

CABINET MEMBER DELEGATED DECISION REPORT 05 SEPTEMBER 2019

Report title: Black Cultural Archives Funding 2019-23

Wards: Coldharbour

Portfolio: Councillor Andrew Wilson, Cabinet Member for Finance and Performance
Councillor Sonia Winifred, Cabinet Member for Equalities and Culture

Report Authorised by: Emma Peters, Strategic Director, Sustainable Growth and Opportunity

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Report summary

The Black Cultural Archives (BCA) opened in the heart of Brixton in 2014. The BCA is a national institution dedicated to collecting, preserving and celebrating the histories of diverse people of African and Caribbean descent in Britain. The organisation is a much valued resource locally and the Council and National Government wishes to see its continued success. Over the last year the BCA Trustees have been making changes to the organisation and their operational approach and have made significant progress with reviewing their management structures and making savings. They are now reviewing their business planning and developing plans to refurbish their building to enable greater potential for income generation, to extend their social and cultural impact and to support their financial sustainability.

In acknowledgement of the significant progress the organisation has made and to enable the organisation to implement the further changes they are seeking to make, the council proposes to continue to support the BCA by offering a combined package of revenue and capital grant funding to the organisation for the period 1 September 2019 to 31 March 2023 to enable the organisation to continue this transition.

Finance summary

It's recommended that BCA are allocated £621,960 of grant funding for the period 2019/20 to 2022/23. The allocation is made up of £441,960 revenue and £180,000 capital funding.

Recommendations

1. To approve £621,960 in grant funding to support the BCA to continue their transition into their new operating model and to refurbish their building to enable greater potential for income generation and ensure their ongoing financial sustainability. Funding will be conditional and released on the achievement of key agreed milestones.
2. To delegate authority to the Director, Enterprise, Jobs and Skills to oversee and agree delivery milestones and the social value terms and conditions.

1. CONTEXT

- 1.1 The Black Cultural Archives (BCA) is a national institution dedicated to collecting, preserving and celebrating the histories of diverse people of African and Caribbean descent in Britain. It was established in 1981 and has been situated in its iconic building in Windrush Square since 2014. It is a unique and important heritage and cultural asset not just for Lambeth, but for London and the UK. The BCA has an unparalleled and growing archive collection, offering insight into the history of people of African and Caribbean descent in Britain, and a platform for dialogue.
- 1.2 Equality is the key thread running through the Future Lambeth: Our Borough Plan. The BCA are uniquely placed to support the delivery of some of the plans key objectives, including creating inclusive growth and reducing inequality. The organisation also plays a pivotal role in the celebration of key moments in African and Caribbean history and has provided a safe and supportive space for Lambeth residents in the wake of the Windrush scandal.
- 1.3 In 2007 the council made a commitment to work with the BCA to invest in Raleigh Hall, a Grade II listed building on the historical buildings at risk register, and transfer it to the BCA under a 99 year lease at peppercorn rent. Heritage Lottery Fund (HLF) provided capital support for the development and project specific revenue funding; both of which have now ended.
- 1.4 The organisation has recently celebrated its 5th Anniversary in the Raleigh Hall building. Over the last five years, the BCA has produced a variety of exhibitions, events and education opportunities, both on site and off site in partnership with high profile collaborators.
- 1.5 In the context of major cuts to local government funding over successive years, the BCA Trustee Board has recognised the organisation must reach a stage where it can continue to grow as a cultural organisation without being dependent on grants or public subsidy. In 2018 the council provided a £250,000 grant to the BCA to support their transition into a more sustainable operating model.
- 1.6 In the last year, the BCA has made significant progress in the management of the organisation and has been working to reduce expenditure and improve efficiency. The BCA has also sought to improve the visitor experience and improve its programming and reconfigure the ground floor spaces of the building to support the future potential of commercial income generation and additional grant funding from non-council sources. The BCA now has a new staff structure in place, have reviewed their café, shop and hires offer and introduced admissions charging for key exhibitions and events. They are now developing a new 5 year business plan to move the organisation into a position where they become less reliant on public funding sources by 2023-4. A range of new Trustees have been appointed and the organisation will be seeking a new chair.

2. PROPOSAL AND REASONS

- 2.1 This report seeks approval to award an additional £621,960 in funding to the BCA for the period 1 September 2019 to 31 March 2023. This will be a combination of capital and revenue funding. The funding will enable the BCA to implement changes they are seeking to make to their building, to continue their transition into a more sustainable operating model, and make a greater contribution to the council's cultural economy and Equalities agenda.
- 2.2 Funding will be conditional and released on the achievement and delivery of key agreed milestones and funding conditions established with the BCA; including making changes to their building to enable a better reconfiguration of the ground floor space to enable greater potential for income generation, fundraising and continuing to make improvements to the visitor experience. Key

performance indicators and delivery milestones will be agreed in September 2019 as part of the contract negotiation process.

2.3 Monitored by the council’s Business, Culture and Investment team, a detailed monitoring and evaluation programme will be developed to assess progress. Including; monthly assessments of milestones achieved, quarterly monitoring meetings between council officers and BCA and twice yearly programme review and update sessions with councillors and senior management.

3. FINANCE

3.1 Table 1 below details the BCA grant funding requirement for the period 2019/20 to 2022/23

Table 1: Funding Requirement 2019/20 -2022/23

Year	Revenue	Capital
2019/20	£210,000	£180,000
2020/21	£99,960	£0
2021/22	£84,000	£0
2022/23	£48,000	£0
Total	£441,960	£180,000

3.2 Revenue costs can be met from the Cultural Programmes budget, this may require payment of funding from future years budget as the profile of the spend does not match the budget available. Capital cost can be funded from the existing budget allocation for Raleigh Hall

3.3 Payment of the funding is conditional on the delivery of agreed milestones.

3.4 It’s anticipated that the funding will assist the BCA in developing a business model to ensure both their financial sustainability and decrease future Funding grant funding requirements from Lambeth Council.

4. LEGAL AND DEMOCRACY

4.1 The Council has delegated the authority to enact this report’s recommendations to the relevant Cabinet Member.

4.2 Section 1 of the Localism Act 2011 provides the Council with the power to do anything that individuals generally may do. The Council may exercise this power for, or otherwise than for, the benefit of the authority, its area, or persons resident or present in its area. This general power is limited by any restrictions in any existing or future legislation.

4.3 Section 111 of the Local Government Act 1972 provides powers for a local authority to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.

4.4 Under section 137 of the Local Government Act 1972, a local authority a local authority may incur expenditure which in their opinion is in the interests of, [and will bring direct benefit to,] their area or any part of it or all or some of its inhabitants, and may provide contributions to any charitable body or other body which provides public services otherwise than for a profit.

- 4.5 The Council may contribute, by way of grant or loan, towards the expenses incurred or to be incurred in providing any recreational facilities which the authority has power to provide by virtue of section 19 of the Local Government (Miscellaneous Provisions) Act 1976 by any voluntary organisation carrying on or proposing to carry on an undertaking otherwise than for profit.
- 4.6 The BCA should ensure that it complies with procurement, planning, construction, and any other applicable law in relation to this project.
- 4.7 This proposed key decision was entered in the Forward Plan on 08 July 2019 and the necessary 28 clear days' notice has been given. In addition, the Council's Constitution requires the report to be published on the website for five clear days before the proposed decision is approved by the Cabinet Member. Any representations received during this period must be considered by the decision-maker before the decision is taken. A further period of five clear days - the call-in period – must then elapse before the decision is enacted. If the decision is called-in during this period, it cannot be enacted until the call-in has been considered and resolved.

5. CONSULTATION AND CO-PRODUCTION

- 5.1 The next phase of works and changes to their business model have been brought forward by the BCA following a change over in senior management and detailed review of their current position and plans for the future. This grant funding has been awarded following detailed negotiations between the BCA, the council in consultation with other parties including DCMS and has been identified to support the continued transition of the organisation into their new more sustainable model.

6. RISK MANAGEMENT

- 6.1 The main risk associated with this proposal is that even with the significant changes already made, and being proposed for the next phase of the programme, the organisation fails to maintain expenditure at agreed levels and income from other sources is not forthcoming. The Council's Business, Culture and Investment team will continue to work closely with the BCA's Board of Trustees and the DCMS to mitigate this; monitoring delivery of key milestones, and support the organisation to identify best practise and identify opportunities for on-going collaboration and income generation.

7. EQUALITIES IMPACT ASSESSMENT

- 7.1 Through an education and community learning programme, students, community, academics, journalists and researchers are able to make use of BCA's unique collection. The exhibitions and learning materials are used to broadcast the progress and achievements made by members of the Black community – this is a first for the UK. Providing access to the archives, activities and events and online research. The project addresses concerns expressed by the community locally and nationally. Access to the offer made possible through the Centre, its visitors and programmes will all be geared to addressing conversations, providing examples of Black history which can be developed, studied, and enjoyed nationally.
- 7.2 An equalities impact assessment completed in 2017 for the Cabinet Member Delegated Decision report dated 5 June 2017 demonstrated the impact for equalities groups was positive. This decision is exempt from EIA.

8. Community safety

- 8.1 None

9. ORGANISATIONAL IMPLICATIONS

9.1 Environmental

As part of the next phase of the transition, some physical alterations to the café, shop, courtyard, reception area and offices will be made. These will be completed in accordance with planning conditions and linked to sustainability through choice and use of materials.

9.2 Staffing and accommodation

None

9.3 Procurement

None

9.4 Health

None

10. TIMETABLE FOR IMPLEMENTATION

10.1 Successful delivery will be managed and monitored by Matthew Blades, Director, Enterprise, Jobs and Skills and Dawn Bunce, Cultural Development Officer.

10.2 The timetable below outlines the key stages for monitoring the successful delivery of the agreed milestones.

Activity	Date delivered by
Annual SLA agreed	September 2019
Monthly review of activity and release of payments	Monthly
End of financial year review	March 2020
SLA to be reviewed and agreed annually in March and April	Annual up to March 2023

Audit Trail				
Consultation				
Name/Position	Lambeth directorate / department or partner	Date Sent	Date Received	Comments in paragraph:
Councillor Sonia Winifred	Cabinet Member for Equalities and Culture	16.08.19	18.08.19	
Councillor Andrew Wilson	Cabinet Member for Finance and Performance	16.08.19	27.08.19	
Andrew Travers	Chief Executive	16.08.19	16.08.19	
Christina Thompson	Interim Strategic Director of Finance and Investment	07.08.19	08.08.19	
Emma Peters	Strategic Director, Sustainable Growth and Opportunity	07.08.19	07.08.19	
Matthew Blades	Director, Enterprise, Jobs and Skills	01.08.19	07.08.19	Throughout
Matthew Gaynor, Finance	Finance and Investment	07.08.19	12.08.19	3
Michael O’Hora, Legal Services	Legal and Governance	07.08.19	07.08.19	4.1 to 4.6
Maria Burton, Democratic Services	Legal and Governance	13.08.19	16.08.19	4.7

Report History	
Original discussion with Cabinet Member	18.03.19
Report deadline	N/A
Date final report sent	N/A
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	Yes
Date first appeared on forward plan	08.07.19
Key decision reasons	2. Expenditure, income or savings in excess of £500,000
Background information	Black Cultural Archives delivery reports: Officer Delegated Decision 10/08/2018 Cabinet Member Delegated Decision 05/06/2017 Cabinet Member Delegated Decision 30/07/2014 Cabinet 22 March 2010: report 402/09-10 Cabinet 29 October 2007: report 129/07-08
Appendices	None

APPROVAL BY CABINET MEMBER OR OFFICER IN ACCORDANCE WITH SCHEME OF DELEGATION

I confirm I have consulted Finance, Legal, Democratic Services and the Procurement Board and taken account of their advice and comments in completing the report for approval:

Signature: _____ **Date:** _____

Post: Dawn Bunce, Cultural Development Officer

I approve the above recommendations:

Signature: _____ **Date:** _____

Post: Councillor Andrew Wilson, Cabinet Member for Finance and Performance

Any declarations of interest (or exemptions granted): None

Any conflicts of interest: None

Any dispensations: None