**LONDON BOROUGH OF SUTTON**

**SERVICE SPECIFICATION**

**CULTURE STRATEGY & CONSULTATION PLAN**

**1.** **INTRODUCTION AND OVERVIEW**

**Background and Context**

The coalition government that took office after the 2010 general election has followed a policy aimed at reducing the public sector deficit, principally through reductions in public expenditure. As a result Councils have had significant reductions in their funding from government grants. As the same time the Council has faced increasing demand for services due to demographic pressures and the consequences of other national government policies such as welfare reform.

The London Borough of Sutton is no different from other councils. In order to balance its budget the council has needed to identify savings equivalent to 25% of its 2010 budget over a four year period. The address this, the Council identified £32m of savings through its Smarter Services Sutton (SSS) programme.

Despite this, further funding and grant reductions are expected from national government over the medium term with a funding gap of £38m projected by 2018/19. To address this funding gap, the council has initiated the Smarter Council programme to drive through the transformation of council services. This programme is focused on four key themes: Opportunity Sutton, Prevention, Neighbourhood Working and Developing Our Own Organisation. The delivery of projects underneath these themes will fundamentally change the shape of the council and its service in Sutton over the next few years.

The London Borough of Sutton wishes to commission a draft Culture Strategy and a draft Consultation Plan. The draft Culture Strategy will support the range of culture based organisations across the borough to develop a strong cultural offer for our neighbourhoods. The Consultation Plan will set out the details for consultation on the strategy with key stakeholders and residents. Without an effective Culture Strategy we risk not meeting the needs of our residents. It is important to note that the Council has very limited resource to invest in arts, cultural activity, most of which is already committed. A collaborative strategy with stakeholder buy-in is essential to reflect existing and new cultural diversity within the borough.

**Our Commissioning Approach**

The London Borough of Sutton has committed to develop its commissioning practice to ensure:

1. A focus on fairness, equity and engagement in all stages of commissioning;
2. Understanding individual and locality needs through rigorous assessment, customer insight and engagement to provide a sound evidence base;
3. Ensuring that personalisation of services is well embedded;
4. Active shaping and development of markets in ways that create incentives for innovation, increased productivity and user involvement;
5. Collaboration with other public agencies where this provides value for money and meets needs;
6. Increased partnership working between the council, its residents and its partners from a variety of sectors;
7. Better outcomes for residents and local communities;
8. Reduced costs to the authority;
9. A strategic, corporately managed approach to the re- and de-commissioning of existing services;
10. An increasingly entrepreneurial approach that delivers creative solutions faster with fewer resources; and
11. A commitment to helping residents and communities build assets that improve their quality of life.

**2.** **PURPOSE AND SCOPE**

The council is initially facilitating the Draft Culture Strategy which will be co-owned by local organisations within the cultural sector. We have agreed on the following design principles for the strategy. We envisage a draft Culture Strategy that:

* Facilitates local groups to come together, to form networks and develop Sutton's cultural offer through community effort.
* Identifies the unique selling point for culture in Sutton.
* Develops a shared understanding of the definition of culture in Sutton.
* Develops a shared understanding of the diversity of culture in Sutton.
* Uses innovation to advance the cultural offer, enhance creativity and raise aspirations.
* Focuses on maximising the use of the existing infrastructure.
* Develops options for building on heritage as part of the cultural offer.
* Uses stakeholder engagement to ensure the strategy has the potential to bring about positive cultural change that residents want.
* Celebrates pride of place through cultural opportunities.
* Identify gaps in provision of facilities and identify funding opportunities to meet local need.
* Sets out a plan to consult and engage residents and stakeholders on the strategy after the 2018 Local Election.

**3.** **PROJECT SCOPE**

It is important to fully understand the characteristics of the borough and its communities. We expect the strategy to include:

**Geography -** location, towns in the Borough of Sutton, infrastructure.

**Demographic profile, including all protected characteristics –** profile and needs, suitable to inform an Equality Impact Assessment.

**Local Context -** The Sutton Plan, Town Centre Master Plan, Heritage Action Zone etc.

**Culture in Sutton –** which may include, but is not exclusive to: the arts (music, drama, dance, visual and public arts), libraries, museums, heritage, archaeology, natural and historic environment, archives, architecture, crafts, tourism, literature, digital media, theatre, film, entertainment and festivals.

**National Context –** policy, legislation, organisations, forthcoming change, financial opportunities.

**Creative Community Engagement –** currently targeted engagement workshops with diverse groups of residents, who are not engaged with Art Network Sutton are being undertaken to explore opportunities as to how culture could develop in Sutton and how organisations who are interested in culture can better network and work together. The provider will understand the Sutton context and use the information gathered from these workshops, as well as additional creative community engagement where gaps in provision are identified.

**4.** **DELIVERY**

**Service Delivery Approach**

Work with the London Borough of Sutton and Sutton’s Culture sector Stakeholders to develop a meaningful draft strategy which will establish improved and effective practice which delivers sustained change and better outcomes.

To develop a plan to ensure all stakeholders are consulted on the draft strategy before it is finalised.

**Quality Requirements**

The chosen provider will:

* Have significant experience of writing collaborative multi stakeholder
* Preferably have also worked with the GLA;
* Understand how Heritage Action Zones contribute towards culture; and
* Be competitive on price.

**Contract Period and Investment**

The period of the contract will be 3 months; the draft strategy must be completed and presented to the council on 4 January 2018. The timescale is non-negotiable as the draft strategy must be presented to Committee on 1 February 2018 before purdah.

The maximum award for this contract will be £30,000. Tenders will be evaluated on quality (60%) and cost (40%).

**Contract Monitoring**

The commissioning team comprises the following LBS staff who will be involved in the contract management arrangements:

Promoting Independence and Wellbeing Manager - Andrew Clark

Head of Libraries, Heritage and Arts – Madeline Barratt

Category Manager - Helen Doughty

Procurement Lead - TBC

The provider will send monitoring information electronically on a monthly basis to Andrew Clark, Promoting Independence and Wellbeing Manager, People’s Directorate (Andrew.clark@sutton.gov.uk

**Social Value**

The outcomes of the Strategy will enhance Social Value, by contributing to the following individual and community developmental assets:

|  |  |
| --- | --- |
| **Individual Assets:** | **Community Assets:** |
| i7 Community values individual  i17 Creative activities  i18 Community programmes  i22 Education/ learning engagement  i34 Cultural competence  i38 Self-esteem  i39 Sense of purpose | c9 Community identity and cohesion  c10 Celebrating diversity  c11 Access to arts and cultural events  c15 Social networks and neighbours  c16 A good environment to develop community networks  c25 Conservation  c31 Potential for community management and  control of local facilities  c32 High quality streets |