

The Future of Cultural Services - Risk Summary - 19 January 2014

The Council is consulting on Cultural services between the 30th January and the 24th April 2015. The proposals that are being suggested include a series of risks which are outlined below in summary. Further information on the Cultural Services consultation process can be found at www.lambeth.gov.uk/culture2020consultation.

Summary of key risks

Let's get active: Physical activity and sports			
<i>Name of Project.</i>	<i>What is the risk and when could this happen?</i>	<i>What we will do if this happens.</i>	<i>What could be the result if we fail to rectify the risk?</i>
Re-commissioning of the Leisure contract	Unable to negotiate a cost neutral contract. Risk could transpire from 2016 when the formal procurement process starts	Soft market testing of leisure operators to be carried out to ensure that the service specification delivers value for money	Increased costs to the council
Brixton Recreation Centre	The council are unable to meet the full capital costs for the proposed refurbishment	Explore alternative options for funding the capital programme including mixed use for the site and external investment linked to the new leisure management contract	Reputational risk resulting from facilities that are not fit for purpose and increased maintenance costs
Safe spaces to learn and socialise and be enterprising: libraries and community hubs for future generations			
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Proposed community led Library provision	Community organisations unable to put together viable proposals for taking on library buildings and services	Establish market development programme, market more widely the opportunities available for accessing assets and revenue funding from endowment	Depending on the outcome of the consultation process, there would be increased possibility of closure of libraries in non Town Centre locations, however diversification of use of buildings or re location

			of services would be explored before this stage was reached
Proposed establishment of Endowment	Endowment fund fails to deliver expected return	Projected return on investment from the endowment is based on a 20 year period of investment	Funding available for Community led Libraries will be reduced and local provision scaled back
Lambeth archives relocation	Funding (capital and revenue) plus feasible site for relocation fails to be found. Community challenge to relocation	Options appraisal will be completed which investigates the feasibility of multiple sites. Feasibility will also review investment required and where this could come from.	Out of borough storage and front of house provision will be explored in a fit for purpose facility as required.
Community Hubs programme	Community Hubs programme fails to deliver viable buildings and services	Further market development will be explored. Solutions linked to enterprise and commercial options will be explored.	Reduction in the number of viable Community Hubs sites available in the borough.
The great outdoors: our parks and open spaces			
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Local leadership	Financially unsustainable or poorly run community-led management models . Risk could transpire from February 2015.	Support provided through Park pioneer support programme to ensure strong governance models are place.	Parks under community management will revert to Council ownership
Additional income generation	Unable to generate enough additional income to cover revenue costs for strategic parks. This could take place from April 2016, once new budget arrangements are in place.	Services and facilities in parks will cease to operate, contract will be renegotiated in line with budget available. Some parks may be unmaintained.	Only essential health and safety or compliance work will take place

Delivery of Parks Capital Investment Plan	Community groups are unable to secure the shortfall in funding to deliver the full £20m investment programme.	Explore the potential to use S106 funding to appoint a community fundraising officer to support groups with funding applications to external agencies	Park assets continue to slowly decline in condition. Potential to generate additional income for parks is not maximised
Be inquisitive: theatre and the performing arts			
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South London Theatre	The newly renovated theatre is unable to achieve its targets in terms of visitor numbers, impacting on its sustainability and its ability to open up the building to wider community access.	Work with the organisation to explore new ways of securing funding and more effective marketing of the space	The project becomes unsustainable, resulting in the council and the Heritage Lottery Fund needing to identify a new organisation to take over
Theatre in Brixton and Streatham	Projects in Brixton and Streatham are unable to secure the capital required to develop their theatre space	Maintain close links and work with both projects to identify issues at an early stage and provide support to explore alternative sources of funding	Could impact on the delivery of wider projects linked to the theatre developments i.e. Future Brixton programme
The bigger picture: cinema and film in Lambeth			
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Nettlefold Centre redevelopment	Conditions in partnership agreement with Picturehouse not met. This would be known by 2015 when agreements on costing, planning and premises licenses are being pursued.	A review and appraisal investigating alternative financially viable options will be carried out.	Reduced library service provision in West Norwood area in the medium to long term. Local economy does not benefit from development.