

## For General Release

<b>REPORT TO:</b>	<b>CABINET 23<sup>rd</sup> March 2020</b>
<b>SUBJECT:</b>	<b>This is Croydon – Borough of Culture 2023</b>
<b>LEAD OFFICER:</b>	<b>Shifa Mustafa - Executive Director - Place Paula Murray – Culture Director</b>
<b>CABINET MEMBER:</b>	<b>Councillor Oliver Lewis Cabinet Member for Culture, Leisure &amp; Sport</b>
<b>WARDS:</b>	All
<b>CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON</b> Croydon will be London’s Borough of Culture in 2023 and will deliver an ambitious programme of cultural activity not only in 2023 but also in the lead up to it. Through BoC we are actively delivering on the Corporate Plan ambition to value the arts, culture, sports and activities - we are investing in Croydon’s cultural offer, working with diverse communities across the borough supporting them to create cultural content and deliver events. We will also be delivering large scale cultural events of regional and national interest driving visitor numbers in Croydon.	
<b>FINANCIAL IMPACT</b> The Borough of Culture award will bring in £4.4m for culture and the arts through Greater London Authority (GLA) and from other funders including Arts Council England (ACE).	
<b>FORWARD PLAN KEY DECISION REFERENCE NO.:</b> N/A	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

### 1. RECOMMENDATIONS

The Cabinet is recommended to

- 1.1 Note that Croydon is the Borough of Culture for 2023.

### 2. EXECUTIVE SUMMARY

- 2.1 On 11<sup>th</sup> February Croydon was announced as Borough of Culture 2023, we have been recognised as a London cultural leader for putting culture at the heart of regeneration and investing in cultural infrastructure, and for our future cultural ambitions.
- 2.2 Through the Borough of Culture we will create an open access fund for local community and cultural projects as well as deliver a year of large scale events

and initiatives designed and delivered with our arts community and young people.

- 2.3 A number of foundation projects will begin during 2020, including:
  - The Croydon Map of the World that plans to identify 23 communities and countries that make up our collective cultural DNA
  - The Beacons project which will select 23 locations for artist-decorated beacons that will form a trail during 2023.
- 2.4 We will also be recruiting 23 community leaders to join our Cultural Champions and Ambassadors who will help develop and shape the 2023 programme.
- 2.5 The Borough of Culture will have 20,000 participants, every school involved, 300 volunteers, audiences of over 120,000 and over 1,000 artists. A top quality programme involving local, national and international artists is proposed including large scale youth led opening and closing events. Announcements about specific elements of the programme is scheduled between now and the opening ceremony to maintain momentum and engage residents, creatives and wider audiences.

### **3. Borough of Culture**

- 3.1 Croydon is putting Culture at the heart of regeneration, investing in physical infrastructure such as the £42.6m investment in the heritage led refurbishment of Fairfield Halls and in our cultural community through the Cultural Partnership Fund and Youth Arts Fund. Our partnership funds see a return of £3.68 for every £1 invested by the council.
- 3.2 We are already home to a Music City and to a Cultural Enterprise Zone – two programmes designed to strengthen our live music scene, promote artists and grow our culture and creative economy. Our Culture Network has over 200 members and continues to grow, creating new partnerships along the way. Our new Culture Plan signifies the momentum at a time when libraries return to the council, aligning culture with our core growth and a movement to culture-led regeneration.
- 3.3 Our successes however, needs to be viewed against a backdrop of historic chronic under investment from leading funding bodies. Croydon has felt a 98% drop in National Heritage Lottery Funding (NHLF) funding over the last six years and is now second lowest in London. Before the arrival of Talawa we had no Arts Council England (ACE) National Portfolio Organisations (NPOs) in the Borough and we have fared little better from the larger trusts and foundations.
- 3.4 The Borough of Culture award is an opportunity to improve public perception of the borough and to encourage inward investment through funders and corporate engagement.

## **This is Croydon - Borough of Culture 2023**

The Borough of Culture will help us to achieve our 6 ambitions for culture in the Borough:

### **3.5 Croydon will embed culture at a strategic level to ensure it is for everyone.**

- A new cultural charter will be a call to action for all artists and businesses involved in the programme. It reflects the borough's key equalities, sustainability and fairness policies through commitment on paying the London Living Wage and adopting sustainable practices.
- During 2023 we will work with teams across the council to update our Cultural Plan on the back of BoC investment. Cultural will continue to be represented in our structures and strategies, and by 2023 we will enable other services (e.g. Health & Social Care) to integrate into the cultural agenda.
- The Culture Network will be an integral part of this decision-making with regards to cultural policy and we will to see this network grow from the current 200.

### **3.6 Croydon will be a place where people come first; where residents will benefit from investment.**

- We will ensure all of our residents will have the opportunity to participate and engage in the production of cultural activity, aiming to engage with 20,000 participants including 1,000 artists and a live audience of 120,000 across the whole borough.
- Through the use of social media we will reach over 3 million people worldwide. We will create a cohort of active citizens with 140 community champions and ambassadors, 300 trained volunteers.
- Everyone will be welcome to all our cultural events irrespective of race, sex, ability, religion or sexuality. Our diversity will be reflected not only at an audience level but also at management and trustee levels.
- Mental health and well-being are priorities, activities such as 'This is Our Croydon' will forge links across generations to overcome issues around social isolation experienced by older generations.
- Young people will benefit from opportunities to build skills and take advantage of improved career pathways into the creative sector.

### **3.7 People will feel differently about Croydon, it will be a full and dynamic programme which celebrates it's past and present.**

- Our first Croydon Poet Laureate will be in post during the development of the programme to 2023, raising awareness around poetry, as well as amplifying the diversity of voices within Croydon, connecting across all projects. A successor will be selected for January 2023 to carry on this legacy.
- Through our programme, flagship events and investment strands Croydon's profile will be forever altered, reaching national and international audiences and becoming the "centre of the universe" and as stated in The Guardian citing "It's been through countless incarnations, but it could just be its time has come".
- Our **Beacons** project will feature in our neighbourhoods, communities and cultural hubs across 23 locations to create symbolic art works. We will go global as 10 of our 23 beacons will have international locations/partners, 100+ international artists across all genres will be invited to collaborate on a variety of projects.

### 3.8 **Croydon will be THE place where cultural entrepreneurs and creative businesses succeed through new creative partnerships and new ways of working which will build resilience.**

- Through the support of the Borough of Culture we will develop new creative partnerships which will build resilience of our creative and cultural sector. Funding bodies will be proactive in working with us to redress the historic lack of investment in Croydon.
- Our Cultural Partnership scheme will have doubled its membership to over 25 active corporate supporters and over £100,000 of investment annually. We want to see this reflected in other Corporate Social Responsibility (CSR) budgets through active engagement with businesses and their networks (Croydon BID, Croydon Chamber of Commerce) and through a new fundraising toolkit for local creatives.
- We will be proactive with our Ignite fund and other grant schemes to go direct to communities through partners to identify audiences and participants not yet engaged.
- We will form new partnerships with cultural organisations who help meet our ambitions. Croydon will be recognised as a place where art is produced not just performed strengthening our cultural sector.
- Our talent pipeline will be nurtured to meet business demand in the cultural and creative sectors. We will provide pathways for young people through work experience, job shadowing, and new paid internships, and more schools will participate in careers fairs.

### 3.9 **The Cultural Programme**

The Borough of Culture will have 20,000 participants, every school involved, 300 volunteers, audiences of over 120,000 and over 1,000 artists. A top quality programme of national and international interest is proposed including large scale youth led opening and closing events. Announcements about specific elements of the programme is scheduled between now and the opening ceremony to maintain momentum and engage creatives and audiences – some of the events and activities to be delivered are outlined below:

- 3.9.1 Our **Beacons** project will feature in our neighbourhoods, communities and cultural hubs across the borough; 23 symbolic beacons from an original design created by a Croydon artist will be reimaged by 23 local, national and international artists. These will be auctioned off at the end of the year to raise money for local community and cultural organisations. The locations, chosen by our Ambassadors and Champions, will be spread across the borough providing focal points for 2023.
- 3.9.2 Our open access **Ignite Fund** will support 100 projects with a share of £400,000 across the year and across the following four themes, identified through consultation with our culture network.
- 3.9.3 **Croydon Map of the World**, led by Apsara Arts, will be a look beyond the census data to identify the 23 most significant communities or countries for Croydon with events in libraries and community halls across the borough during 2020/21. The project will develop a cultural Map of Croydon and reimagine the world map from a Croydon perspective. The map will also identify international locations for partner beacons in countries across the world. It will also feed in to

our evaluation framework for the year.

#### **4. CONSULTATION**

- 4.1 The bid was subject to wide engagement with members of the Culture Network – a group of 200 cultural and arts organisations and individuals in Croydon.
- 4.2 We will also be recruiting 23 community leaders to join our Cultural Champions and Ambassadors who will help develop and shape the 2023 programme. Ambassadors and champions will come from 4 different parts of our community: Artists and arts organisations via the Culture Network, Community leaders via the Big Conversation, Young people (under 25) via the steering group for C3 our YPP programme and CYAC (Croydon Youth Arts Collective), and school champions from our primary, secondary and special schools.
- 4.3 Over the next three months, a number of specific consultation and planning sessions have been scheduled: two sessions in March and April for the Culture Network to take part in the development of the next steps; the route map from now to a successful year in 2023 and the council will hold a policy development session for the majority group Members.

#### **5. PRE-DECISION SCRUTINY**

- 5.1 The detailed plans to deliver the Borough of Culture year will be taken to Scrutiny later this year.

#### **6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 6.1 Being the Borough of Culture will bring in funding for arts and culture to the council and also Croydon organisations. We have committed funding of £2.35m - £1.35m from the GLA, £0.75m from Growth Zone, £0.25m match funding from organisations such as ACE and Heritage Lottery Fund. Ticket sales and sponsorship will contribute £1.125m.
- 6.2 We will seek additional external funding for activities and events to enhance the programme of planned activities between now and 2023. We have had a warm response from ACE and other funders who are keen to support Borough of Culture activities.

## 1 Revenue and Capital consequences of report recommendations

	Current year	Medium Term Financial Strategy – 3 year forecast		
	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000
<b>Revenue Budget available</b>				
Expenditure				
Income				
<b>Effect of decision from report</b>				
Expenditure	62.5	192.5	564	3,346
<b>Income</b>				
Greater London Authority (LBoC award)	0	0	(276)	(1,073)
Greater London Authority (other grants)	0	0	(75)	(75)
Croydon Council support	(42.5)	(97.5)	(138.1)	(489.2)
Other Public Subsidy (Arts Council, Big Lottery, DWP, NHS)	(20)	(95)	(75)	(485)
Earned Income - Generated Income (ticket sales)	0	0	0	(826.9)
Contributed income (Sponsorship)	0	0	0	(322.5)
Charitable trusts and foundations income	0	0	0	(74)
<b>Remaining budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Budget available</b>				
Expenditure				
<b>Effect of decision from report</b>				
Expenditure				
<b>Remaining budget</b>				

## **2 The effect of the decision**

By approving this decision the Council will be able to access various grants from across the cultural sector, sponsorship and income from ticket generation. It will, however, commit the Council to £767,267 of revenue support.

## **3 Risks**

The Council is committing to a high profile cultural programme over the coming years, peaking in 2023. There is a risk that sponsorship and ticket sales will not generate sufficient income to cover costs, however, through good programming this risk is reduced.

## **4 Options**

Approve the Borough of Culture award and commit to a high profile cultural programme in 2023.

Reject the Borough of Culture award, however, there will be significant reputational damage to the Council and the cultural sector across the borough.

## **5 Future savings/efficiencies**

The Borough of Culture programme is not a savings programme, however, the positive impact of the scheme will be felt in its contribution to the strengthened case for inward investment in Croydon.

Approved by Lisa Taylor, Director of Finance, Investment and Risk and s151 Officer

## **7. LEGAL CONSIDERATIONS**

- 7.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that there are no direct implications arising from the recommendations in this report. As and when projects are brought forward as part of or in support of the Borough of Culture, including any specific funding agreements required, these will require separate legal advice as to implications.

Approved by Sandra Herbert,, Head of Litigation and Corporate Law on behalf of the Director of Law and Governance & Deputy Monitoring Officer.

## **8. HUMAN RESOURCES IMPACT**

- 8.1 A Borough of Culture delivery team will be established to manage the programme of activity and recruitment the team will follow council processes.
- 8.2 There are no further HR implications for the Borough of Culture.

Approved by: Jennifer Sankar, Head of HR Place, for and on behalf of the Sue Moorman, Director of Human Resources

## **9. EQUALITIES IMPACT**

- 9.1 An Equalities Analysis will be undertaken for specific projects or events to ascertain potential impact on groups that share protected characteristics as well as ensure that the council has due regard to meeting the aims of the general equality duty. An equality analysis will also be undertaken as part of the programme development process in order to ascertain potential impact on groups that share protected characteristics as well as inform and strengthen the activity and prior to finalising the programme
- 9.2 Overall the programme will have a positive impact on groups that share protected characteristics as it seeks to bring in new audiences, engage with a wide range of people, communities and organisations and deliver an inclusive and diverse programme.

Approved by: Yvonne Okiyo , Equalities Manager

## **10. ENVIRONMENTAL IMPACT**

- 10.1 There are no environmental impacts directly relating to BoC. Consideration will be given to environmental sustainability when devising and delivering the programme

## **11. CRIME AND DISORDER REDUCTION IMPACT**

- 11.1 Participation in cultural and leisure activities often leads to a reduction in incidents of crime and disorder as it engages individuals providing and activates places, however there is no specific impact of the range of activities proposed.

## **12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

- 12.1 Investing in culture is a key outcome of the Corporate Plan. Endorsing the Borough of Culture programme with its wide range of activities for people of all ages and backgrounds will engage more people in cultural activity and truly place it at the heart of regeneration.

## **13. OPTIONS CONSIDERED AND REJECTED**

- 13.1 Do nothing – the council could turn down the award however this would have significant negative reputational impact. There would be reduced investment in culture between 2020 and the end of 2023.

Deliver a different range of activity – from spring 2020 the council with the culture network and our newly recruited Cultural Champions and Ambassadors will develop and shape the 2023 programme. The outline programme has been determined but specific projects and activities will change.

## **14. DATA PROTECTION IMPLICATIONS**

### **14.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

**YES**

### **14.2 HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?**

**NO**

An impact assessment will be carried out between 2020 and 2023. The personal data that will be captured through Borough of culture will be for allocation of tickets / places at events which form part of the programme.

The Executive Director of Place comments that a DPIA will be in place in time for 2023 when Croydon is Borough of Culture.

Approved by: Shifa Mustafa Executive Director Place.

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#### **CONTACT OFFICER:**

Rob Hunt – Asset Manager  
Marie Tulley-Rose – Museum & Archives  
Manager

**APPENDICES TO THIS REPORT:** None

#### **BACKGROUND PAPERS:**

Borough of Culture background and guidance from Greater London Authority - <https://www.london.gov.uk/what-we-do/arts-and-culture/current-culture-projects/london-borough-culture/london-borough-culture>