultation process.
26. There are no immediate financial implications arising from the adoption of the contents of this report. Cabinet is at this stage being asked to simply agree the proposed strategy. Any specific material financial implications arising from the implementation of the strategy that cannot be contained within the existing budgets or external funding will be subject to separate reports for consideration and approval.
27. Cabinet is reminded to consider the discharge of its obligations under the public sector equality duty found in s.149 Equality Act 2010.

Staffing issues

28. The cultural strategy action plan will be coordinated by the libraries, arts and heritage teams in partnership with other council services and key stakeholders and will be delivered within existing resources.

Consultation

Process

29. A significant consultation exercise was undertaken to inform the production of the new strategy. This included both internal consultation within the Council and engagement with the cultural sector and the wider community.
30. An officer steering group was established with representation from across the Council. It has monitored and informed the development of the strategy including the external communication programme and the feedback arising from it.

31. The external consultation ran from December 2012 until the end of May 2013 and consisted of the following.
- A pre-consultation exercise published on the Council's website and also mailed to cultural organisations and individuals to identify topics they would like to discuss and how they would like to be consulted. 55 responses were received. The following consultation programme was designed according to feedback from this exercise.
 - A series of sector specific consultation workshops were held during March and April 2013 with one session each for the following disciplines:
 - Visual arts
 - Theatre
 - Dance
 - Fashion
 - Media
 - Heritage
 - Literature
 - Music
 - Two geographically based meetings were held at venues in the north and south of the borough to explore the role of culture in the context of major regeneration programmes.
 - An online consultation on the Council's website from 27th March to 19th April 2013.
32. The meetings were interactive with much discussion, opportunities to debate a number of questions and comment and feedback boards and forms were available at all sessions.
33. Participants were not restricted to one geographical area or their own cultural discipline but were welcome to attend various meetings. Some organisations were represented at several of the events. In total, over 160 people attended the meetings.

Findings

34. The main findings of the consultation were that:
- There is a need to improve communication both internally between departments re cultural issues and also externally with the cultural sector
 - There is a need for better co-ordination of signposting, advice, guidance, networking and partnership opportunities in the cultural sector
 - There are strong demands for access to suitable space for the production and presentation of work including temporary, incubator, pop-up and permanent space. There is also clear demand for a more transparent method of managing opportunities for space when they arise
 - New and emerging artists need specific support if their creativity is to be retained within the borough
 - There was overwhelming support for the Council to focus resources on supporting locally based providers and on ensuring access to cultural

opportunities for local people, especially young people, children and families.

35. The strategy themes set out in sections 13 to 23 above, and the action plan at Appendix 1 are informed by this feedback and designed to address these issues over the five year period 2013-18.

Equalities impact assessment

36. As set out in the Equality Act 2010 and the specific Public Sector Equality duty (PSED) an equalities impact assessment has been carried out in relation to the proposed Cultural Strategy. The Cultural Strategy is extremely broad in nature, and applies to the whole of Southwark. Extensive consultation has been carried out in the development of this strategy and internal providers, external groups and residents have been consulted.
37. The action plan outlines broad areas of activity, but these are wide ranging and are largely set out to establish baselines in relation to cultural participation or carry out mapping exercises in terms of existing provision. As such they are neither targeted at or delivering a tangible activity to any specific group, but by their nature will foster good relations between people from different communities and advance equality of opportunity.
38. This strategy has no detrimental impact to any group or protected characteristic as outlined in the Equalities Act or the PSED, and the broad aims and actions proposed are likely to increase participation, representation and accessibility to cultural provision within the borough. Where specific activities may be planned as the outcome of this strategy, a separate equalities impact assessment should be carried out to ensure that any impact is minimised or mitigated, and the views of the Forum for Equalities and Human Rights in Southwark (FEHRS) should be sought at this stage.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

39. Cabinet is advised that it is enabled to agree the cultural strategy pursuant to the arrangements in Part 3B of the Council's Constitution.
40. Cabinet is advised that a consultation exercise has been conducted in accordance with the duties imposed by the Local Government and Public Involvement in Health Act 2007 and the principles set out in the budget report.
41. Cabinet is also advised of the need to consider the recommendations in light of the Council's role in public health and its promotion in the borough, Cabinet will note information was obtained in respect of this during the consultation.
42. Cabinet will note the reference to the Fairer Future for All promises and the delivery of the objectives for the strategy. Cabinet is reminded of the obligations set out in departmental plans such as the Children and Young People's, Plan.

Strategic Director of Finance and Corporate Services (FC13/046)

43. This report seeks approval of the Cultural Strategy and action plan. The strategic director of finance and corporate services notes that there are no new financial implications as a result of accepting the recommendations of this report.
44. Financial implications are detailed in paragraphs 24 to 27 and show that any material impact on budgets would be subject to further reporting if or when they arise. Officer time to implement this decision can be contained within existing resources.

BACKGROUND DOCUMENTS

	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Southwark Council Cultural Strategy 2013 to 2018 and Cultural Strategy Action Plan 2013 to 2018

AUDIT TRAIL

Cabinet Member	Councillor Veronica Ward, Cabinet Member for Culture, Leisure, Sport and Volunteering	
Lead Officer	Adrian Ward, Head of Culture, Libraries, Learning and Leisure	
Report Author	Coral Flood, Arts Manager	
Version	Final	
Dated	4 July 2013	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	4 July 2013	

Southwark Council Cultural Strategy 2013 to 2018

Executive Summary

- The council consulted widely across the cultural sector in Southwark, across our own organisation and with partners and stakeholders during the first half of 2013.
- We understand the broad and powerful ways that culture affects key Council priorities such as employment, place making, cohesion, wellbeing and creative vibrancy.
- We have developed a strategy for 2013 to 2018 that uses our targeted support, partnership and leverage to enable the valuable cultural sector in Southwark to create, develop and grow and therefore generate opportunities, build local pride and deliver prosperity for the borough.
- The strategy, set out in this paper in summary, is articulated as a range of specific and measurable actions to take over the next 5 years.

1. Introduction

Overarching political framework

Culture in Southwark is key to enabling the council to achieve its Fairer Future commitment to its residents

While many people value culture for its own sake, at a time of austerity when the council's role has to be fine tuned and constantly refined, we have taken an essentially 'instrumentalist' view of culture in this strategy. In order for culture to justify attention, support and resources from Southwark residents, we need to understand the ways that it has a positive impact on our borough, its aspirations and goals; ways in which it supports our Fairer Future commitments.

The strategy will focus on ways that culture can help us to make Southwark a place to be proud of. It will explore and leverage opportunities for us to work for everyone to realise their potential, both directly in cultural production and employment and in secondary ways, reflecting the impact that culture can have on aspiration, attainment and education. The strategy will also have a very limited budget attached, since we are aware that we can't afford to fund, subsidise or invest widely, but that what we can do is enable, connect and support and this is a fundamental focus of this work.

Making Southwark a place to be proud of

The strategy supports the cultural sector's ability to shape positive messages about culture, continuing to raise the profile of Southwark as a great place to live, work and study.

For many years the London Borough of Southwark was known for being one of the most deprived areas in the country. In more recent years Southwark has become identified in much more positive ways, with culture being a key part of real, on the ground, development and change, that has created a new more positive identity and message. Through the breadth, richness and quality of Southwark's cultural offer, the council recognises the value of culture in making Southwark **a place to be proud of** for local residents, and in attracting visitors from across London as well as a **destination** for tourists from all over the world.

Southwark's reputation as a cultural destination brings new business, money and investment into the borough, creating **jobs and opportunities**. Culture also has a role to play in the **regeneration** of local areas. Cultural activities in regeneration areas engage and bring together local communities in periods of change, attract visitors to all areas of the borough, and increase footfall for local business, attracting more spend in these areas. The thriving creative businesses in Bermondsey, and the new library and culture space at Canada Water are examples of this. The scope for further engagement in Elephant and Castle, Peckham and Camberwell over the coming years will be significant.

Working for everyone to realise their potential

The strategy supports continued access to cultural opportunities, enabling all sections of the community to realise their potential.

Whatever their age, ethnicity or economic circumstance, our residents have access to a rich range of cultural provision including author talks led by our libraries, participatory and community arts programmes, cultural festivals and internationally recognised galleries, museums, theatres and performing arts organisations. Southwark Council believes that this not only has a leisure value for our residents, but also contributes to the quality of life of local people, ensuring our residents are **healthy active citizens** and belong to **cohesive communities**.

As well as cultural provision, **skills and employability** are also supported. Nationally the cultural industry in the UK accounted for 5.1% of employment in 2010 and is one of the fastest growth industries in the UK. Southwark's buoyant cultural economy is a key contributor to this overall picture. Within the borough arts, entertainment, recreation and other services (as categorised by the ONS Census 2011) are shown to

CULTURAL STRATEGY JUNE 2013

provide 7% of our population with employment and it is the registered trade of 10% of Southwark's VAT or PAYE registered businesses. To set this in context this is only 2% lower than the percentage of our population who are employed in finance and 3% above those who are employed in the construction industry.

The HE and FE institutions in the borough are producing increasing numbers of emerging artists with new skills and talents to develop and share. The creative and cultural industries provide employment and other opportunities for local people to grow and develop through training, apprenticeships, volunteering and work experience. The cultural provision for young people is outstanding and offers access to skills and experiences which can enhance and support their personal development and educational achievement.

Context in which we work

The strategy articulates a collaborative approach that will deliver the benefits that culture brings for residents, the cultural sector and commercial organisations within the borough.

Clearly this strategy sits within a time of austerity, with unprecedented central government cuts to local authorities, and also to Arts Council England, creating multiple impacts on the cultural sector. This strategy defines how and where the council should concentrate its support and resources in this environment with finite staffing and ever tighter budgets.

Current cultural offer and position

The strategy establishes ways that the council can support and enable Southwark's cultural offer to endure during difficult times and suggest ways that we can further leverage value across the borough.

Southwark's cultural offer is incomparable, with enormous cultural variety and potential in its places, people, institutions, heritage and diversity that have a local, regional and international impact. This cultural wealth is a driving element of the borough's dynamism, as an influential force within renewal, for tourism and the local economy, for community cohesion and engagement, and for creating vibrant local places. It is testament to the success and vibrancy of the borough that we are consistently in the top five for Arts Council applications for funding across London.

We have long established arts organisations that are working with Southwark's diverse grass roots communities and providing high quality participatory arts for our residents. This includes work with schools and young people outside of formal education, work with older people and

CULTURAL STRATEGY JUNE 2013

inter-generational work with residents on local housing estates. There are also a number of organisations addressing the health and well-being agenda through work led by and for mental health service users, and people with disabilities.

The impact of national FE institutions in the borough (such as University of the Arts London), that are specialising in creative industries courses, means that we also have an increasing number of new and emerging artists and practitioners, as well as small creative businesses being set up. Retaining the talent and skills of recent graduates in the borough means that we are constantly renewing and refreshing the cultural offer ensuring that Southwark remains a culturally vibrant place to live and work, reinforcing Southwark's reputation as a cultural destination and a leading borough for culture in London.

The borough attracts and generates artistic innovation and creativity, so that we are becoming synonymous with non traditional arts experiences being host to pop up theatres and galleries, immersive and experimental arts experiences and new media works. Definitions of cultural spaces have become blurred in recent years due to an increase in the use of temporary and unusual/pop up spaces for culture, alongside the traditional cultural venues. The demand for space to produce and present new work is ever increasing.

This borough's profile is further reinforced by the high quality work and reputation of internationally renowned cultural institutions like Shakespeare's Globe, the Imperial War Museum, Siobhan Davies Dance, Tate Modern and alongside the broader South Bank and Bankside Cultural Quarter.

The regeneration of the physical landscape creates both opportunities and challenges for the cultural sector. They have a role to play in engaging residents, creating meaning for spaces and helping the council understand the creative resources that need to be embedded in our new developments to ensure that they create healthy positive environments. Culture, along with other services, is an integral part of the development of these areas.

The most effective role that the council can play in the development of this rich cultural ecology is often to enable and support, creating the conditions in which they can thrive. However, we sometimes have a more direct role to play, such as when we develop iconic and ground breaking resources like the Library and Culture Space at Canada Water, and make accessible our own unique archive, museum and art collections.

2. Scope of strategy

Southwark's cultural strategy is designed to shape and define the role that the council will play in supporting the cultural sector in Southwark and drive the direction, development and delivery of Southwark's cultural offer over the next five years.

CULTURAL STRATEGY JUNE 2013

The cultural sector plays a critical role in regeneration, place making, engagement, employability, community cohesion and resident wellbeing, and it is essential that the council plays an empowering, positive role across the borough to maximise the benefits and ensure that the right conditions are created for the sector to thrive.

Whilst the culture portfolio sits within the Libraries, Arts & Heritage business unit of the Culture, Libraries, Learning and Leisure (CLLL) division, there are many departments and services across the council that support, influence or directly deliver cultural activity in the borough, and so this is designed to be a council wide strategy, cross-cutting department agendas and promoting joined up thinking and working. This will include cross-council working with CLLL, Communications, Regeneration, Planning, Public Realm, Community Engagement, Corporate Strategy, including Economic Development, Adult Social Care, Housing, Health & Wellbeing and Children's Services.

As a result of an extensive consultation process with internal council departments, the wider cultural sector and strategic partners such as the Arts Council, the strategy will direct how the council focuses its resources for culture over the next five years. It will enable us to have a more informed basis for funding and partnership decisions. It will strengthen the relationship between the culture service and the wider council and improve joint working, and will enable us to take advantage of economic opportunities that occur for the sector.

For Southwark's thriving cultural sector, the strategy will determine how we support and engage with them, what their needs and issues are, how the cultural landscape is changing and how regeneration affects local areas, and the implications of this for the sector.

The scope of the cultural strategy includes the following disciplines/areas:

Included	Excluded
Arts, the performing and visual arts, including music, theatre, dance, public art, applied arts, fashion and the creative industries, film, media and digital arts	Peripatetic music provided by the music service
Events / festivals with creative programming	
Literature development, creative writing and reader development.	Library opening hours and buildings (considered in 2011 as part of the libraries review)
Heritage, both our cultural and built heritage, including local history, heritage buildings, monuments, museums, collections and archives.	
Youth arts and arts education	Sport

3. Methodology / Approach to consultation

Internal oversight and ownership

We created a steering group made up of officers across the council who are engaged with culture and carried out an internal audit of cultural activity. We then engaged an external consultant to support the development of an engaging consultation approach and to facilitate the discussions with the sector across 10 events.

Involvement and collaboration across services

The council brought together teams from across the organisation from Arts, Heritage, Events, Libraries, Regeneration and Planning to ensure that we fully understood the issues we needed to understand and what questions we needed to ask of the sector. Staff from across all these teams worked together to create an approach that worked with everyone and a set of questions that generated insights and data.

Engagement with the sector

The council worked hard to engage the sector and over 160 people attended representing a cross section of cultural interests at the 10 consultation events that took place across the borough. The consultation sessions asked a series of questions in a conversational small table format, encouraging people to network, share views and explore ideas together.

Engagement with the community

We provided the community with the opportunity to comment on specific areas of cultural consumption, who culture should be for, and marketing, to feed into the strategy.

Critical Friends

Arts Council England feedback has been key to the development of this strategy. It has provided an objective perspective on the vision of the strategy and helped us to clarify and articulate the themes that have emerged from the consultation process.

4. Cultural Themes for 2013 to 2018

We have developed a set of themes for our cultural strategy; shaping and grouping the ways that we can support the cultural sector in response to the consultation.

1. Communicating, connecting and navigating

This theme addresses the need to improve how the council communicates both internally across departments and externally with the cultural sector and partners.

It will focus on improved internal connections across departments so that the council has a better overview of cultural provision and will be able to support the cultural sector in unlocking and navigating through council systems.

Through this the council will be in a better position to signpost the cultural sector to appropriate information and opportunities, to facilitate networking and collaboration and to broker partnerships between cultural sector organisations, artists and practitioners. Communicating, connecting and navigating also addresses the need to support the sector with marketing, and to raise the profile of culture, and promote the richness of Southwark's cultural offer and the economic benefits therein.

2. Platforms, places and spaces

This theme addresses the need to provide access to suitable spaces for the production and presentation of work, and the need to acknowledge the long term role of cultural facilities in areas that are physically changing, due to regeneration.

It will focus on exploring the sector's need for access to affordable space, including temporary and incubator spaces and pop-up spaces, as well as long term permanent spaces, and buildings.

Working cross-council it will consider the issues and challenges facing the sector, with regard to premises related matters. The council recognises the value of the cultural sector in transforming local areas, making places more attractive and changing the perception of a place. It also recognises that cultural activity helps with transition during periods of change, enriching and bringing communities together when lives are disrupted by what is happening around them. Culture has been described as the "glue" to local areas and the theme supports the need to both champion new opportunities for the sector as part of the regeneration process as well as make the case for existing cultural provision.

3. Creativity, quality and innovation

This theme addresses the need to support the creation and production of new work, to promote creativity, innovation and quality, enabling imaginative work to be created. This involves providing opportunities for new and emerging artists, recent graduates and cultural producers to practice in the borough. It will focus on working with partners to provide advice and guidance and support, including access to space, signposting to funding and opportunities for residencies and platforms to promote their practice. It also recognises the value of new, experimental and immersive cultural experiences and what the wider sector can learn from these new models of working.

4. Resilience and sustainability

This theme addresses the need to support the long term viability of the cultural sector. It will focus on the practical support and advocacy that the council and other partners can provide in terms of training, capacity building and professional development, links to business and enterprise. It will review how the cultural sector currently accesses council funding, and will signpost individuals and organisations to other sources of funding. The council recognises the value of retaining existing long established organisations in the borough, alongside the new and emerging companies and practitioners. It also explores how we work with partners to enable organisations to harness the skills of the local community through volunteering.

5. People and audiences

This theme addresses the need to support the cultural sector to increase and diversify audiences, enabling the sector to reach local audiences, be aware of the changing nature of the population as a result of the physical changes in the area. The council recognises the value of supporting work that is rooted in local communities, encourages engagement and participation, and is accessible to Southwark diverse communities.

Appendix 1 Action Plan

Compiled by
Coral Flood and Rachael Roe, June 2013

APPENDIX 1

INTRODUCTION

The following actions will be led by the arts, libraries and heritage services. These will be carried out within existing budgets and by gaining additional resources through external fundraising. The action plan will also be supported by other services across the council and in partnership with strategic external stakeholders.

THEME 1: COMMUNICATING, CONNECTING AND NAVIGATING

Supporting the cultural sector to work with the council and to improve communication and marketing.

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time Frame
Digital marketing strategy	1.1	Set up a series of cultural sector focus groups to explore and agree key messages on culture, and identify the marketing/PR needs of individual disciplines/art form areas.	To ensure that through a shared voice the agreed messages around culture are reinforced	<ul style="list-style-type: none"> ▪ 3 focus groups ▪ Development of an underpinning agreement / strategy 	<ul style="list-style-type: none"> ▪ Corporate Communications ▪ Events ▪ Health & wellbeing 	2014
Digital marketing strategy	1.2	Establish a Communications Plan to raise the profile of the cultural sector in the borough by: <ul style="list-style-type: none"> ▪ Increased cultural sector presence in council publications and website ▪ Review of council branding for culture ▪ Regular features/statements on individual disciplines with 	To improve the profile of culture within the borough	<ul style="list-style-type: none"> ▪ 4 specific articles on culture in Southwark Life ▪ Monthly updates on the council's website about culture linked to specific stories and events ▪ Updates in Regeneration focused comms campaigns 	Corporate Communications	2014 onwards

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time Frame
		case studies/good practice examples <ul style="list-style-type: none"> ▪ E bulletin for arts, culture & events ▪ Creating a heritage digitisation plan 				
Area action plans Southwark plan Economic wellbeing strategy	1.3	Increase awareness of local cultural hubs and Southwark as a cultural destination by: <ul style="list-style-type: none"> ▪ Stakeholder discussion forums in local areas ▪ Area based initiatives (e.g. Bermondsey fashion, Peckham & Bermondsey visual art galleries) ▪ Exploring branding and visibility, in terms of tourist market ▪ Setting up a dialogue with street signage to improve access to those that are off the main routes and not visible 	To promote specific places as cultural destinations, increasing tourism and supporting local creative industries.	<ul style="list-style-type: none"> ▪ 5 stakeholder meetings ▪ 1 initial meeting with street signage ▪ Place marketing plan and key actions to implement 	<ul style="list-style-type: none"> ▪ Public Realm ▪ Regeneration ▪ Corporate Communications ▪ Business Improvement Districts ▪ Visit London ▪ GLA ▪ Events ▪ TFL ▪ South Bank and Bankside Cultural Quarter 	2014 onwards
Digital marketing strategy	1.4	Support the cultural sector with the use of digital media, through training, advice and support.	To support the sector through the use of digital media sector to grow its marketing capacity	<ul style="list-style-type: none"> ▪ 2 training courses per year 	<ul style="list-style-type: none"> ▪ Corporate Communications ▪ CAS 	2014 onwards
Children and young	1.5	Maintain current awareness of the sector in order to	To take a more proactive approach to maintaining	<ul style="list-style-type: none"> ▪ Review the existing cultural database 	<ul style="list-style-type: none"> ▪ Corporate Communications 	2013 onwards

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time Frame
people's plan		identify gaps in provision and respond to sector enquiries/signpost effectively, by: <ul style="list-style-type: none"> ▪ improving the existing cultural database, and developing a digital map for culture in the borough ▪ regular visits and attendance at cultural activity ▪ facilitating discussions between council services and cultural sector to explore and identify new ways of accessing/working with schools ▪ Ongoing dialogue with HLF and ACE 	awareness of what is happening in the cultural sector in Southwark	<ul style="list-style-type: none"> ▪ Creation of a digital cultural map ▪ Culture officers to attend 2 events per month (excluding advisory meetings) ▪ 1 initial meeting between stakeholders regarding schools ▪ 3 meetings per year with HLF and ACE 	<ul style="list-style-type: none"> ▪ Southwark Arts Forum ▪ South London Art Map ▪ Arts Council England (ACE) ▪ Heritage Lottery Fund (HLF) ▪ Music service ▪ STEP (Southwark Theatres' Education Partnership) ▪ SBBCQ 	
Children and young people's plan	1.6	Help the sector better navigate the council's internal systems through: <ul style="list-style-type: none"> ▪ a "red tape" guide about relevant council services for external use ▪ a who to contact and who does what guide 	To improve access to expertise and knowledge held within the council.	<ul style="list-style-type: none"> ▪ Production of an online red tape guide ▪ Annual networking meeting 	<ul style="list-style-type: none"> ▪ Events ▪ Corporate Communications ▪ Southwark Arts Forum 	2014 onwards

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time Frame
		<ul style="list-style-type: none"> ▪ an annual meeting to enable the cultural sector to meet the council and to network 				
Children and young people's plan	1.7	Set up regular meetings/discussion groups between officers involved in culture to share information and enable a joined up approach to projects	To improve communications within the council and to take a more strategic and joined up approach to new opportunities.	<ul style="list-style-type: none"> ▪ Quarterly meetings 	<ul style="list-style-type: none"> ▪ Regeneration ▪ Planning ▪ Events ▪ CGS ▪ Economic development 	2013 onwards
Children and young people's plan	1.8	Advocacy at a strategic level with key policy makers to address cultural sector needs	To ensure Southwark's cultural sector is understood and supported by national bodies and organisations.	<ul style="list-style-type: none"> ▪ Feeding into relevant policy documents when the opportunity arises ▪ Attendance/presence at national and pan-London forums ▪ Quarterly meetings with ACE London 	<ul style="list-style-type: none"> ▪ Arts Council England (ACE) ▪ Greater London Authority (GLA) ▪ A New Direction (AND) ▪ Museum of London ▪ London Museums Group ▪ National Archives ▪ IXIA ▪ London Events Forum 	2013 onwards
Children and young people's plan	1.9	Support cultural partners in delivery of a series of themed networking events for the sector	To encourage collaborative working and the sharing of resources.	<ul style="list-style-type: none"> ▪ 2 networking events per year 	<ul style="list-style-type: none"> ▪ Southwark Arts Forum ▪ STEP ▪ South London Art Map 	2014 onwards

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

THEME 2: PLACES, SPACES, PLATFORMS

Access to platforms, places and spaces for both producing and presenting work, including temporary and incubator spaces, long term permanent spaces, buildings and pop-up spaces, challenges related to affordable rents, rates and other building issues.

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time frame
Core Strategy Southwark Plan Area Action Plans	2.1	Develop a shared council resource register of requests for long and meanwhile use premises and develop a strategy for transparent allocation of such spaces.	To match requests with opportunities and to better inform regeneration projects.	<ul style="list-style-type: none"> ▪ A centralised register which is updated and reviewed on a monthly basis ▪ An agreement or strategy in place for use and allocation of vacant spaces 	<ul style="list-style-type: none"> ▪ Property Regeneration ▪ Developers 	2014 onwards
Core Strategy Southwark Plan Area Action Plans Economic wellbeing	2.2	Map existing cultural premises, occupiers and workspace providers.	To identify saturation and gaps in cultural premises in order to support planning and policy decisions.	<ul style="list-style-type: none"> ▪ A digital map of premises 	<ul style="list-style-type: none"> ▪ Planning ▪ Business Improvement Districts ▪ Economic Development 	2015 onwards
Economic wellbeing	2.3	Work with the Rates service to develop a consistent and transparent response to the issues raised by the cultural sector	To provide clear and consistent information and guidance to the sector on all issues relating to rates (e.g. discretionary rate relief)	<ul style="list-style-type: none"> ▪ 1 initial meeting set up with Rates service ▪ Published set of clear guidelines and FAQs on all issues relating to rates. 	<ul style="list-style-type: none"> ▪ Rates service 	2014 onwards

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time frame
Core Strategy Southwark plan Area action plans	2.4	Work with strategic partners to explore how the council can play a role in assisting the sector to make the case for the use of non council empty or underutilised space for cultural use.	To support the sector in brokering relationships with non-council bodies such as developers, local business and private landlords	<ul style="list-style-type: none"> ▪ 1 initial meeting with strategic partners to explore potential 	<ul style="list-style-type: none"> ▪ Regeneration ▪ Planning ▪ Developers ▪ Housing 	2013 onwards
Economic Wellbeing	2.5	Develop clear guidance and training support in relation to buildings and spaces for those looking to start up a building based cultural enterprise.	To assist in accessing premises for start up enterprises	<ul style="list-style-type: none"> ▪ Published set of clear guidelines and FAQs on all issues relating to buildings and spaces ▪ List of all relevant training provision 	<ul style="list-style-type: none"> ▪ Empty Shops Network ▪ Events ▪ Southwark Arts Forum ▪ Regeneration 	2014 onwards
Area Action Plans Elephant and Castle SPD affordable retail policy Economic wellbeing	2.6	Work with strategic partners and internal council departments to look at the opportunity for affordable space, start up and incubator spaces.	To assist in accessing premises for start up enterprises.	<ul style="list-style-type: none"> ▪ Initial meeting with partners to explore this and agree frequency of subsequent meetings e.g. bi-monthly. ▪ Agreement in place re council's policy on affordable space, start up and incubator spaces 	<ul style="list-style-type: none"> ▪ Planning ▪ Regeneration ▪ Studio providers ▪ Business improvement districts ▪ Developers 	2013 onwards
Area Action Plans	2.7	Work with the sector to explore business models which enable retention of cultural uses for B1 premises	To encourage the sector in taking a more business like approach for a more viable use	<ul style="list-style-type: none"> ▪ 2 seminar events with presentations by studio providers and other space 	<ul style="list-style-type: none"> ▪ Planning ▪ Regeneration ▪ Studio providers ▪ Business 	2014 onwards

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time frame
		in areas of regeneration.	and management of space	management models	improvement districts ▪ Developers	
Area Action Plans	2.8	Work with strategic partners to ensure that all cultural and community sectors have access to showcase opportunities.	To provide platforms for and access to performance and showcase opportunities for promoting and presenting work	▪ Regular (monthly) update via e-bulletin and networks on forthcoming opportunities	▪ SAF ▪ Events	2013 onwards
Area Action Plans	2.9	Practical guidance in providing access to performance space for non-venue based companies and practitioners.	To support collaborative working across the cultural sector and to maximise use of existing resources	▪ Collated list of host venues and associated support package available	▪ Funded organisations ▪ Cultural venues	2013 onwards
Core Strategy Southwark plan	2.10	Review council wide approach to cultural provision within regeneration consultation, including support for creative and cultural industries.	To agree and develop a coherent, clear approach to engagement, consultation and sustaining of culture within regeneration areas.	▪ Input into consultation process as required ▪ Quarterly meetings between officers	▪ Regeneration ▪ Planning	2014 onwards

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

THEME 3: CREATIVITY, QUALITY AND INNOVATION

Promoting creativity, innovation and quality, supporting new and emerging artists, recent graduates and retaining young talent in the borough.

Strategic Links		Action	Why are we doing this	Outputs	Partners	Time Frame
Economic Wellbeing	3.1	Set up exploratory meeting with business development/support depts. of colleges to identify skills gaps and needs of new graduates in transition from college to business and work to develop an appropriate support package.	To provide support at the appropriate level for emerging cultural sector graduates to take their next step within the cultural industries, ensuring the retention of new artists/graduates in the borough.	<ul style="list-style-type: none"> ▪ Initial meeting with colleges ▪ Follow up meeting with colleges and cultural industry partners ▪ Support package (inc one to one advice sessions, information and signposting, opportunities to sell work) 	<ul style="list-style-type: none"> ▪ LCC, Camberwell, LSBU, Morley, Southwark College, Southwark Adult Education, Southwark Arts Forum, Ideas Tap, Newham College (Fashion and textiles museum), business improvement districts, current funded organisations. 	2014 onwards
Economic Wellbeing	3.2	Collate a list of individual practitioners, organisations and venues that are willing and able to offer support to artists, through advisory, residencies, apprenticeships and schemes for young entrepreneurs	To encourage collaborative working within the cultural sector and to maximise use of existing skills and resources	<ul style="list-style-type: none"> ▪ Collated list of individuals, organisations & venues and their associated support package available 	<ul style="list-style-type: none"> ▪ Studio providers ▪ Regeneration ▪ Property ▪ Cultural venues ▪ Southwark Arts Forum 	2014 onwards
Economic Wellbeing	3.3	For council services to work together to consider and find solutions for proposals that	To promote a positive organisational attitude and flexibility within	<ul style="list-style-type: none"> ▪ Published set of guidelines and FAQs ▪ Quarterly meetings 	<ul style="list-style-type: none"> ▪ Regeneration ▪ Property ▪ Events 	2014 onwards

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

Strategic Links		Action	Why are we doing this	Outputs	Partners	Time Frame
		may not easily fit within existing processes such as access to unusual site specific spaces.	council processes towards quality work that is experimental, as this raises the profile of the borough and attracts visitors.	<ul style="list-style-type: none"> between officers ▪ A central register of enquiries ▪ 2 seminar events with presentations from best practice models 		
Economic Wellbeing	3.4	Promote training and skills sharing through best practice models to develop innovative creative practice.	To promote the skills and experiences of organisations that are producing experimental and cutting edge work, enabling other artists and practitioners to learn from this	<ul style="list-style-type: none"> ▪ 2 seminar events with presentations from best practice models 	<ul style="list-style-type: none"> ▪ Events 	2014 onwards
Southwark Plan	3.5	<p>To develop a public art and monuments strategy which advocates for innovative, high quality commissioning processes and incorporates:</p> <ul style="list-style-type: none"> ▪ Artists' involvement in the early stages of development. ▪ A broad definition of public art. ▪ Protocol for improving the implementation, management, care and safeguarding of public art and heritage. 	To have a clear policy for the commissioning of public art, ensuring a coherent, transparent and streamlined approach, which results in high quality work being delivered.	<ul style="list-style-type: none"> ▪ An agreed public art strategy 	<ul style="list-style-type: none"> ▪ Public realm ▪ Planning ▪ Regeneration ▪ Developers ▪ Ixia (public art think tank) ▪ Health & wellbeing 	2014 onwards

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

Strategic Links		Action	Why are we doing this	Outputs	Partners	Time Frame
		<ul style="list-style-type: none"> ▪ Protocol for community engagement 				
Great Art for Everyone (ACE) Cultural Metropolis (GLA) Making Music Matter (GLA)	3.6	<p>Continuation of existing high quality engagement programmes which meet an identified need and where the council are best placed to lead delivery:</p> <ul style="list-style-type: none"> ▪ Big Dance biannual dance festival. ▪ All About the Band young people's music project. ▪ Supporting new cultural producers (e.g. creative writing workshops for adults). ▪ Canada Water Culture Space and libraries programming. 	To provide opportunities for local people to witness and participate in high quality cultural experiences.	<ul style="list-style-type: none"> ▪ Delivery of existing arts and libraries programmes 	<ul style="list-style-type: none"> ▪ Arts Council England ▪ Southwark music service ▪ Greater London Authority (GLA) ▪ London Events Forum ▪ The Albany 	2013 onwards
Southwark Plan	3.7	Developing a new high quality culture or heritage resource through a dialogue with the community, including re-providing the Cuming Museum and Newington Library.	Public support for a new facility and the need to rebuild an appropriate space for the collections and services which serve Southwark's heritage remit. Continued and strengthened commitment to showcasing and caring	<ul style="list-style-type: none"> ▪ Public consultation to explore ideas and proposals ▪ Engagement programme raising awareness of current services and new potential ▪ Dialogue with stakeholders on development of 	<ul style="list-style-type: none"> ▪ Regeneration ▪ Arts Council England (ACE) ▪ Greater London Authority (GLA) ▪ A New Direction (AND) ▪ Museum of London ▪ London Museums Group ▪ National Archives 	2015 onwards

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

Strategic Links		Action	Why are we doing this	Outputs	Partners	Time Frame
			for the borough's physical archives and artefacts.	proposals	<ul style="list-style-type: none"> ▪ Heritage Lottery Fund (HLF) 	
	3.8	Review the culture commissioning plan and contracts with organisations in the borough.	To ensure the culture commissioning plan supports the delivery of the new cultural strategy.	<ul style="list-style-type: none"> ▪ New commissioning plan ▪ New contracts 	<ul style="list-style-type: none"> ▪ Arts Council England ▪ Current funded organisations ▪ All council departments involved in culture commissioning 	2015-2016

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

THEME 4: RESILIENCE AND SUSTAINABILITY

Support for long term viability of cultural sector, through training, capacity building and professional development, links to business and enterprise, access to funding and synergy through consortia and partnership bids.

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time Frame
Economic Wellbeing	4.1	Develop an income generation plan.	To increase capacity and inward investment	<ul style="list-style-type: none"> ▪ Income generation plan, including national funding bodies, philanthropy / individual giving, sponsorship and CSR. 	<ul style="list-style-type: none"> ▪ Economic development ▪ Arts Council England ▪ Business improvement districts 	2014 onwards
	4.2	Provide and distribute up to date information on a range of funding sources which cultural organisations can apply to and advise them of these.	To encourage applications to a range of funding sources.	<ul style="list-style-type: none"> ▪ List of council and non-council sources, including links to major funding sources ▪ Regular e- bulletin 	<ul style="list-style-type: none"> ▪ Communications Community engagement ▪ Southwark Arts Forum 	2014 onwards
Economic Wellbeing	4.3	Explore opportunities for connecting cultural organisations with corporate organisations through, corporate social responsibility (CSR), business support for culture, corporate funding and secondment opportunities.	To encourage the sector in diversifying their funding streams and explore other funding models	<ul style="list-style-type: none"> ▪ Initial exploratory meeting with corporate sector and other partners ▪ 2 seminar events for cultural sector and corporate organisations 	<ul style="list-style-type: none"> ▪ Arts and Business ▪ Business improvement districts 	2014-2015
Economic Wellbeing	4.4	Explore options for strategic consortia funding applications, identifying	To use the council's position to lever in strategic investment in	<ul style="list-style-type: none"> ▪ Initial exploratory meeting with council officers 	<ul style="list-style-type: none"> ▪ Arts Council England ▪ Regeneration ▪ Economic 	2016 - 2017

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time Frame
		involvement from other council services and potential cultural partners.	cultural provision, benefiting local communities and a range of cultural providers.	<ul style="list-style-type: none"> ▪ Research potential funding sources 	<ul style="list-style-type: none"> ▪ Development Health and Wellbeing 	
South London and Maudsley Art Strategy Guys and St Thomas Hospital Art Strategy	4.5	Explore with other council services how the cultural sector can access funds related to the personalisation agenda.	To identify how the cultural sector can best address the health and wellbeing agenda	<ul style="list-style-type: none"> ▪ Activities designed to meet the needs in this area. 	<ul style="list-style-type: none"> ▪ Health and Wellbeing ▪ Guys and St Thomas Hospital ▪ South London and Maudsley Hospital 	2015
Economic Wellbeing	4.6	Explore with partners alternative models of funding cultural enterprise and provide signposting for them.	To encourage the sector to diversify their funding streams and explore other funding models	<ul style="list-style-type: none"> ▪ Initial meeting with studio providers and space management agencies ▪ List of alternative funding models 	<ul style="list-style-type: none"> ▪ Studio providers ▪ Business improvement districts 	2015
Economic Wellbeing	4.7	Explore with colleagues across council services how we could make better use of existing council resources to support and help to save money for the sector.	To maximise the use of existing council resources (e.g. transport, IT, space)	<ul style="list-style-type: none"> ▪ List of alternative council resources for use by cultural sector 	<ul style="list-style-type: none"> ▪ All council departments 	2015
Economic wellbeing Great Art for	4.8	Explore the council's and Arts Council England current portfolio of funded organisations, the ways in	To ensure more effective use of resources across the borough.	<ul style="list-style-type: none"> ▪ 1 meeting per year with ACE portfolio organisations ▪ Quarterly meetings 	Arts Council England	2014

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time Frame
Everyone		which they can support other organisations and individual practitioners in the borough, helping them to save money through resource sharing.		<ul style="list-style-type: none"> with funded orgs ▪ Collate list of support package available 		
Economic Wellbeing	4.9	Explore within the council and with external partners the potential for the cultural sector to access start up funding towards their work.	To support the development of new companies, small creative businesses and cultural industries	<ul style="list-style-type: none"> ▪ Initial exploratory meeting with council officers and other partners ▪ Collate list of existing funds and initiatives available 	<ul style="list-style-type: none"> ▪ Ideas Tap ▪ Youth ▪ Corporate strategy Business improvement districts 	2014
Economic Wellbeing	4.10	To review and develop existing training and capacity building mechanisms in partnership with key providers	To ensure the sector has access to the best quality training and skills support available and to ensure a joined up approach	<ul style="list-style-type: none"> ▪ Review of current provision 	<ul style="list-style-type: none"> ▪ Southwark Arts Forum (SAF) ▪ South London Art Map (SLAM) ▪ Events ▪ CAS (Community Action Southwark) 	2014
Volunteer Strategy	4.11	To work with partners to enable people to use their skills within the community to build capacity for cultural provision.	To provide opportunities for local people to develop skills and become volunteers	<ul style="list-style-type: none"> ▪ Delivery of volunteer passport programme ▪ Collated list of volunteer opportunities 	<ul style="list-style-type: none"> ▪ Volunteer Centre Southwark ▪ Attitude is Everything ▪ Guys and St Thomas' hospital ▪ South London and Maudsley hospital 	2013

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

THEME 5: PEOPLE AND AUDIENCES

Increasing and diversifying audiences, audience development and engagement enabling the sector to reach local audiences and be aware of the changing nature of the population as a result of the physical changes in the area.

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time Frame
	5.1	Develop a community and culture profile for each community council area to help cultural practitioners and organisations tap into changing audiences and reach new communities.	To use the information and resources available to support cultural organisations to become more knowledgeable about their local community, their target audience and enable appropriate engagement.	<ul style="list-style-type: none"> ▪ Data analysis of current sources inc Census and health & wellbeing data ▪ Area based profiles developed 	<ul style="list-style-type: none"> ▪ Community engagement ▪ Audiences agency ▪ Corporate strategy ▪ Arts Council England 	2014 ongoing
Great Art for Everyone	5.2	Provide training in interpreting and using audience segmentation data and provide specific sector support for organisations who are new to this or have limited experience of this process.	To support the cultural sector to better understand local communities and how they engage with cultural provision	<ul style="list-style-type: none"> ▪ 2 seminar / training events for cultural sector led by Audiences agency and ACE 	<ul style="list-style-type: none"> ▪ Audiences agency ▪ Arts Council England (ACE) 	2014 ongoing
Great Art for Everyone	5.3	Work with local, borough wide and London wide heritage organisations and societies to promote, preserve and celebrate both existing heritage and culture and heritage of Southwark's newer communities.	To help tell the story of Southwark, past, present and future. To help people feel engaged with the borough's history and to explore their own contribution to local and wider culture.	<ul style="list-style-type: none"> ▪ Regular contact with heritage and diverse groups, including attendance at events ▪ Improved information and resources online and in physical formats 	<ul style="list-style-type: none"> ▪ Local history and heritage societies ▪ Arts Council England (ACE) ▪ Museum of London ▪ London Museums Group ▪ National Archives 	2014 onwards

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time Frame
			To listen to and work with people to tell their own story.	<ul style="list-style-type: none"> ▪ More opportunities for people to become involved 		
Great Art for Everyone	5.4	Helping people explore their own identity and cultural values through exhibitions, interpretation, events and activities both online and in appropriate sites and venues.	To fulfil our remit to reflect local and wider communities and cultures and to provide access to the collections we hold in trust for the people of Southwark and beyond.	<ul style="list-style-type: none"> ▪ Continued programme of regular exhibitions, education programme and events ▪ Improved web and other resources ▪ Continued and strengthened commitment to showcasing and caring for the borough's physical archives and artefacts. 	<ul style="list-style-type: none"> ▪ Local history and heritage societies ▪ Arts Council England (ACE) ▪ Museum of London ▪ London Museums Group ▪ National Archives 	2015 onwards
Great Art for Everyone	5.5	Support the development of the schools audience for cultural products, e.g. through the Arts Award, engagement with teachers, mapping of existing take up and provision.	To encourage greater co-operation and collaborative working between the cultural sector and others.	<ul style="list-style-type: none"> ▪ Map current provision in schools (through partner information) ▪ Series of open meetings for cultural sector with teachers / education reps ▪ Delivery of Arts Awards schemes (e.g. All about the 	<ul style="list-style-type: none"> ▪ Education service ▪ STEP ▪ A New Direction (AND) ▪ South Bank and Bankside Cultural Quarter ▪ Cultural partners working with schools 	2014 onwards

CULTURAL STRATEGY ACTION PLAN 2013 to 2018

Strategic Link		Action	Why are we doing this	Outputs	Partners	Time Frame
Guys and St Thomas Hospital art strategy South London and Maudsley Hospital art strategy Five ways to wellbeing Volunteer strategy	5.6	Work with cultural providers to ensure awareness of current legislation and best practice and a pro-active implementation of access and inclusion through targeted programming according to age, ethnicity and disability.	To ensure that Southwark's cultural provision is inclusive and accessible to all communities	Band) <ul style="list-style-type: none"> ▪ Equalities impact assessments ▪ Targeted programmes by age, ethnicity etc. ▪ Targeted health and wellbeing programmes e.g. Feel better with a book ▪ Published findings of Volunteer passport ▪ Revealed training ▪ Access to Mental Health First Aid training, delivered by SLAM 	<ul style="list-style-type: none"> ▪ Volunteer Centre Southwark ▪ Attitude is Everything ▪ Guys and St Thomas Hospital ▪ South London and Maudsley Hospital 	2014 onwards

This page is intentionally blank.

**EDUCATION, CHILDREN'S SERVICES & LEISURE SCRUTINY SUB-COMMITTEE
MUNICIPAL YEAR 2012-13**

AGENDA DISTRIBUTION LIST (OPEN)

NOTE: Original held by Scrutiny Team; all amendments/queries to Julie Timbrell Tel: 020 7525 0514

Name	No of copies	Name	No of copies
Sub-Committee Members		Council Officers	
Councillor David Hubber (Chair)	1	Romi Bowen, Strategic Director of Children's Services	1
Councillor The Right Revd Emmanuel Oyewole (Vice-Chair)	1	Deborah Collins, Strategic Director of Environment & Leisure	1
Councillor Chris Brown	1	Adrian Whittle, Head of Culture, Libraries, Learning and Leisure	1
Councillor Lisa Rajan	1	Shelley Burke, Head of Overview & Scrutiny	1
Councillor Rosie Shimell	1	Sarah Feasey, Legal Services	1
Councillor Althea Smith	1	Eleanor Parkin, Policy Officer, Children's Services	1
Councillor Cleo Soanes	1	Rory Patterson, Assistant Director of Specialist Children's Services and Safeguarding	1
Reserves		Kerry Crichlow, Assistant Director, Children's Services	1
Councillor Michael Bukola		Elaine Allegretti, Head of Strategy, Planning and Performance, Children's Services	1
Councillor Sunil Chopra	1	Merrill Haeusler, Deputy Director, Children's Services	1
Councillor Lorraine Lauder MBE	1	Yolanda Houston, Headteachers Executive business Manager	1
Councillor Darren Merrill	1	Tania Robinson, Environment Dept	1
Councillor Graham Neale	1	Chris Page, Principal Cabinet Assistant	1
Education Representatives		Alex Doel, Labour Political Assistant	1
Revd Nicholas Elder		William Summers, Liberal Democrat Political Assistant	1
Colin Elliott	1	Julie Timbrell, Scrutiny Team SPARES	10
Leticia Ojeda	1		
Lynn Charlton	1		
Other Members			
Councillor Dora Dixon-Fyle			
Councillor Catherine Bowman	1		
Councillor Veronica Ward	1		
	1		
		Total:	44
		Dated: January 2013	