GREATER LONDON AUTHORITY

(By email)

Our Ref: MGLA040324-7912

24 April 2024

Dear

Thank you for your further correspondence which the Greater London Authority (GLA) received on 2 March 2024

You have expressed dissatisfaction with the way the GLA has responded to a request for information that you have made. I am now responding to you under the GLA's internal review procedure in relation to our response to case.

Background

On 4 February 2024, you submitted the following requests for information (GLA reference MGLA050224-5852)

London Borough of Culture:

- 1. Please provide copies of the bids submitted in the latest round that closed in November 2023.
- 2. Please provide the details of the members of the panel who will make the decision.
- 3. Please provide the criteria for the assessment of the award

The GLA responded to you on 26 February, and informed you that:

- Disclosure of the bids **at this time** would be prejudicial to both the GLA and the London Borough Councils who have taken part in the latest round of funding. Disclosure would be likely to cause lobbying / undue influence over any decisions before the awards have been announced.
- The bids contain commercially sensitive information.

We also provided you with details of the members of the panel and a link to our website which contained the criteria for assessment.

Your complaint

With regards to our response, you have submitted the following complaint(s):

I am writing to request an internal review of Greater London Authority's handling of my FOI request 'London Borough of Culture'. I do not believe my request has been correctly handled.

1. Request for copies of bids submitted.

As you may be aware, ICO guidance states that when applying a Section 43 exemption, an authority "must show that because [the information] is commercially sensitive, disclosure would be, or would be likely to be, prejudicial to the commercial activities of a person (an individual, a company, the public authority itself or any other legal entity)". This response does not appear to have included such details, so I am requesting that you conduct an internal review, and, if the exemption is upheld, show how the release would be prejudicial to commercial activities, and of whom.

You have cited the likelihood of prejudice to a third party's commercial interests. As you may be aware, ICO guidance states "When a public authority wants to withhold information on the basis that to disclose the information would or would be likely to prejudice the commercial interests of a third party, it must have evidence that this does in fact represent the concerns of that third party. It is not sufficient for the public authority to speculate on the prejudice which may be caused to the third party by the disclosure." Please review this decision, and, if the exemption is upheld, demonstrate stronger evidence that this disclosure 'would, or would be likely to' prejudice the concerns of the third party.

You have cited the likelihood of prejudice to a third party's concerns, but you have not consulted this third party. As you may be aware, ICO guidance states "When a public authority wants to withhold information on the basis that to disclose the information would or would be likely to prejudice the commercial interests of a third party, it must have evidence that this does in fact represent the concerns of that third party. It is not sufficient for the public authority to speculate on the prejudice which may be caused to the third party by the disclosure."

As you may be aware, ICO guidance states that the authority is obliged to conduct a public interest test when applying a Section 43 exemption (see https://ico.org.uk/media/for-organisations/documents/1178/commercial-interests-section-43-foia-guidance.pdf).

I am requesting an internal review of my request. If the exemption is upheld, please provide details of the public interest test and how its conclusion was arrived at.

2. Please provide the details of the members of the panel who will make their recommendation.

As interview with panel members have already taken place it is difficult to understand how panel members could be lobbied.

3. Please provide the criteria for the assessment of the award.

The link provided gives general information about the process of making a bid but no assessment criteria could be found. No explanation is given for failing to share the assessment criteria which must have been in the hands of the panel members.

In addition to this you submitted a further request for information for the London Borough of Culture Round 2 bids which I will respond to separately.

Internal review

The Freedom of Information Act and Environmental Information Regulations give you rights to access official information. Internal reviews are handled by the Information Governance team. We are responsible for reviewing any decision and the material (if held).

This internal review is conducted by someone who was not involved in the handling of the original request. I will now respond to each point of your request in turn:

- 1. Application of section 43(2):
 - a. An authority must show the information is commercially sensitive.
 - b. Consultation of third party.

We informed you in our response that the timing of your request informed our decision to refuse the request on the grounds of section 43(2) <u>and</u> that the bids contained commercially sensitive information.

At that time, no announcement had been made on the winning London Borough of Culture. Premature disclosure of the bids prior to the announcement would have been likely to have resulted in lobbying/influence before the final decision was announced.

For this internal review, I have reconsidered your request now that the announcement has been made. As part of the application process, we have asked entrants to specify whether the GLA should treat their applications as commercially sensitive. I have asked each of the applicants to now reconsider their position. I am pleased to inform you that we are now able to disclose in full or in part, the applications and supporting material (the bids) received from:

- LB Barnet (Cultural Impact Award)
- RB Greenwich (Cultural Impact Award)
- LB Hammersmith & Fulham
- LB Havering
- LB Waltham Forest
- LB Merton (Cultural Impact Award)
- LB Newham
- LB Wandsworth (LBOC title)

LB Haringey¹ (LBOC title winner) and LB Ealing have cited that their applications be withheld in full.

¹ LB Haringey, will publish their bid and has cited the exemption to disclose at section 22 (Future publication) of the FOIA in withholding their bid at this time.

In our response to you, we informed you that the bids contain commercially sensitive information, which would affect the competitive environment under which the successful bidder will be required to undertake any tendering for sub-contractors to help deliver the outcomes that they aim to achieve. This in turn could have a detrimental effect on the public purse, by reducing the ability of the successful bidder to obtain best value with the funds that will be awarded. The London borough Councils have reconfirmed this position in relation to withheld material including the following arguments:

- "Budget information relating to artist and other fees. These were specifically negotiated between the Council and the artists/organisations. Releasing this information would compromise both the Council's and the artists' ability to negotiate future fees by revealing details of both the fee and what will be delivered for the fee".
- "... disclosure of this information would be prejudicial to our partners commercial interests. The cultural impact award that has been awarded by the GLA will realise one of the project ideas which will be delivered in 2026... The intellectual property of the ideas in the year long programme lies with that agency... The commercial impact on that agency would enable a competitor an unfair advantage by giving them access to those ideas and bringing them to the market".
- Letters of support contain sponsorship proposals and match funding. There is a risk of creating an inaccurate impression of proposals in respect of logistics and other costs cited by the sponsor. Disclosure would adversely affect the Council's ability to negotiate future agreements.
- Disclosure would be likely to prejudice the Council's ability to secure the best possible value for any future contracts, as companies may be unwilling to provide the full information required if they believe this will be disclosed to competitors.

In a recent decision notice², the ICO accepted that a public authority was correct to withhold information received as part of a competitive bidding process on the grounds that:

A disclosure of the information would provide competitors to the [named third party] with detailed financial information as regards the way in which it intends to take forward its plans. This would provide an advantage to commercial competitors.

Disclosing details of a successful funding bid would also be likely to lead to some bidders considering the way in which the bid has been drafted, the submission which supported the successful bid, and the amounts bid for. They could then draft or amend their own bids in order to increase their own chances of being successful against others in future rounds.

Please note that in the case of unsuccessful bidders in this round, they intend on rolling out parts of their programme without funding through the London Borough of Culture award.

Section 22 of the FOI Act provides an exemption for information that is intended to be published in the future. Information is exempt if, at the time when the public authority receives a request for it:

• the public authority holds the requested information;

² FOIA-EIR decision notice template (ico.orq.uk)

- intends the information to be published at some future date, whether that date is determined or not; and
- in all the circumstances it is reasonable to withhold the information until its planned publication.

Section 22 acknowledges that public authorities must have freedom to be able to determine their own publication timetables. This allows them to deal with the necessary preparation, administration and context of publication. It is however necessary to consider whether the public interest in maintaining the exemption (and withholding the information until the publication date), is greater than the public interest in releasing the information before this date.

In this instance, it is felt that there is a greater public interest for the LB Haringey to keep to its original timetable of disclosure. The public interest – i.e. the best interests of the public – is met by public authorities being open and transparent, but also by managing its resources effectively. We do not believe the public interest favours the disruption that would be caused to LB Haringey staff who are working on their programme by expediting this publication when its early publication would not meet any immediate or exceptional public concerns at the present time.

Please note that some names of members of staff, stakeholders and other third parties are exempt from disclosure under s.40(Personal information) of the Freedom of Information Act. This information could potentially identify specific individuals and as such constitutes as personal data which is defined by Article 4(1) of the General Data Protection Regulation (GDPR) to mean any information relating to an identified or identifiable living individual. It is considered that disclosure of this information would contravene the first data protection principle under Article 5(1) of GDPR which states that Personal data must be processed lawfully, fairly and in a transparent manner in relation to the data subject.

2. Failure to explain how panel members could be lobbied.

In our response we did not reference the panel members specifically. We informed you that: Disclosure would be likely to cause lobbying / undue influence over any decisions before the awards have been announced. At the time your request was received, no announcement had been made and regardless of whether the interviews had happened, there was a risk of boroughs not knowing this and lobbying panel members or the Mayor. The interview process formed one part of a robust decision-making process and contributed to the overall assessment of the applications. The decision on which borough is awarded rests with the Mayor, not the interview panel.

3. Failure to provide the assessment criteria.

We provided you a link to the full prospectus on our website (<u>Become a London Borough of Culture | London City Hall</u>), which contains the full assessment criteria (Pages 26-41, title The Criteria): <u>London Borough of Culture</u>, <u>Prospectus 2023</u>

Outcome

In reviewing your complaint, I consider that the GLA has now provided you with some of the information you originally requested. Some of the information in scope of your request is, in part or wholly, subject to further applicable exemptions under the FOIA and where this is the case, we have explained the exemptions with the accompanying public interest test provided in

greater detail above. Where information is already available in the public domain, we have also provided you with the link to that.

I am therefore satisfied that your complaint has been reviewed and some information provided where possible, with further advice and assistance given as provided within the Act

I trust I have addressed your concerns. However, if you remain dissatisfied you may take your complaint to the Information Commissioner at the following address:

Information Commissioner's Office Wycliffe House Water Lane Wilmslow SK9 5AF http://www.ico.org.uk/complaints

Yours sincerely

Sylvia Edohasim Information Governance Manager

Application form for request #3 Read-only. This form has been submitted. You are applying on behalf of Barnet (2). **General Information** Barnet - (2) Αl Name of contact person Title **1** First name **1** Last name **1** A2 Position held Your role **1 Creative Economy Officer** Α3 Contact information Telephone number **1** Email address **1** @barnet.gov.uk Α4 Locale Directorate **1** Growth Department/Business Unit 1 **Development & Economy Contact with us** Barnet - (2) B1 Contact with us Have you discussed your activity with a member of GLA staff? ♥ If yes; tell us their name(s) and which team(s) they work in **1**

Are you related to any elected GLA members or GLA staff? $\, f V \,$

No

If yes, please tell us about your relationship with them and their name(s) and which team(s) they work in.

N/A

Project overview

Please state which year you are applying to be the London Borough of Culture: ?

Select year ♥

2027

If you have a preference for a particular year, please tell us why. **1**

We will be ready to be the London Borough of Culture in 2027. Culture is critical to the transformation we are making through our Barnet Plan (2023-26) to better care for people, places, and the planet.

From 2024, we'll lay fertile soil for culture, to build Common Ground in 2027 between our communities, towns, and green heart.

2027 will make the critical difference - making culture central to regeneration, placemaking, community cohesion, wellbeing, and social mobility. This is not possible without the investment and profile of London Borough of Culture.

For our ambitions to become reality, at pace, we must win.

C2 Please state if you are applying for a Cultural Impact Award (this is optional)

Applying for Cultural Impact Award? •

Yes

C3 How much will your programme cost in total?

Programme cost **1**

£7,650,069

C4 Summary of proposed programme ?



Provide summary **1**

We are embarking on a transformative journey as Borough of Culture, setting an ambitious course to explore and celebrate our identity like never before.

Anchored by the theme of "Common Ground," we'll connect communities; elevate our vibrant but small-scale grassroots offer; and embed culture into the very fabric of Barnet.

Our programme's distinctive focus is the joy of inclusive, shared experiences and collective stories; we'll showcase the ways culture and heritage can unify and uplift, foster connections, enhance the environment, and celebrate the Common Ground we all share.

We'll address social challenges by infusing culture and heritage into regeneration; town centres; parks and greenspaces; and the heart of community life, especially in underserved areas.

Exploring our collective story will shape a shared identity for Barnet, that resonates across our tapestry of neighbourhoods, reducing barriers between the arts and the needs, interests and experiences of local people, and bringing communities together.

Highlights, like the revived historic Barnet Fair; Light & Flight Festival which celebrates Barnet's pioneering aviation heritage; and the ground-breaking Forest of Faiths, are testament to this vision. The 125 bus route transforms into an art, heritage and urban greening project, while Barnet Memory Mosaic, with National Portrait Gallery, reveals the heritage of Barnet's youth cultures, and inspires touring events and street art installations co-produced with communities.

Partnerships with artsdepot, JW3, RAF Museum and the National Youth Theatre, promise immersive experiences, like The First Film, a homage to Britain's earliest motion picture, converging cinematic artistry and theatre, providing a platform for talented emerging filmmakers and performers.

Our aspirational year will encompass community engagement, supporting artists, co-creation with audiences, learning, capacity building, and long-term sustainability. Through participatory and skill-building initiatives, we'll empower volunteers, cultivate young talent, and shape a legacy that leaves an indelible mark on Barnet and on London's cultural landscape.

1. Making an Impact

1.1 Identifying need (12%) ?

Demonstrate a clear evidence base and a statement outlining why you need this award. •

OUR STORY

In 1965, Barnet brought together 30 towns and villages around a 'green heart'. Today, we have 390,000 residents, and will welcome 60,000 more by 2030.

With no single centre, our greatest challenge is connecting Barnet's people, places and communities. Building Common Ground through culture can be the catalyst to achieve this.

WHY NOW?

There has never been a better time for culture to be the catalyst for change in Barnet.

Our new Barnet Plan puts Caring for People, our Places, and the Planet at the heart of everything we do. We engaged residents, businesses, and communities to develop our shared vision and new way of working as a listening Council.

Investing and strengthening culture, cross-Council, is critical to our transformation.

We're on an exciting cultural journey. Our Council Leader, Cllr Barry Rawlings, backs our bid.

We're ready to be Borough of Culture in 2027.

OUR EVIDENCE BASE:

A 2023 Cultural Asset Study# by Audience Agency (AA) engaged 70+ stakeholders providing insights into Barnet's cultural scene.

We've worked with culture-led regeneration specialists, Hemingway Design, to support our research and engagement, and shape our programme.

This summer, the Our Barnet Canvas* survey engaged 1500 people. We've also talked to commercial partners, and multiple arts, education, and community stakeholders.

These identified the needs that culture can tackle locally.

A multi-stakeholder Steering Group, including arts partners, and Barnet & Culture for Youth (our Local Cultural Education Partnership) has collectively produced our draft Culture Strategy 2024 - 28, and this bid. This lays the foundations for delivering our programme in 2027.

OUR NEEDS:

CONNECTING COMMUNITIES AND TOWNS:

Barnet is different to other boroughs. We have the largest Jewish population outside New York and Tel Aviv, living alongside, for example, thriving Iranian and Romanian communities. 190 languages are spoken in local primary schools.

We have a tradition of sanctuary and interfaith tolerance, welcomed the most Ukrainian refugees in London, and have high volunteering levels. However, cultural activities here are rarely diverse and connectivity east/west is challenging, as transport links run north/south.

Shared cultural celebrations across our towns and green spaces could better connect our communities, including linking our regeneration corridor in the west, our green heart, and our eastern town centres.

OUR GREEN CENTRE

Barnet has a vast green heart, with more tree cover than any other borough, at 27.1%.

87% of local people* visited a park/green space recently, and these are accessible to neighbouring borough residents through shared border sites.

We are developing a new Regional Park, supporting our Net Zero ambitions, and encompassing cultural and events infrastructure.

People in deprived wards could gain the most: UCL have shown that "relationships between engagement in community cultural assets and well-being were stronger in more deprived areas."

INTERGENERATIONAL CONNECTIONS

We have rising populations of under 19s and over 75s - and the most care home places in London.

Both young and old suffered in the Covid pandemic – isolated from social, cultural, and learning opportunities, exacerbated by the cost of living crisis. We have high levels of post pandemic school absence.

Culture could make better intergenerational relationships between younger and older people, both of whom can feel that culture is not designed for them.

CHALLENGING DISADVANTAGE

While some areas are wealthy, neighbourhoods like Burnt Oak, Watling Park, Brent Cross and Staples Corner have up to 65% deprived residents (Census 2021).

D/deaf, disabled and neurodiverse people are also less likely to access cultural opportunities, and some of our venues aren't accessible.

The need is clear: 'Cultural opportunities are not spread equally'*

CULTURE SUPPORTING REGENERATION & ECONOMY

Regeneration in Edgware, Brent Cross, Colindale, and West Hendon is tackling disadvantage. Developer Argent's £8bn new Brent Cross Town, with 6,700 homes, a Sheffield Hallam campus, workspaces for 25,000 and 50 acres of green space, is embedding colourful culture into infrastructure with our first public artwork by Lakwena now unveiled and a commitment to more public art.

We must seize this placemaking opportunity to revitalise our high streets and green heart.

HIDDEN HERITAGE

Barnet has a rich history; the home of flying heritage, early film, and London's oldest tree. Our archives service collections date from 1600.

However, we have just one archivist and no Council-run museum. Much heritage activity is volunteer-led and at risk.

Residents* (including two thirds of students) want to learn more about Barnet's heritage.

CULTURAL LEAKAGE

People sleep in Barnet but get their cultural fix elsewhere ('there's nowhere to dance'*).

68% of respondents* had been to the theatre outside Barnet but just 19% within; 60% had seen live music elsewhere, but only 23% here. 82% support this bid.

Other Londoners don't travel here for culture because Barnet has little cultural identity.

We need a more ambitious cultural offer for our communities, to create an exciting culture-led place identity, and to build a cultural visitor economy.

BUILDING CULTURAL INFRASTRUCTURE

Since 2021 Barnet has had 35 successful ACE applications, but we only have two NPOs, artsdepot and High Rise Theatre.

Where professional cultural providers exist, including the RAF Museum, they drive engagement.#

Half of our arts organisations# need help with fundraising, advocacy, and strategic development.

GROWING GRASSROOTS CULTURE

There is grassroots culture in town centres, led by community groups and libraries.

New events like our multi-faith Winter Festivals, Pride, and Black/South Asian History Months, have sprung up with our support, managed by partner Event Umbrella.

Grassroots providers need support to grow their ambitions and skills.

CREATIVE SKILLS

Children and young people* have limited access to creative careers opportunities. Yet the London Local Skills Improvement Plan shows that London's creative industries desperately need skilled recruits.

Young people need chances to develop skills for creative careers.

SUPPORTING ARTISTS AND CREATIVES

Middlesex University and Barnet & Southgate College provide creative courses, including the UK's first place branding MA.

However, 3500 arts professionals living here mostly work outside Barnet, and we have few places where creatives can develop and show their work.

We risk losing emerging creatives to other boroughs.

*Our Cultural Canvas Survey # Audience Agency Cultural Asset Study

1.2 A Catalyst for Change (12%) ?

Explain how becoming the London Borough of Culture in 2025 or 2027 will help you achieve your ambitions and create long term change. •

From income inequality and unemployment to poverty, education and healthcare, communities across our borough are facing critical challenges that require creative ideas and solutions. We will face these challenges with the mind of an artist, using creative thinking to help us towards a healthier and fairer future. Culture will challenge us to connect to our common humanity and heritage, embedding culture into town centres, regeneration schemes, and our green heart.

We have developed three outcome strands reflecting commitments in Our Barnet Plan to 'care for our People, Places and Planet' that will guide our creative approach and embed our impact in the Council's ambitions and policy.

Each outcome has clear step changes based on our needs: providing fertile ground for culture between now and 2027; building cultural common ground during 2027-28; and enabling People, Places, and Planet to flourish.

Our draft Culture Strategy, developed by our Culture Steering Group, stakeholders, and involving multiple Council departments, lays the foundations for 2027.

The outcomes will transform our cultural offer and capabilities. The award is not the culmination of our ambition, but the next step in our cultural journey, with a firmer base, more engaged community, better skilled creatives, and a strengthened cultural reputation.

Outcomes support NLHF's Investment Principles. Heritage is woven throughout, especially natural heritage and youth culture. Heritage will be better understood and protected; more diverse people will participate; and we'll strengthen the sustainability of the heritage we are responsible for, including parks and archive collections.

They will also help us, our NPOs and other arts providers, to contribute to ACE's Let's Create priorities: Creative People, Cultural Communities, and a Creative & Cultural Country.

Culture is a catalyst for:

OUR PEOPLE

Connecting our rapidly growing communities to creative and cultural experiences, and to one another.

NOW-2027:

Co-created culture delivers significant growth in Council capability and ambitions.

Enhanced cross-sector partnerships and sparks greater participation in, and connections through, culture.

New partnerships improve creative industries training/employment opportunities.

As a Listening Council, we co-create an imaginative programme to enrich the lives of people from all corners of Barnet as participants, audiences, collaborators, and volunteers.

A culture-led approach is embedded in the council - placing creativity at the heart of everything we do.

2027-28:

Communities enjoy experiences and celebrations reflecting authentic, collective stories, that build Common Ground between diverse and intergenerational communities, and promote health, wellbeing and happiness.

Residents come together to experience and engage with culture on their doorstep, creating new relationships and deepening existing ones.

Grassroots/community groups are empowered to deliver more innovative work and are able to grow.

Barnet's artists/makers, and arts providers, including from underrepresented groups, create more ambitious work, enhancing their sustainability.

Our cultural offer includes national and international artists and arts organisations, enabling new creative partnerships and innovation, attracting visitors to Barnet, and supporting our economy.

People develop skills for culture and creative industries, through co-creation and work experience/training.

LONG-TERM:

Local people get their cultural fix in Barnet - and Londoners visit to experience our offer.

Barnet is seen as rich in opportunities to develop and express creativity by communities, professional artists/makers, and arts providers.

We'll retain creative talent, offering inclusive opportunities for artists/makers to create and show new work for years to come. A new generation has the skills to develop careers in cultural/creative sectors.

OUR PLACES

Supporting cultural activity across town centres and green spaces, working cross-Council for culture, and developing Barnet's cultural brand.

NOW-2027:

Our Culture Strategy builds infrastructure, such as venue accessibility; embeds culture in cross-departmental service delivery; improves cultural spaces; and leverages funding.

Improved placemaking, working with our Town Teams, developers and arts providers, including through public art in towns/green spaces.

Our Regional Park planning includes infrastructure for culture.

Support for grassroots culture, including heritage celebrations, community venues, libraries and parks, enables ambitious animation of town centres and green spaces.

Many of our 30,000 new residents discover Barnet as a culturally-vibrant borough.

2027-28:

Disparate town centres and green spaces are connected.

Cultural and heritage spaces and services, including a studio space and graduate incubator, flourish and become more visible and sustainable, through capacity building and cross-sector partnerships.

Contributions of creative and cultural industries to placemaking, and the economy, are better recognised and strengthened.

We put Barnet on the cultural map, including through media coverage, contributing to our reputation and shaping a shared place identity and character for our borough.

Our position in London's creative economy and cultural sector is strengthened, providing fresh experiences for residents and visitors, including through a new network of arts and cultural venues.

Our cultural offer provides opportunities for inward investment and helps grow our economy.

LONG-TERM:

Barnet has a vibrant cultural offer, profile and reputation, including new NPOs; visitors, new and existing residents, and businesses find something exciting in every town and green space.

Barnet offers different cultural experiences around every corner.

Barnet's cultural and natural heritage is better understood, recorded, and enjoyed by more people.

OUR PLANET

Protecting our natural heritage and investing in green spaces, providing Common Ground for communities to come together through cultural experiences.

NOW-2027:

Investment in green spaces, including our Regional Park, builds understanding of their environmental value, and as inclusive, accessible, and nature-rich Common Ground for culture.

Barnet's Citizens' Assembly works with our Culture Team to support BarNET ZERO.

2027-28:

We'll deliver cultural experiences across our Regional Park, maximising our 'green heart' for culture.

Natural heritage is better conserved and celebrated, uncovering new heritage stories which build Common Ground between our communities, places, and nature.

People connect with their neighbourhoods through nature, culture and heritage.

LONG-TERM:

Volunteer-led and grassroots community groups are better supported to restore ecology.

Londoners know Barnet's Regional Park as a 'must visit' for cultural experiences in nature-rich/biodiverse spaces; reinvigorating the Capital Ring.

Culture in our Regional Park augments London as a National Park City

Regional Park status protects our green spaces; a Common Ground for everyone to experience culture.

Other boroughs are inspired to help culture and nature flourish together.

Engaging young people (6%) 😯

1.3

Explain how children and young people will be involved with, and positively impacted by, the programme. lacktriangle

To understand cultural needs of our children and young people (one in four residents), we engaged* 579 students/35 schools and 153 teachers, and held workshops with Barnet & Southgate College and Middlesex University. Families at Urban Gamez in Grahame Park made creative responses. We held workshops with Barnet & Culture for Youth, and Barnet Youth Board, and talked to High Rise Theatre and Art Against Knives.

Young people felt:

- 'there's not much to do.'
- 'maybe there's stuff going on, but (we) don't know about it.'
- they wanted 'better places to hang out like markets with music (Burnt Oak had one, but it stopped' and 'colour on the
- developments 'lack culture, and could be anywhere.'

Young people from deprived areas felt they couldn't access 'affluent neighbourhoods' and there are 'no opportunities for different communities to mix.'

They said, 'Barnet's brand needs to be more than green spaces and a nice(ish) place to live.'

Covid meant that, like older ones, young people lost out on social, cultural and learning opportunities. Barnet had the biggest increase in post-pandemic absence. The cost of living means 59% of families reducing entertainment spend, with the poorest least likely to afford cultural experiences already.

Our 24-28 Culture Strategy prioritises 'young people's cultural education and engagement.'

Through this, and our award year, we will:-

- support Barnet & Culture for Youth to deliver artist residencies in every school.
- engage diverse young people in co-creation alongside artists, following successes like UP Projects Edgware, where young people created public art.
- support our CYP Plan 24 27 to provide enjoyable indoor and outdoor cultural experiences.
- enhance opportunities for D/deaf, disabled and neuro-diverse young people by improving venue accessibility, and creative work placements (e.g. expanding artsdepot's SEN work experience).
- help young people acquire creative industry skills through placements in our culture team, with arts providers, and with partners like London North Studios, to help them access career opportunities identified in the London Local Skills Plan
- use Barnet & Southgate College's studio space and Middlesex University's graduate incubator, to retain young creatives
- contribute to artsdepot's residency scheme (which founded High Rise Theatre), providing more supported placements for emerging young creatives (including with SEN).

Youth-led partners include Art Against Knives (supported by Gucci Changemakers) and our award-winning NPO High Rise Theatre (previous Barbican/V&A partner). Both develop positive 'street capital', tackling pressure to turn to crime and improving mental wellbeing.

Other projects will be youth-led, and improve relationships between younger and older people, including Art Battle of Barnet, and Barnet Memory Mosaic/Sounds of the Suburbs, with Museum of Youth Culture, internationally-experienced in intergenerational youth culture.

Diverse children and young people will work together to make and show new art, improving wellbeing. As the Centre for Cultural Value Culture in Crisis Report (2021) says, 'Engaging with culture helps young people to cope with difficult feelings and acts as a distraction from negative thoughts.' We'll provide non-judgemental safe spaces where young people make new friendships and feel a sense of belonging.

2. Celebrating Creativity

2.1 Programme description (12%)



Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will reflect what you have outlined in the Making an Impact section.

D

[Remainder of bid exempt - S.41/43(2)]





We are delighted to confirm our support for Barnet's bid to become the London Borough of Culture in 2027.

We write on behalf of Barnet's cultural institutions, faith and social organisations, creatives, volunteers, businesses, community leaders and members, residents and local stakeholders who have contributed or connected through the 'Our Barnet Canvas' campaign in support of Barnet's bid.

Barnet has a unique character and dynamic community, with over 389,000 residents from all walks of life, inspiring the 'Our Barnet Canvas' campaign - all of us adding our voices, talents and creativity to illustrate our ambition for Barnet's Cultural offer. Through extensive community engagement, Barnet's London Borough of Culture working group, and wider partnerships, we were able to demonstrate widespread enthusiasm and commitment to making the borough a destination for culture through the London Borough of Culture Award. In tandem, we have been consulted as part of the development of the Council's five year Culture Strategy, which is being co-produced by the Cultural Strategy Steering Group.

The Our Barnet Canvas campaign provided an opportunity for us to be heard and actively participate in shaping our cultural narrative. We were able to provide a snapshot of Barnet's current cultural landscape, share experiences and ideas about what culture means to us, and think big about what we'd like to see in the programme for 2027.

Becoming London Borough of Culture would not only honour Barnet's rich heritage, but also celebrate the creative potential of our community. We firmly believe that this award will help amplify our cultural identity, inspire local pride, and demonstrate what Barnet has to offer London, the UK and beyond.

We support the bid for Barnet to become the London Borough of Culture in 2027, providing the opportunity to showcase the diversity, creativity, and inclusivity that defines our extraordinary community.

Yours sincerely





























Ground Provisions























The Barnet Society
Campaigning for a better Barnet







Common Ground:

LONDON BOROUGH OF CULTURE 2027

We are delighted to confirm our support for Barnet's bid to become the London Borough of Culture in 2027.

Barnet has its roots in creativity, collaboration and innovation. Through embracing communities, cultural diversity and our vast green spaces, our borough has proved a sanctuary for many. This is reflected in the tenacity of our burgeoning arts scene, inspiring and nurturing arts organisations, and our flourishing grassroots resilience.

Barnet's Borough of Culture programme brings together our strengths as organisations, creatives, individuals and communities to inspire, listen, develop skills, build capacity, boost wellbeing and demonstrate culture is for everyone - building Common Ground between us.

The innovative programme of cultural events, interventions and ideas detailed in the bid reflects our diverse cultural landscape with co-creation, inclusivity and accessibility at its core, ensuring that all our communities are enabled to benefit from cultural enrichment.

As cultural stakeholders and community partners, and contributors to developing the programme, we firmly believe that Barnet has the foundation in place and creative ambition necessary to deliver a compelling, distinctive programme to which we will contribute our expertise to ensure success.

With an emphasis on collaboration and partnership, we have been involved throughout Barnet's bid journey and are confident that the synergies created through this process will strengthen community and creative networks to provide a lasting, positive legacy for arts and culture within the borough and beyond.

By coming together to support this bid, we are delighted to demonstrate our support for Barnet's bid to become the London Borough of Culture in 2027.

Yours sincerely

















BRENT CROSS





Common Ground:

LONDON BOROUGH OF CULTURE 2027



































LONDON BOROUGH OF CULTURE 2027

We are delighted to support Barnet's bid to become the London Borough of Culture in 2027.

The London Borough of Barnet is building common ground for culture, better connecting people and places to each other, and to the opportunities culture brings.

We believe that culture is a catalyst for change and can see this clearly demonstrated through Barnet's resilient grassroots arts scene, ambitious cultural organisations, and dynamic and diverse community festivals. More recent initiatives such as Barnet's first Pride event and becoming one of the first outer London Boroughs to take part in the London Festival of Architecture, show that it is committed to innovation and high quality, inclusive cultural programming.

As London Borough of Culture 2027, we will see Barnet grow as a cultural destination and confidently deliver a distinctive and outstanding programme of cultural events and activities. Its legacy will provide young people with new opportunities, nurture and expand the creative sector, build capacity, generate new commercial prospects, and strengthen arts and culture networks across the borough and beyond.

We are honoured to partner alongside the many others who see the potential for the London Borough of Culture Award to accelerate Barnet's journey to establish itself as a cultural destination and for arts and culture to enable a step-change to a more inclusive and sustainable future. For this reason, we will be working with Barnet Council to deliver an award year programme that delivers positive impact beyond its borders and stimulates creative connectivity both nationally and internationally.

We bring together our extensive knowledge and expertise as cultural and creative organisations and ambassadors to the development of Barnet's Borough of Culture programme and are committed to being part of its certain success.

Yours sincerely















MESSUMS

HemingwayDesign





John Hooton Chief Executive London Borough of Barnet 2 Bristol Avenue Colindale NW9 4EW

08/11/2023

Sadiq Khan Mayor of London City Hall Kamal Chunchie Way London E16 1ZE

Dear Mayor

Barnet London Borough of Culture 2027

I am writing to confirm my support and commitment for the London Borough of Barnet application to become the London Borough of Culture in 2027.

The London Borough of Barnet is committed to celebrating Barnet's creativity, heritage, and community. Our Culture Strategy will set out our collective priorities and objectives for arts and culture across the borough and contribute towards our ambitions of becoming a 'borough of fun'.

Barnet is an amazing place full of incredible people and culture which we want to celebrate. We are setting out our ambition to become a borough of fun – a place where there are opportunities to celebrate Barnet as a community and destination. Barnet will be a place to live and enjoy ourselves, where there are opportunities to participate in sport, play, leisure and arts and cultural activities, as well as build businesses and careers in hospitality and the creative sectors.

Culture, heritage, events, and sport have long been recognised as being powerful forces in creating a sense of place and of belonging, as well as playing a vital role in developing skills, boosting wellbeing, productivity and innovation.

Being the London Borough of Culture is vital to us as a Borough in terms of inclusion, cohesion and tackling inequality, and will bring the people of Barnet together by putting culture at the heart of our local communities.

Our vision is to become a creative borough with a vibrant, innovative, inclusive and ambitious arts and culture offer that celebrates our heritage and will make Barnet the best place to live, learn, visit, work and do business in.

I therefore fully endorse this application and look forward to delivering our shared vision and priorities to promote a rich cultural life in the borough and in London.

Yours sincerely,

John Hooton

Chief Executive



Councillor Barry Rawlings
Leader of the Council
London Borough of Barnet
2 Bristol Avenue
Colindale
NW9 4EW
cllr.b.rawlings@barnet.gov.uk

08/11/2023

To whom it may concern

Barnet London Borough of Culture 2027

I am writing to confirm my support for and commitment to the London Borough of Barnet application to become London Borough of Culture in 2027.

Our borough is committed to celebrating Barnet's creativity, heritage, and community. Our Culture Strategy will set out our collective priorities and objectives for arts and culture across the borough and contribute towards our ambitions of becoming a 'borough of fun'.

We are setting out our ambition to become a borough of fun - a place where there are opportunities to celebrate Barnet as a community and a destination. Barnet will be a place to live well and enjoy ourselves, where there are opportunities to participate in sport, play, leisure and arts and cultural activities, as well as build businesses and careers in hospitality and the creative sectors.

Culture, heritage, events, and sport have long been recognised as being powerful forces in creating a sense of place and of belonging, as well as playing a vital role in developing skills, boosting wellbeing, productivity and innovation.

Becoming London Borough of Culture will bring the people of Barnet together and put culture at the heart of our local communities, illuminating the character and diversity within the borough and demonstrating that culture is for everyone.

Our vision is to become a creative borough with a vibrant, innovative, inclusive and ambitious arts and culture offer that celebrates our heritage and will make Barnet the best place to live, learn, visit, work and do business in.

I therefore fully endorse this application and look forward to delivering our shared vision and priorities to promote a rich cultural life in the borough and in London.

Yours sincerely,



Councillor Barry Rawlings Leader of the Council London Borough of Barnet



Anisa Darr
Executive Director of Strategy & Resources (S151 Officer)
London Borough of Barnet
2 Bristol Avenue
Colindale
NW9 4EW
@barnet.gov.uk

28/11/2023

To whom it may concern

Barnet London Borough of Culture 2027

As Barnet's Executive Director of Strategy & Resources and Section 151 officer, I am delighted to confirm my support and commitment for the London Borough of Barnet application to become the London Borough of Culture in 2027.

The London Borough of Barnet is committed to celebrating Barnet's creativity, heritage, and community ensuring that Barnet is a place to live and enjoy, where there are opportunities to participate in sport, play, leisure and arts and cultural activities, as well as build businesses and careers in hospitality and the creative sectors.

The enthusiasm of both the local community as well as staff teams in contributing ideas to the Borough of Culture programme through our Cultural Canvas Movement has been outstanding, informing our strategy to transform Barnet into a Borough of Culture. By working together, we can make Barnet a vibrant and inclusive place for arts and culture.

As Section 151 Officer, I have reviewed the application and accompanying budget and view the proposed budget as realistic and achievable. I am also happy to commit to securing the match funding as outlined in the application, and work has already begun to achieve this.

Barnet's commitment of 30% match funding (£405,000 or £60,000 for the Cultural Impact Award) has been approved and ringfenced from the council's budget.

I therefore fully support this application and look forward to Barnet embracing culture as a vehicle for change.

Yours sincerely,



Anisa Darr Executive Director of Strategy & Resources

C2 Please state if you are applying for a Cultural Impact Award (this is optional)

Applying for Cultural Impact Award? **1**

Yes

C3 How much will your programme cost in total?

C4 Summary of proposed programme ?

Provide summary **1**

Greenwich's Year of Culture will be truly distinctive. In our year of culture, we will put the audience at the centre of every event – not as a passive observer but as the creator or principal actor. Culture will take to the streets, markets, tunnels, stadiums and station concourses to surprise, delight, engage and involve the unsuspecting passerby. For a year residents and visitors alike will become cultural adventurers – looking for the next intervention around each corner.

The programme will also establish Greenwich as the leader in the Revolution of Immersive Arts. Our year of culture will be dominated by exciting, cutting edge new technology – tricks facilitated by virtual and augmented reality, soundscapes and game worlds all of which transport the visitor into fantastical spaces.

Nothing will be quite as expected. A regular commute will be transformed by an extraordinary soundscape and a visual display to rival the northern lights; a symphonic concert will transport audiences into an eighteenth century film set: a celebrity rapper will reinvent himself as a chef in a football stadium!

Greenwich will redefine the notion of culture. For us it will include campfires, sleepovers, immersive dining, celebrity influencers.... Nothing is out of bounds. If we read or knit or sing in the bath or try new food or speak a language, then we are culturally engaged. Our year of culture will demonstrate that culture is for everyone.

1. Making an Impact

1.1 Identifying need (12%) ?

Demonstrate a clear evidence base and a statement outlining why you need this award. •

We consulted with residents, youth leaders and teachers, young people, heritage and arts organisations and Council staff. We listened hard at cultural summits, at open meetings, in classrooms and staffrooms, over coffee or a pint.

1.INEQUITY

Our borough is one of three parts. The west is characterised by Royal Parks, the UNESCO buildings, Maritime Museum and Cutty Sark, and the north by the Peninsula's hotel developments and the O2. But travel east down the Thames and it's diffocult to find a tourist in Woolwich, Thamesmead, Plumstead and Abbey Wood. Here we are proudly working class. - our edges are unpolished and our heritage more real than royal. This is why our focus for the bid looks eastward.

The ONS Census 2021 reveals that the population in the east of the borough is younger, more ethnically diverse, more likely to be LGQBT+ or have gender identity different from birth, more likely to live alone and more likely to belong to a faith group. Unemployment in higher, education attainment lower, air quality is worse and hate and knife crime significantly higher. Pupils designated as SEND are well above national average and childhood obesity is higher here than anywhere else in SE London.

2. ISOLATION, INSULARITY & POOR HEALTH

Young people from other parts of the borough do not move beyond their immediate postcode. 'What will I find when I get there?' they ask. Woolwich is perceived as unsafe by them and gang culture and rivalry between Thamesmead and Abbey Wood means that people are loathe to venture beyond their immediate neighbourhood. Recent fatal stabbings have increased the culture of fear.

Data from the Metropolitan Police evidences that crime in Greenwich as a whole is increasing. Violent crime has risen every year since 2013/14. It is a particular problem in Thamesmead.

Many young people we spoke to had never been to central London. The youth leader said this was due to lack of confidence. The young people said it was due to lack of money.

'Thamesmead has a very high proportion of single parent families. The parent is poorly paid and can work 12 hour shifts to make ends meet. As a result, children are often alone and exposed to drug dealing and alcohol abuse. They are also prey to grooming and exploitation', said one Youth leader.

In Abbey Wood we were told, 'there is no ambition or incentive for our residents to move beyond their postcode. The children are trapped in low income neighbourhoods and cannot imagine a future beyond what they know'.

The young people are also isolated by their protected characteristics.

'Our young people find it difficult to express themselves sexually – possibly because of their household faith. They need to have role models with lived experience who can guide them'.

Young people (and adults) are also isolated by poverty: 'We feel excluded when we go out to events 'cos we can't afford the food or the drink – so we don't go,' said one parent.

3. POOR DIET

The cost-of-living crisis is creating stress and practical challenges. 18.9% (11,155) of children in the borough live in low-income families and of Year 6 pupils (10-11 years) 28.8% are classified as obese.

Our consultation gave us an even starker picture. Outside of holiday food clubs many communities in the east of the borough are served by a single corner shop or café with no fresh food options. 'Poor diet results from lack of healthy food outlets,' said one resident in Thamesmead. There is a correlation between diet and mental health which exacerbates the young people's confidence, attainment and self esteem.

'Free food is a huge incentive to attend events', said a youth leader in Plumstead. 'Cultural events are an opportunity for healthy eating education'.

4. LOW ASPIRATION

The 2021 census map also demonstrates that Woolwich and Thamesmead have the highest levels of unemployment. 25% of people living in Plumstead have no qualifications.

Our Children's Services directorate identifies the biggest threats as low aspiration and attainment. The number of students taking GCSE arts subjects is down by 40% since 2020 and recruiting well-qualified teachers in humanities is in decline.

Cultural aspirations are low. 'Very few of our children have ever visited a theatre, museum or gallery', a teacher said.

Year 12 pupils told us they don't go to venues:

'We feel judged because of the way we dress [hoodies and balaclavas] and because we travel in groups.'

Teachers told us that young people lack the confidence to attend cultural organisations:

'We need artists to visit us in our own space first before they will venture beyond their own.'

One youth worker said positive role models were needed:

'They need to know that there are other routes beyond the gangs.'

Another added:

'We need stories of people who started here and then moved away to find a better life.'

The ethnic diversity in the east of the borough is not reflected in the leadership of the cultural organisations who are predominantly white and male.

5.LOW PROFILE OF THE WOOLWICH CREATIVE DISTRICT

Despite significant investment in the arts in the east, organisations in the Woolwich Arsenal are yet to reach their potential. Punchdrunk closed Burnt City early due to poor footfall, Acosta Dance cannot entice dancers to 'leave London' for their

NPO status as part of the levelling up agenda.
The Council recognises the role culture plays in a thriving borough and service delivery. Our core funding for culture supports organisations from grassroots to international players through four grants programmes. A culture strategy is being developed in collaboration with residents and stakeholders to ensure culture is embedded across all the missions of the Our Greenwich corporate plan. Resources remain a challenge but our strength is the enthusiasm and creativity of our cultural sector.

1.2 A Catalyst for Change (12%) ?

Explain how becoming the London Borough of Culture in 2025 or 2027 will help you achieve your ambitions and create long term change. \P

Being LBoC would irrevocably and immediately change the definition of culture. Local people will 'be the culture'. On a railway platform their story will have become a song sung by a busker, on a walk to work they will hear a recording of their grandfather's voice echoing in an underpass, on a post box they will see their neighbour's tale crafted in wool.

Mid-term LBoC will have changed the look and feel of our town centres and be a key factor in driving economic growth and providing a welcome to visitors and businesses. Collaborations with artists and creative communities will help the public realm development – capitalising on the investment already made.

Our culture strategy engagement tells us artists and organisations want to see more long-term initiatives where they can engage with people on a journey rather than just as a one-off. The year of culture is a springboard for legacy and a test-bed for new partnerships and ways of working. It is an opportunity to mainstream culture into the delivery of all our services, policies and plans making it an intrinsic part of what we do instead of a cherry on the top.

1. ADRESSING THE INEQUITY (MISSION 2 OF CORPORATE PLAN: PEOPLE WILL NOT EXPERIENCE DISCRIMINATION)

Despite major investment in cultural and leisure infrastructure the public perception of the eastern wards as 'the back of beyond' persists despite the excellent connectivity with DLR and the Elizabeth Line. The perception as being the 'underdogs' of the borough has a knock on effect on the community's self esteem and confidence which results in frustration and lack of aspiration.

Hosting LBoC will change this, bringing an estimated three quarters of a million people into an area of London considered unsafe and unattractive.

2. REDUCING ISOLATION & INSULARITY (MISSIONS 5,6,7,9: RESIDENTS FEELING SAFER AS THEY MOVE AROUND THE BOROUGH, HAVING A SENSE OF BELONGING AND COMMUNITY, AND ENSURING THAT THE NEIGHBOURHOODS ARE VIBRANT AND ATTRACTIVE).

Greenwich comprises 290,000 people speaking 150 languages. Diverse cultures in close proximity can lead to tension and segregation. We will break down these barriers through the sharing of personal stories.

We tell stories to better understand the world. Understanding leads to empathy. Empathy leads to tolerance. Discrimination is an anathema to a tolerant society. If we can reduce discrimination then we can reduce the fear of crossing into other neighbourhoods.

The second strand of our programme is focussed on people gathering together to share their music and food. Music and food are universal levellers. Since the days of the ancients, music and feasting have been the means to unite opposing tribes.

A stimulating programme will result in increase in footfall. A crowd gathered for a joyous event will be life affirming and change perception of certain locations being unsafe.

3. IMPROVING FOOD EDUCATION (MISSION 1: HEALTH SUPPORTS PEOPLE TO LEAD THEIR BEST LIVES). The Meridian Nights strand of the programme focuses on food and good nutrition. The coupling of food with music (Tinie Tempah's Raps and Wraps event, food demos, local and indie food workshops, Campfire events with GCDA, discounts for young people at local eateries, Supper Clubs hosted by YouTube celebrity food influencers) is designed to improve diet education (whilst having a great day out).

A better quality of life, an enrichened, happier environment will result in improved health. Our programme of activity will be about active participation and deep involvement leading to improved mental and physical wellbeing.

4. RAISING ASPIRATIONS & NURTURING THE NEXT GENERATION OF CULTURAL LEADERS WITH LIVED EXPERIENCE (MISSION 3: THOSE IN FINANCIAL NEED HAVE OPPORTUNITIES TO IMPROVE THEIR SITUATION MISSION 4: CHILDREN AND YOUNG PEOPLE REACH THEIR POTENTIAL MISSION 11: SECURE JOBS MISSION 14: STRENGTHEN THE VOLUNTARY SECTOR)

The first cohort to be involved in LBoC will be volunteers (many of whom are long-term unemployed). Up to 1,000 volunteers will be signposted by the brilliant Volunteer Centre Greenwich to appropriate training to fulfil their roles. They will learn new transferable skills, improve their CVs, be work ready with new confidence and new networks and be more embedded in their community. In their volunteering capacity they will also be exposed to a plethora of cultural activities.

LBoC will also offer a multitude of cultural/learning/training opportunities to young people. Sout East London Colleges will signpost them into further education and employment in the hospitality and creative industries. There will be 10+ paid Creative Producer roles, work experience, mentoring and shadowing opportunities. Young people will be nominated by schools, youth clubs and social services to join a youth advisory steering group.

In the selection of young people we will be mindful of nurturing the next generation of diverse cultural leaders with lived experience.

5.BOLSTERING THE CREATIVE DISTRICT (MISSIONS 14: THE VOLUNTARY, COMMUNITY AND SOCIALLY MOTIVATED SECTORS ARE STRENGTHENED AND ABLE TO PROVIDE MORE SUPPORT TO THE MOST IN NEED COMMUNITIES)

During summer 2023 two things happened. Firstly, free tours of the Woolwich Arsenal brought visitors from across London to see the site for the first time and marvel at the superlative renovations of the listed factory buildings. Many of the visitors had

tales to tell of family members who had worked here. Secondly, the arts organisations on the Arsenal and in Woolwich started meeting regularly to explore ways in which they could work together artistically in order to reverse their financial difficulties.

These authentic, unforced encounters became the springboard for the LBoC bid.

We urgently need the marketing impetus and signature high profile events that LBoC will provide to kick start the potential that exists in this part of the borough. We need to make the Arsenal part of everyone's lives with visits from locals, schools, Londoners and overseas tourists.

We need to unpack the artistic gems lurking in the bottom draw, polish them and set them in the coronet of the year of culture and let everyone enjoy their brilliance.

1.3 Engaging young people (6%) ?

Explain how children and young people will be involved with, and positively impacted by, the programme. \mathbf{v}

Our LBoC programme ensures that young people never feel judged or marginalised. They will experience other cultures in places where they hang out. Their own culture will be recognised and celebrated. They will make friends with artists in their clubs, schools and faith groups. Culture, they will learn, is doodling and knitting and listening to music and eating new food and choosing what we wear.

This bid is being written with a Youth Advisory Group comprising:

Secondary school students who have ambition to work in the creative industries; the ACE group of neurodiverse young people with SEND; Woolwich Creative Club (a charity working with disadvantaged young people); and Hawksmoor Youth Hub, Thamesmead. They will continue to work beside the board as the advisory group if we were to win the bid.

There will be the same ratio of students to professional artists on the creative team. The young people will be shadowed and mentored by the professionals for the life of the project and given internship/apprenticeship opportunities with arts organisations as part of the legacy plan. Ten Creative Producer roles will be created.

60+ schools will be involved with the project along with a pupil referral unit, Willow Dene School. It will be badged as both a Transition Project and Stepping Up project.

The introduction and promotion of three new schemes will ensure that no one is excluded:

The BUDDY SCHEME will facilitate young people being able to travel together safely so that they can attend events at new places.

The GIG BUDDIES SCHEME will allow neurodiverse young people to attend events without threat of discrimination.

The VOLUNTEER CHAPERONE SCHEME will give additional support and confidence to young people at risk of bullying or isolation.

The young people will be supported by a Year of Culture Welfare Officer working closely with the scheme volunteers, the schools and the CYP directorate.

Young people tell us that they don't want to engage with (their definition) of culture. The purpose of this year is to change this definition. The inclusion of celebrity influencers and YouTubers will enable them to make the step from their own neighbourhood into adjoining wards. The fact that events are free will also incentivise them.

Engagement in LBoC means that young people will understand the borough's role in the development of London as a city, have pride and appreciation of their local history and understand the deeply enriching role that diverse communities have had in the borough.

In addition, they will have increased confidence resulting from being heard, increased cultural awareness (resulting in increased participation levels in future) and be alerted to clear pathways into the creative industries.

2. Celebrating Creativity

2.1 Programme description (12%) ?

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will reflect what you have outlined in the Making an Impact section.

O

Greenwich is a melting pot of cultures where 150 languages are spoken. For over 500 years people have been arriving in the east of the borough. They came to find work in the wool trade, in the plum orchards, and in the docks, barracks and Arsenal – to escape war or conflict and to find a home. Ordinary people have come here from all over the world, but their stories are yet to be told. Collecting the stories of the past and present will allow us to capture this moment in time – a kind of cultural census at which stories of arrival of everyday folk are unearthed, celebrated, animated, interpreted and preserved. It will be a snapshot of these people in this time and in this place.

Our starting point is imagining the residents of the borough coming to a feast and bringing three things to the table: a story, a song and a plate of food.

These three things become the keystones to Greenwich's year of culture

We have co-designed our programme as three interconnected strands – the first focuses on collecting and telling of resident stories triggered by the question HOW DID I GET HERE? The second focusses on the music and food connected with those stories. The third re-imagines stories of people who worked and visited the Arsenal from 1540 to the present day.

This programme is not just linked by the stories, music and food, but also by HOW the programme is presented.

Our year of culture will be truly distinctive. Its focus is on immersive experiences.

In the words of Felix Barrett, Artistic Director of Punchdrunk:

'Creativity never rests. It's in a constant state of reinvention. Sometimes this spirit of discovery produces a creative moment that captures the imagination of artists and audiences on a global scale. The emergence of immersive experiences is one such seismic moment, fundamentally shifting the way people make and experience the arts.'

So, in our year of culture the audience will be at the centre of every event - not as passive observers but as the creators or principal actors. Culture will take to the streets and involve those who pass by.

This programme is genuinely co-designed. We have actively involved those who say they are not interested in culture. We haven't just listened to ideas that match our own agenda. We have made sure we have had everyone at the table and have listened to unsupported community artists as well as the NPOs. We have listened to the neurodiverse and marginalised as well as those with the loud voices. We have made sure that that we have removed more than the obvious barriers to access. We have considered sustainability once the year is over. We have sought genuine long-term change.

The first strand is called 1001 MERIDIAN TALES and will be Greenwich's own version of the Arabian Tales.

A storytelling chair will tour the borough collecting tales through text, audio, video and immersive technologies. A community mapping project will use augmented reality (AR) technology to create an interactive map of Greenwich overlaid with community-generated stories. Using the state of art technology studios that exist in the borough virtual reality (VR) experiences will allow participants to walk through and experience the stories of others. AR technology will overlay virtual content onto the real world, adding layers of information and visual storytelling. Integrated storytelling workshops will be delivered in local schools and community groups demonstrating storytelling using traditional, VR and AR tools and technology.

In addition, a new Punchdrunk initiative, called the Woolwich Labs, will invite people to experiment in making their own immersive theatre experiences. For the first time theatre makers, technologist and immersive sound designers who work in the borough will collaborate to make new experiences for audiences.

At Eltham, the first library in London with an Immersive Reality Space will be open by 2025 and introduce primary school children to wraparound local history digital experiences. This will give them a taste and an understanding of the events that will follow during LBoC.

There will be a takeover of gallery (both established and found) spaces across the borough. We will make art to capture the intersection of past and the present tales. Storytellers with dementia collaborate with artists to make memory boxes. Visitors will walk where narratives are braided together and multiple stories are cut up and rethreaded into new narratives whilst retaining a common cultural thread.

With Greenwich University we will develop The Greenwich Story App. Locations with local stories will trigger the telling of tales as visitors and residents walk around the borough.

A series of 'guerilla' sound interventions will surprise people in public places. Hidden speakers will relay soundscapes to capture the ambient sounds of a different era.

We have also made provision in the budget for pop up events inspired by the stories as they emerge.

But the signature event in this first strand will be VORTEX - an extraordinary immersive journey under the Thames via the Woolwich foot tunnel. It will be a spectacular wraparound sound and light show for commuters, visitors, and tourists alike. Stories past and present will meet in a time tunnel. It will run throughout the year.

This first strand will be a partnership between residents, artists, Greenwich and Ravensbourne Universities, the libraries, Greenwich Volunteer Centre and the Royal Greenwich Heritage Trust.

Through the power of immersive storytelling, this project will create a lasting platform for amplifying community voices and promoting positive change in the borough of Greenwich. By fostering new forms of understanding and collaboration, this initiative will empower residents to become active participants in shaping a brighter future for their community.

Ancillary benefits will include the development of the nighttime economy, improved mental health and wellbeing through engagement, raised aspirations through skill development. In addition, artists will be upskilled in learning new digital innovations to explore new ways of sharing artistic content.

The second strand of the programme is called MERIDIAN NIGHTS. This is a series of food and music events where residents share a piece of music and/or a dish/recipe from their homeland/birthplace.

The first signature event of this strand will be an opening performance by Europe's only diversity orchestra - CHINEKE! It will be accompanied by a screening of 'Chevalier' (the story of the uncelebrated black composer who was Mozart's contemporary). The audience will be immersed in an eighteenth century candlelit setting.

The second signature event will take place in the summer and involve rapper TINIE TEMPAH AND FRIENDS. The Raps and Wraps event at Charlton Athletic Football Stadium will be a daytime family event of music and local and indie food workshops.

The third signature event is a MASSED SING ALONG and will close the year of culture. It will involve 50+ choirs from across London with guest conductors.

Ancillary events will include Virtual Campfires (of various scales and at various locations) to share stories, tunes and food.

In addition, 50 musical busking interventions (including surprise celebrity guests) will take place on public transport. This will include train and tube carriages, bus stops, concourses and platforms.

We will also host a series of immersive dine and dance supper clubs in various location with food and cookery influencers.

This second strand will be a partnership between residents, artists, MKelly Promotions, Charlton Athletic Community Trust and GCDA.

The priority focus of this strand will be on improving health through dietary education and encouraging cross ward mobility. This strand will be delivered almost exclusively by global majority artists and facilitators.

The third strand is called TALES OF THE ARSENAL. There will be two signature events. Both tell the story of the people who were associated with Woolwich Arsenal.

DISPLACED will be a promenading opera in August telling the story of the birth of Arsenal Football Club. It is a collaboration between Displaced Opera, Woolwich Works, English National Opera and Arsenal FC.

FROM ARMS TO ARTS will be an indoor/outdoor site specific epic spectacle in November telling the story of the individuals who made the Arsenal. It will incorporate dance, design, live music, drone technology and projections.

This is a collaboration between Punchdrunk, Protein Dance, Woolwich Works, Acosta Dance Foundation, National Youth Jazz Orchestra, Tramshed and Chineke! It will involve a year-long programme of artists working in schools and with community to unpick and interpret the stories of the past.

This third strand will be a partnership between the residents, creative district artists and schools.

The priority focus for this strand will be tackling low aspiration. The young people will work with and alongside international artists. Its purpose is also to raise the profile of the Woolwich Creative District establishing it as a credible alternative to the South Bank Centre. It will connect schools with artists and arts organisations. It will result in the cross fertilisation of genres and audiences and eradicate the stigma associated with the Arsenal as a 'not-for-us' zone.

2.2 Celebrating your heritage (6%) ?

Tell us about the heritage you might focus upon and what difference these will make for local people. We want to see heritage threaded through the programme. \bullet

Each of the three strands of are about heritage - the overlooked heritage of people and place. But our focus is on the industrial heritage of the east rather than the royal heritage of the west. The first strand, 1001 MERIDIAN TALES, is about hearing and interpreting unheard stories from Nigeria, Nepal, Syria, Turkey, Somalia and the Caribbean (amongst others).

The second strand, MERIDIAN NIGHTS, focusses is on musical and agricultural heritage.

The third strand focusses on the heritage of the ROYAL ARSENAL from 1540 to the present day-particularly on the stories coming from the surviving and newly refurbished buildings (The Fireworks Factory, The Academy, The Cartridge Factory, The Old Lab, The Carriageworks, Dial Arch and the Brass Foundry).

The year of culture will promote the borough's own archive and collections which are managed by Royal Greenwich Heritage Trust (RGHT). It will raise the profile and their accessibility.

THE PEOPLE

A team of 800+ volunteers will interview residents about their cultural heritage – their stories of migration, their music and their food. An additional team of 50+ volunteers will comb through the heritage archives held by RGHT and the Maritime Museum to find stories of individuals who came to find work at the docks, barracks and Arsenal, or came here to find and make a home. These volunteers will collate and categorise the stories. The transcribed stories will be collected and published on a designated website and at the end of year archived by RGHT and the Greenwich University Institute.

The stories will be exhibited, addressed to future residents and exhibited alongside artefacts and images at the Royal Museums Greenwich.

The stories of the present alongside the stories of the past will be: published in an illustrated book; recorded on a podcast series; transcribed and exhibited in galleries; and interpreted into a script. The music will be performed recorded on a new Fireworks record label. The recipes will be gathered into a book.

This will be a collaboration between residents, artists, RGHT, Volunteer Centre Greenwich, Greenwich University, Royal Museums Greenwich and community history groups.

THE PLACE

The Arms to Arts project will take place on the site of industrial heritage and explore the 500 year evolution of the Arsenal. The ambition is to make the familiar unfamiliar, explore noise and periphery in architecture, examine the position of subjectivity in digital heritage, experiment with new ways of engaging people with time and space, with objects and with historical narratives.

Working closely with the university we will consider the entanglement of mediated fragments/objects across non-linear time and how to preserve digital heritage history/archaeology/architecture. We will innovate using sound as a mediated phenomenon, as well as an organising principle.

The Vortex project in the tunnel under the Thames will involve the composition of post-industrial soundscapes (Untold Histories). It will engage the community through this spectacular audiovisual event. Using high tech scanning and drone technology we will inhabit the space between the real and the virtual.

The virtual campfires will take place on commons, parks and open spaces across the borough.

Our programme will reanimate the sites of cultural interest and value in the east of the borough. The key objectives of the work are: to question the theoretical and practical connections between actual and virtual heritage environments; to make more visible and accessible sites of historical interest; and to develop new and innovative ways of communicating the significance of European art and culture. In doing so we will initiate programmes of education that can be understood by all and which bring to life historical antecedents and future opportunities. We will deploy arts and humanities methods in technical and commercial environments and develop cultural capital/literacy in such a way as to enhance citizen engagement and belonging.

These heritage projects will bring universities into closer alliances with cultural institutions and commercial operators and engage local stakeholders in supporting the visitor economy

This will be a collaboration with residents, artists, the Old Royal Naval College, Royal Parks, University of Greenwich, Historic England and Royal Museums Greenwich.

Liberty Festival (6%) ?



Tell us about how you would plan, produce and deliver the Liberty Festival as part of your London Borough of

The Royal Borough of Greenwich is excited by the potential of producing the Liberty festival as part of its London Borough of Culture programme. The borough wants to celebrate the contribution of disabled people to the cultural life of the borough and create an uplifting programme with a strong focus on disability rights at a time when the rights of disabled people have been under unprecedented attack. The impact of austerity, the pandemic and the cost of living crisis have disproportionately impacted the lives of disabled people and with this in mind, we are keen to locate the Liberty festival in the east of the borough in some of the most deprived wards in the country (Indices of Deprivation 2019).

The Liberty Festival will be presented by FESTIVAL.ORG, one of the UK's leading outdoor arts producing organisations based in Greenwich. Collaborating with artists and arts organisations around the world to create extraordinary productions, they commission, re-imagine, produce and showcase a growing repertory of work that bring public spaces to life and engage and inspire large, diverse audiences.

Beyond the flagship Greenwich+Docklands International Festival (GDIF), FESTIVAL.ORG's year-round programme encompasses Global Streets, a national touring programme that through a distinctive free programme of international outdoor arts is transforming communities in 10 English towns and cities in some of the least-arts engaged areas the country. FESTIVAL.ORG is also a founding member of the Without Walls and Stomping Ground commissioning consortia.

FESTIVAL.ORG plays a distinctive, strategic role within the wider outdoor arts sector by devising and producing large-scale work (including ceremony-scale spectacle), by working with culturally diverse artists and by introducing new artists into the outdoors who might previously have worked in building-based contexts. Established as a sector leader in disability arts and access, FESTIVAL.ORG is pioneering new approaches to access and audience engagement and supports D/deaf and disabled artists to make shows for outdoor environments. They are listed as Platinum by Attitude is Everything on their Charter for Best Practice for GDIF, for demonstrating continued commitment to accessibility for D/deaf and disabled people.

The Liberty programme would be developed in consultation with local disabled people and voluntary sector groups It is proposed that Liberty would take place in early September and would be presented as part of Greenwich+Docklands International Festival, thereby benefiting from the festival's wider access, volunteering, audience development, producing and marketing resources. The programme would be developed to make maximum use of town centres in the east of the borough's cultural infrastructure. The majority of the events will be in open spaces where there are fewer expectations to sit still or be quiet. There will be no moment of anxiety of walking into a room and wondering 'will anyone like me'.

A key part of Liberty would be to support and prepare Tramshed to manage a bi-annual Inclusive Arts Festival after the LBoC year. It has been a long held ambition of Tramshed to showcase the brilliant work that they do in the borough with neurodiverse adults. A performance delivered by the adults with learning disabilities will be a centre piece of Liberty.

The creative programme will be a combination of commission and presenting. It will feature live performance, film and installations in General Gordon Square, Woolwich and Plumstead High Street. There will be theatre, circus and dance programming in Abbey Wood and at Hawksmoor youth hub in Thamesmead. There will be evening comedy acts in Woolwich Works and workshops in Tramshed. There will be a focus on accessible food and disability-led catering outlets across the town centres.

The borough is keen to develop Liberty as a destination event for disabled people from across the Borough and beyond, offering high standards of access across the whole event which would include captioning, BSL, audio description, provision of hearing induction loops, wheelchair charging points, quiet areas, changing spaces, facilities as well as Easyread signage and marketing materials.

In addition to the delivery of Liberty, Festival.org will also facilitate access training to cultural organisations across the borough. This will support all organisations in the borough to adopt more inclusive practices in future and be more conscious of the barriers encountered by people with disabilities.

2.4 Programme outputs (3%) Please complete table below with the target outputs you will deliver as part of your programme.

2.4 Output Target (Estimated numbers)	Total Number
Directly programmed key events	800
Projects indirectly programmed	150
Artists / partners involved	700
New roles created	100
Volunteers	1,000
Schools and educational institutions engaged	90
Children and young people engaged	7,700
Online/ Digital audience reached	450
Live audience reached	250
People participating in cultural programmes	800
Heritage led orgs participating in the programme	9

Activities that engage people w/heritage	600
New audience engaged by participating heritage org	53

2.5 EDI outputs (3%) What Equality, Diversity and Inclusion (EDI) output targets will you aim to achieve through this programme? Please complete the table below with your own targets

2.5 Outputs Target	Total Number
No. of global majority young people engaged in new roles (jobs, mentees, apprentices, interns, work experience) per 100	60
No. of D/deaf, disabled or neurodiverse people engaged in new roles per 100	10
No. of D/deaf, or neurodiverse people participating (performers/volunteers) per 100	10
No. of LGQBT+ people participating (performers/volunteers) per 100 volunteers/performers	20
No of global majority people per 100 audience	26

3. Deliverability

3.1 Project management (5%) ?

Describe how the project will be well managed. lacktriangled

THE COUNCIL

Greenwich's submission for LBoC was agreed by Council decision, embedding support into the formal business of the borough. The majority party has led Royal Greenwich since 1971 and currently holds 52 of the 55 council seats. Combined with more than 20 years' service from the responsible Assistant Director, this represents stability within both the political and staffing structures.

We have capitalised on these foundations to deliver pioneering and innovative events in the past. This award would allow us to raise our creativity to a new level, safe in the knowledge that we have the skills, experience and support to tackle new challenges.

Our preference is to capitalise on to the momentum from the Council, arts organisations, volunteers and the universities to deliver in 2025.

GOVERNANCE

The project is governed and managed using PRINCE2 principles. The Board, established in June 2023 to steer the bid, is chaired by the Cabinet Member for Culture, Equalities and Communities. Membership includes senior management from across all Council directorates. Their key function is decision making and to monitor progress, maximise the impact of the programme, mobilise assets that can support delivery, monitor financial and reputational risks, and promote and advocate for the long-term sustainable benefits of the programme for the borough. The board understands their role; ensures the delivery of organisational purpose; works effectively as individuals and as a team; exercise effective control; behave with integrity and are open and accountable.

MANAGEMENT

The board manages the Project Director (PD) who is responsible for strategic oversight and delivery of the three-strand programme and the Liberty Festival. The PD ensures continuity across clearly defined project plans that include milestones, risk registers, legal and financial management, reporting, marketing, and communications. The PD will ensure that the defined outcomes are kept at the forefront of all plans.

ADVISORY STEERING GROUP

Chaired by the Cabinet Member, the group will comprise professionals with specific expertise recruited from the cultural, community and volunteer sectors. They will be recruited via an open call, with membership matched by a 1:1 ratio of young people nominated by schools and youth centres. All will be paid the London Living Wage for their time and contribution. They will not have an operational function but they will act as critical friends to PD and board, sharing good practice and identifying opportunities for additional collaborations.

DELIVERY LEADS

Each strand of the programme will have a lead partner organisation and a producer. With the PD they will: co-create projects plans; define roles and responsibilities and deliver contracts; develop audience and engagement plans; and manage budgets.

1001 Meridian Tales lead delivery partner is Greenwich University supported by Volunteer Centre Greenwich, Ravensbourne University, Punchdrunk, Greenwich libraries, Royal Museums Greenwich and the Council.

For Meridian Nights the lead delivery partner is MKelly Promotions with Charlton Athletic Community Trust and Council. For Tales of the Arsenal the Lead delivery partners are Acosta Foundation, Protein Dance Theatre, Punchdrunk, National Youth Jazz, Chineke Orchestra and Woolwich Works and the Council.

For Liberty the lead delivery partner is FESTIVAL.ORG supported by Tramshed.

PRODUCTION & TECHNICAL COORDINATORS

Working with PD and delivery leads the technical and production co-ordinators will be responsible for all logistic and health and safety elements of the programme.

WELLBEING

The delivery of a year of culture will result in a significantly increased workload. The PD will be supported by an experienced and highly skilled internal team of officers who will underpin the management of the programme and provide project support. Some of their day to day duties will be backfilled where and when required. One board member will take responsibility for the monitoring of staff wellbeing. Budget has been designated for a Welfare Officer.

PAYMENT

Artists will be paid in line with industry standards, guided by Independent Theatre Council/ Equity/ Musicians Union.

ED

3.2

At every stage of this project we will make sure that we have removed more than the obvious access barriers – acknowledging that people have children/elders to care for and work to go to. Planning meetings will be scheduled around those with access needs rather than by office hours.

CONTINGENCY

Each strand will have a named second and third organisation to share workload and project planning. As part of the contract commissioning model 80% of the total project spend will be paid upfront to enable recruitment of key team members, infrastructure, and facilities.

There is 100% buy into culture so a change is priorities is unforeseeable.

More on contingency planning is highlighted in the risk management section.





The communications and marketing for the year of culture will be delivered in partnership with Visit Greenwich – a CIC established as a destination management organisation in 2014. The Visit Greenwich Partnership has a huge collective reach – the combined digital footprint of the partnership is over 10 million people – locals, Londoners, and visitors from around the world.

Their strategy is to build on the profile of the World Heritage Site/Maritime Greenwich, to combine the incredible development on Greenwich Peninsula and to then include Woolwich to create a compelling offer for locals, UK visitors and overseas visitors

The visitor economy is an important employment sector in the Royal Borough of Greenwich. It is worth £1.4 billion and supports c 16,000 jobs.

AN OPPORTUNITY TO DEVELOP OUR VISITOR ECONOMY TO THE NEXT LEVEL

Despite the strength of Greenwich's visitor economy and its success in the last eight years, it has only 4% of the London market. Most of London's tourists do not venture beyond zone I and as such destinations such as Greenwich suffer from a lack of dispersal from the 'Central Action Zone'. The Visit Greenwich Destination Management Plan sets out the ambition to increase the value of our visitor economy to £1.8 billion by 2028. This will provide economic, social, and cultural opportunities for local people, our communities, and our businesses and create about 4,000 new jobs.

LBoC status will fast track this ambition.

A NEW APPROACH TO MARKETING THE GREENWICH BRAND

LBoC status will allow us to build on our momentum since the Olympic Games. We will, of course, continue to attract tourists into our honeypots (Greenwich Town and the Peninsula), but we will use the locations of the programme to attract new audiences to previously unseen parts of the borough.

Specifically we will: develop Greenwich as a more sustainable and balanced visitor economy by appealing to new audiences to add to our tourists and create more full-time jobs; disperse more visitors out of zone 1 into Greenwich and the borough as a whole and join up our riverside assets – specifically Maritime Greenwich, Greenwich Peninsula and Woolwich – creating greater internal movement from East to West and vice versa.

This will create more opportunities to enhance the quality of life in the borough and improve knowledge, confidence, and economic opportunity for all.

We believe that as LBoC, the Royal Borough of Greenwich can successfully 'pivot' from being a successful daytime destination for tourists to a more accessible, inclusive, year-round destination for Greenwich residents, Londoners and visitors from all over the world.

TELLING THE NEW GREENWICH STORY

We will challenge how people view 'The Greenwich Brand'. We will create a new brand concept to package the whole culture programme, and this will be broken down into key themes and itineraries. The overall brand concept will challenge the view of Greenwich. We will make the provocation, 'If you think you know Greenwich, think again!'. The brand would be 'Immerse yourself in Another Greenwich'.

The creative concepts will be built working with local students at London SE Colleges, University of Greenwich and Ravensbourne University. The content will be immersive and be video led and will create a range of new 'teaser promotions' to excite and intrigue. We will project images of new events and these glimpses will be displayed throughout our unique venues across the Borough -the Thames Barrier, Queen's House, Greenwich Park, The O2, The Valley.

For each major event planned we will create an experience /itinerary/ package that will include transport, events, attractions, food & drink, and accommodation. These sub-branded packages will be presented freely/sold to local people, independent travellers from the UK and tourists from traditional markets of USA, Germany, and France. We will make it easy for the travel trade to package our offers and sell them across the world.

The Council and Visit Greenwich have a significant marketing engine which includes:

Local borough channels reaching 200,000 local people

Key local 'anchor institutions' channels

Visit Greenwich digital channels (website and social media @visitgreenwich) with 2m reach

Visit Greenwich Partner channels with 10m reach

Visit London with 30m reach

Visit England/Visit Britain

3.3

UK Inbound - a network of UK based tour operators who bring business to the UK

100 London based tour operators/OTAs/Destination Management Companies

Paid for online media throughout London and the Southeast of England

Billboard advertising across London Underground

Provide a description of the key risks associated with your proposed programme of activity. (2%)

Risk	Mitigating Action	RAG Rating
		Amber/Red
Capacity for in-kind contributions from staff and directorates reduced by cost-cutting exercises, impacting deliverability.	Resourcing included in overall budget.	Amber
Match funds from sponsorship		Amber

Programme spending exceeds budget		Amber
Local elections 2026	Preference for 2025. Purdah considerations reviewed by legal team.	Green
Change in leadership	Stable leadership for 50 years. Decision to bid for title award formally approved by Council	Green
Local residents and stakeholders do not support the programme	Residents and stakeholders involved in developing the bid and will continue to shape the programme through the development stage. Local marketing and communications strategy includes key messaging about benefits.	Green
Unable to attract audiences/participants	Comms and marketing plan. Partnering with Visit Greenwich whose award-wining marketing campaigns target audiences locally, regionally, nationally and internationally.	Green
Project partners closing before/not surviving to title award years	Preference for 2025. Partnering with diverse range of organisations to spread risk. Being part of the award increases likelihood of investment. Secondary partners able to step into project lead roles. Expertise and support provided by Council.	Red/Amber
Individual project risks not managed	Individual project risk registers developed for three strands. Risks monitored and escalated to board.	Green
Safeguarding – in particular Buddy and chaperone schemes and campfires	Safeguarding best practice applied to all processes for development and delivery. DBS checks required as necessary. National scheme guidance adhered to where appropriate. Individual risk assessments completed.	Green
Equality and Equity standards not met	Council Equality policy and practices embedded into all processes to develop and deliver the programme as described in 3.4. Monitored by board.	Green/Amber
Negative environmental impact	Council Carbon Neutral policy and practices embedded into all processes to develop and deliver the programme as described in	Green/Amber

3.4 Meeting equality aims (4%) ?

Please describe how your proposal reflects your duties under the Equality Act 2010. How does it address integration and the needs of specific groups who might find it harder to engage and participate? •

No one is excluded from telling a story. The stories will be amplifying unheard voices and reaching the most marginalised people in our borough.

The programme is designed to reach people of all ages. We have chosen the telling of stories as a starting point because there are no barriers to being a storyteller. As soon as we learn to speak, we tell stories. We will include stories in multiple languages and in multiple formats. Stories will be interpreted, captioned and signed so that they will be accessible to all. Although young people have been our priority, we know that reaching the families is critical if sustainable change is to be made. Therefore, there are many elements of our programme that have be designed for family participation. Our storytelling will also uncover how the roles of women have evolved, their hidden stories and how women have shaped the borough.

We don't expect people to come to us - we will go to them. Volunteers will collect stories from care homes, community centres, cafes and pubs and libraries, in fact anywhere that people gather. The events will happen in public places where people won't feel exposed or judged. All events will be free.

We have listened carefully to young people who are most at risk – either because they are vulnerable to sexual exploitation or because they are care leavers. This programme has been designed with them in mind.

We embrace the social model of disability which is based on the principle that disability is caused by the way society is organised, rather than by a person's difference. We have removed all barriers that 'disable' people from participating fully and on an equal basis with others. The whole programme is designed with this in mind. Festival.org/GDIF, as platinum award winners of Attitude is Everything, will ensure that we reach the highest of standards of accessibility across the programme.

As the borough is richly diverse in its ethnicities and we are prioritising one of our key legacy outcomes as the increase in the number of global majority cultural leaders within five years. The Meridian Nights strand will be managed and delivered almost exclusively by black and Asian artists or organisations. Our advisory steering group (at bid stage) comprises 100% young people who are either from ethnically diverse backgrounds or are neurodiverse.

A cohort of LGBTQ+ artists with lived experience will be leaders within the programme and role models for young people and adults who may have been socially isolated or faced discrimination because of their sexuality.

As a Council we are committed to working in partnership with Faith groups through our faith leaders network. We protect and promote the rights of everyone in our communities, people with or without formal religious affiliation, of all faiths and none, and provide for the principle of respecting other people's freedom to express their beliefs

The council's commitment to equality is underpinned by our Equality Policy and Equality Objectives for 2020-2024. We also demand the same rigour from our partners and suppliers as we do for ourselves. We embed equalities in our procurement and decision-making processes and we ask that the people and organisations we work with sign up to our Equality and Equity Charter before we enter into contracts.

Our overriding promise is that people from across all the protected characteristics are not only represented as participants but also as decision makers. As such the chair of the board for the bid and for a successful programme award is the Cabinet Member for Equality, Culture and Communities. Beyond this, the board of governors, the management team, the advisory steering group and council staff, the project leaders, the delivery partners, the freelance production staff, and the suppliers will always include a significant proportion of people with lived experience of historic discrimination.

The council's marketing and communities teams have already established networks and tactics to reach seldom heard groups and our award-winning Community Champions network, established during the pandemic, will be mobilised to ensure contribution and participation is inclusive across the borough.

The events will happen in public places where people won't feel exposed or judged. All events will be free. Artists and participants who need assistance will be supported by our designated Welfare Officer.

Monitoring, evaluation and shared learning (4%)

Please tell us how you will monitor and evaluate your project, including how you will measure your success against your project outcomes.

●

Included in the tasks assigned to the evaluator would be to record the development of every stage of the project – from bid writing, through the development year to the aftermath of the project. The evaluator would work closely with the

The graphics would be animated as a short film which can be shared on social media and screened in General Gordon Square. In addition, we would also edit live footage for a Highlights of the Year film.

We will use learning, case studies and statistics to leverage funding for future projects. A well managed and ambitious year of culture will give us a wealth of material for multiple uses. We will use it to test that our EDI and environment policies are working.

In the development year we would agree the base line statistics for culture and heritage. The statistics are currently being updated by our culture strategy consultants who are gathering information of the local culture and heritage sector, borough demographics and data insights - including multiple deprivation indicators.

If awarded LBoC, we will agree both quantitative and qualitative data collection methods for different stages of the project.

In collecting QUANTITATIVE DATA we will measure the INPUTS and the OUTPUTS. We will compare the Intended vs. the actual. The INPUTS will include people, financial, organisations and community groups

And the OUTPUTS will include: number of workshops/rehearsals, indoor performances and events, outdoor performances/events, projects indirectly programmed, the number of artists and partners involved, the number of heritage led organisations participating in the programme, the new roles created, the live audiences and online/digital audiences reached, the number of children/young people engaged and the number of volunteers and volunteer hours.

In collecting the QUALITATIVE DATA we will measure the OUTCOMES & IMPACT

OUTCOMES These will be both hard outcomes (knowledge and skills learnt, aspirations, motivations, attitudes and opinions changed) and soft outcomes (social and emotional changes that the activity will have on the participants IMPACT This will be the social, economic, environmental and cultural change this project will have on the borough and on London

We will choose both quantitative and qualitative data collection methods for different stages of the project. (These will include vox pop interviews, observation, filming, photography, journals, blogging, surveys, self evaluation and feedback).

At the six month stage (October) we will record any changes to the plan and record what the reason for any changes were

At the end of the year (March) we will: summarise any discrepancies between the intended and the actual; debrief and survey a cross section of the participants; debrief and survey all the partners/artists/arts organisations/venues; collect verbatim quotes from participants and audience; produce a minimum of 12 case studies; provide a statistical analysis to illustrate the impact of each of the Events; provide a narrative of key findings for internal and external stakeholders; debrief the Board and Advisory Steering Group and summarise the key findings on the council website

This is how we will measure against the key priorities:

1.ADRESSING THE INEQUITY BETWEEN EAST & WEST OF THE BOROUGH

Postcode data to compare engagement of residents from different wards. Using

film, interviews and surveys we will capture attitudes and impressions of the event, location and venue.

2.REDUCING ISOLATION

Reported incidence of unrest from Met Police reports month by month in LBoC year vs previous year.

3.IMPROVING HEALTH/CHANGING DIET

Surveys to ascertain changes in eating habits and commission participants to blogs/make slack journals during LBoC. Case studies to capture change in attitude, engagement and aspiration. change in health and wellbeing data from year of culture vs previous year.

4.RAISING ASPIRATIONS

Short term - numbers of volunteers engaged, internships/apprenticeships and jobs created.

Mid term - number of people accessing new adult learning opportunities.

Long term - the change in the diversity of the workforce.

Compare qualification during LBoC vs. previous year and increase in numbers studying arts subjects.

5. BOLSTERING THE ARTS

Comparison of audience numbers before and after LBoC. Change in social media reach and comparison of resilience and aspirations before and after LBoC.

Legacy (4%) 3



The legacy has been our starting point. We realised that we could not plan a cultural future for the borough without thoroughly imagining it. The year of culture has allowed us to imagine our Culture Strategy in action.

CULTURAL POLICY

This bid will cement a cultural vision for the borough.

The first legacy of the Year of Culture will be to shift the definition of culture. The second legacy is making the first step as codesigners and the recognition that collaborative working, resource sharing and co-creation will enhance and diversify the cultural offer. Co-design will involve the sharing of power with cultural organisations, artists and practitioners (particularly with individuals with lived experience). Thirdly, we will maximise the contribution of culture as a catalyst for improvement. Culture will strengthen the awareness and links between different agendas (eg health, climate, economy). Fourthly, the borders between heritage and culture will become obsolete.

Short term we will see an improvement in cultural infrastructure helped in part by the establishment of a quarterly cultural/heritage forum and the publication of a Cultural/Heritage Directory. We will witness civic pride and the value of arts enhanced. Artistically there will be new collaborations between universities, heritage and professional arts organisations and voluntary arts organisations. Our way of working will result in the cross fertilisation of genres and audiences and the more connectivity between grassroot arts organisations and NPOs. There will be knowledge exchange and reciprocity of facilities. Mid term there will be a reversal of the cultural deficit in Thamesmead and Abbey Wood.

Long Term, co-design will become embedded as a principle across the Council.

EQUALITY, DIVERSITY & INCLUSION

Short term the establishment of Tramshed's annual Inclusive festival and a greater understanding of inclusivity Long term we will see an increase in the numbers of senior leaders with lived experience in the cultural sector

CULTURAL ECOLOGY AND ECONOMY

The year of culture will firmly establish the borough as the centre of a revolution for immersive interactive technology, thrilling site specific theatre and groundbreaking music experiences. LBoC will allow us to become the global centre for immersive arts.

Short term audiences will say, 'You'll never guess what happened to me' rather than 'you'll never guess what I saw.' Mid term we will develop the partnerships with Ravensbourne University whose Immersive Tech Studio will be opening in 2024 and Greenwich University whose Shared Hub for Immersive Future Technologies will deliver state-of-the-art collaborative co-production facilities for creative and cultural research. We will explore the emerging potentials of new and immersive technologies across performance, film and music and apply them in ways that help to make a real difference in the world.

Long term there is potential to partner with Mo-sys – the Greenwich based global leaders in creating highly sophisticated camera technology empowering AR, VR and virtual production. Their mission is 'to create the most inspiring visionary solutions for visual storytellers'. They collaborate, take risks and disrupt.

Bringing together these brilliant performance, education and business partners we will strengthen existing research and allow for new collaboration and ideas across the disciplines. LBoC will raise the profile of practice research, enabling for the exploration of social, political and artistic implications of new immersive tools, engaging communities in South-East London and beyond.

CREATIVE WORKFORCE AND TRAINING

Short term we will see the establishment of a Chineke! Chorus, Acosta Ballet School and Protein Dance Theatre Academy

Mid Term, having excited the population with the potential of immersive and new technology, we plan to partner with Mo-sys in Virtual Production Training at Academy to provide a unique, hands-on opportunity to build confidence and learn about Virtual Production resulting on work opportunities in film, broadcast and commercial industries.

COMMUNITY ENGAGEMENT

Socially we will witness: young people building relationships with venues and arts organisations (short term); more mobility between wards, less isolation and greater curiosity (mid term) and a change in the demographic of people accessing the arts (long term).

Long term we will see improved community relations and local infrastructure and economic impact through the leverage of new investment

3.7 Environmental impact (2%) ?

The Mayor has an aim to achieve a net zero carbon status for London by 2030. Many boroughs have declared climate emergencies. How will you ensure your programme is delivered responsibly and sustainably so it meets your borough's environmental targets, as well as those of the Mayor? •

The Royal Borough of Greenwich declared a climate emergency in 2019 and has set ambitious targets to become carbon neutral by 2030.

To ensure this ambition is embedded into the work of the organisation, all Council reports are required to state how they align with the Carbon Neutral Plan before decisions are made. On a practical level, events that form the programme will also be required to adhere to a new Events Policy which is currently in draft stage and details a range of environmental considerations to be taken into account before event management plans are approved.

Climate breakdown disproportionally impacts people of colour, women, LBGTQI+, disabled people, and people living with deprivation. Within our programme we are committed to seeking out and reaching these groups. This is why we have chosen to work in the east of the borough.

The starting point, How Did I Get Here? is a provocation and call to climate action - asking visitors who attend the year of culture to think about the choices that they make to access the events and to consider carbon emissions. Our message will be clear. Walk, bicycle or use public transport. Incentives to use public transport will include surprising musical, dance and puppetry interventions on buses, carriages, concourses and platforms throughout the cultural year.

Actions will include:

Prioritise emissions reduction as part of our procurement decision making process

Encourage all suppliers to reduce their environmental impact- aspire to accreditation schemes such as ISO14001 and BES6001 Ban single use plastic

Be paperless

Encourage suppliers to consolidate deliveries

Use ULEZ compliant vehicles

Programme the majority of activities in the daytime to minimise energy consumption

Source food locally

Monitor our carbon baseline using Julie's Bicycle to set realistic targets for reduction, with overall aim of reaching net zero Include contractual obligations for artists, suppliers, staff and collaborators to work ethically according to UNESCO principles Publish a sustainable travel campaign for audiences to include information about carbon impact

Embed environmental sustainability into the Year of Culture through values, policy and ways of working.

The environmental promises we make will be monitored in the evaluation process.

4. Financial Management



Please use the budget template to produce your budget, which you can access above. Upload completed budget here.

Uploaded files:

🗅 Main award budget .xlsx

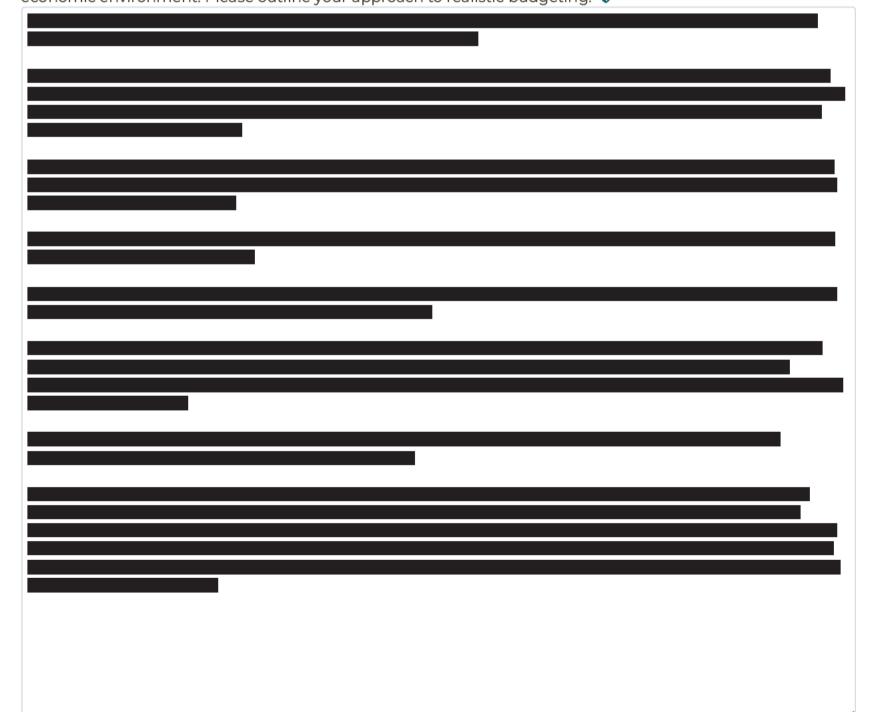
4.3 Match funding (4%) ?

Please outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income. Please indicate whether these are confirmed or to be expected. \bullet



4.4 Realistic budgeting (3%) ?

Successful applicants will need to show us that they have produced a realistic budget that reflects the current economic environment. Please outline your approach to realistic budgeting. lacktriangle



5. Cultural Impact Awards

In addition to two Title Awards there will be three Cultural Impact Awards to be delivered between April 2026 to March 2027. The Cultural Impact Award is optional, and all boroughs are welcome to apply. ?

5.1 Cultural Impact Award Description ?

Describe your proposed project activity. This is your chance to tell us what your Cultural Impact Award programme would be. \P

With a Cultural Impact Award we would present a pared down version of from Arms to Arts (part of the Tales from the Arsenal strand) in 2026.

THE CONTEXT

The people of Greenwich have always found it difficult to celebrate the Arsenal. As the largest manufacturer of arms in the world Sultans, Queens, Rajas and Princes came from across the globe to buy weapons. Now the armament factories are home to Acosta Dance Foundation, Protein Dance, Punchdrunk, Chineke!, National Youth Jazz Orchestra and Woolwich Works.

'Arms to Arts' will unpack the history. Where once the great and the good came to buy gunpowder and cannonballs they now come to consume arts.

Arms to Arts will include stories of one Martin Bowes who built himself a house on a bit of marshland (now called Woolwich) to breed rabbits whilst attempting to curry favour with Henry VIII. (He later became the Mayor of London!). Of a lady who arrived on the Windrush and made her way to Plumstead hoping to find a land rich in plum orchards. Of Adelaide Knight – the working class girl from Bethnal Green who moved to Thamesmead and fought for suffragettism changing the fate of millions of women. Of the school boy in Ghana who learnt from his geography teacher that he lived on the same Greenwich Meridian Line and decided to come to see it for himself. (He is now Mayor of the Borough). We also include the stories of Buffalo Bill and the 37 from Native American nations who came to the Arsenal with their Wild West Show. And Tony, who came here when he was 3 months old and now teaches children to play steel pans.

The 200+ stories will be collated and categorised. Working with arts organisations and artists the young people will thread them into a narrative that braids the past and present together and help them to imagine a new future.

The end result will be an epic spectacle on the Woolwich Arsenal. It will be devised, written and performed by local people. It

The end result will be an epic spectacle on the Woolwich Arsenal. It will be devised, written and performed by local people. I will involve 200 volunteers, pupils from 10 schools, 2 universities, local arts organisations and artists and heritage groups. Collaboration is at its heart. Wraparound activity will include a Talking Heads film capturing the stories, and a visual art exhibition.

The project will braid the stories of the famous and ordinary. As the Arms to Arts narrative will be based on real stories the audience will recognise elements of themselves in it. It will be authentic and relevant to them.

PURPOSE

The purpose of the project is to raise the profile of the Woolwich Creative District – putting the east on the map and making the creative district a credible alternative to the South Bank Centre.

The plan is to redress the imbalance in the borough between east and west and to tell past and present untold stories of the people from across the world who came here and made it their home.

We want to change the perception of Woolwich as an unsafe place. It will no longer be tarnished by a reputation of violent crime and historic arms sales. It will become a magnet for creativity and collaboration. It will mark the transition from ARMS TO ARTS.

The marketing of an epic spectacle will give us the opportunity to promote Woolwich as only 20 minutes from West London, 15 minutes from Central London and 8 minutes from Canary Wharf.

It will also help us to break down the barriers between Woolwich Town and Woolwich Arsenal, alleviate racial tensions, improve health and wellbeing and develop the night time economy in a shoulder season (November).

Arms to Arts will provide skills and training opportunities for 12 creative producers, connect local people to their heritage and tell unheard stories.

COLLABORATORS

The collaborators will include 200 volunteers gathering stories from local people and from the Greenwich archives, 300 pupils from secondary and primary schools from Woolwich, Plumstead, Abbey Wood and Thamesmead, alongside the artist and arts organisation for the Creative District.

In addition, Orange Room Collective, Tramshed, University of Greenwich, Trinity Laban and Ravensbourne University will all participate

WHAT SUCCESS WILL LOOK LIKE

Up to five promenade night time performances (where audience will follow a story threading through indoor and outdoor spaces across the Arsenal site) performed by 300+ local people. There will be a live audience of 8,000 comprising local people, Londoners and tourists and a digital audience of 20,000+

The episodic narrative that braids the past and the present and local people will see their stories validated, enacted and interpreted in a high profile performance.

LEGACY

Establishing Woolwich Arsenal as a credible alternative to the Southbank – a world class centre for creativity and culture

6. Supporting documentation

Signed letter (digital scan) from your Section 151 Officer (Chief Finance Officer) or equivalent agreeing to the proposed budget.

Uploaded les:

□ S151 pdf

6.2 Letter of support from your Borough Leader

Uploaded les:

Leader.pdf

6.3 Letter of support from your Borough Chief Executive

Uploaded les:

Chief Exec letter.pdf

6.4 Written evidence of council commitment to secure match funding by the time the programme begins, if their bid is successful (at least 30% cash)

Uploaded les:

🗅 Evidence of match funding.pdf

6.5 Letters of support from partners (up to three)

Uploaded les:

UCG Letter of Support.pdf

Ů UoG-Sup-RBG-LBC.pdf

7. Data Protection and FOIA

Do you consider that, for the purposes of FoIA, we should treat any financial information provided in the 'Budget' section of the application, as commercially sensitive information?

Select yes or no ♥

No

If you are sending us a separate letter, please write 'letter included' below. The GLA will not treat or consider an entire application or bid as being 'confidential information'.

Are there other specific pieces of information in your application you consider to be exempt for the purposes of FoIA? You must clearly identify what that information is and give us your reasons below or in a separate letter.

Select yes or no ♥

Yes

Please provide details about any information which might not be suitable for publication / disclosure.

•



Section C: You agree that we can keep you informed of our work.

I want to be informed of your work. lacktriangle

Yes

CABINET MEMBER FOR EQUALITY,	DATE
CULTURE AND COMMUNITIES	20 November 2023
TITLE	WARD (S)
London Borough of Culture Bid	All
CHIEF OFFICER	CABINET MEMBER
Director of Communities, Environment and	Equality, Culture and Communities
Central	
DECISION CLASSIFICATION	IS THE FINAL DECISION ON
Key	THE RECOMMENDATIONS
Subject to Call In	IN THIS REPORT TO BE
Non -Exempt	MADE AT THIS MEETING?
	Yes

1. **Decision required**

This report makes the following recommendations to the decision-maker:

- 1.1 To agree that the Council should submit a bid to the GLA to become London Borough of Culture in either 2025 or 2027.
- 1.2 To agree the funding arrangements in place for the bid as set out in 4.12, 4.13 and 4.14



Signed.....

Date:

Cllr Adel Khaireh,

Cabinet Member for Equality, Culture and Communities

2. Links to Our Greenwich missions

2.1 This report relates to the Council's agreed missions as follows:

- People's health supports them in living their best life
 Participation in arts and culture has been proven to support people's
 mental health and wellbeing. Some activities e.g. dance, singing,
 acrobatic performance, contribute to physical health. Health
 messages can be shared and explored through cultural formats.
- People will not experience discrimination
 Our London Borough of Culture (LBoC) bid will have equality and
 equity embedded throughout and will be an opportunity to celebrate
 our differences and showcase our abilities. Equal access to and
 relevance of the cultural experiences available through the
 programme will also be integral to the bid.
- Those in financial need can access the right support, advice and opportunities to improve their situation
 The LBoC programme will be free for everyone at the point of access. It will also include opportunities for skills development and developing career pathways, opening up new opportunities and inspirations for residents.
- Children and young people can reach their full potential
 Children and Young People are specifically mentioned in the
 application criteria and special attention will be given to developing
 the programme with young people so that they can influence the
 outputs and outcomes and benefit from them.
- Everyone in Greenwich is safer, and feels safer
 Providing experiences and opportunities for people and activating spaces helps to mitigate against antisocial behaviour and brings communities together.
- People in Greenwich have access to a safe and secure home that meets their needs
 There will be opportunities within the programme development to
 - involve tenants and residents to deliver culture on their doorsteps and animate their hyper-local communities.
- It is easier, safer and greener to move around the borough and the rest of London
 - Messages around transport and sustainable travel can be shared and explored via culture activities. Sustainable transport to and from events in the programme can also be explored and promoted.
- Development delivers positive change to an area for existing and new communities

- Activating new developments invites people into the areas and provides heart and soul to the built environment, so that developments become communities where people thrive.
- Neighbourhoods are vibrant, safe and attractive with community services that meet the needs of local residents
 London Borough of Culture is an opportunity to amplify the vibrancy of our neighbourhoods and put in place a sustainable legacy that ensures our neighbourhoods remain attractive and happy.
- Greenwich plays an active role in tackling the climate crisis and improving environmental sustainability, in line with our commitment of being carbon neutral by 2030
 Events and activities within the programme will be delivered in line with the carbon neutral plan. Additionally, culture activities can be used to engage people with the agenda and help to promote behaviour change.
- Everyone has the opportunity to secure a good job
 Our creative industries provide employment opportunities in the
 borough. LBoC can boost these industries and create a legacy of
 improved employment and skills development.
- Town centres, high streets and shopping parades are vibrant, prosperous, well maintained places that meet the needs of local people
 - Our programme will bring events and activities to our high streets helping to increase footfall and bring new custom to local businesses.
- Our economy attracts new high value businesses whilst strengthening its foundations
 - The creative industry in Royal Greenwich is not insignificant. By showcasing what we already have through the LBoC programme we can attract more high value businesses. Areas with a strong sense of place are also more likely to attract new business.
- The voluntary, community and socially motivated sectors in Greenwich are strengthened and able to provide more support to the most in need communities. The programme will engage with our communities to develop themes for the delivery of the programme and shape what it looks like. They will then be able to continue involvement as content creators, production team members, and participants. Our bid will articulate the voices of our communities to deliver the programme they want.
- Our Council is better at listening to communities and our communities feel they are heard

- As part of the bid development programme an extensive engagement phase will invite everyone to shape our submission and subsequent programme.
- We develop networks with communities, key partners and businesses to meet need and address challenges together This mission embodies our whole approach to developing a LBoC bid and the subsequent programme.
- We design our services around the needs of our residents
 The LBoC programme will be fully aligned with what residents have told us they want from it.
- Our Council is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces while remaining financially sustainable
 - The LBoC programme will be properly budgeted as part of the application submission.
- Our Council works in the most efficient and effective ways possible
 The LBoC programme will include reasonable resources within its
 budget to ensure that there is the correct expertise and numbers of
 staff available to deliver it.
- Our Council is a great place to work, with a diverse workforce who
 have the right skills and are motivated and empowered to deliver
 The LBoC programme will offer new and exciting development
 opportunities for existing and potential new staff.

3. Purpose of Report and Executive Summary

3.1 This report outlines the London Borough of Culture bidding requirements and asks for the Council to formally approve submitting a bid for consideration for either of the title years (2027 and 2025).

4. Introduction and Background

- 4.1 London Borough of Culture brings Londoners together. It puts culture at the heart of local communities, where it belongs, illuminating the character and diversity of London's boroughs and showing culture is for everyone. Since its launch in 2017 it has been a catalyst for creativity across the city, brought people together in pride and celebration and provided a springboard for boroughs' long-term cultural ambitions.
- 4.2 A unique combination of funding and support, London Borough of Culture enables step change in the cultural life of a borough.

4.3 The Royal Borough of Greenwich has the opportunity to bid to become London Borough of Culture in either 2025 or 2027 – a chance to boost our cultural economy and cement our Cultural Strategy into the life of the borough.

4.4 Key facts about London Borough of Culture

- There are two title awards available: 2025 and 2027.
- Each title award is worth £1.35m and requires match funding of 30% (£405,000).
- Bids can be submitted for one or both years.
- Cultural Impact Awards are also available and will be awarded to borough's whose bids for the title award are unsuccessful. There are three awards of £200,000 to pilot new creative projects or ideas in 2026.
- There is £500,000 of National Lottery Heritage Fund support available for title award winners to bid for as part of their programme. This does not count towards match-funding.
- The programme must include the Mayor of London's flagship festival for D/deaf, disabled and neurodiverse people, Liberty, which has a separate budget.
- The submission deadline is noon on 30 November 2023.

4.5 Context for the Royal Borough of Greenwich

In 2023 the Council started work on a Cultural Strategy that will set a direction for our work within the culture, heritage and tourism sector. The strategy will be available in 2024 and will provide targets and aims for supporting culture in the borough from delivery to participation.

- 4.6 The London Borough of Culture bid and Culture Strategy will be developed side-by-side, each strengthening the other through combining engagement with the local cultural sector and other stakeholders from both projects. The bid process is a catalyst to discovering what culture means to our borough and provides focus and drive to begin shaping our long-term aims. Additionally, a successful bid will be a springboard to delivering on the aims and goals identified through the strategy. The inward investment created by the bid will be an unrivalled opportunity to resource and consolidate our shared ambitions.
- 4.7 Culture has the potential to bring economic and wellbeing benefits that contribute to our residents and communities being able to live their best

lives. The culture strategy will consolidate how and what we want to deliver and a year as London Borough of Culture is an unrivalled opportunity to cement those goals in the life of the borough, through increased participation (both as producers and audience members), extra resources and a lasting legacy.

4.8 Benefits of being a title borough

As well as the resources available through the title award, Waltham Forest, the first London Borough of Culture, provided evaluation from more than 1,000 events showing:

- An extra 500,000 people brought to Waltham Forest
- Over £4.1 million spent by audiences over 10 major events
- 70% of creative businesses reported increased revenue

The full evaluation report can be read here

https://www.walthamforest.gov.uk/sites/default/files/2022-04/Appendix%201%20-

%20The%20Story%20of%20Our%20Year%20London%20Borough%20of %20Culture%202019.pdf

- 4.9 However, this is just the tip of the iceberg, the benefits also map closely to the Our Greenwich missions (see section 2), with bid criteria requiring a legacy plan to capitalise on the achievements within the title year.
- 4.10 In particular the celebration of culture has the potential to be a uniting force for the communities of Royal Greenwich, with people from every age range and background invited to be part of the year. Young people will be exposed to creative career pathways they may previously have not considered. Communities and individuals will see their stories and the tales of people they relate to shared as part of the Greenwich story demonstrating their value within and to our borough.
- 4.11 The impacts are far reaching and the bid submission will outline the specific benefits Royal Greenwich aimed to achieve with its programme.

4.12 Funding the bid

No new money would be needed from council budgets to meet the £405,000 match funding requirement for submitting a bid.

4.13 The high-level budget breakdown would be as follows:

4.14 A commitment in principle from partners and sponsors is needed for the bid submission. However, in the unlikely event that partners and sponsors do not want to engage with the bid, existing council culture spending and \$106 can meet the match funding total. This would not be ideal as the Greater London Assembly (GLA) will be looking for new funding to be attracted to the project, but will ensure that the council is not left with a funding gap.

4.15 What happens if we win?

The winners announcement will be made in March 2024. If the Royal Borough of Greenwich wins a title award, the funding provides for resourcing a team to deliver the programme. Work begins well in advance of the year of the award and will develop the bid submission into a fully formed year of celebration.

4.16 What happens if we don't win?

If the borough is not successful in winning a title award, it is eligible to win a £200,000 impact award for delivery or an aspect of the proposed bid submission in 2026.

- 4.17 There is a risk that the hopes and expectations of the creative/cultural sector are raised beyond a sustainable level, however, the culture strategy will have been developed by this point and the work done for the bid will have contributed to this. It will reflect the values and aspirations of the cultural community and provide a framework for moving forward with them to achieve shared goals.
- 4.18 A full risk register has been developed for the bid process.

5. Available Options

5.1 Option I Submit a bid for the London Borough of Culture 2025 and 2027 as described above.

5.2 Option 2

Submit a bid for the London Borough of Culture 2025 only, removing the Royal Borough of Greenwich from the competition for the title award in 2027.

5.3 Option 3

Submit a bid for the London Borough of Culture 2027 only, removing the Royal Borough of Greenwich from the competition for the title award in 2025.

5.4 Option 4

Do nothing – do not submit a bid.

6. **Preferred Option**

6.1 Option I

Option I gives more scope for receiving the award. For example, if the council's bid scored second for 2025, but better than all the bids for 2027, it would have the chance of being successful for the second year.

7. Reasons for Recommendations

- 7.1 This report sets out the benefits of hosting London Borough of Culture for all our residents, communities and partners. Deciding to submit a bid and maximising our chance of success by including both years, is a first step to seeing these benefit realised.
- 7.2 Hosting Borough of Culture aligns with and contributes to all the Our Greenwich missions, demonstrating the holistic nature of the year not just a programme of events it reaches into every area of our daily lives, raising them from the ordinary and providing an extraordinary experience for everyone.

8. Consultation Results

8.1 Consultation will take place during the bid process to shape our submission. This will include residents, stakeholders and partners.

9. Next Steps: Communication and Implementation of the Decision

9.1 A wide ranging engagement plan will be implemented following the decision.

10. Cross-Cutting Issues and Implications

Issue	Implications	Sign-off
Legal including	This report seeks the authority of	
Human Rights Act	the Cabinet Member for Culture,	
	Communities and Equalities for the	Interim Head of
	submission of a bid to become	Legal Services
	London Borough of Culture in 2025	2/10/2023
	or 2027 and to agree the funding	
	arrangements for the bid, as set out	
	in 4.11, 4.12 and 4.13 of this report.	
	Under the Leader's general scheme	
	of delegation of executive functions	_
	2021/22 set out in Part 3 of the	
	Constitution, Chief Officers are	
	authorised to make a bid for funding	
	with resource implications of	
	£500,000 or less. The Director of	
	Communities, Environment and	
	Central is therefore authorised to	
	submit the bid for funding.	
	However, because of the	
	implications associated with being	
	Borough of Culture this decision is	
	being taken by the Cabinet Member	
	for Culture, Communities and	
	Equalities to whom the Leader has	
	delegated his authority, generally, in	
	respect of all arts and culture	
	related events, programming, and	
	associated grant funding.	
	Under the Human Rights Act 1998	la
	local authorities have a duty to	
	promote and protect human rights.	l con
	The submission of this bid does not	
	have legal implications or	
	implications under the Human Rights	
	Act 1998.	

	1	T
	The author is recommended to consult with Legal Services regarding the entering into of any funding or similar agreements if the bid is successful.	
Finance and other resources	This report makes the following recommendations to the decision-maker: - To agree that the Council should submit a bid to become London Borough of Culture in 2025 or 2027.	Head of Accounting & Business Change 20.9.23
	- To agree the funding arrangements in place for the bid as set out in 4.11, 4.12 and 4.13 of this report.	
Equalities	The financial commitment of 30% match funding (£405,000) can be met from the proposed resources detailed in the report. Should the £150,000 from sponsorship and partnership income not materialise, the gap can be met by badging the budget for existing cultural activities against the match funding contribution. It is noted however, that the GLA is looking to attract "new" funding to the London Borough of Culture project, so all avenues to maximise external funds will be explored.	
Equalities	The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.	Head of Communications and Culture 15/09/23
	The London Borough of Culture embodies the Council's Equality and	

	Equity Charter and the Council's Equality Objectives 2020-2024 by providing improved access to culture for all our residents and ensuring every section of our community has the chance to be involved and participate. In particular the Mayor of London's Liberty Festival forms part of the year.	
Climate change	What contribution does this report make to the Greenwich Carbon Neutral Plan agreed by Cabinet on 18 November 2020? All events are run to minimise carbon footprint eg by using clean generators, banning single use catering items etc.	Head of Communications and Culture 15/09/23

II. Report Appendices

- 11.1 The following documents are to be published with and form part of the report:
 - None

12. Background Papers

None

Head of Communications and Culture Report Author: Tel No. Email. @royalgreenwich.gov.uk Reporting to: Assistant Director, Corporate and Central Services Tel No. Email. @royalgreenwich.gov.uk , Director Communities, Environment and Chief Officer: Central Tel No. @royalgreenwich.gov.uk Email.



Debbie Warren, Chief Executive

Chief Executive's Office Town Hall Wellington Street London SE18 6PW

royalgreenwich.gov.uk

royalgreenwich.gov.uk

23rd November 2023

To whom it concerns,

The Royal Borough of Greenwich has never been afraid to take on challenge. The officers I have the privilege of working with are innovators, enthusiasts and most of all they deliver.

Our recent staff awards only served to confirm to me how they not only embody our resident first approach, but also go the extra mile every single day to make things happen. So, I can say without a doubt, as an organisation we are ready to take on London Borough of Culture and stage a spectacular year.

The Council leadership is 100% committed to the bid and the step change that it will prompt. Our commitment is demonstrated by the time and investment made in preparing for this bid with strong political support and senior level buy-in from every directorate. This proposal is not from our Culture Service, it is from our whole council.

We know there will be challenges to overcome when our budgets face increasing pressure, but this opportunity to bolster our creative economy and weave the benefits of culture throughout our services is one we also cannot afford to miss. We understand the vital role that culture plays in the borough and already our cultural infrastructure has been galvanised by the preparations for making this bid. More than 150 organisations have engaged in developing our proposal and their energy has fuelled the momentum and motivation to develop a much more ambitious programme.

Our borough has a track record of being proactive on culture. However, with a cost of living crisis, rising energy bills and the effects of the Levelling Up agenda hitting our organisations hard, many of them are struggling. We now need the impetus of the London Borough of Culture to drive forward investment and prevent our collective achievements from fading away. We need to raise the awareness of the incredible skill, talent and facilities that we have in the borough. A year of culture will cement an even more resilient and strengthened cultural ecosystem.



The Royal Borough of Greenwich wants to be a London Borough of Culture title holder. We have submitted bids at every opportunity, and while politicians and senior staff may have changed, our desire to win the award has not. I know we have the passion and the pragmatism to host an incredible year and put my full support behind it.

Yours sincerely



Debbie Warren Chief Executive



Cllr Anthony Okereke

Town Hall Wellington Street London SE18 6PW

andous office

Leaders-officeadmin@royalgreenwich.gov.uk

royalgreenwich.gov.uk

23rd November 2023

As young boy in Woolwich, I would have never believed that one day I'd be making choices that change the lives of everyone across the whole borough. Growing up I saw how these changes affected individuals and families in our communities, often at the most disadvantaged end of the spectrum. I saw how unheard voices were left out of the decisions that they should have been at the heart of. When I took on the responsibility of Leader, I knew that residents had to be at the centre of everything the Council did.

Together we developed the Our Greenwich missions – a series of priorities which the people of the borough have identified as most important to them. So, when I say I support the Royal Greenwich bid to become London Borough of Culture, I am not just speaking for myself, I speak for the residents of the borough too. I know the benefits and advantages that this amazing opportunity brings are the same ones they want to experience.

I promised to be ambitious in how we set about fulfilling our goals, innovative in our journey of improvement and responsive to changing priorities. London Borough of Culture provides a unique opportunity to accelerate how we progress our missions within Greenwich, but also to engage the whole capital in a year of celebration.

Our proposal for London Borough of Culture will fundamentally change the lives of our residents for the better. It is designed not only to entertain and delight but to improve wellbeing, educational attainment, inclusion, equity, the economy and a bring a whole range of opportunities to our borough.

It will strengthen our communities, whether in admiration of neurodiverse artists; increased empathy and understanding of different cultural traditions; or in the changing of eating habits and trans ward mobility. The quality of the NEW experiences under offer will encourage greater participation and engagement. The diversity of artists will be reflected in diversity of audiences. The volunteering opportunities will be broader than those previously offered- including historic research, interviewing, filming, collating, chaperoning – alongside the more traditional roles of welcoming and stewarding.



Have your say

I began this letter with my story, but the starting point of personal stories and anecdotes for our proposal will allow us to listen to the voices that struggle to be heard. Having a thorough process for capturing the lived experiences of our communities will give us a better understanding of the issues that affect our residents and help us to improve our service delivery.

This year of culture will celebrate the stories of Royal Greenwich – a compendium of tales to reveal the true personality of our borough. It will be a gift from our borough to our friends and neighbours in London and across the world. But above all it will drive forward the Our Greenwich missions and leave a legacy which will continue into the next chapter of our history.

Yours sincerely,



Anthony Okereke Leader, Royal Borough of Greenwich



Contact

Telephone

Facsimile

Email

@royalgreenwich.gov.uk

Date

17 November 2023

Our Ref

Finance Directorate

The Woolwich Centre 35 Wellington Street Woolwich, London SEI8 6HQ

Centre Opening Hours: Monday-Friday 9am-5pm

Telephone Service: Monday-Thursday 9am-5.30pm Friday 9am-4.30pm

www.royalgreenwich.gov.uk

Dear Sir/Madam

Royal Borough of Greenwich London Borough of Culture Bid

I am the Deputy S151 Officer for Royal Greenwich. I have been involved in this project from the start and have had sight of all the documentation. Damon Cook S151 Officer is not available. According to the constitution part 4 (F) a 9.2, I can act on Damon Cook's behalf and Damon Cook has asked that I does so on this matter.

Please accept this letter as my support for the Royal Borough of Greenwich's London Borough of Culture Bid. The match funding has been identified and formally approved in line with the Council's Constitution.

Yours sincerely

Assistant Director - Corporate Finance & Deputy s151 Officer Royal Borough of Greenwich







17th November 2023

To whom it may concern

Re: Letter of Support, Royal Borough of Greenwich Year of Culture Application

This letter is to confirm that the University of Greenwich fully supports the Royal Borough of Greenwich application for the Year of Culture award.

We believe that The Year of Culture will firmly establish the Borough as the centre of a revolution for immersive interactive technology, and ground-breaking sound-art experiences. Events will include **Light of Sound Vortex** in a tunnel under the Thames, the **Dance and Dine Immersive Support Clubs, Music and Food Camps** and the **Arms to Arts** site-specific spectacle at Woolwich Arsenal.

The Year of Culture will foster new collaborations across the Borough between the University of Greenwich, other higher education institutions, professional and voluntary arts organisations. Specialisms in immersive sound and theatre production, based at the University of Greenwich, along with those at partner and neighbouring organisations such as **Punchdrunk** and **Ravensbourne University**, will facilitate a year-long exploration of the emerging potential of new immersive technologies for creating socially engaged outcomes, which will make a real difference in and beyond the Borough. In this way, the Year of Culture in Greenwich will truly support the ambition of **Punchdrunk**, the world-leading immersive theatre situated in the Borough, for London to become the global centre for immersive art. We will also collaborate with Ravensbourne's: *Immersive Tech Studio: for Augmented and Virtual Reality*, a testing ground for music, film, and gaming arts, which opens in 2024. These partnerships will result in the cross fertilisation of audiences and genres while generating widening possibilities for grassroot arts organisations and NPOs.

In addition, Greenwich University's Shared Hub for Immersive Future Technologies (SHIFT), based in Woolwich at the University's Bathway Theatre, will deliver state-of-the-art collaborative coproduction facilities. Uniting practitioners and approaches from drama, film, architecture, music, and sound; from within and beyond the University, SHIFT will enable the development of existing practice-based methodologies and allow for new collaboration and ideas across the disciplines. SHIFT will also facilitate exploration of the social, political and artistic implications of new immersive tools, for engaging communities in South-East London and beyond.

Greenwich Campus

Old Royal Naval College, Park Row, London SE10 9LS

Tel: +44 (0)20 8331 8000



The University of Greenwich will also provide access to:

- 1. The *Virtual Production Film Studio* to capture performances against real-time simulated backdrops, exploring the emerging sector of VP and unlocking the potential of new approaches to performance capture.
- 2. The Channel Ambisonic Sound Studio and VR lab a high-resolution immersive sound lab with VR for work in 360° film, theatre, games, data sonification, VR simulation, music, and sound arts.
- 3. Immersive Theatre to bring together 360° immersive projection, projection mapping, surround-sound audio, with extended lighting, rigging and digital infrastructure. Combining these brand-new facilities with the skills of highly experienced academics and practitioners will allow us to programme a truly remarkable year of culture that everyone will benefit from.
- 4. Galleries and Outdoor Exhibition Spaces. The University's three gallery spaces; its expertise in curation and delivering street-based art events, such as projection mapping and site-specific installations, will be harnessed in working together with artists and other arts providers in the borough to tell the stories of the people of Greenwich through an innovative and exciting cross-borough exhibition and event series.

The programme that the university is developing will primarily support the **1001 Meridian Tales** strand in the Borough's Year of Culture plan. The University will lead on this strand, the starting point for which is 1000+ stories of local people answering one simple question "How did I get here?". The programme will include signature events, led by the University in collaboration with local residents, arts, and community organisations. For example, **The Vortex** (mentioned above) an ambitious 365 sound and light spectacle in the Woolwich foot tunnel, where audiences will be immersed in stories of the past while also meeting stories from the future.

The Year of Culture generates short, mid, and long-term social impact for the Borough's young people. Short-term we will witness young people building relationships with venues and arts organisations; mid-term this will increase their mobility across the Borough, foster less isolation and increase civic participation. The long-term aim would be to improve the numbers and demographic of people accessing the arts, leading to future employment and learning opportunities. It will also deliver social regeneration to areas of the Borough, such as Thamesmead and Abbeywood, where there has hitherto been a cultural deficit. The knowledge exchange and reciprocity of facilities which sit at the centre of the proposed program, will enhance wider access to cultural production across the borough and bolster civic pride in the breadth and richness of its cultural diversity.

Please do not hesitate to contact me if you require further information.

Yours sincerely

Associate Dean Research and Knowledge Exchange Faculty Liberal Arts and Sciences University of Greenwich



Volunteer Centre Greenwich

1st Floor Equitable House 7 General Gordon Square London SE18 6FH

Telephone: 0208 317 3817

Email: info@volunteersgreenwich.co.uk

www.vcgreenwich.org.uk

Patron: Judy Smith MBE

November 16, 2023

To Whom it May Concern

RE: Letter of Support

Volunteer Centre Greenwich (VCG) is pleased to support the application by the Royal Borough of Greenwich to be for the Borough of Culture.

VCG has been the leading, independent voice of volunteering in the borough for over 24 years. VCG's services continue to be in demand by both Greenwich residents and local volunteer organisations and as a strategic partner by policy-making forums.

We use volunteering to improve the lives of individuals enriching and embedding it in the community. Volunteering changes lives, giving the skills, confidence and experience needed to progress to a career and improve overall health and wellbeing and reduce social isolation. We offer a diverse range of volunteering and engagement opportunities and deliver projects that target disadvantaged individuals, groups and communities to promote inclusivity.

VCG has a track record in delivering and supporting large volunteering projects which include:

- Selected as one of the 10 Recruitment centres for the GLA's Team London Ambassadors
 programme assessing 1,335 potential volunteers. VCG then delivered Module 1 of the training
 programme for up to 48 volunteers per day for 20 days.
- Recruited, trained and managed 164 volunteers for the local Greenwich 2012 volunteer programme for RBG.
- Recruited and managed over 700 volunteers supporting the vaccination programme in Greenwich for public health 7 days a week for 18 months.

As a partner in this application VCG will be able to offer local residents an unprecedented breadth of volunteering opportunities if awarded London Borough of Culture. Roles will include. interviewing residents to capture their stories and anecdotes, filming, archiving, researching, alongside the









stewarding and welcoming roles at a variety of spaces including Charlton Athletic Football Club, train stations, arts venues, parks, streets and community centres.

VCG has a specialist database that contains details of people that enquire about volunteering in Greenwich and the types of roles that they are interested in. Last year VCG received 3314 enquiries and currently holds details of 4,622 volunteers on our database. VCG is very confident based on our experience in supporting large events previously that we will be able to attract 800 - 1000 volunteers to ensure the success of the programme.

Yours sincerely



Chief Executive







Application form for request #10

1 Read-only. This form has been submitted.

You are applying on behalf of an organisation.

General Information

- ()

Al Name of contact person

Title 🛡

First name **1**

Last name **1**

A2 Position held

Your role **1**

Arts Development Officer

A3 Contact information

Telephone number **1**

2

Email address **1**

A4 Locale

Directorate **1**

Environment

Department/Business Unit 1

Culture

Contact with us

- ()

B1 Contact with us

Have you discussed your activity with a member of GLA staff? ♥

Yes

If yes; tell us their name(s) and which team(s) they work in $\, lacktriangledown$

Culture & Creative Industries Unit
- Culture & Creative Industries Unit
Culture & Creative Industries Unit

Are you related to any elected GLA members or GLA staff? **1**

Νo

If yes, please tell us about your relationship with them and their name(s) and which team(s) they work in. 🔻

Project overview

Please state which year you are applying to be the London Borough of Culture: ?

Select year 👽

Either

If you have a preference for a particular year, please tell us why. **1**

Our preference is to be Borough of Culture in 2025. We adopted our cultural strategy in October 2023, establishing robust structures to underpin effective governance, resourcing, delivery, and evaluation of the Borough of Culture programme, ready for a successful 2025, and an effective legacy to follow. 2025 also marks the 130th anniversary of Lyric Hammersmith, the 120th anniversary of LAMDA, and the completion of our new cultural facility at the Civic Campus in Hammersmith town centre, which will add value and draw in funding to support the programme.

C2 Please state if you are applying for a Cultural Impact Award (this is optional)

Applying for Cultural Impact Award? **1**

No

C3 How much will your programme cost in total?

Programme cost **1**

Our total cash programme cost is £3.59m.

C4 Summary of proposed programme ?



Provide summary **1**

Hammersmith & Fulham has huge cultural potential - a vibrant and diverse Borough, a growing creative industries sector and strong cultural asset base. Yet not everyone in the Borough is connected to these opportunities. Some people's contributions are less visible while others feel excluded from what they see around them. Culture is a powerful connector. Where Culture Connects will link people in and between communities, lock our talent pipeline into economic growth, share our story, foster local pride, and build our success.

'Connecting Communities' will see local residents driving neighbourhood cultural activities. It will foreground the oftenoverlooked talent of local artists from diverse backgrounds, through our Joy of Liberty festival and under the banner of We See You. We will explore and surface points of commonality, embracing conversations about our heritage, so our collective identity is strengthened.

'Connecting Talent to Opportunity' will build our artistic capacity to take full advantage of 2025, growing momentum for years to come. Residents will access skills to fuel the local economy through apprenticeships and industry-led initiatives, building on our Creative Enterprise Zone. Young people will co-create projects responding to their needs, and host a Youth Culture Summit to debate and learn from others.

H&F is a confident, outward-looking Borough. Our internationalist outlook, recognisable brand, and well-established relationships abroad make us uniquely placed for cultural exchange based on shared values and common interests, 'Connecting to the World'. We want our bid to be best for London and will work with the GLA to ensure success ripples across the capital, increasing access to culture for all communities, and drawing tourists beyond traditional central attractions.

'Celebrating our Connections' will create emotional bonds in our Borough. We will welcome all our neighbours with showstopping must-sees including a riverside flotilla and a celebratory finale that brings our year together.

1. Making an Impact

1.1 Identifying need (12%) 😯



Demonstrate a clear evidence base and a statement outlining why you need this award. •

Hammersmith & Fulham (H&F) is a culturally diverse, thriving outer central Borough with culturally significant assets and an active programme of innovation-led regeneration, including via our creative industries and Creative Enterprise Zone. Our plans are based on an embedded programme of co-production and deep engagement with our residents and stakeholders that lies at the heart of the Council's established values. As a partnership, we have recently adopted a new ten-year cultural strategy, following an extensive programme of consultation and we are ready to deliver its priorities together. Where Culture Connects (WCC) is central to seizing the opportunities we see, and to addressing the key challenges we have identified in our place.

Building on this strategic foundation, our cultural provision is independent, with five ACE national portfolio organisations, specialists in disability and integrated arts, arts and health, arts & young people. H&F has strong cultural leaders within our rich cultural assets which include established venues and producers (Lyric Theatre, Bush Theatre, Riverside Studios), creative powerhouses (DanceWest and HQI), community arts organisations (Turtle Key, Joy Festival), cultural centres (Bhavan, Irish Cultural Centre, Polish Social & Cultural Association), visual arts organisations Kindred Studios, William Morris Society), heritage sites (Fulham Palace), professional football clubs (Chelsea, Fulham and QPR), and training providers (LAMDA, Royal College of Art). Their reach is wide and their skills and expertise represent a strong foundation for delivery of our programme which, in turn, links directly to our strategic aims for creativity, inclusion and destination development.

The Council runs Library and Archives Services and Events. It has specialist arts development staff and provides grant funding for the arts. It commissions the Shepherds Bush Comedy Festival, and runs a variety of heritage projects. Cultural development is a joint responsibility in H&F, sitting with Cabinet Members for both Economy and Public Realm, supported by officers in relevant Departments and ensuring culture contributes to the Council's broader strategic aims.

Creativity is viewed as an essential driver of economic growth and is articulated as a high priority in our Industrial Strategy, championed personally by our Council Leader and overseen by a new Assistant Director for Cultural Services and the Artistic Director of the Civic Campus. The Culture team has developed strong connections with Public Health, reflecting culture's role in wellbeing.

Heritage, and its close association with local identity and civic pride, has been boosted in H&F since 2021 when additional investment has been made in the Borough. This has included a new Heritage Officer role, and the delivery of a Windrush anniversary programme, four black heritage trails, a women's history trail and a blue plaque project recognising prominent contributions to society from Black, Asian, and Ethnically Diverse residents. We have a current initiative with the LGBTQI+ community to explore their local cultural history.

The initial foundation actions of our cultural strategy implementation are to establish a formal partnership governance for our new Cultural Compact, and to provide a comprehensive data and evidence framework to underpin the delivery plan. Early in 2024 we will establish baselines for related measures, where these do not currently exist. These actions form an important stage in readiness for the delivery of the London Borough of Culture title.

Our current relationships with strategic national agencies are less developed than they could be. We will use the coming months to engage more comprehensively with ACE, NLHF, Historic England and GLA to build positive connections to support our work. We want to ensure that our bid reaches across the capital and touches the lives of people living in deprivation across London, to optimise the impact of the title. We will work with these partners to learn from good practice in activating volunteers, in connecting with diverse communities and in deepening community engagement.

WCC will focus on the opportunity to tackle the local challenges we have identified through four themes.

Social divides and inequality are pronounced in our Borough. The number of older people in H&F living in the most income deprived households doubled between 2015 and 2019, while 23,000 people in our Borough experience long-term illness or disability and male life expectancy is the fourth lowest in London. Areas of affluence and poverty sit alongside each other and the experiences and opportunities of residents are markedly different. The Daily Star is our most popular newspaper, followed by the Financial Times. It creates a sense of disconnection. Connecting Communities will address this.

Our local economy is growing linked to the focus of our Industrial Strategy on regeneration and the major investment in flagship schemes at White City, Earls Court, and Olympia. 2,285 new jobs have been created in the Creative digital, film and screen sectors over the last 6 years, making H&F an important location for those industries, not just locally, but for London, with our cultural assets therefore a vital underpinning of London's competitiveness in these markets. We want local people to take full advantage of this transformation. Connecting Talent to Opportunity will address this.

Our cultural profile is dominated by two groups; Metro-culturals who are prosperous and active cultural urbanites, and Kaleidoscope Creatives who are low engagers seeking culturally specific free activities. Some forms of culture are more visible and appear to be more valued than others. Our local communities and their cultural lives are not always celebrated as they could be. People can feel their identity is lost. Connecting to Each Other will address this.

Like other European cities. London's success depends on more than just the inner central zone. Investment in our place is stimulating the renewal of our town centres, including the creation of improved cultural infrastructure at our Civic Campus in Hammersmith, with new exhibition and performance spaces, a new cinema, and a home for local history. H&F is a place with an internationalist outlook, a recognised brand and evolving links globally; it's a destination whose success can ripple out to play a strong part in delivering for the whole of London if our potential can be fully activated. Connecting to the World will address this.

A Catalyst for Change (12%) ?

Explain how becoming the London Borough of Culture in 2025 or 2027 will help you achieve your ambitions and create long term change. **1**

Where Culture Connects represents a new sense of ambition for culture in Hammersmith & Fulham:

- · an ambition to build sustainable local cultural programmes hand-in-hand with residents in neighbourhoods,
- an ambition to recognise the widest range of cultural talent, an ambition for bigger and better events that attract the widest public and serve the whole of London,
- an ambition to strengthen and grow our international cultural reputation and partnerships for the benefit of the borough and London as a whole,
- · an ambition that the opportunities we are creating reach and transform our population,
- · an ambition to bolster our cultural sector with new networks for collaboration and shared learning,
- an ambition for larger and longer-term resourcing of culture and an ambition to be even better known as a destination.

A title award is fundamental to achieving this.

WCC will add rocket fuel to our new partnership for culture and the delivery of our cultural strategy by creating a laser focus on our shared objectives and enabling us to lever funding at scale in order to pursue them. From the moment of award, it will accelerate our progress and, ultimately, it will take us further, faster, towards our goals.

Our high-level outcomes are:

Immediate (pre-programme) short term – to be ready to deliver. A new evidence base will better model our soft and hard cultural infrastructure, tangible and intangible heritage, and provide vital data about levels and patterns of cultural engagement to enable effective targeting of our programme (including for communities in wider London). Our new Cultural Compact, following the model espoused by ACE, will create a stronger base from which to deliver. Fundraising will create resource for planning, delivery, and legacy work.

Medium term – to optimise culture's contribution to social and economic change. An enhanced cultural provision will scale our capacity and create a stronger platform for delivery, building on our Cultural Impact Award and Creative Enterprise Zone work. With partners from the cultural, business, education, community, and public sector working more closely together, the power of culture will be applied more effectively as an agent to transform the lives of our residents. We'll also be cementing how our programme can best benefit residents across wider London, actively broadening access to our diverse cultural offer further afield, targeted at those most in need. Our emerging international partnerships will be further developed, bringing a unique global angle to our work.

Long term – to drive up and diversify cultural participation, generate increased investment, cement our role as an international destination and build a stronger local cultural ecosystem that delivers value at neighbourhood level, Boroughwide and for the capital.

Our vision for success is clear.

Stronger Sense of Identity and Pride: residents will feel better connected with H&F as a place. They will be closer to decision-making and better able to influence the decisions that affect them in designing and delivering local cultural activities. Residents will have greater facility in accessing skills and networks that channel their talent into the creative economy. Residents will know that their diverse contributions to our collective cultural life are acknowledged, highlighted, promoted and, above all, valued. They will have a more positive outlook about being a part of the success of H&F. The presence of local future icons like Arlo Parks and Big Zu in the programme will inspire a new generation.

Stronger Sector: the local cultural sector will share responsibility for the success of local culture and heritage through our Cultural Compact. Cultural organisations, and private and community sector organisations working with culture, will have increased capacity for delivery and enhanced skills and knowledge to enable them to deliver effectively. We will build capacity for community-engaged practice to support our neighbourhood programme, for example working to expand the role of Artsfest as a key delivery partner through our Neighbourhoods of Culture project. Local artists will be better equipped to respond to opportunities locally, and further afield. They will be commission-ready, with stronger business plans and professional networks that support new collaborations and collective fundraising. Our new Civic Campus will be established as the home of a high-quality exhibition and performance programme, artists of international renown, resident companies and a focus on the role of artists in shaping civic life and social innovation. The total resource to support delivery will have grown, investment in culture will have a clearer link to desired outcomes and be based on longer term programmes.

Stronger Role for Culture: the cultural sector will be recognised for its importance in delivering success for H&F and its leaders will play a stronger part in helping to shape wider strategic plans for our place. Culture will be more effectively integrated into the work of the Council for education & skills, health & wellbeing, the economy and community development as the Cultural Compact becomes a key player in our web of strategic partnerships. The needs of the cultural sector will be better recognised within our plans and structures, so that cultural infrastructure planning is better integrated as a key component of our place-shaping work. Recognising the reach of our cultural offer beyond our borough boundaries, we will support a programme of activities actively to engage with communities in wider London to ensure the benefits of WCC are felt in our neighbouring areas.

Stronger Place: H&F will have been redefined as a destination. It will be better known as a place to visit, by domestic and international tourists, and by the wider London population, including the most deprived. The involvement of H&F's established international cultural icons such as Benedict Cumberbatch, Peter Blake and Bill Bailey will raise our game. Our higher profile will be attracting more inward investment while our increased reputation as a responsive and impactful international partner will be delivering new prospects for cultural, education and business exchange through innovative international partnerships and collaborations. We will also seek to take forward work with the GLA and London & Partners to help drive the prominence of the cultural offer of London's out-of-centre locations, increasing tourism in them.

Children & Young People are actively supported in Hammersmith & Fulham (H&F) through three types of activity: commissioned work; direct delivery of universal, targeted and specialist activities; and co-produced cultural experiences. We offer experiences for families, children-in-school programmes, youth clubs and community programmes and an annual Young Artist of the Year Award. Universal programmes through libraries include pre-school pre-literacy activities. The vast majority of young people are in school with access to culture in the curriculum, music tuition and ensemble work through the Tri-Borough Music Hub.

H&F has a highly developed approach to working with young people in the borough through Youth Voice. This provides an active channel for engagement and direct contribution by young people in co-producing cultural experiences that reflect their needs and interests. Our young residents actively inform our policy and practice, including in relation to culture, by a diverse and representative Youth Council, an elected Youth Mayor, and a Member of the Youth Parliament. These arrangements incorporate and reflect the views of young people who are D/deaf, have disabilities, are neuro-diverse, and/or attend non-mainstream schools. Through extensive engagement, young people have clearly voiced their priorities including readiness for work, access to safe spaces, mental health and emotional wellbeing support, and tackling the consequences of Covid and the current cost-of-living crisis.

Our programme for children and young people sets out initial projects that have been informed by the current cohort including a Youth Culture Summit, an apprenticeship programme for those with not onward destination from school, a scheme to learn from good practice in young people's cultural delivery nationally and a programme of work experience with artists. However, the essence of the programme will be co-produced by young people and therefore cannot be specified in detail in the bid. To prepare ourselves for 2025, in advance of award we are committed to immediate action to strengthen our capacity for working with children and young people on this basis.

It includes:

Supporting all primary and secondary schools in the Borough to develop and adopt a cultural plan that provides a pupil experience guarantee for access to culture.

Providing every school with access to training for staff and establishing a professional development programme for the wider young people's workforce of cultural "gatekeepers" (eg in health, sport, organised youth activities in the community) to broaden awareness of good practice and build a strong community of practitioners. This will be delivered in partnership with our cultural sector as part of work to re-establish and build capacity of a local Cultural Education Partnership.

Adopting the national Arts Award as a standard for recognising young people's cultural achievements in the Borough.

Creating a Youth Cabinet Member with dedicated responsibility for culture within the Youth Council.

Committing to the Action on Disability (a disability led charity in H&F) youth inclusion charter that ensures a clear voice for young people with disabilities.

2. Celebrating Creativity

2.1 Programme description (12%) ?

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will reflect what you have outlined in the Making an Impact section.



The creative vision behind Where Culture Connects is to create a rich cultural life at a hyper-local level; join our residents to the opportunities around them; bond and strengthen our local cultural actors to support their work locally, across London and the wider world; and foster a true sense of identity for the Borough that is proud of what it has to offer. Our programme has been co-designed with our community through a consultation process with residents, cultural and heritage organisations, the Council and non-profit community organisations that started in 2020.

Strand 1: Connecting Communities – 12,905 people will lead, produce, take part in and celebrate culture in their neighbourhood.

Neighbourhoods of Culture

The mainstay year-round programme is co-produced in neighbourhoods, empowering local residents to create and share activities which are relevant and accessible to them, using the assets in their own place (libraries, schools, third sector, artists). With the support of established cultural organisations in the Borough and artists embedded locally, communities will develop their capacity for cultural production, leading to a final shared moment that brings the Borough together.

Borough Connections

A year-long project by Lyric Hammersmith focussing on excluded young people's relationship with H&F's heritage over the past 130 years and culminating in a performance in October 2025 within the theatre's anniversary celebrations.

We See You

A programme to amplify under-represented voices and make evident the diverse heritage in H&F. H&F Libraries, Heritage and Archives will extend their work delivering Black History Museum, heritage trails and our Windrush festival, foregrounding the often-hidden cultural life of the Borough, supported by a Borough-wide promotional campaign. We will partner with Bhavan Centre, Irish Cultural Centre, Polish Social & Cultural Association, Fulham Palace, who represent different populations in our community and with The National Archives.

Joy of Liberty Festival:

Our edition of the Liberty Festival will underpin the development of Joy, H&F's pioneering disability arts festival established in 2017 and led by Turtle Key Arts. We will invest in young artists and international contributors as a step-up for the festival and increase levels of commissioning to build capacity for the future.

Here For You:

An ambitious partnership with Public Health to deliver cultural activities for all of our 2,000 residents who are using homelessness, probation services, drug/alcohol abuse or care services. An individualised programme will provide routes for creative expression, whether inspiring something new or reinvigorating a past passion, so that our most vulnerable residents can enjoy rich cultural lives that improve their economic and mental wellbeing.

Give It Some:

Central to our theme of connecting, we will deliver a Borough-wide volunteering programme providing opportunities to our local community to develop new skills, make new friends, feel a sense of ownership over our Borough of Culture status, and ultimately give back to the community, supporting the social determinants of wellbeing. Our aim is for 20% of our volunteers to be aged 18-25.

Strand 2: Connecting Talent to Opportunity - 305 artists and 4,255 young people will find new ways to connect to our growing creative economy.

Sounds Like H&F 2.0:

From the success of our Cultural Impact Award, we will launch a second iteration of our young people's intensive music programme, led by HQI. The programme directly links young, talented, and up-and-coming musicians with commercial opportunities in the music industry.

Art Under Canvas:

Taking referrals from partner organisations to recruit and support young people with additional barriers to access the programme, and incorporating a forward route for progression to training, employment or education, the Council will work with cultural partners to create a route for young people with no onward destination from education to develop transferable skills and achieve Arts Award accreditation. A final showcase of performances and a selling exhibition at a central H&F location (eg Ravenscourt Park Hospital).

Capacity Creator:

In 2024 we will establish a register of local creatives who will be supported to become commission-ready for the opportunities ahead. 75 SMEs and independent artists will be assisted through a year-long investment, building network and capacity of the local sector, with skills and knowledge, business planning, fundraising, leadership. This elides the Council's support for small businesses as a whole with the sector's own responsibility and ability to offer support and share good practice.

H&F BoC Fringe:

A fringe festival directed by Riverside Studios and supported by Bush Theatre will offer a range of entry points for emerging artists, and a sense of the unexpected for residents to dip in and try new work, while giving promotional and network support to emerging talent from H&F and beyond.

Creative Enterprise in the Community:

Working with FE, HE our GLA Creative Enterprise Zone will run programmes that help local creatives to turn their talents into businesses.

Youth Voice creates opportunities for our next generation to participate in decisions that affect them and has been a growing H&F programme. Young people are keen to develop ideas for sharing and understanding different cultures, as well as opportunities to volunteer and develop work experience, places to share and develop their ideas, and ways to showcase their achievements. This part of the programme will be 100% co-produced with young people, developing their initial ideas below:

Young People Horizon Breaker:

A programme of visits for young people to experience and be inspired by examples from other places, to extend their horizons and encourage them to thing big.

Youth Culture Summit:

Using our relationships with national and international cities, we will host a youth culture summit focused on sharing ideas, collaborating on new projects and ultimately creating a new international network that will extend beyond the title year.

Youth-led Libraries:

Libraries are a trusted and safe space for ideas to spread. We will enable our youth to design a library that suits their needs; a space that is for them, by them.

Artists at Work:

During 2025 we will establish a programme of work experience placements with artists in the Borough as part of a structured approach running alongside mainstream work experience provision.

Strand 3: Connecting to the World: 14,700 local people will take part and welcome visiting friends and family, leisure, and business tourists from around the globe, exchanging ideas and supporting inward investment.

H&F on Tour:

A reciprocal presence at festivals and events for our artists and organisations, working with our established partners in Berlin, Anderlecht, and Milan, and including opportunities for new and emerging talent.

H&F International Residencies

New partnerships including Rouen (with its strong alignment with our focus on artists' involvement in city making and current bidder for European Capital of Culture) and Braga (a Unesco City of Media Arts with many similarities to our createch economy) will form a series of residencies at the Civic Campus.

Destination H&F:

In 2025 we will test the effectiveness of attaching cultural content to our outward delegations for inward investment; create a dedicated webspace for Where Culture Connects to promote H&F as a cultural destination and use our Magic Moments below to enhance inward investment hosting. This will support the integration of culture into our destination identity for business and leisure tourism and for inward investment and related job creation.

Celebrating Our Connections: the creative heart of our programme is moments to connect and share our common experience of what it means to be human. 113,950 people will take part in show-stopping events to remember.

Magic Moments: large-scale events which bring H&F residents together. Major impact events of international quality that will make the front pages of broadsheet newspapers. The events include an opening Ceremony with an intergenerational cast of local residents, led by DanceWest; a Riverside Flotilla celebrating our unique geography through lighting installations and includes Riverside Studios, Fulham FC and the River & Rowing Museum and the boat clubs along the river; an innovation-themed festival at White City Innovation District with tech demos, interactives and proto-type testing at scale, in partnership with Imperial College; Culture at the Campus festival focussing on the role of artists in civic innovation; H&F On the Move, an interactive large-scale participatory event with content from all our neighbourhoods (linked to the neighbourhoods programme), a technology-enabled narrative element and a spectacular visual component (such as a drone show), in collaboration with our innovation partners. This event will be the culminating celebration that draws together the work of the year and includes as many residents as possible.

Happy Birthday Lyric:

The Lyric will celebrate 130 years of being the creative heart of H&F during our year with unmissable theatrical events and community engagement projects. Engaging with every Ward in the Borough the birthday year will conclude with a free party in Lyric Square for all.

H&F Heroes:

Our communities will identify and celebrate people who are unrecognised cultural heroes of H&F and engrave their names into paving stones on King Street for posterity (with The National Archives).

The French Connection:

We will bring our £17m Cecil French art collection back home and use the title to secure partnerships with other significant pre-Raphaelite collections to create a show-stopping exhibition and associated activities.

2.2 Celebrating your heritage (6%) ?

Tell us about the heritage you might focus upon and what difference these will make for local people. We want to see heritage threaded through the programme. \bullet

We have a diverse and vibrant history. Revealing the richness of our place and the stories of our people is central to our mission. Where Culture Connects will explore our heritage to anchor our programme in a long-term perspective. We will support communities to determine how they present their past, discuss their present and shape their future.

Our specialist Archives Service is already building strong links with our diverse heritage stakeholders, from major sites such as Fulham Palace, to community heritage groups such as Celebrating H&F Heritage and Diversity, The National Archives and internationally active organisations such as the William Morris Society. Our rich music heritage that includes Island Records, Greensleeves Records and Peckings Records, as well as venues including Hammersmith Odeon and Hammersmith Palais, offers ways to reach new heritage audiences.

The Connecting Community strand of our programme gives the opportunity to seek out hyperlocal heritage activities including those in our historic parks, with specific population groups or the many Friends groups in the Borough, historical societies, community representatives and local cultural institutions. These stakeholders rarely come together and in connecting them we can create expertise and capacity that add value for all.

The Archives Service will support all the heritage activity in the bid programme, with professional oversight and discipline, to ensure heritage materials of varied kinds are

collected, recorded, conserved, and stewarded for generations to come. This will include both physical and digital material, which can be added to collections to inform future responses.

Two significant heritage themes relate to our physical environment - the riverside and White City. These have shaped the borough's character, its population, its economy, and its heritage story in so many aspects. Our Riverside Flotilla will draw on the memories of the river as a place that has shaped our business and leisure lives through the ages. It will celebrate our personality as a place of transit, trade, tradition, and transformation. It will draw in the wider regional population along the banks and include the role of the river as a focus for leisure including Fulham Football Club, the Varsity Boat Race, and the many boat clubs along its banks. White City's history as an exhibition site, with its links to the British Empire, and its history as a venue for the Olympic Games and World expos is sometimes distant in local memory. Its current regeneration featuring Imperial College, with a refreshed focus on innovation, presents a wealth of possibilities for heritage projects and a deeper understanding within its newer communities of its historic role and the opportunities it represents for them.

We will use the architectural landmarks and landscapes to reinforce links between the past and the present of our communities, creating a stronger feeling of belonging. We will explore our electric light heritage of Hammersmith Lamp and Valve Works being located here, by illuminating key sites, parks and buildings along the river and connecting all cultural venues. We will promote access to heritage venues and activities via environmentally friendly transport including cycling, via the river and walking.

We are proud of our recent work to celebrate our diverse heritage, including our Black History, and will look to build on the heritage trails we have established, to further celebrate significant figures from the Black community and the wider ethnically diverse population. The themes of our bid naturally lend themselves to exhibitions and activities at our new Black History Museum.

Hammersmith & Fulham is known for its influx of Irish people and our Irish Cultural Centre (ICC). For 2025, the ICC will celebrate how Irish music and language shaped our heritage from the 1950's to the 1990's and beyond. Fulham Palace (working with groups like Nubian Life) will expand its programme exploring range of issues with contemporary resonance, including the impact of colonialism and transatlantic slavery, botany, and the natural environment, and making links to current debate about climate change.

Heritage stories collected by organisations including ICC will be displayed across the borough at sites they relate to creating awareness of our strongly connected heritage network. We will develop an interactive online 'scrapbook' where residents can record memories and upload photos of heritage attractions in the borough, with a means of residents receiving recognition for checking in at each venue over the course of the year being developed.

2.3 Liberty Festival (6%) ?



Tell us about how you would plan, produce and deliver the Liberty Festival as part of your London Borough of Culture programme. **1**

Joy of Liberty

Hammersmith & Fulham (H&F) has an established festival, Joy, which celebrates the talent and creativity within our disability community and promotes it to a wider audience within the borough and beyond. We will use the opportunity provided by hosting Liberty to add value to the Joy brand, extending its reach, ambition, and sustainability through the production of "Joy of Liberty." This will be an exemplar event, demonstrating the power and impact of combining a much-loved festival anchored in its community (nominated for community project of the year 2022 at the Stage awards) with the established influence and reputation of Liberty; a model for future years.

Joy of Liberty will have three key strands:

- 1. A creative programme across the borough's special schools. We have established, highly productive relationships with these schools who deeply value Joy's engagement with their students each year. Responding to feedback from students, Joy of Liberty will offer a comprehensive programme of workshops across a wide range of art forms, tailored to the requirements of each school and the specific needs of their students. Art forms will include visual and performing arts, digital and recorded arts. We will include visits by established professional artists with disabilities to offer a role model to students. The schools programme culminates with a sharing and showcase connecting students to a local audience in a professional venue.
- 2. A creative programme with local adults with disabilities. This will include a community programme where artists with disabilities will lead workshops in local community settings; an individual mentoring and support programme for local emerging artists with disabilities, culminating in a professional showcase of their work; a special commission from an established disabled artist of a work to be performed by an integrated company of local artists with and without disabilities in a professional venue.
- 3. A programme of fun creative activities for all the family, taking place in outdoor spaces and led by artists with disabilities connecting Joy of Liberty with the neighbourhood strand of this bid, connecting our disability community with a wider community of families and children through a shared delight in creativity and emphasising that art and culture are a vital part of the quality of life of all our residents.

The legacy of Joy of Liberty will lie with the sustainability of Joy. Joy of Liberty will have raised the profile and reach of Joy; established more sophisticated and extensive marketing arrangements, developed a mainstream audience within the borough and beyond for the work of our talented artists with disabilities and developed a pathway to professional practice for emerging artists with disabilities. These initiatives will create a solid foundation for future editions of Joy, paving the way for ongoing innovations that bring inclusion and access to life.

2.4 Programme outputs (3%) Please complete table below with the target outputs you will deliver as part of your programme.

2.4 Output Target (Estimated numbers)	Total Number
Directly programmed key events	26
Projects indirectly programmed	16
Artists / partners involved	584
New roles created	11
Volunteers	3,515
Schools and educational institutions engaged	80
Children and young people engaged	13,275
Online/ Digital audience reached	3,000,000
Live audience reached	135,660
People participating in cultural programmes	68,280
Heritage led orgs participating in the programme	42
Activities that engage people w/heritage	50
New audience engaged by participating heritage org	31,170
Volume of new heritage material collected	68

EDI outputs (3%) What Equality, Diversity and Inclusion (EDI) output targets will you aim to achieve through this programme? Please complete the table below with your own targets

2.5 Outputs Target	Total Number
Adults with Disabilities	36,825
Children & Young People (0-18 or 0-25 with disabilities)	13,025
People with ethnically diverse heritage	71,000

3. Deliverability

3.1 Project management (5%) ?



Key to the effective management of Where Culture Connects is establishing our partnership governance. In early 2024, as a foundation action of our cultural strategy, we will establish a Cultural Compact in H&F, bringing together the Borough's anchor institutions, Council, cultural leaders and the wider, public, private and voluntary sector. A mechanism for place-based working in the cultural sector espoused by ACE, there are more than twenty Compacts nationally. The H&F Compact will oversee delivery of Where Culture Connects, including the fundraising, monitoring and evaluation and engagement activities. The involvement of the Compact will ensure the programme has a glide path in and out of the title year, focussed on sustaining and growing the cultural life of the Borough and dovetailing with the delivery of the wider cultural strategy and its themes of Creativity, Inclusion, Destination and Together. The Council will continue to be the accountable body for the finances, and will service and support the Compact.

The Compact partners will contribute their expertise through three advisory groups - Programme, Promotion and Legacy. An Artistic Lead will oversee the delivery of the programme on behalf of the Compact, supported by new posts for Finance, Governance & Administration and Engagement & Marketing. The Council's insight team will be responsible for collection and interpretation of performance data and will work with a commissioned partner in Higher Education to develop and deliver a comprehensive evaluation programme.

The main partners to our bid have signed the attached letter of support. They include producing and presenting organisations of different scales, artists' groups, cultural centres, further and higher education and the voluntary sector covering our whole geography, as well as groups with a special focus on diversity and inclusion (such as the Disabled Residents Team).

H&F is a Borough committed to co-production and with a belief in place-led delivery – ie that activities should be relevant and rooted locally in order to have greatest impact. Our Neighbourhoods of Culture programme sets an ambition for an Asset Based Cultural Development, where residents to take the lead in their place, supported and enabled to develop, design and deliver activities that speak to their needs. Local leads are identified for the artistic development and delivery of many of our projects. In addition, we will run open calls to commission projects that fulfil our strategic objectives. In 2024, as part of our preparation work, we will develop an artists' register to support the local sector to become "commission ready" with sessions on responding to a brief, Health & Safety, PLI, evaluation and contracts. All work by freelancers (including preparation work such as attending meetings) will be properly remunerated and appropriate processes will be in place to enable prompt payment of invoices, to facilitate cashflow.

Our partnership includes major training institutions and specialist providers of health and wellbeing programmes. With the Council's extensive employee assistance provision, including Wellbeing Wednesdays, mental health first aiders and online resources we will support all organisations involved in our year by undertaking an initial needs assessment and then scoping provision to fill any gaps we identify in our collective capacity.

Our programme is structured as a combination of year-round activities, some of which feed into significant events, and timelimited projects. The programme will be released in seasons eg Opening Season, Summer Season 2025, Autumn Season 2025, Finale Season 2026 both to help manage any unforeseen events and opportunities, and to provide fresh impetus for public engagement and promotion at key points. In addition, every element of the programme will be required to undertake a risk assessment and consider how to mitigate and manage any risks through alternative plans (for example, for extreme weather, pandemic, national events). Capacity for delivery will form part of the initial risk assessment of all projects. Contingency plans will be signed off as part of a formal approval process.

Within the Council, a range of service specialists are part of our team, including experienced teams for economic development, industrial strategy and creative enterprise, destination and international, the adult education team, schools support, voluntary sector, equalities, co-production, community safety, Youth Voice, finance and procurement, alongside the cultural services, events, parks, sport and public realm. This team will continue to support the planning and delivery of activities, ensuring that projects and programmes are integrated with strategic plans and mainstreamed for the long term where possible. All activities will include a clear exit or progression plan for those involved, so that once engaged, no-one is left without a route to continue their involvement in culture.

3.2 Communications planning (4%)



Tell us how you will share the story of your programme and promote it as widely as possible. •

Our campaign management approach reflects our partnership philosophy. A cultural strategy foundation action is to improve promotion of our offer and as a result, we have established a cultural Marcomms group which is already alongside the Council's team to promote our bid. The group will be central to developing ideas, ensuring diverse voices are represented, and promoting across their own channels. We will commission PR from early in 2024 to capitalise on the opportunities pre-award, and a new Marketing and Engagement role is built into our delivery structure once the award is known. This will amplify our messaging to press organisations (including sector press) and manage critical social media partnerships that will enable us to reach younger audiences.

High level Marcomms plan:

Raising awareness through targeted messaging and branding creating a build up to the Title year in 2025.

Highlighting symbolic events across the programme well in advance of scheduling.

Engaging audiences through a mixture of offline and online messaging.

Amplifying messaging through partnership with our arts community.

Delivering a major launch event and unveiling the Civic Campus as headline reputational attractions.

We have allocated a healthy budget of £300,000 for a robust communication strategy, including:

£90,000 for internal staffing

£100,000 for PR agency

£100,000 for paid promotion via media advertising and digital channels

£60,000 for collateral

£40,000 for a culture bus as part of our offline/physical marketing presence

This is representative of just under 8% of the total programme costs.

The timeline for planned activities includes:

2023: launch event for bid submission, unveiling website, digital channels and mailing list.

2024-Q1: series of profile-raising "back the bid" activities with partners including promotional activities in the Borough, placed press articles and talking heads social media videos.

2024-Q2: if shortlisted, final push to "back the bid". If successful, announcement and celebration of win focused around a community event on the White City Estate featuring local performances. If unsuccessful, small announcement and media interviews from the H&F Leader about the arts sector, redirection towards H&F Cultural Strategy.

Post-award

2024-Q3: appoint new marketing and engagement role; develop full strategy; book media sites; commission artists to design collateral; sign up "faces of 2025"; production of collateral including material for Culture Bus.

2024-Q4: promote newsletter sign-up and recruitment of volunteers. Run targeted Autumn and Christmas events trails related to the upcoming programme. 80,000 leaflet drop in local area.

Throughout the title period: multimedia strategy across digital and traditional media. 2025-Q1: signposting for hospitality sectors and volunteers; fit out retail outlet; publish first programme for Q1 of award; host event on roof of new Civic Campus with a light-show; rebranding Underground Roundel across H&F's sixteen Underground and three Overground stations; gift t-shirts/hats to primary school children on last week of term; ongoing social media.

Build up to launch. Printed programme for LBoC in theatres/venues, libraries, school. Nineteen rotating street screens; promotion across channels of partners within Cultural Compact. Paid promotion of major events. Media relations for national events. Co-produced activities have budget to advertise in local neighbourhoods.

Summer 2025: announce full site opening at Civic Campus. Shift focus to getting outdoors and signposting outdoor spaces (eg Riverside Flotilla). Culture Bus tour to main shopping centres and high streets. Promotional activities for children on summer holidays, including give-aways.

Autumn/Winter 2025: announce winter programme and shift to lightshow events. Promotion of key months we celebrate, eg Black History Month, Disability History Month, H&F Heritage Month. Culmination of programme into event at the Lyric. Festive and seasonal activities.

Spring 2026: announce legacy programme and activities that will continue beyond the Title year. Final processional event and celebration of the work delivered in programme.

Our stakeholder strategy is:

- 1) Identify key stakeholders for programme resourcing, delivery, participation, and promotion
- 2) Analyse stakeholders into four quadrants (high and low influence, high and low interest)
- 3) Assess stakeholder needs, ensuring diversity of stakeholders is properly reflective of population groups and priorities for the programme
- 4) Match stakeholders to partners best-placed to maintain and develop relationships
- 5) Agree differentiated approach based methodology (monitor, keep informed, manage closely, keep satisfied), develop appropriate communications tools eg newsletters, twilight get togethers, briefings as required, building activities into Marcomms plan and budget
- 6) Develop stakeholder fora to bring together those with shared needs (eg advisory groups for programme, promotion and legacy, potential Business Culture Club, neigbourhood culture forum/inclusion and engagement, Compact Marcomms group, Volunteers)
- 7) Keep under review to ensure messages are reaching stakeholders effectively
- 8) Convert stakeholders into active advocates, champions and future supporters to enable legacy

3.3 Provide a description of the key risks associated with your proposed programme of activity. (2%)

Risk	Mitigating Action	RAG Ratin
Failure to raise sufficient funds for delivery (financial)	Programme flexibility	Amber
Weather related (delivery)	Alternative sites in play	Amber
Quality assurance of programme (reputation/impact)	Artistic Lead in place	Amber

Change of political priorities (political)	Engagement with politicians across parties	Amber
Partnership are delivery governance and this creates reputation, delivery and financial through	Decision-making processes will be established for the Cultural Compact	Green
Challenging future financial climate (financial/sustainability)	Stakeholder management	Amber
Reducing public funds weaken infrastructure (legacy)	Legacy fundraising from start	Amber
Specific programme delivery risks	Risk assessments as part of licensing, SAG etc	Amber
Unable to recruit sufficient number of volunteers	Targeted recruitment campaigns; partnerships with local organisations, including specialist volunteering ones, and schools	Green
Unable to implement sustainability policies with third parties	Regular sustainability workshops and contractual obligations	Amber
Delays to opening of Civic Campus prevent key activities taking place on site	Development of a contingency plan with alternative venues and dates	Amber
Lack of experience of running a large council-funded	Training for staff, hiring experienced project managers and consultancy	Amber

3.4 Meeting equality aims (4%) ?

Please describe how your proposal reflects your duties under the Equality Act 2010. How does it address integration and the needs of specific groups who might find it harder to engage and participate? •

Our bid is made in the true spirit of the Equality Act. That is to say it goes beyond the need to address inequality to embrace the duty to improve relations between groups with protected characteristics.

Inclusion is central to our bid and one of the four themes of our recently adopted Cultural Strategy. Much of our programme is universal, an open invitation to all. This is balanced by targeted and specialist activities that respond to the needs of different groups in the community. Our programme section describes how we will focus our spotlight on the cultural contributions of communities normally under-represented in the mainstream, making the quality and range of activities more visible and celebrating the authentic voice of local people. Examples in the programme include Neighbourhoods of Culture, We See You, H&F Heroes, and of course our Joy of Liberty Festival.

Inclusion is about more than passive receipt of more varied product. It is about the diversity of audiences, of artists, of participants and of leadership. It is about how we ensure that the people of all backgrounds in H&F have agency, and it runs through Where Culture Connects like wording in a stick of rock.

The Council's dedicated Equalities team and Disabled Residents' Team have a wealth of knowledge, data, experience and good practice examples, including through leading the accessibility work for the Civic Campus, facilitating our Faith Forum and supporting workforce groups on LGBTQI+, ethnic diversity, disability and carers. They will provide training in disability awareness, allyship, undertaking equalities planning and access to resources for adaptation, and inform the setting and monitoring of targets for inclusion, ensuring that the individual project plans have adequately considered the needs of different groups, including supporting safe environments for work. We have adopted the Action on Disability Youth Charter with its core principle of "listen don't tell" when it comes to the needs of minority groups.

Our specialist providers include Dancewest (Bolder Not Older); the Joy festival; Amici integrated dance, and the culturally specific organisations Bhavan, Irish Cultural Centre and Polish Social and Cultural Association. In September 2023 H&F's partnership between the Council, residents, charities, businesses, the NHS and Imperial College was recognised by the Alzheimer's Society as a Dementia Friendly Community and will inform our thinking. Our younger population is particularly diverse, and through the Youth Voice co-production strand, we will ensure that the voices of this group lead the design of activities that meet their needs.

We plan to ensure financial, physical and cultural accessibility in our year.

Financial Accessibility - socioeconomic disparity is a recognised challenge in our Borough. We have provided for free access across much of our programme to minimise the impact of differential spending power on inclusion while financial support is included in our budget for those facing additional barriers (for example in our Art Under Canvas scheme where participants will receive funds to meet childcare or respite costs). Freelance artists also face financial barriers to participation – eg from something-for-nothing requests, absence of upfront capital for materials or cashflow facility which we will address in project planning. Our Creative Capacity programme will support local artists to become "commission ready", providing access to skills and training and international presenting opportunities that support them to develop their businesses.

Physical Accessibility -appropriate environments are needed to ensure everyone can contribute to and benefit from Where Culture Connects, regardless of any disability or long-term illness. Our Disabled Residents Team will support a review of the accessibility of venues (building based and outdoor spaces) as part of project plans, to identify issues and implement adaptations where required. We will build in "quiet hours" and provide dedicated welfare spaces for people with sensory sensitivities wherever possible. We will use technology to stream and caption content for audiences where feasible. We will ensure that disability and cultural diversity awareness is at the heart of both volunteer training and customer care.

Cultural Accessibility describes unseen barriers arising from lack of familiarity with places, content or social conventions. We want to breakdown the feeling that culture is "not for me" by hosting cultural activities physically "on the doorstep" where unplanned encounters are most likely. Our hyper-local Neighbourhoods of Culture project takes place in familiar spaces that are easy to reach while our Fringe will use day to day spaces like pubs and clubs, that are reassuring for new attenders. We See You speaks directly to "people like me" by celebrating unsung cultural heritage, customs and creativity.

Monitoring, evaluation and shared learning (4%)

Please tell us how you will monitor and evaluate your project, including how you will measure your success against your project outcomes. **1**

Monitoring and Evaluation of our programme will be the responsibility of the Cultural Compact, which will establish an M&E group including our evaluation partner (see below), the Council's Insight team and a selected group of people with appropriate skills to provide a healthy level of independent challenge. Our monitoring and evaluation requirements, including data capture, publications, conferences and dissemination have been allocated significant budget to ensure a high quality of output.

A foundation action of our Cultural Strategy is to develop an appropriate data framework. This work has been scoped and will be under way early in 2024 and is set out below.

Destination - a place for quality culture, retail, food, green space and riverside, with an internationalist outlook; a place to attract people to live, work, visit, relax, study and invest. We will create baselines for Visit England sentiment tracker, RevPar, employment data, FE/HE data, GVA, visitor numbers. Our new Destination partnership may commission STEAM data prior to 2024 but this is not yet confirmed.

Creative - a place that taps its creative potential for cultural production and for innovation in all our sectors. We will create baselines for audience data, filming days and value, cultural education participation, cultural assets (artists, businesses, venues, programmes), economic impact.

Inclusion - a place that tackles inequality head-on, respecting diversity and including all residents in the opportunities we create. We will create baselines for diversity of participation, residents' satisfaction, social media engagement & sentiment, customer feedback.

Together - a place that works together as one, sharing leadership and responsibility for our future. We will map partnerships and create baselines for inward investment, grant success, value for money, Net Promoter Score, Opportunities to See, Advertising Value Equivalent, awards and positive media coverage, positive environmental impact, behaviour change, and the use of public transport and active travel..

Monitoring will be standardised against these key indicators and enhanced with postcode and equalities data where feasible and collected and reviewed on cycles appropriate to the scale and duration of projects. All programme elements will establish agreed related targets before approval to progress. Footfall will be monitored using the existing counters in town centres and libraries. For some projects, additional information may be collected, such as mode of travel to/from, size of party or secondary spend in the local economy (to support measurement of Return on Investment).

Support will be provided to project leads concerning methods of data collection and reporting, which will be through an online portal, similar to the Moving Communities scheme.

We will procure a specialist evaluation partner, capable of supporting with both formative and summative processes. Our evaluation model will use an outcomes-based theory of change process which will enable us to track the impact of our activities against clearly defined long-term positive changes in our community.

We will use traditional methods of evaluation, including capturing participants' feedback before, during and after activities, as well as mood boards, surveys and creative methods such as project diaries or blogs, artwork and video. We will collect case studies in a methodical way to an agreed and standardised format that can be published on our website and shared widely with the sector. We will use innovative and social-media friendly evaluation approaches, mindful of the value of sharing our learning with others, and of promoting the impact of our programme to the public and stakeholders. For examples, one innovation that we plan is a "goggle box" approach to develop feedback on activities from those who would not normally engage.

Our evaluation findings will be formally reported on a quarterly basis which offers the opportunity to promote the impact we are having and we plan to hold a quarterly forum with our evaluation partner, open to researchers and policy makers, to reflect and critique our findings. This can be streamed online to enable wide access to the information.

As part of our stakeholder engagement work, we will clearly identify how our evaluation programme should best be communicated with influencers, funders, project partners and the public. Of particular importance will be the need to agree the basis for appraising and communicating the impact of Where Culture Connects on London, nationally and internationally. We aim to learn from the best practices developed in the London Borough of Culture, UK City of Culture, and European Capital of Culture programmes. We will work alongside ACE and Local Government Association colleagues at who are developing a national place-based data portal to test and refine their methodology and the replicability of our approach.





The legacy of Where Culture Connects will be a positive long-term transformation in the ambition, reach and impact of culture in H&F that is secured in the post award period through the creation of stronger partnerships, increased resources and improved capacity for leadership. Without the title, our recently agreed strategy will still have traction. With it, we will see faster progress and the opportunity for greater involvement at a London level and internationally, and with national agencies that will expand the possibilities for H&F and establish us as a leading Borough for culturally-led growth.

Mandatory Themes

Inclusion - our bid sets out how we intend to close the gap in opportunities that is evident between different populations in our Borough, and to celebrate the full expanse of cultural participation that often goes unnoticed in our community.

Our Legacy will be:

Leadership & governance – a greater agency for a wider range of people (including people in groups with protected characteristics) to set the cultural agenda and access resources for delivery

Participation – a broader range of people taking part in culture in the Borough

Creatives – an increase in work available for local artists from different backgrounds, including people with disabilities or long-term illness, younger people, older people, people from different ethnic heritage, people who are LGBTQI+ and people who are from neighbourhoods which have greater levels of disadvantage

Destination – more visibility of the Borough's varied cultural life in our work to promote H&F as a place to visit, invest, live and work

Cultural policy - our bid catalyses our existing strategy. The extensive engagement underpinning the it helps to embed culture as a key facet in the delivery of wider priorities and demonstrate the role of culture as an agent for equality, civic pride, economic growth and community wellbeing.

Our Legacy will be:

A broadened, more engaged leadership of cultural policy, shared between the Council, the sector and the public and private anchor institutions, alongside residents' voices

An enhanced understanding and use of culture in cross-cutting agendas, underpinned by collaborative planning, delivery and measurement of impact, and more developed partnerships with funders and collaboration partners locally and nationally

A stronger cohort of influencers and advocates for culture

Additional Legacy Theme (1) Community Engagement

Our bid is all about Connecting. It incorporates largescale programmes engage, empower and enable our communities reflecting our commitment to doing things with residents, not to them. As a result of placing communities at the centre of our bid, they will be better able to lead the cultural agenda in future.

Our Legacy will be:

An increase in local cultural activity in neighbourhoods, that is delivered by communities (as creators, audiences, participants and leaders) and supported by the wraparound cultural capacity of the Cultural Compact partners.

A consequent increase in participation in culture by groups that are historically underrepresented.

A greater sense amongst residents of a clear and distinct shared local identity.

An increase in the numbers, diversity and value of volunteering to support culture.

Additional Legacy Theme (2) Creative Workforce & Training

Our bid seeks to connect the talent we have locally with the opportunities in the local cultural, creative and innovation economy. Joining our education and training pathways to the needs of the sector is crucial to ensure that residents have the necessary skills for work.

Our Legacy will be:

Increased access to quality information about careers in the sector at all life stages

Enhanced programmes in schools and educational settings which provide universal access to develop core competencies and signpost effectively to progression routes

Increased engagement in sector-related education and skills by those furthest from opportunities

Take-up of specialist provision for people with additional access needs

More people with clearly identified creative talent supported through accelerator programmes

Greater proportion of local people employed or self-employed in creative and cultural SIC code work

Additional Legacy Theme (3) Cultural Ecology and Economy

Connecting our cultural sector more effectively, releasing its collective capacity so it is better supported, recognised and promoted, will underpin our bid's legacy. In using our bid to reach across London and position H&F as a credible player on the international stage, we will add value to the wider cultural ecology of the capital and support inward investment beyond the Borough boundary.

Our Legacy will be:
Place-led model for cultural investment through the compact resulting in stronger relationships with the private, voluntary and public sector – and deepened engagement with
Environmental impact (2%) ?
The Mayor has an aim to achieve a net zero carbon status for London by 2030. Many boroughs have declared climate emergencies. How will you ensure your programme is delivered responsibly and sustainably so it meets your borough's environmental targets, as well as those of the Mayor?
We share the GLA target of achieving net zero emissions by 2030 and have developed a west London low-carbon procurement policy in collaboration with other boroughs, adopted March 2022 (and currently being made a London-wide policy by London Responsible Procurement Network). All new suppliers are required to sign up to our low-carbon supplier charter, including principles for working towards net zero and finding opportunities to reduce carbon within service delivery. All procurement over £100,000 must look for opportunities to reduce carbon and include a 20% 'added value' component in evaluation of which one third is addressing the climate and ecological emergency. This will apply to all procurements in service of the borough of culture events.
In addition, we plan to adopt London's low-carbon food procurement commitment, relating to food served at events, including distribution of surplus food to the community. Our shared e-cargo bike and e-van schemes in the Borough will service events wherever possible. Our in-house ecologists will advise on minimising impacts on biodiversity, including identifying sites, times of the year and times of day with least disturbance to wildlife; minimising waste and maximising opportunities for reuse and recycling, with reusable cutlery and crockery where possible, and pop-up repair, reuse and recycling points partnering with local community repair organisations.
climate engagement team conducts regular campaigns, stalls, and events with residents and businesses to actively foster climate action. They will be involved in planning and delivering events to ensure growing climate action is a core objective woven throughout and the environmental impact of events is recorded and monitored. We will use our programme and nudge behaviour change, focussing on the SDG in exploring climate narratives, and look to work with national partners such as Julie's Bicycle to ensure best practice.

4. Financial Management

4.1 Financial planning (4%) ?

3.7

We will need to see that you have robust financial procedures in places to ensure your programme is delivered on time and within budget. Please outline your approach to financial planning. •

The Council will take lead responsibility for managing and monitoring the budget, on behalf of the Cultural Compact using its established processes and procedures, which are compliant with statutory requirements and good practice.

The Council's Financial Regulations allow for the creation of new income and expenditure budgets in year where the Council has successfully secured external grant funding. The additional expenditure budget (equal to the grant funded element) can be approved by the Council's Section 151 Officer, and the Council's match funding can be approved by the Cabinet Member for Finance and Reform. Consequently, any income and expenditure related to this bid will be budgeted for in a new separate and distinct cost centre (or set of cost centres as appropriate). These cost centres will form part of the overall budget for the Council's Environment Department and will be assigned a cost centre manager (budget manager). The cost centre manager will be supported by the departmental finance team to effectively monitor and manage performance against their budget, taking prompt corrective action as required. These budgets will be reviewed monthly, with formal and public reporting to the Council's Cabinet at months 2, 4, 6, 9 and outturn. The cost centre manager and departmental finance team will work closely together to ensure that the grant is spent only on eligible activities (in accordance with the grant funding agreement), and that it is fully deployed as intended within the grant funding period.

As the accountable body, we will use the Council's procurement processes which are determined by the Council's Contract Standing Orders (CSOs). Requirements vary depending on whether the contract value is low (up to £49,999), medium (£50,000 to service threshold, currently £213,477) or high (above the service threshold). In the event that any requirement of the CSOs cannot be complied with, a waiver may be requested which will be scrutinised by the Council's Contract Assurance Board and if approved, signed by the Assistant Director for Procurement and Commercial. All contract awards will be approved by the departmental Strategic Director (and Cabinet Member/Cabinet depending on value), following advice from the Head of Finance and, as required, Legal Services. All procurement relating to the Where Culture Connects project will be undertaken in accordance with the Council's CSOs, ensuring best value for money for the project and supporting local businesses as far as possible. For artistic projects, procurement processes allow artists to be appointed either through an open call (competition) using a clear brief, or through a direct award when creating or acquiring a unique work of art or artistic performance.

Project budgets and overhead forecasts include anticipated inflationary increases over the period. We have included a 5% contingency provision for the artistic programme to allow for unforeseen expenditure and this will be monitored as part of the process outlined above. As we have a target for fundraising, we will proactively work to maximise fundraising opportunities, whilst keeping certainty of funding available under review, adapting our plans as necessary.

Please use the budget template to produce your budget, which you can access above. Upload completed budget here.

Uploaded files:

☼ Section 4.2 budget template.xlsx

4.3 Match funding (4%) ?

Please outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income. Please indicate whether these are confirmed or to be expected. ◆

Our bid includes forecast cash match income of £1.965m, expected to be secured from a range of sources, both internal to and outside of the local authority. This includes targeted additional grant funding, income earned from the cultural activities programme (such as ticket sales, merchandising, concessions and advertising), sponsorship, donations, fundraising and a secured cash contribution from the Council. In addition to this, we have anticipated an award from Arts Council England of £275,000 towards our programme. Of the total forecast income, £670,000 is a guaranteed cash contribution from the Council. This has been secured from developer contributions (Section 106 funding) in the borough which are restricted in use for Arts and Culture only. This guaranteed funding (with £487,000 currently in hand and more accruing in accordance with the legal agreement over the next 6 years) represents 50% of the £1.35m GLA grant, and therefore exceeds the minimum required Council match funding of £405,000 (30% of the GLA grant) by an additional £265,000 (20%). This funding can be applied flexibly across the 3-year grant funding period to align with income and expenditure expectations as required.

4.4 Realistic budgeting (3%) ?

Successful applicants will need to show us that they have produced a realistic budget that reflects the current economic environment. Please outline your approach to realistic budgeting.

◆

Our bid has been costed on the basis of prudent assumptions. Every one of our 25 projects in the programme has been reviewed to ensure that the basis of expenditure calculations is clear and appropriate, and reflects the experience of the partners in the delivery of similar scale and complexity activities. Examples we can highlight include major events produced by the Council, our previous Cultural Impact Award (Sounds Like H&F), and our Creative Enterprise Zone. Further examples include the delivery of community based projects and high quality productions and programmes with significant levels of prior engagement required, or requirements to support those furthest from engagement (such as paid for childcare, travel costs or respite). Costs set out for related expenditure on Communications, Management and Monitoring & Evaluation are set at levels which reflect an ambition for quality of delivery. We have included a contribution to the associated overheads for office space, equipment and other similar costs (not exceeding 10% of total cost).

On the income side, our confirmed Council cash contribution of £670,000 exceeds the minimum £405,000/30% requirement by £265,000/20%. This is funded from secured S.106 contributions, which can be applied flexibly across the 3 year grant funding period as required to align with spend expectations. We have assumed the payment of some grant income in advance to facilitate cashflow. Our estimates of fundraised income are based on experience and we have included dedicated staff to focus on attracting new resources. The Council's highly experienced finance team has reviewed our plans to ensure they are deliverable. Our budget therefore sets a level of ambition for the programme whilst managing identified risks.

Rates of pay for staff have been calculated on the basis of expected salary scales, including on-costs. Rates of pay for artists will be subject to nationally agreed or recommended rates (such as ITC, Artists' Union, Musicians' Union, Equity etc). Freelancers who attend or deliver work that supports the planning, partnerships and evaluation of the programme will be properly paid for their time. Projects that require infrastructure (such as staging, lighting etc) have these costs included. Where high-profile artists are involved (for example in our Magic Moments), our knowledge of commercial rates has been used to estimate costs. Costs for the international exchange of artists are based on budget travel and Council approved rates of subsistence.

5. Cultural Impact Awards

In addition to two Title Awards there will be three Cultural Impact Awards to be delivered between April 2026 to March 2027. The Cultural Impact Award is optional, and all boroughs are welcome to apply. 3

5.1 Cultural Impact Award Description ?

Describe your proposed project activity. This is your chance to tell us what your Cultural I	mpact Aw	/ard
programme would be. 1		

n/a

Please use the budget template to produce your budget, which you can access above. Upload completed budget here. ?

Uploaded files:

► NA.xlsx

6. Supporting documentation

6.1 Signed letter (digital scan) from your Section 151 Officer (Chief Finance Officer) or equivalent agreeing to the proposed budget.

Uploaded files:

LB Culture S151 Declaration HF.pdf

6.2 Letter of support from your Borough Leader

Uploaded files:

Leader Letter of Support LBOC_ (002).pdf

6.3 Letter of support from your Borough Chief Executive

Uploaded files:

CEO support letter, London Borough of Culture.pdf

6.4 Written evidence of council commitment to secure match funding by the time the programme begins, if their bid is successful (at least 30% cash)

Uploaded files:

LB Culture S151 Declaration HF.pdf

6.5 Letters of support from partners (up to three)

Uploaded files:

7. Data Protection and FOIA

Do you consider that, for the purposes of FoIA, we should treat any financial information provided in the 'Budget' section of the application, as commercially sensitive information?

Select yes or no ♥

No

If you are sending us a separate letter, please write 'letter included' below. The GLA will not treat or consider an entire application or bid as being 'confidential information'.

Are there other specific pieces of information in your application you consider to be exempt for the purposes of FoIA? You must clearly identify what that information is and give us your reasons below or in a separate letter.

Select yes or no ♥

Yes

Please provide details about any information which might not be suitable for publication / disclosure. •

Any information regarding Lyric Hammersmith's artistic programme or anything related to its anniversary should be considered confidential as this information will be released in line with Lyric's own release schedule (i.e is scheduled for future publication) .

Section C: You agree that we can keep you informed of our work.

I want to be informed of your work. •

Yes

London Borough of Culture Title Award - Main Budget template Please add/delete lines as required. Only comple

	Development				Confirmed Funding	1
	Year	Delivery Year	Post delivery	TOTAL	Please show in £'s	<u></u>
INCOME						」
Greater London Authority (LBOC award)	250,000.00	1,000,000.00	100,000.00	1,350,000.00		
Match Funding against GLA Investment						<u></u>
Local Authority income	322,000.00	39,500.00		670,000.00	670,000.00	Olympia s106. Min 30%/£405k match funding required for bid.
Other public subsidy	160,000.00	200,000.00	.,	400,000.00		Potential for BIG lottery, libraries, archives, tourism and other GLA facilitated conversations
Earned income - e.g generated income	60,000.00	200,000.00	25,000.00	285,000.00		Tickets, merchandising, concessions, advertising
Contributed income - e.g sponsorship, donations	10,000.00	150,000.00	-,	185,000.00		Business Club, major events sponsors and Crowd-funding
Charitable trusts and foundations income e.g Paul Hamlyn Foundation	110,000.00	290,000.00	25,000.00	425,000.00		Fundraising target, assume some grant funding paid upfront to support cashflow
Total match income against GLA Investment	£662,000.00	£879,500.00	£423,500.00	£1,965,000.00	£670,000.00	0
Negotiated Funding (see notes below)						4
Arts Council England (see notes below)	25,000.00	200,000.00	50,000.00	275,000.00		Based on indications from ACE
Total Negotiated Income	25,000.00	200,000.00	50,000.00	275,000.00	0.00	<u> </u>
In-kind	l					1
Staff time and Council resources (eg meeting space)	89,000.00	89,000.00	89,000.00	267,000.00	267,000.00	Dest 8 members of staff from different teams av 56k salary x 0.2fte pa; plus 10k pa in support for meetings/spaces/storage
Contributed time (volunteers and partners)	42,300.00	42,300.00	42,300.00	126.900.00	207,000.00	est London Living Wage £13.15 ph x 3 hours x 1075 voluntary contributors pa inc partner time
Promotional support	25,000.00	50,000.00	25,000.00	100,000.00		est use of FOC advertising space
· · · · · · · · · · · · · · · · · · ·		30,000.00	22,000.00	100,000.00		
Total In-kind	156,300.00	181,300.00	156,300.00	493,900.00	267,000.00	
TOTAL INCOME	£1,093,300.00	£2,260,800.00	£729,800.00	£4,083,900.00	£937,000.00	

EXPENDITURE

Project management / staffing costs					
Artistic Lead	84,000.00	87,000.00	45,000.00	216,000.00	
Finance, Governance & Administration	56,000.00	58,000.00	60,000.00	174,000.00	
Marketing Manager	28,000.00	58,000.00	30,000.00	116,000.00	
Fundraiser	81,000.00	84,000.00	43,000.00	208,000.00	
Administrator	36,000.00	37,000.00	38,000.00	111,000.00	
Total project management / staffing costs	285,000.00	324,000.00	216,000.00	825,000.00	

Artists' fees and commissions				
Connecting Communities	100,000.00	200,000.00	35,000.00	335,000.00
Connecting Talent to Opportunity	25,000.00	80,000.00	20,000.00	125,000.00
Connecting to the World	50,000.00	75,000.00	5,000.00	130,000.00
Celebrating our Connections	150,000.00	180,000.00	10,000.00	340,000.00
Programme contingency	23,000.00	60,000.00	11,000.00	94,000.00
Total artists' fees and commissions	348,000.00	595,000.00	81,000.00	1,024,000.00

Project expenditure (artistic spending)					
Connecting Communities	20,000.00	140,000.00	20,000.00	180,000.00	
Connecting Talent to Opportunity	24,000.00	250,000.00	70,000.00	344,000.00	
Connecting to the World	0.00	15,000.00	5,000.00	20,000.00	
Celebrating our Connections	60,000.00	100,000.00	50,000.00	210,000.00	
Cross London and International Engagement	0.00	100,000.00	0.00	100,000.00	
In-kind contributions as above	156,300.00	181,300.00	156,300.00	493,900.00	
Total project expenditure	260.300.00	786.300.00	301.300.00	1.347.900.00	

Community engagement / partnership development				
Connecting Communities	10,000.00	15,000.00	6,500.00	31,500.00
Connecting Talent to Opportunity	10,000.00	34,500.00	0.00	44,500.00
Connecting to the World	0.00	5,000.00	0.00	5,000.00
Celebrating our Connections	5,000.00	5,000.00	0.00	10,000.00
Total community engagement / partnership development	25,000.00	59,500.00	6,500.00	91,000.00

Communications and marketing					
Culture Bus	0.00	40,000.00	0.00	40,000.00	
Paid promotion	20,000.00	70,000.00	10,000.00	100,000.00	
Agency support (PR and/or comms agency)	35,000.00	50,000.00	15,000.00	100,000.00	
Collateral and materials	30,000.00	30,000.00	0.00	60,000.00	
Total communications and marketing	85,000.00	190,000.00	25,000.00	300,000.00	

Monitoring and evaluation				
Evaluation partner	15,000.00	60,000.00	15,000.00	90,000.00
Publications	0.00	5,000.00	10,000.00	15,000.00
Conference/dissemination	0.00	10,000.00	20,000.00	30,000.00
Total monitoring and evaluation	15,000.00	75,000.00	45,000.00	135,000.0

Overheads				
Destination management (cleaning, road closures, signage, street dressing)	20,000.00	160,000.00	20,000.00	200,000.00
Hospitality and sponsor servicing	15,000.00	50,000.00	15,000.00	80,000.00
IT	25,000.00	5,000.00	5,000.00	35,000.00
Office costs (printing, stationery)	15,000.00	16,000.00	15,000.00	46,000.00
Total overheads	75,000.00	231,000.00	55,000.00	361,000.00

Operating surplus (deficit) £0.00 £0.00	£0.00	0.00 £0.00	£0.00	Operating surplus (deficit)

The structure is in the delivery plan and costs assume inflation and part of the final year

See detail in Tab 2 Assume final payments spread into 26-27

See detail in Tab 2

Assume final payments spread into 26-27

Spend should lever funds from other authorities/funders but not assumed in budget

Artistic activities with communities are included in project costs Artistic activities with communities are included in project Costs
These figures are in addition to artistic (project) engagement cost above and marketing activity below
Assume final payments spread into 26-27

Reflects Comms plan in section 3

Reflects M&E plan in section 3

- Notes

 1. Development Year is the year prior to official start of your programme. For the 2025 winner the development year would be 2024/25. For the 2027 winner the development year would be 2026/27

 2. You do not need to provide a detailed breakdown of costs into number of workshops / activities

 3. You will need to provide match funding of at least 30% against the £1,350,000 GLA investment, which equates to a minimum of £405,000

 4. Non-Match Funding: The GLA has negotiated potential funding opportunities from strategic partners that can NOT be used as part of your 30% match funding against the £1,350,000. These are Arts Council England and National Lottery Heritage Fund. Successful applicants will need to submit a separate application to these partners. No funding is guaranteed.
- 5. Paul Hamlyn Foundation: The GLA will make introductions to the Paul Hamlyn Foundation (PHF), any funding received from PHF can be used as part of your 30% match funding against the GLA investment. Successful applicants will need to submit a separate application to the Paul Hamlyn Foundation. No funding is guaranteed.

 5. National Lottery Heritage Fund You do not need to include a specific budget line for the delivery of heritage activities in this application, as these will be funded separately by the National Lottery Heritage Fund, and on top of the main Title Award.

 6. Please note you may not use any other GLA funding you are currently in receipt of or have secured as a source of match funding towards your London Borough of Culture programme.

 7. Your total income and expenditure must balance i.e. there must be no operating surplus or deficit

<u>Project</u>	Artistic costs	Project costs	Engagement costs	TOTAL COST	Artists involved	New roles created	<u>Volunteers</u>	School S	CYP	Online reach	<u>Live reach</u>	<u>Participants</u>	Heritage orgs	No of heritage activities	New heritage audiences	Volume of heritage items
Neighbourhoods of Culture	80,000	50,000	12,000	142,000	12	1	1000	60	400	1000	10000	6000	4	4	1500	40
Borough Connections	-	5,000	-	5,000	20	0	0	0	0	200	2000	3500	0	0	0	0
We See You	30,000	50,000	5,000	85,000	10	0	30	60	3000	1000	10000	10000	4	5	4000	0
The Connecting Canvas	45,000	15,000	5,000	65,000	4	0	25	0	250	500	5000	220	4	4	20000	4
Joy of Liberty (separately funded by GLA)	-	-	-	-	75	1	200	60	350	500	5000	5000	0	0	0	0
Here for You	180,000	35,000	2,000	217,000	50	1	100	0	0	200	2000	2000	5	20	200	0
Give it Some	-	25,000	7,500	32,500	0	1	1500	0	300	0	0	1500	0	0	0	0
Sounds Like H&F 2.0	25,000	200,000	15,000	240,000	20	0	25	60	2000	200	2000	2000	0	0	0	0
Art Under Canvas	60,000	50,000	7,500	117,500	10	0.5	30	0	45	50	500	45	1	1	50	10
Capacity Creator	5,000	15,000	1,000	21,000	75	0	0	0	0	15	150	50	5	0	0	0
Borough of Culture Fringe	-	10,000	5,000	15,000	100	0	50	0	0	200	2000	5000	0	0	0	0
Creative Ent in Community	5,000	7,000	3,000	15,000	5	0	10	5	100	5	50	100	0	0	0	0
Horizon Breaker	-	12,000	-	12,000	0	0	0	0	60	6	60	60	0	0	0	0
Youth Culture Summit	20,000	20,000	3,000	43,000	5	0	100	60	1000	300	3000	200	0	0	0	0
Youth Led Libraries	5,000	25,000	5,000	35,000	10	0	50	60	1000	10	100	1000	0	0	0	0
Artists at Work	5,000	5,000	5,000	15,000	50	1	50	60	50	5	50	50	0	0	0	0
H&F on Tour	45,000	10,000	-	55,000	25	0	10	4	20	100	1000	10000	0	0	0	0
H&F residencies	80,000	-	5,000	85,000	4	0	50	10	200	100	1000	2000	0	0	0	0
Destination H&F	5,000	10,000	-	15,000	5	0	0	0	0	25	250	5	1	0	0	0
Cross London and International Engageme		100,000		100,000	4	0	20	10	250	500	5000	5000	4	4	2000	4
Opening Ceremony - Dancewest & intl	100,000	75,000	-	175,000	20	0	20	60	100	3000	30000	1000	0	0	0	0
Riverside Flotilla	150,000	50,000	-	200,000	20	0	50	60	2500	2000	20000	5000	4	2	1000	0
H&F Innovation ICL	10,000	10,000	-	20,000	10	0	25	15	350	100	1000	3500	0	0	0	0
Culture @ the Campus (CC budget)				-	25	0	100	10	300	50	500	2000	2	4	1000	10
H&F on the Move	50,000	50,000	10,000	110,000	10	0	50	60		2000	20000	2000	4	4	1000	0
H&F Heroes (NLHF funded)	-	-	-	-	5	0	10	0	0	1000	10000	50	4	1	20	0
The French Connection	30,000	25,000	-	55,000	10	0	10	30	1000	500	5000	1000	0	1	400	0
Programme contingency	94,000	-	-	94,000												
TOTAL	1,024,000	854,000	91,000	1,969,000	584	5.5	3515	684	13275	13566	135660	68280	42	50	31170	68

London Borough of Hammersmith & Fulham Sharon Lea, Chief Executive 3 Short<u>lands, Hamm</u>ersmith, London W6 8DA

Email: @lbhf.gov.uk
Web: www.lbhf.gov.uk



27th November 2023

Mayor of London City Hall Kamal Chunchie Way London E16 1ZE

Dear Mayor of London,

As the Chief Executive of Hammersmith & Fulham Council, I am pleased to extend our council's support for our bid to become the London Borough of Culture in 2025. This initiative, "Where Culture Connects," is a reflection of our borough's vibrant cultural identity and a strategic step towards our shared goals.

Our proposal is the product of careful planning and broad consultation across various community groups, ensuring that the bid resonates with and is representative of all voices across our borough.

The potential for culture to serve as a catalyst for social and economic development is at the forefront of this bid. We aim to leverage the power of cultural activities to celebrate our diversity as well as creating new opportunities for growth and collaboration.

The programme we have designed is inclusive, offering something for residents and visitors alike and is poised to elevate the profile of Hammersmith & Fulham on both a local and international stage.

The Council, along with our partners, is fully committed to bringing this vision to life. We are prepared to mobilise our resources and networks to ensure the success of our Year of Culture.

Yours sincerely,

(Section 151 LBMF .. Deputising for CED this ULIK)

Sharon Lea Chief Executive

London Borough of Hammersmith & Fulham

Councillor Stephen Cowan

Leader of the London Borough of Hammersmith & Fulham Hammersmith Town Hall, London W6 9JU



24th November 2023

Mayor of London City Hall Kamal Chunchie Way London E16 1ZE

Subject: Support for Hammersmith & Fulham's Bid for London Borough of Culture

Dear Mayor of London,

I am writing to express my full support for our bid to be the next London Borough of Culture in 2025, 'Where Culture Connects'.

The bid reflects our recently adopted Cultural Strategy and has been coproduced with our cultural sector partners and informed by resident feedback, so it presents an incredibly compelling, intriguing, deliverable yet highly aspirational programme.

There is a lot going on in Hammersmith & Fulham! We are a place with huge cultural potential; a vibrant Borough with a diverse population, a growing innovation economy and a strong cultural asset-base. Yet not everyone in the Borough is connected to the opportunities this represents. Some people in our community make strong cultural contributions that have less impact than they could. Others feel excluded from the chances they see around them.

Our cultural institutions, council representatives, citizens and key stakeholders all want to see culture benefit everyone in our place. Culture is a powerful connector in myriad ways; by fully tapping its potential, we can connect people in and between our communities, lock our talent pipeline into our economy, share our story, grow local pride and build our success.

Where Culture Connects, will show how connecting better across our communities, talent and partners makes more than the sum of our parts and gives everyone in the Borough a genuine stake in our future.

H&F is a confident, outward-facing Borough. We can see how our success would ripple into West London and benefit the wider capital. As a

recognisable brand with well-established and ever-increasing relationships in Europe we are uniquely placed to establish ever-stronger partnerships for cultural exchange. Our programme will reach out across London and have a truly internationalist outlook and open the door to new collaborations based on shared values and common interests, **Connecting to the World**.

2025 will be a landmark year for Hammersmith and Fulham with the launch of our new Civic Campus providing a cultural hub and the 130th anniversary of the Lyric Hammersmith. It marks a pivotal moment when the community will celebrate our diverse population, our heritage, and our shared values.

The programme we've planned is designed for everyone to come together to experience. It promises to bring a profound and positive change for those who live and work here and beyond. We expect the cultural infusion will strengthen economic growth, enhance local tourism and deepen our sense of community.

All partners involved in the bid are deeply committed to its development and are ready to bring our ambitious and compelling vision to life.



Leader of London Borough of Hammersmith & Fulham

London Borough of Hammersmith & Fulham

Sukvinder Kalsi, Director of Finance 1st Floor, Shortlands Building 3 Shortlands, Hammersmith London W6 8DA

Tel: @lbhf.gov.uk

Web: www.lbhf.gov.uk



29th November 2023

Dear Sir/Madam,

With regard to the London Borough of Culture bid submitted by Hammersmith & Fulham Council, I can confirm the following:

- the budget is realistic and achievable.
- the Council has secured match funding totalling £670,000 (cash) and has committed this to the activities set out in the bid.
- although this exceeds the 30% (£405,000) minimum match funding requirement, the Council commits to funding any shortfall against the £405,000 as necessary.

Yours faithfully



Sukvinder Kalsi

Director of Finance

London Borough of Hammersmith and Fulham





30th November 2023

Dear Mayor of London

HAMMERSMITH & FULHAM: WHERE CULTURE CONNECTS

We are writing to you as partners and supporters of Hammersmith & Fulham's bid to be the next London Borough of Culture. Together we represent key stakeholders in the Borough and are the collective stewards of its future, from the cultural, public, private and voluntary sectors.

The bid we are submitting has its roots firmly in our place. Building on a strong foundation of cultural activity in the Borough and resulting from extensive consultation, it focuses on the potential for culture to connect people in Hammersmith & Fulham with each other, with the opportunities of our fast-growing local economy, and with our neighbours locally, nationally and internationally. Our programme will celebrate our diverse population, our heritage and our common values.

Our bid, Where Culture Connects, highlights the potential of the title to create stronger and more cohesive communities and a more cohesive, collaborative and resilient cultural sector. We have come together to plan a high quality programme that engages widely, attracts visitors and brings moments of magic to be enjoyed together.

Securing the title of London Borough of Culture in 2025 would be game changing for the people who live and work here and the partners supporting and delivering the bid are fully committed and stand ready to make it a reality.

Yours faithfully,

List of organisations in support:

Action on Disability
Agilysis
Anti-Tribalism Movement
Bush Hall
Bush Theatre
Chelsea Football Club
Dads House
Dance Attic Studios

(Director of Public Health for H&F Council)

Eventim Apollo

The Earls Court Development Company

For Brian CIC

Fulham Broadway Bid

Fulham Football Club

Fulham Palace House & Garden

Fulham Pier

Fulham Symphony Orchestra

Hammersmith BID

Hammersmith United Charities

Horton and Garton

HQI

Ibis London Earls Court

Imperial College

Irish Cultural Centre

Kindred Studios

Koestler Arts

London Academy of Music & Dramatic Art

The Lyric Theatre Hammersmith

Music House for Children

Networking.London

Nubian Life Resource Centre

Olympia London

OnSide Hammersmith and Fulham Youth Zone

Pertemps

Petit Miracles

Sands End Arts & Community Centre

Shepherd's Bush Market

St James Group

St William Homes LLP

Television Centre

The Bhavan

This New Ground

Tri-borough Music Hub

Turtle Key Arts

West London College

Westfield London

White City Place

The William Morris Society

Application form for request #13

1 Read-only. This form has been submitted.

You are applying on behalf of Havering (15).

General Information

Havering - (15)

Al Name of contact person

Title **1**

Mr

First name **1**



Last name **1**



A2 Position held

Your role **1**

Head of Leisure and Culture

A3 Contact information

Telephone number **1**

Email address **①**

@havering.gov.uk

A4 Locale

Directorate **1**

People

Department/ Business Unit 1

Living Well

Contact with us

Havering - (15)

B1 Contact with us

Have you discussed your activity with a member of GLA staff? ♥

Yes

If yes; tell us their name(s) and which team(s) they work in $\, lacktriangledown$

- Culture and Creative Industries Unit
- Culture and Creative Industries Unit

Are you related to any elected GLA members or GLA staff? **1**

No

If yes, please tell us about your relationship with them and their name(s) and which team(s) they work in. 👽

Project overview

Please state which year you are applying to be the London Borough of Culture: ?

Select year **1**

Either

If you have a preference for a particular year, please tell us why. **1**

Havering would prefer to deliver London Borough of Culture in 2025 in order to reflect the current fresh political momentum in Havering to address the urgent challenges faced, the rapid change demographically, politically and culturally; the desire to redress the borough's relationship with London. So much momentum has already been shown in developing the cultural offer and the bid, the projects and strategies, and with the intention to keep developing the plans between now and the announcement, Havering is ready and equipped to harness this transformational opportunity.

C2 Please state if you are applying for a Cultural Impact Award (this is optional)

Yes

C3 How much will your programme cost in total?

Programme cost **1**

£4,673,100

C4 Summary of proposed programme ?



Provide summary 1

Havering's London Borough of Culture consortium led bid signifies a transformative programme, acting as a catalyst in how the borough positions culture at the core of Havering Council's long-term strategy. Through the vision of 'A GOOD LIFE', the programme is a compelling 21st-century story of a rapidly changing Havering told across four remarkable acts: LIBERTY, PARK LIFE, OUR TOWNS/OUR VILLAGES, and EVERYDAY PEOPLE. Health and wellbeing will be genuinely intrinsic. LBOC will build a greater sense of place, champion a rich heritage, and firmly put Havering on the London map.

The bid process has sparked a profound sense of hope for Havering. Havering Council has led extensive workshops involving its leadership, officers and members. Collaborative sessions with local voluntary organisations and industry stakeholders have empowered grassroots organisations to actively shape this bid. The participation of more than 50 organisations and 1,000 members of the public in consultation signifies more than endorsement—it is a collective vision. This process has revealed a sense of unity surrounding Havering's plans and a collective recognition of the imperative to celebrate a forward-looking borough. This is a public, private and voluntary sector approach, including establishing 'Havering London', a new cultural organisation that will support Havering Council to deliver the programme, inspired by the learning from Brent's Metroland Cultures.

The programme of 'A GOOD LIFE' envisions a pivotal approach to emphasising the long-term wellbeing of Havering's residents. The concept of living well has been intricately woven throughout, with a focus on community engagement, fostering healthy food cultures, nurturing social connectivity and promoting good physical and mental health. Havering possesses the potential to evolve into a creative health borough.

1. Making an Impact

1.1 Identifying need (12%) 😯

Demonstrate a clear evidence base and a statement outlining why you need this award. •

Residents of Havering, London's most eastern borough, the 3rd largest, are proud to live in the greenest borough (59% green), with 2,000 acres of open space (including 108 local parks). Havering is a cluster of village-like communities, rich with loyal east enders and more recent residents with stories to tell. It has a thriving cultural quarter in Hornchurch, a historic National Trust property at Rainham Hall, and an RSPB reserve. Romford is the 4th largest retail district in London. It's a borough proud of its heritage, stretching back to Roman times and with a street market dating to 1247. Since 2022, the Elizabeth Line now serves the borough.

Recent years have seen purposeful strategic change in the cultural infrastructure. Queen's Theatre Hornchurch's achievements have been recognised with awards, including London Theatre of the Year 2020. A Havering Changing consortium bid to Arts Council England's Creative People and Places programme has delivered four years of engaging Havering's most underserved communities in over 500 events, reaching 50,000 more people. A Local Cultural Education Partnership (FUSE) has been established, Creative Health partnership launched. The National Theatre is working in Havering and the Havering Music School involved in regional partnerships. The listed Upminster Windmill has been restored to working order. Romford Film Festival has grown in reputation and Romford BID organises successful events. New networks of artists such as Yay Mates are growing.

But there's never been a more urgent time to secure the title. Havering faces unprecedented challenges, in identity, societal change, financial security. This transformational opportunity would afford an underrepresented place the chance to redefine its relationship with London.

Havering Council has led consultation strategy workshops involving leadership, officers, members, facilitated by the Head of Leisure and Culture, part of the new Living Well directorate. Sessions with voluntary and industry stakeholders have empowered grassroots organisations to make step change through this bid. Learnings from 50 partners and 1,000 members of the public have been threaded throughout - a desire to celebrate Havering's heritage, to build a sense of festival, to embrace a wide definition of culture.

LBOC addresses Havering Council's objectives outlined in the Havering Vision corporate plan, set by the new political administration. This includes helping residents succeed in life through economic growth. It has clear intent relating to culture - improving the offer, increasing accessibility, the number of cultural assets, protecting heritage assets, all possible through LBOC, as well as focuses on towns, tourism, night-time economy and digital. Strategies alongside this include the Arts Strategy, with Health and Wellbeing a key objective, and the Havering Local Plan, which looks to enhance the cultural offer.

Havering's need is organised around themes; Changing Borough, Challenges For Residents, Underdeveloped Cultural Ecology, with data drawn from sources including the 2021 census.

Changing Borough

Havering is changing more quickly and radically than most London boroughs.

- > Havering is the 11th fastest changing borough in the country
- > Havering is getting younger 2nd highest growth in the 0-4 year age group in the country, a 26.5% increase in 25 39 year olds, 24.3% increase in 0-19 year olds
- > It has the oldest population in London (median age 40 years old)
- > The ethnicity of residents is changing quickly 33.5% identify as non white British, doubling from 16.7% (2011)
- > There's been a 10.4% population growth, and historic volume of house building

Havering needs culture to address the challenges this unparalleled change brings, which is generating high levels of intolerance between residents.

Challenges For Residents

The changing population need new ways of living in order to improve life chances.

- > Havering faces significant challenges to improving resident educational attainment, particularly at higher education level, with the lowest percentage of residents with L4 or above qualifications (29.5%) in London
- > 1 in 5 residents (20%) have no qualifications, 5th highest in London
- > 55% of Havering young people see social anxiety as the largest barrier to engaging with culture (FUSE's 'The Children Have Spoken' report)
- > 67.3% of Havering adults are overweight or obese, 3rd highest in London
- > Havering has the 4th highest stroke prevalence, most care home beds, 3rd highest disability rates in London

Havering will use LBOC to help improve educational attainment and make a much needed contribution to wellbeing.

Underdeveloped Cultural Ecology

Havering has one of the least developed cultural ecologies in London and a strikingly low level of investment in creativity. It lacks critical mass, has a small pool of creative workers, a limited reputation as a creative place.

- > Havering has the 4th lowest level of public engagement in culture in London
- > Only 1 of the 268 Arts Council England National Portfolio Organisations in London (2018/22), rather than 8+ if the NPOs were evenly distributed
- > NPO spend in Havering is £4 per person compared to £531 in Lambeth, £111 Hackney, £24 Newham (2018/22)
- > Only 0.1% of NPO spend in London is invested in Havering (2023-26)
- > Havering secured just 14 Arts and Heritage National Lottery grants 2015-2021 (0.37% of London's total spend!)
- > Havering is the borough where you're the 3rd least likely to access a cultural facility within a 15-minute walk
- > Havering doesn't feel welcoming for artists none of the 272 artist studios in London are here (Mayor of London's Cultural Infrastructure Map 2023)
- > Havering has the 2nd lowest number of creative businesses of any London borough (2018/19 Creative & Cultural Industries report, BOP Consulting)
- > Less than 1% of Havering's economy is made up of creative businesses (6% national economy), despite creative industries being the fastest growing sector (1.5 times the rate of the wider economy), expected to grow 40% by 2030

Havering Council's departments work in areas related to the creative industries, but show limited awareness of each other's initiatives or potential to collaborate. Sectoral barriers are aggravated by an absence of creative networks.

Havering needs LBOC to grow its cultural ecology, capacity build so it can benefit from growth, secure resources to enable a

levelling up of cultural investment.	

1.2 A Catalyst for Change (12%) ?

Explain how becoming the London Borough of Culture in 2025 or 2027 will help you achieve your ambitions and create long term change. •

Havering's LBOC bid is built on a set of seven outcomes developed with the public, private and voluntary sectors through over 100 hours of energising community consultation, demonstrating a palpable desire for change.

- 'A GOOD LIFE' is structured with a focus on achieving long-term improvements in the wellbeing of residents, tackling intolerance, fostering a new approach to a flourishing cultural environment.
- * To integrate culture effectively across all local authority services Havering Council will develop embedding culture within all services. The short term process of developing this bid has already been transformational, and teams are more ready to activate projects across the council's programme medium term. To ensure this potential is fully realised, a new Transformation & Legacy Manager will be embedded within the council to support the activation of LBOC and ensure the vital long term change intended through LBOC is realised.
- * Improve the health and wellbeing of our residents Havering faces significant and serious challenges in addressing health inequalities. But it has already recognised, through the establishment of Creative Health Havering, its engagement in the work of London Arts and Health (which supports artists and health professionals across the whole of London), the Creative Health City movement (a growing movement which looks to embed culture in public health), and its networking of culture into the NHS place based approach, the link between culture and wellbeing. Havering will use LBOC as an opportunity to not only provide short term preventative opportunities across the spectrum of health challenges, but to broker new ways of working which will be embedded into the health agenda medium term and provide long term sustainable practices, questioning structural inequalities, the effects of which will be tracked into the future.
- * A bold new narrative for Havering that celebrates our people, place and heritage Havering is in urgent need of a new narrative. Too often people are unaware of where the borough is, what its assets are, what opportunities it presents and how it can further contribute to the richness of London's diverse fabric. In the short term, Havering will shape its LBOC in such a way as to clearly articulate a new co-created (e.g. where local people actively contribute to shaping) narrative with partners, one that reflects a rich history alongside what it means to embrace the rapid changing nature of the borough. Unifying around that narrative through this unique opportunity to reframe the borough in the medium term, will create a legacy of storytelling and new sense of pride that the partners of Havering will be able to adopt well beyond the year itself, helping deliver Havering Council's Inclusive Growth Strategy (2020 - 2045).
- * Harness culture to embrace and celebrate the fast changing nature of Havering's communities Havering is struggling to embrace some of the sweeping and unusually rapid demographic changes it faces. At times, these are being countered with high levels of intolerance. If the borough is to thrive into the future, this concern urgently needs solutions. The sharing and understanding of different cultures is well evidenced as one of the best ways of addressing intolerance. Havering will use its year as LBOC to achieve a short term change in community cohesion, championing those in the margins. This ambition will be delivered through a balanced programme that celebrates different communities, promotes empathy and understanding, fosters the conditions to bring people together. A long term outcome of the year will be a place that is clearly evidenced to be better equipped to welcome and make the most of a newly forming population.
- * Transform our cultural ecology and build new artistic legacies for Havering Havering has one of the least developed cultural ecologies in London. This is a missed opportunity not only in terms of the benefits culture can play in people's lives but also the economic impacts of culture, with Havering falling behind in one of the fast growing sectors in the UK economy. Havering's approach to LBOC will address this for London. Each project has been designed to create sustainable change within that ecology. To offer existing community groups and creative practitioners in the borough the short term opportunity to capacity build. To enable external creative businesses the chance to establish new relationships in the borough in the medium term. To facilitate new longer term creative organisations arising from LBOC projects. The legacy of this rapid growth in the cultural ecology will be vital to Havering's future economic success and placemaking aspirations.
- * Empower talent and provide new opportunity Havering has limited paths for developing creative careers, with many young people choosing elsewhere to pursue them. There are no dedicated artist workspaces in Havering, yet the borough is rich with opportunities to develop cultural hubs, developing temporary space into long-term use to support fledgling creative companies. Havering has a vision to retain and develop talent, with established artists part of the programme invited to provide career development advice. In the short term the project will develop a scheme of Young Pioneers (a young people's development opportunity) to lead on elements of the programme, provide producing and cultural changemaking training, use LBOC to develop a wave of future cultural activists to continue this work.
- * Engage all people in culture, enabling access physically and digitally across every part of the borough Havering's dispersed geography of towns and villages means that Havering has a high proportion of residents who do not live within 15-mins of being able to access culture. Havering will develop infrastructure to enable short term hyper-local access to provision across the borough. The bid will enable us to build a new digital platform, which will offer a tailored website drawing together the LBOC programme, local cultural events, and wider voluntary social and wellbeing activities. New features include enhanced access provision, digital spaces for engagement with isolated residents, wellbeing resources, streaming, and a tool that will enable users to select activity by social level of engagement, physical location and distance. All part of longer term digital capacity building.

Havering Council's 2023-26 Starting Well Children and Young People Draft Plan outlines ambitions to enable children to lead happy healthy lives, supporting young people to shape Havering's civic agenda. The current young people's offer in the borough includes community hubs like MyPlace, Havering Music School and a thriving youth theatre and dance school scene, such as The Habbit Factory.

FUSE, Havering's Culture Education Partnership, unites education and arts partners to positively impact young lives. FUSE has actively involved young people in the application board process. During 2023 Fuse delivered its first conference, 'The Children Have Spoken', sharing valuable learning from a series of youth consultation workshops with 252 young people. 55% of young people expressed experiencing social anxiety and being judged when engaging in culture. One of the most serious challenges was that a 3rd of children reported 'not feeling good', with their responses heavily influenced by the built environment. Projects will enable young people to be empowered, tackle mental health and feel proud.

The ambition is that every school in the borough engages in at least one of three projects:

'WELL GOOD' - one of Havering's greatest deficits is the lack of investment for wellbeing in schools. WELL GOOD will empower young people to creatively im egacy. Working with architects, gardeners, designers, and social activists such as These projects offer enhanced provision centring D/deaf, disabled and neurodivergent young people, supporting Havering Council's Starting Well aims for greater SEND provision.

'MONUMENTAL' - FUSE has been working with young people to trial a new local curriculum, part of raising civic pride. This is being delivered through a focus on Havering's Garden City movement, an early 20th-century period that gave rise to areas of Havering which offered the prospect of a healthy life. Taking this to the next stage, young people will be invited to imagine ideas for empty abandoned public spaces, facilitated in partnership with Havering's Council's Planning department, with a competition resulting in the selected idea being realised.

'POETIC PLACE' - looks to profile the growing popu oss the borough. Children will work with internationally acclaimed poets such as to create new poetry to be displayed on billboards borough wide, in collaboration with property developers, estate agents, and Havering Council's communications team, providing space for young people's aspirations.

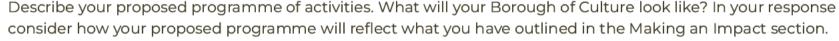
Alongside these schools projects, there will be a wider offer outside of formal education:

'YOUNG PIONEERS' - 30 individuals aged 18-30 will be recruited to shape creative programming and evaluation. They will join a youth advisory group, with paid participation. Opportunities for producing roles within events offer a significant learning opportunity. This initiative aims to foster a lasting legacy of youth activism, to make sure the programme is built around young people, and to develop new producers.

'CREATIVE CAREERS' - a commitment to developing and retaining talent within the borough at all ages will underpin the year. (see 2.1 Programme description)

2. Celebrating Creativity

2.1 Programme description (12%) 3





The vision of 'A GOOD LIFE' embodies the intersection of health, wellbeing, and culture. Consisting of social connectivity, physical activity, nourishment, and access to a healthy, sustainable environment. Havering's disconnected hyper-local nature provides a special opportunity to redefine itself as a cultural health borough, supporting London's vision of a Creative Health City. After undergoing a testing period informed by consultation, this programme performing categories: art, music, festivals, and food. It has been developed , with advisory support from and will be taken forward under the direction of a Creative Steering group, supported by Havering London. The programme is presented across four acts, unique to Havering's story, and designed to make the programme more easily understood by the public. These acts will be bookmarked by a year long empowering talent project, starting with HAVERING RISING, a 'tentpole' opening event and call-to-action for public engagement, ending with HAVERING ARRIVING, a celebration of Havering's year of creativity as residents looks to the future. HAVERING RISING (Apr): will invite everyone to get involved from their own homes, in gro It will be launched at a *tentpole* event on the morning of April 1st 2025. Upminster's stunning smock windmill will take centre stage showcasing large scale video projection, performances and food. With this, HAVERING UNEARTHED will be launched (see 2.2 Celebrating your heritage). ACT 1 'LIBERTY' (May-Jun): it's in Havering's DNA, founding documents as a borough, and the establishment of the 775-yearold historic Romford Market. But what does Liberty mean to a 21st-Century Havering? Liberty symbolises the possibilities that arise when individuals are free to pursue their dreams, challenge the status quo and create positive change in society. Romfo be transformed into London's largest stage with MARKET TOWN. Working in collaboration with creative studio and Romford BID, this two-day mass public event will be an unmissable *tentpole* media moment, part of sharing a bold new narrative for Havering. A playful recreation of the historic market will be animated through a community performance lasting from sunrise to sunset. (See 5.1 Cultural Impact Awards). The Liberty Festival will be a four-day event, it will set the tone for this inspirational and accessible year of culture (see 2.3 Liberty Festival). ACT 2 'PARK LIFE' (Jul-Sept): will reimagine Havering's parks, nature walks, forests, marshes and urban green spaces with art and culture and question who has access to green space. It will build a sense of festival excitement. The OPEN FIELDS project curated by will see green spaces populated with new installations and art experiences that will offer 'affirmations' to those communities often in the margins, particularly in open outside space; young, D/deaf, disabled and neurodivergent, Global Majority and queer people. This will be a process driven project, following the needs and desires of Havering's fast changing communities to create statements of belonging. The project will partner with the local RSPB wildlife reserve, National Trust, Thames Chase Trust and Havering Park services to commission artists to develop a new art trail for Havering, enjoyed through wellbeing walks. A new borough wide PARK LIFE FESTIVAL, will be a flagship summer event empowering over 50 community group projects, and three large scale events, under one vision to embrace and help residents understand different communities. ACT 3 'OUR TOWNS, OUR VILLAGES' (Oct-Nov): embraces a special position as a town and country borough. Allotments and gardens will inspire a sense of neighbourhood community within the programming. HARVEST is a new collaboration between Havering Allotment Societies and inspirational artists such as O and local chefs who will unlock 12 communal allotment sites as new spaces for culture across every part of the borough. A programme of wellbeing talks, walks and life hacks will form part of a wider SEEDS OF CHANGE programme, exploring healthy food ecologies, placing physical and environmental activism within the programme. FLOCK, an outdoor *tentpole* event will bring together diverse choirs from across the borough, including a new D/deaf choir, flight, birds, and migration. This to create an extraordinary placemaking performance centred , in partnership with Havering Music collaborative project will take place in Havering's remarkable Services and an internationally renowned opera company. BEACONS is a celebration of light - an optimistic narrative about place. Three large scale light commissions will illuminate the darkest areas of the borough. The project will support the elevation of the Light Night and Illusionarium festivals supporting moments in villages and towns. A co-commissioned *tentpole* moment with outdoor theatre producers enable a heightened sense of national media excitement. ACT 4 'EVERYDAY PEOPLE' (Jan-Feb): will explore the threads of connection between people, stories, and histories. Exploring class and London/Essex identity, it will celebrate the fast changing nature of the borough. THE MUSEUM OF THE EVERYDAY PEOPLE will explore the profound influence of everyday objects on Havering's class identity and personal heritage, part of a bold new narrative. The project fosters community showcasing crafts and music from individuals and community groups, such as the), a community-led charity promoting healthier lifestyles. It will ignite a sense of imagination about the ordinary,

MEGA, MEGA, a musical heritage project charting an important moment in London club culture and electronic music history, will open (see 2.2 Celebrating your heritage).

culminating in a borough-wide exhibition. The goal is to illuminate how everyday items reflect identities and intersect with

factors such as race, gender, faith, and sexuality. Inspirational artists like

create with residents in rigorous and playful ways.

HAVERING ARRIVING (Mar): a final celebratory exhibition, across three parts of the borough, generated through Havering Rising, will mix different forms of art, music, poetry, rap and comedy. As the sunsets, Havering will party in a reimagined club space, inspired by DJ's Underworld, a closing *tentpole* moment, arriving into renewed Havering.

Underpinning the programme is a series of year round transformational initiatives:
HEALTHY HAVERING: will establish an Artist in Residence programme in collaboration with the Havering Place-Based Partnership, Creative Health Havering and a new research partnership with
TRANSFORMING CULTURAL ECOLOGY > CULTURAL CAPITAL, a new network of public spaces supported through funding to enhance facilities.
> A TOURING NETWORK with Havering Changing, will include faith based organisations, community hubs and pubs programming hyper-local activity across every part of the borough.
> A new FESTIVAL such as Havering Fest,
> FILM HAVERING - will build capacity and secure international guests as a step change.
> A new studio development programme MEANWHILE HAVERING will see creati 'meanwhile' temporary space into 'permanent' artist studio spaces, working with
COMMUNITIES FUND: a funding scheme for individuals and community groups empowering talent across the borough. This wellbeing focused fund will offer grants to innovative ideas resp op nd community producing, partnering with to develop community ideas.
RS: a commitment to retaining talent within the borough at all ages will underpin the year. Supported professional artists engaged in the programme will be contracted to provide mentorship and skills sharing to early career artists, designed to sup M HAVERING will collaborate to support Creative Careers in a film production partnership with will be funded to develop young underserved filmmakers.

2.2 Celebrating your heritage (6%) ?

Tell us about the heritage you might focus upon and what difference these will make for local people. We want to see heritage threaded through the programme. \P

Havering is a borough rich in heritage with many residents proud and keen to celebrate and share this. Throughout the bid's extensive consultation, this is an often repeated theme. But Havering is often ill equipped to reveal the less obvious stories from its past, particularly those related to underrepresented communities, or to better reflect the heritage of its rapidly changing communities within the borough's 21st century narrative. LBOC provides an opportunity to re-balance the widest definition of heritage, to the benefit of the borough's new population.

'A GOOD LIFE' will focus on heritage through four specific prisms, HAVERING UNEARTHED, HERITAGE REVIVED, MARKET TOWN, and MEGA, MEGA; with a focus on the health benefits of social connectivity and a nourishing environment.

HAVERING UNEARTHED will reinvigorate the Havering story. Of the 1,000 Blue Plaques placed by English Heritage, Havering is one of only two boroughs in London without one. It will mark heritage physically and digitally. This project will map current heritage, and offer an open call to unearth hidden narratives, from historic underrepresented stories to modern cultural heritage.

to develop a digital platform that charts The year will collaborate with a leading digital company, such as journeys and trails through Havering, that will have a lasting legacy beyond 2025. This will augment histories with commissioned VR, audio walks and videos from different artists and historians that are location specific, opening up the borough's heritage to a new generation of digital natives, with trail plaques spread throughout the borough available to physical and digital access.

Whilst this digital platform and trail will form part of the year's legacy, in order to bring highlighted places to life, the project will create animation events of Havering's cultural sites. Imagine stunning projections of local people by Upminsters's iconic windmill to help launch HAVERING RISING, a Grade II listed building considered to be amongst the very best remaining English smock mills. Or a sound walk commissioned for Hornchurch Aerodrome, a key air field in London's war time effort.

HERITAGE REVIVED: is a reanimation of at risk heritage sites across the borough:

- > Bretons is a Grade II listed manor house, Tudor barns, outbuildings and w DS OF CHANGE, the project will revive the garden, working with an artist like This project would help expedite the Havering Council's Bretons site masterplan.
- > Upminster's Tithe Barn is set for redevelopment and in need of artistic intervention to help story its existence as a cultural opportunity and asset, forming part of the TOURING NETWORK.
- > Rom Skatepark, the only Grade II listed skatepark in the world, draws 1000s of young people, intersecting with an older skate generation. LBOC will support a cultural festival celebrating the UK's contribution to world skateboarding history (helping the site access future capital funding to repair this much valued space).

Through the MARKET TOWN event, Romford Market will be revived, a site referenced continuously in the public consultation. Romford Town Centre is a conservation area, with its condition described as 'very bad' by Historic England. The year will develop a series of cultural heritage and engagement projects in Romford (see 5.1 Cultural Impact Project).

MEGA, MEGA, MEGA will establish a new exhibition and a permanent archive of Havering Music Heritage. Havering, specifically Romford, was one of the largest night-time ecologies outside of the West End. In the 1990s, it was the heart of the UK's club scene. There is a generation that grew up with rave culture, Brit-pop, house and electronic music, with internationally renowned artists Underworld that defined this era coming from the borough. Havering London will commission a series of works in film, podcasts, installations, and sound to create an exhibition and an archive of stories of this often forgotten generation.

Havering London's Heritage Producer will manage relationships with Heritage Stakeholders such as the

Havering's Heritage plans for LBOC respond to the National Heritage Lottery Fund's 2033 strategy, particularly in meeting its ambitions:

- * improved condition and understanding of heritage
- * reduced amount of 'heritage at risk'
- * made digital heritage more accessible
- * put landscapes and habitats into recovery
- * reduced barriers for people underserved by heritage
- * enabled more people's heritage to be recognised
- * championed digital technology to improve access

Plans have been discussed with representatives from Historic England.

With the first act of the year's programme themed 'Liberty', Havering will harness this unique opportunity to foreground Liberty Festival as a trailblazer for advocating and showcasing an open and accessible LBOC, heralding the start of an access led year. Havering has the 3rd highest disability rates in London. Havering wants to use Liberty Festival as a catalyst for far reaching change in the borough, to empower underrepresented local creatives, be inspired by world-leading companies, collaborate with and help to generate a more connected network of deaf, disabled and neurodivergent residents.

Liberty Festival will be produced by Havering's only National Portfolio Organisation, Queen's Theatre Hornchurch, a leading cultural hub in the heart of the borough, welcoming over 210,000 people a year. QTH is creating nationally recognised work in accessible production, demonstrated by its 2023 UK Theatre Award nomination for Inclusivity, and in delivering its award-winning festival Blueprint, which pushes creative boundaries while shining a light on underrepresented stories and voices.

William greative Black in the pastice of cause Boardance with a figure on a racine presented stories and voices.
has helped shape this vision, with a desire to elevate unheard voices. This vision of Liberty will foreground the theme of NATURE through the lens of disability and neurodivergence. Havering has an abundance of green spaces, but nature is not equally accessible to everyone. Yet, within nature we find a wonderful world of species supporting each other through co-existence. The theme allows framing the curation through debates around climate justice, air quality and access to the natural world. Liberty Festival will utilise the entire QTH building for a Bank Holiday weekend, where staff are well-versed in welcoming disabled audiences, alongside the underutilised outside green event space, with disabled-led arts offers, including work aimed at family audiences and sharing food as a unifying experience. Spaces in Hornchurch such as Langtons Gardens, Fairkytes Art Centre, and imaginative uses of shops and empty units will enable work at different scales across a multi-venue town centre festival, all within 5-minutes of each other.
Liberty Festival will commission artists to respond to the nature theme, with an outdoor experience part of OPEN FIELDS, questioning the accessibility of green spaces. It will explore digital reach as part of LIBERTY AT HOME, to include those who continue to shield with limited ph displayed and the part of LIBERTY AT HOME, to include those who continue to shield with limited ph displayed and the part of LIBERTY AT HOME, to include those who continue to shield with limited ph displayed and the intervention of pieces of Havering Changing's embedded work, to support touring Liberty artists across the borough into isolated areas and sustainability will feature, working with Havering connected to appear on the cover of Vogue. Havering wants to create fruitful collaborations for 'wow factor' spectacle events between disabled-led and non-disabled led companies, in the form of pieces such as disabled-led music, such as the engaged to enliven and enhance such events.
An arts collaboration with Havering Mind and celebrated artists such as will foreground mental health within the programme. There are ambitions to use an empty shop unit or local café to place debate firmly at the heart of the high street.
Films by disabled makers will b epic scale, projected onto the side of the QTH fly tower, providing a sense of spectacle. Companies such as have begun to explore how film offers a tool for creative expression and will explore this in the public realm.
The Habbit Factory, a local organisation championing inclusive art practice, will deliver a major schools project engaging hundreds of engaging children and young special education needs and disabilities SEND. They will work with QTH and another creative partner such as to collaborate in a large-scale young people's event.
Alongside a programme of impactful artistic work, there will be an opportunity to support the borough to embed inclusive practice in everything it does. It will develop a programme of wrap-around talks, workshops and training to explore accessible production models, digital access, integrated access aesthetics, accessible marketing, all supporting much needed long-term thinking for all of Havering. As part of LBOC, key venues across the borough, including Queen's Theatre Hornchurch, will have signed up to the Mayor of London's Dementia Friendly Charter.

2.4 Programme outputs (3%) Please complete table below with the target outputs you will deliver as part of your programme.

2.4 Output Target (Estimated numbers)	Total Number
Directly programmed key events	354
Projects indirectly programmed	147
Artists / partners involved	1,487
New roles created	30
Volunteers	2,440
Schools and educational institutions engaged	105

Children and young people engaged	73,300
Online/ Digital audience reached	38,000
Live audience reached	355,800
People participating in cultural programmes	16,125
Heritage led orgs participating in the programme	28
Activities that engage people w/heritage	28
New audience engaged by participating heritage org	83,900
Volume of new heritage material collected	28

2.5 EDI outputs (3%) What Equality, Diversity and Inclusion (EDI) output targets will you aim to achieve through this programme? Please complete the table below with your own targets

2.5 Outputs Target	Total Number
15% of Live Audience Disabled/neurodiverse	58,260
20% of Live Audience reached are aged 0 - 17	71,160
25% of Live Audience reached are from Global Majority ethnic groups	140,990
40% of Artists will identify as Global Majority, D/deaf and disabled or from lower socio economic backgrounds	595
25% of Community Funds will be granted to Global Majority organisations	27
90% of Havering schools will participate in London Borough of Council	86
60% of audience engagements available across the year will be offered for free	213,480

3. Deliverability

3.1 Project management (5%) ?

Describe how the project will be well managed. •

Havering's LBOC has been developed by a partnership of public, private and voluntary sector organisations, an approach that will continue in the build up to 2025/26, throughout the year and in overseeing legacy delivery, whilst Havering Council will take ultimate responsibility for ensuring LBOC is delivered to plan, on budget.

The partnership will be overseen by a representative Board, including LBH members and officers, Havering London, Havering Changing, Fuse, Creative Health Havering and Communicating Havering, and placemaking cultural expertise external to Havering.

A Creative Steering Group, reflecting the demographics of the borough, will support the team in the development and commissioning of programme.

The year will be delivered using key approaches, which have already been mapped out:

Havering Council: LBH's Head of Leisure and Culture will be project lead. They will chair an internal working group of officers from every department of the council, including finance, health and safety, procurement, planning, property services, legal, communications, many of whom have already been involved in planning workshops, overseeing delivery and utilising their experience around capital projects to run the Cultural Capital funding scheme. A new role of LBOC Transformation & Legacy Manager will be embedded within the Council to support activation but also ensure the long term change intended through LBOC is fully realised, project managing capacity building initiatives and Meanwhile Havering too. The Arts Development Officer will administer the open access funding calls proposed, alongside Park Life Festival, whilst colleagues from Havering's Place Based Partnership will manage Healthy Havering.

Havering London: the borough's new culture and placemaking organisation is ready to activate the bid and contract many of the freelancers and companies that will be engaged. Havering London will appoint independent Artistic and Executive Directors, alongside expert producers responsible for projects: Community producer (Havering Rising, Havering Arriving, Museum of Everyday People); Heritage producer; Public Art producer (Open Fields, Night On The Tiles, Beacons); Environment producer (Harvest, Seeds of Change): supported by a General Manager and the teams working across communications and evaluation.

Commissioned partners: cultural partners in the borough with proven specialist experience will be commissioned to deliver flagship projects - Havering Changing (Touring Network), Fuse (Children and Young People's programme), Queen's Theatre Hornchurch (Liberty), Variable Matter (Market Town), Romford Independent Film Festival (Film Havering), Havering College (Creative Careers), Havering Volunteers Centre (Volunteers) - and benefit from related longer term capacity building.

External partnership is built into the spirit of the bid, through the involvement of the application board representative networks, which directly link Havering's LBOC bid into more than 50 public, private and voluntary sector organisations. These

Alongside the expect	ders will
engage, new partners specific to Havering will include busin	
will feature new or enhanced collaborations including with	
·	
Maintaining the mental health and wellbeing of everyone working on LBOC will be essential to a successful year. board will ensure there is sufficient flexibility in the programme to address learnings as the year progresses. The comodel has been carefully developed to ensure distributed delivery, and a clear set of responsibilities and account wellbeing policy framework will be ental health first aiders trained, as well as a collaboration eswith an external partner such as The services of Havering Council's wellbeing consultant a programme will be available to the Havering London workforce. Each project will start with a feasibility planning include testing for wellbeing, and freelancers invited to participate. The workforce will be supported to participate wellbeing projects within the programme, and events offering formal moments of thanks occur after each act. The sign-up to and adopt the Mayor of London's inclusive employer toolkit.	delivery ability. A stablished nd stage, to e in the

3.2 Communications planning (4%) 3

3

Tell us how you will share the story of your programme and promote it as widely as possible. f V

LBOC will put Havering visibly on the London map - the process of developing the bid has already driven vital change in telling the story, which is ready to be unleashed. Havering London, has been established, and a holding website and social channels created to promote this. Havering London intends to readdress Havering's sometimes neglected connection to the capital.

NETWORK: Communicating Havering, a private, public and voluntary sector network of marketing and PR experts from across the borough, supported by Havering Council's communications team, has been newly formed, and has met to oversee launching this bid and creating the strategy. This begins to address a lack of sufficient cross borough collaboration around shared placemaking ambitions. A bold new narrative for Havering is a core outcome, and game changing the borough's approach to communications will be central to enabling this. The project will be clear from the outset about the most important USPs for the year and the stories that will resonate.

PR SPECIALISM: appointing a specialist external agency to support the communications strategy will be one of the first things done post bid submission, running a tender exercise ready to hit the ground running from day one if the bid is successful and use the year running up to LBOC 2025 to establish the identity. PR will be essential, working locally with one well networked trusted representative, but London wide, nationally and internationally with placemaking expertise. Prominent Havering London ambassadors will underpin this advocacy, as will case studies about those experiencing and benefiting from the year.

PARTNERSHIPS: LBOC provides Havering with a chance to accelerate its underdeveloped relationships with key strategic partners e.g. Visit London, TFL, London Partners, Time Out, Evening Standard, progression that will have a legacy beyond in the year in ensuring better collaboration.

SEGMENTATION: In everything done, particularly in project specific campaigns, the team will consider a range of audience segmentation, but start with the clear distinction between borough residents and visitors from across London, nationally and internationally.

ASSETS: The structure of the programme, designed in acts, will support a milestone approach to ensuring clear media spikes and opportunities to launch chapters across the year, supported by a widely circulated newspaper for each act (noting that in Mosaic segmentation terms, physical print is seen as necessary for some Havering communities). As part of uncovering Havering's hidden assets, these will often form the visual backdrop to such moments, recognisably connecting to local residents, catching the eye of those further afield.

DIGITAL: Working with award-winning agency period an innovative new website search concept that redefines how people can engage with culture and the type of events they want. This platform will allow users to search activities by proximity, social engagement level, accessibility, health focuses, and promoting sustainable transport routes. API capabilities enabling partners to connect will create a holistic cultural website. It will launch in Autumn 2024 with community funding opportunities.

WAYFINDING: a strong visual presence for LBOC will be enacted across the year, with a series of prominent specially designed structural 'H' markers situated at key points in the borough, these will be sponsored by local business, and designed by local communities. With the potential of a permanent H marker at along the Al3. A year-long sense of LBOC will be established, utilising town centre retail displays, lamp post banners, digital street boards, cinema advertising, presence at events, council passenger transport and vehicles with unique tapestry design.

COMMUNITY: Community engagement, focused on underrepresented and underserved audiences, will be used to build wide ownership of the programme, particularly as Havering's LBOC aims to achieve a step change in engaging the borough's new communities. This will be enabled by activating the engagement of the network of voluntary sector organisations who have worked collaboratively to build the bid itself. We have already built a new mailing list through the consultation.

WIDER PRESENCE: Outside of the borough, the promotion of Havering's LBOC at relevant London transport nodes, through display advertising but also activation, will be critical, and looking to Essex too, shopping destinations will provide a focus. Wider afield, a pop-up that can represent the Havering story at events and festivals across London will be developed.

VOLUNTEERS: Community volunteers will work tirelessly across the year to ensure a warm welcome, with a focus on ensuring those volunteers are reflective of a 21st century population.

Provide a description of the key risks associated with your proposed programme of activity. (2%)

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Risk	Mitigating Action	RAG Rating
Failure to meet fundraising targets	Fundraising strategy has already been carefully considered, learning from experience of other LBOC years; fundraising expertise will be engaged and utilised within project delivery team; activity will be scalable against fundraising targets	Green
Lack of financial control	Project will continue to be budgeted out post bid submission on the basis of specific projects being fundraised for; Executive Director expertise will include experience of managing activity with similar level of turnover; robust financial processes and governance scrutiny	Green
Not delivering against stakeholder requirements	Projects are being delivered with a focus on stakeholder requirements and criteria; delivery team expertise will include experience in this area; stakeholder requirements will be negotiated and clearly communicated to all parties; governance scrutiny	Green
Ability and capacity to deliver the programme	A distributed and considered approach to project delivery has already been established; planning for the year and projects will continue between the bid being submitted and Mayor of London announcements being made; feasibility studies for projects will be undertaken; projects will be scaled back if ability and capacity issues are being identified	Green

Public perception of the programme and risk of reputational damage and lack of support	Programme and project plans have and will continue to be developed in partnership with residents and communities; evaluation will inform a feedback loop to ensure adjustments are made; expert artistic advisory board will oversee ensuring a balanced programme; effective communications, including highlighting the value of culture, will be key to risk mitigation	Amber
Lack of political support if change of administration post 2026	Havering's LBOC bid is ideally for pre 2026 elections; opposition politicians in Havering are being engaged in the consultation process for the bid and will be communicated with as stakeholders	Amber
Havering Council enters into Section 114 arrangement	The involvement of Havering London as a public-private partnership alongside Havering Council provides a strategic balance of risk. A distributed project delivery model has been designed to take account of this possibility; Havering will learn from how Croydon 2023 has been able to navigate this situation; Havering is making budget savings in order to avoid this arising.	Amber
Not achieving Equalities targets	These have been set with careful consideration of the demographics of the borough; progress will be overseen by the various elements of the year's governance structure; corrective adjustments to related activity and resource allocation will be made as required	Green
Lack of community cohesion across the year's activities	Effective communications will be key to communities understanding the purpose of programming intentions; the Creative Steering Group and other representative groups will help oversee the balancing of the programme; feedback will be carefully monitored and responded to	Green

3.4 Meeting equality aims (4%) ?



Havering Council is dedicated to upholding the principles outlined in the Equality Act 2010, ensuring that the LBOC cultural programme is inclusive and representative of the diverse community Havering Council serves. The Council's recent READI review and action plan arising will help ensure this.

To identify and amplify the voices of underrepresented communities, Havering's LBOC will establish a Creative Steering Group comprised of representatives from various demographic backgrounds. This group will act as programme advisers providing insights that accurately reflect the culture of the borough. Partnering with organisations such as Havering Asian Social and Welfare Association, House of Polish & European Community, BME Forum, AGE UK, and the YOUNG PIONEERS programme ensures that the voices of traditionally marginalised groups from decision making are within the planning and delivery of the year.

Decolonial and social justice principles are fundamental. Havering's year will adopt the Weston Jerwood Toolkit to support work around minoritise

aining for all core freelance staff around anti-racism within the arts. The collaboration with underscores the commitment to addressing historical imbalances in representation and will support this work. Through strategic partnerships and deliberate inclusion in all aspects of the programme, such as OPEN FIELDS, seeking to offer affirmations to build a sense of place and belonging, the aim is to rectify historical disparities and create a more equitable cultural landscape. HAVERING UNEARTHED seeks to uncover and celebrate the hidden heritage of the borough.

Havering Council will ensure funding schemes include accessible modes of submission, such as via video, and keep a simple, understandable framework for criteria tested with communities. Applications for funding will be supported via the partnership with and LBH Arts Officers. Havering Council will run open workshops and develop video guides for funding. Funding rounds will be iterative allowing Havering Council to check that specific communities are represented, and adopt creative challenges when needed to address shortfalls.

The programme is designed with specific components tailored to different communities and demographics. This intentional design ensures that a broad spectrum of voices is not only heard but actively engaged in the cultural offerings.

To eliminate financial barriers, much of the programme will be free to access. Recognising that a significant portion of the population is under 19, FUSE will develop a Young Person's Culture Card. This initiative will grant young people in the borough hyper-reduced rates at all LBOC paid events and beyond, fostering inclusion.

Accessibility is embedded across the entire programme, starting with the first act, 'Liberty.' This foundational piece sets the tone, showcasing dedication to making all aspects of the programme accessible. Havering will adopt and build upon Croydon's Manifesto for Access which has enabled partners to consider the impact of their work. Access consultant will enable connections to local and London developments.

Local organisations, such as the will form part of training work around access.

Organising around three areas will make it easier to deliver training support, offered to all creative partners and networks:

- Integrated Aesthetics: Audio Description, VI Guides, Touch Tours, Subtitling, BSL Interpretation, creating and using Visual Aids (Easy Read documents).
- Communications: databases would be built from previous boroughs using Visual Aids (Easy Read documents).
- Community Specific: Neurodiversity, Dementia training, deaf awareness, and autism.

In addressing the needs of those with dementia, Havering takes a multi-faceted approach. All venues supported through the Culture Partnership Network will be required to sign up for the Mayor's Dementia Friendly Venues Charter, thereby expanding the availability of dementia-friendly spaces in the borough. Additionally, existing networks, such as the dementia café and supported groups through Age UK, will play a crucial role in audience development work, ensuring that individuals with dementia are actively included in cultural experiences.

As a new organisation Havering London will adopt from the start several industry leading processes including everyone having a Manual of Me (access rider) and will sign-up for Attitude is Everything's Live Events Access Charter.

A plain English policy for all written communication will be adopted.

Monitoring, evaluation and shared learning (4%)

Please tell us how you will monitor and evaluate your project, including how you will measure your success against your project outcomes. •

In developing the approach to monitoring, evaluation and shared learning, Havering London has already consulted with experts at the) to ensure that best practice and learning from the approach of other year long cultural programmes, including the London Borough of Cultures to date, is enshrined.

Like with communications, Havering Council will bring on board external evaluators as learning partners who will be ready to hit the ground running by shaping an iterative process 12 months in advance of the year. These expert evaluators will work closely with the communications agency and the proposed Transformation & Legacy Manager responsible for ensuring legacy is centred. Havering will learn from extensive reflections around external evaluators engaged over 4 years on action research programme Havering Changing, more recently on FUSE and Creative Health Havering networks and the theory of change-led approach to these, or from Queen's Theatre Hornchurch's industry leading use of the Cultural Impact and Insight Toolkit.

Following CCV's Evaluation Principles, Havering's LBOC will take a people centred approach and will adopt a co-creation evaluation methodology with local people, with a panel of borough residents overseeing monitoring, tracking against outcomes, comparing against the baseline data (which Havering Council's Insights team will establish), looking at social and economic measures, utilising cultural participation models, always ensuring the voice of the public. LBOC will be honest in sharing good and bad findings and data throughout the year and learn from these, publishing as things progress so as to be accessible to local people. Partners will reflect and review each act, to ensure learning is iterative and actioned into future programming. The year will produce a final legacy focused impact report, that will include a follow on to the bid associated roadmap equipping Havering to access funding to build on the most successful parts of the programme, but also build follow up research for three years time into the approach. The Havering London website will open source all of the evaluations and evidence gathered, and this will be promoted in such a way as to ensure this insight is easily accessible to other boroughs and the wider cultural sector.

pany will steer and oversee the process, a new confirmed research partner the will recruit and train a cohort of young people who will be engaged as project evaluators. A range of best practice participatory and creative models, exploring the intersection of artistic practice and evaluation, will be used. This will include people centred models such as deep hanging out and storytelling, and the creation of individual story case studies throughout. Always ensuring that evaluation is embedded and joyous, meaningful and never tokenistic.

From the start, the voluntary sector widely spread capacity building approach to developing this LBOC bid has been done in such a way that whatever the outcome, the bid will have been a catalyst for change amongst networks, supported by a roadmap, as to how colleagues might progress specific strands through other public and private funding sources

Legacy (4%) 🔞 3.6



Havering's LBOC bid will respond to all 6 of the GLA's legacy themes, with programmes structured around achieving long term improvements in the wellbeing of residents, tackling intolerance and fostering a new approach to a flourishing cultural economy. Legacy objectives for each of the 6 themes are as follows:

Equality, Diversity and Inclusion

(These legacy objectives will deliver against 'Harness culture to embrace and celebrate the fast changing nature of Havering's communities')

- A place that is clearly evidenced to be better equipped to welcome and make the most of a newly forming population
- A series of new permanent installations offering affirmations to those communities often in the margins
- A more connected and resilient inter generational network of D/deaf, disabled and neurodivergent residents
- New approaches to inclusive practice, accessible production models, digital access, integrated aesthetics, accessible marketing etc

Cultural Policy

(These legacy objectives will deliver against 'Transform our cultural ecology and build new artistic legacies for Havering')

- An LBOC focused long term cultural strategy
- A new Transform & Legacy Manager embedded within Havering Council, able to ensure the long term change intended is realised
- New ways of working embedding culture into the NHS offering long term sustainable practices
- A new approach to the programming of events in Romford Market
- A new tested process by which artists will be able to intersect directly with Council services
- A Film network to develop a new strategic vision of film in Havering and link Havering's much needed position in the production corridor
- New funding pathways through communities funds

Community Engagement

(These legacy objectives will deliver against 'Improve the health and wellbeing of our residents')

- Creatively improved surroundings in a series of schools
- A new local curriculum focused on Havering's Garden City movement
- An increased sense of neighbourhood community in Havering's villages

Creative Workforce and Training

(These legacy objectives will deliver against 'Empower talent and provide new opportunity')

- A series of Young Pioneers, able to act as cultural activists, evaluators, researchers and volunteers into the future
- A network of talent able to provide further support and development for artists

Cultural and Heritage Infrastructure

(These legacy objectives will deliver against 'Transform our cultural ecology and build new artistic legacies for Havering')

- A new network of public spaces with enhanced assets and facilities
- A new digital legacy project, offering a unique digital website
- Communal allotment sites having been unlocked as spaces of culture
- The borough's first dedicated artists spaces
- Light installations illuminating darkest and most unsafe areas of the borough
- A digital platform that charts journeys and trails through Havering
- A new Historic England garden at Bretons
- Activation of Upminster's improved Tithe Barn as a cultural space
- A new permanent archive of Havering Music Heritage

Cultural Ecology and Economy

(These legacy objectives will deliver against 'Transform our cultural ecology and build new artistic legacies for Havering')

- a new co-created narrative for Havering, that partners will be able to adopt and keep refining into the future
- Existing community groups and creative practitioners in the borough with increased capacity
- New external creative businesses that have established relationships in the borough
- New creative organisations directly arising from LBOC projects
- Increased commissioning and programming capacity to enable local touring
- A Festival Network continuing to build a Festival economy
- Developed relationships with key strategic partners
- A well developed approach to cultural evaluation understood by organisations borough wide

3.7 Environmental impact (2%) ?

The Mayor has an aim to achieve a net zero carbon status for London by 2030. Many boroughs have declared climate emergencies. How will you ensure your programme is delivered responsibly and sustainably so it meets your borough's environmental targets, as well as those of the Mayor? •

Havering's bid has identified key partnerships and networks to monitor and assess the year's environmental impact. Havering Council's Climate Change Action Plan (HCCAP) sets key ambitions.

all

Climate Manifesto

Havering's LBOC will develop a comprehensive climate manifesto that will guide and inspire partners and community to follow a vision of sustainable culture. The year will partner with Queen's Theatre Hornchurch's Environmental Responsibility committee to support this vision.

Responsible Procurement

To ensure responsible procurement, the project will prioritise local suppliers and businesses that align with its sustainability goals. It will give preference to suppliers and contractors who share a commitment to environmentally friendly and ethical principles. By doing so, the project will support the local economy and reduce the year's carbon footprint. This will be monitored directly by the Board as a standing item.

Sustainable Event Delivery

The year will actively promote green travel options, encouraging attendees to use public transportation, car sharing, or cycle to the events supported by a world-leading digital website.

Network Engagement and Environmental Monitoring

The collaboration with the Havering Climate Action group will be central to monitoring the programme's environmental impact and report directly to the Council's Climate Change Staff Forum. Regular meetings after each act will assess impact. This group works closely with Havering Council to align their efforts with the Council's aims while also addressing climate injustice and its intersection with disability. Havering's LBOC will adopt the principles of the 'Theatre Green Book' operating at Baseline Level as a foundational framework and requirement for all outcomes. Havering's cultural community has expressed a desire for a resource exchange for tools and materials to help develop a more circular ecology.

Artistic Works

Within the programme, 'SEEDS OF CHANGE', 'LIBERTY', and 'PARK LIFE' all place the environment centre stage, placing climate and sustainability at the forefront throughout the year. Havering Council is developing a net zero carbon visitor centre to raise awareness of energy saving measures in residential accommodation, and the LBOC will offer links, walks and talks programmes to elevate this initiative.

4. Financial Management

4.1 Financial planning (4%)

We will need to see that you have robust financial procedures in places to ensure your programme is delivered on time and within budget. Please outline your approach to financial planning. $\mathbf{0}$

Havering Council has developed financial planning in partnership with experts in arts and culture,

both responsible for having developed and delivered organisational and project budgets of several millions of pounds. The budget has been carefully scrutinised by Council Officers, including the Section 151 Officer, and the bid's experienced Board.

The detail of the project budget will continue to be worked on post-submission and if successful, the overall project budget will be reforecast every month between now and completion, and updates scrutinised by the Council's delivery working group and the Board, as part of a detailed monthly management accounting process.

A set of financial procedures will be drawn up for the project, reflecting good practice, and all of the teams across the Council, Havering London and specific projects trained in applying these.

The Executive Director working on the year will have experience of managing activity with a similar level of turnover and act as Chief Financial Officer, supported by a counterpart within the Council, who will take overall responsibility for the financial delivery of the year. Likewise Council colleagues leading on specific areas of responsibility will have high level financial management expertise. Financial experience will be a key criteria tested in all workforce recruitment, with the support and oversight of the Council's finance team contributing to this.

The Executive Director will ensure that all activity adheres to the financial accountability requirements of the GLA funding agreements and all other stakeholders. Commissioned partners will enter into partnership agreements that ensure they are bound to these too, and milestones for the release of any payments will be closely tied to budgets, financial updates and actual income and expenditure.

Procurement policy will adopt the requirements of the principal funders of the project, with all procurement based on value for money and suitable skills and experience and conducted using a fair and transparent documented process. Three or more written quotes will be required in respect of purchases between £10,000 and £150,000 and an advertised competitive tender conducted for purchases with values exceeding £150,000. The requirement to adopt these procurement arrangements will be built into partnership agreements with partners and all workforce trained in how to follow them. The Executive Director (Chief Financial Officer) will ensure compliance.

All areas of the budget and projects have been planned with an inbuilt contingency. In the event this is insufficient, the Executive Director will make adjustments to cost centre budget allocations as part of the monthly reforecast process.

4.2 Please use the budget template to produce your budget, which you can access above. Upload completed budget here. 3

Uploaded files:

4.3

Match funding (4%)

Please outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income. Please indicate whether these are confirmed or to be expected. \bullet

The £405,000 of match funding required by the GLA is covered by the current Havering Council contribution. Percentages are calculated against an overall budget of £4,673,100.

HAVERING COUNCIL

During the development of the bid, Havering Council has undertaken a detailed internal process whereby officers from departments across the Council have identified £528,000 (confirmed funding) of existing budgets to reallocate towards new and enhanced activities specifically for LBOC, in line with shared objectives.

Havering Council's contribution is 13% of total income

£100k (confirmed) contribution toward the Cultural Partnerships Network. Havering London colleagues have met representatives from) to agree how these funders have supported previous LBOC years.

The following funders have been researched as partners with a track record of supporting similar specific projects to particular ideas within the programme:

Public Subsidy = £265,000 making a 7% total income

CONTRIBUTED CONTRIBUTION

Following a presentation of projects, Romford BID has confirmed £125k, £30k is expected following discussions with (who have supported previous LBOCs and ar t of the Application Board), Havering Council and Havering London colleagues have discussed fundraising with (£20k expected) and based on an existing successful relationship has supported previous LBOCs (£10k expected) and a target of a further £80k of £10k is expected. business sponsorship is expected, taking into account previous LBOC track records in this area.

Total Contributed income = £275,000 making 7% of total income

CHARITABLE TRUSTS AND FOUNDATIO

udes £250k expected from who has support C's to date, and (£80k expected) who has identified Havering as a funding cold spot. (£10k expected) and (£10k expected) are supporters with an interest in specific projects and a target of £80k of further trust and foundation income is expected.

Trusts and foundations = £430,000 making 11% of total income

EARNED INCOME

Estimates have been made for £60k of box office income, £25k of trading income and £30k of stage rental recharges based on specific project ideas and expectations,

Earned income = £105,000 making 3% towards total match

OTHER

Co-production income (£100k expected) from commissioning partners working on specific projects, and miscellaneous income including website, fees, merchandise (£5k)

Other income income = £105,000 making 3% of total income

NEGOTIATED FUNDING

Heritage Lottery Fund (£500k expected) will be contacted to discuss Havering's LBOC heritage project ideas and how it meet HLF's criteria. Arts Council England funding of £300k is expected. Liberty GLA (£140k) and Liberty ACE (£50k) are shown as part of negotiated funding.

Negotiated funding = £990,000 making 24% of total income

The total match funding excluding negotiated and GLA income = £1,718,000 (127% Match)

4.4 Realistic budgeting (3%)



Havering's approach to realistic budgeting in the current economic environment is based on the following factors:

- Creation of a detailed budget aligned with the GLA's headline template
- Development of a line-by-line income budget based on research, featuring named income sources matched strategically to specific projects
- \bullet Confirmation of £528,000 in matched funding, highlighting Havering Council's commitment to London Borough of Culture
- Proposed turnover mirroring the scale of previous Local Borough of Culture initiatives, ensuring reliable benchmarking
- Expenditure allocations for staffing, communications, and evaluation in line with the scale of previous LBOCs, drawing on past experiences
- Detailed project delivery, communication, and evaluation planning outlined in the bid
- Project expenditure allocations calculated by experts in arts and culture, individuals with a proven track record in developing and delivering multi-million pound organisational project budgets
- Projects building on existing initiatives and informed by comprehensive costing
- All areas of the budget and projects planned with a built-in contingency, providing resilience and adaptability to unforeseen challenges
- Staff, artist, and freelance costings developed within industry guidance frameworks, ITC, Equity and A-N with a commitment to paying the London Living Wage, ensuring ethical employment standards

Please note that Heritage Lottery Funding has been built into the budget template, as it would be unclear to extract it, as it applies across several projects and wider budget lines, with are also, in some cases, co-funded by other confirmed or potential stakeholders.

5. Cultural Impact Awards

In addition to two Title Awards there will be three Cultural Impact Awards to be delivered between April 2026 to March 2027. The Cultural Impact Award is optional, and all boroughs are welcome to apply. ?

5.1 Cultural Impact Award Description ?

Describe your proposed project activity. This is your chance to tell us what your Cultural Impact Award programme would be. \P

This LBOC programme has been meticulously designed, with each component geared towards facilitating the urgent changes Havering seeks, taking into account the transformative impact that only a year of sustained cultural engagement can bring. Recognising the pressing need for investment in Havering, this Cultural Impact Award serves as a unifying mechanism to integrate Romford focused elements from the wider programme, with additions that speak to a tailored Cultural Impact Award.

MARKET TOWN

This Cultural Impact Award is titled Market Town. It recognises that Romford Town Centre is designated as a conservation area at risk, with its condition assessed as "very poor" by Historic England. To address this challenge, Havering will embark on a series of projects that leverage the power of culture to reinvigorate and celebrate one of London's most historically significant markets.

MARKET TOWN EVENT

In collaboration with Romford BID, Havering Council, local business partners and the award-winning creative studio a two-day performance event that illuminates the rich history of the market will be staged. After extensive consultations with thousands of residents, it's clear that there's a strong desire to celebrate the heritage of one of London's most historic towns.

The project will extend an invitation to communities from all corners of Havering to participate in moments across the two days. Outreach will extend to local schools through the FUSE network, an

Service, Queen's Theatre Hornchurch communities, The Habbit Factory,

. This spectacle will transform the market location into a dynamic space, where, at different times, you might find hundreds of brass band players, 1980s dancers, or Elvis impersonators—each representing a unique facet of the market's history, putting Havering on an international stage.

It will pay tribute to the significant role of pubs and brewing in heritage, and create a field of remembrance, offering a profound and poignant experience. This event will be a source of inspiration and, at times, deeply moving for the community.

The goal is to involve thousands of people in discovering and celebrating this remarkable history, fostering a sense of togetherness and emphasising the diverse cultures and individuals that contribute to the identity of the borough. It will shine a spotlight on heritage and cultural food, along with a rich tapestry of music, transforming the town into a lively festival, easily accessible via the Elizabeth Line.

In addition to the festivities, this initiative will provide valuable educational opportunities, allowing the project to share the heritage of the area while helping to shape a long-term vision for the market space. The aim is to stage a game changing event that will help Romford Market evolve into a thriving commercial and cultural centre.

ROMFORD CREATIVE HUB

The establishment of a brand-new artist space in Romford Town Centre, serving as a vibrant cultural and creative hub, exploring the intersections of food, art, music, literature, talks and exhibitions. This space is designed to be a platform for artists and residents from across the borough, with a particular focus on skills training and tailored activities for individuals aged 16 to 25.

The plan includes the curation of a series of artist-in-residency initiatives that will bring this space to life. These will allow us to test a new model for cultural spaces (there are zero artist spaces in Havering compared to 272 in London), providing exhibition opportunities, and fostering community engagement through cultural food events. To ensure the success, the project will collaborate with creative organisations such as who will provide mentorship and support, ensuring the delivery of high-quality outcomes. This partnership will enable the curation of a diverse range of activities year-round, maintaining a consistent physical presence.

NIGHT ON THE TILES

Recognising the state of disrepair that several sites in Romford are facing, the tile mutual project aligns with the design heritage of the area while introducing a fresh, more optimistic, and brighter approach. The somewhat tongue-in-cheek concept aims to infuse a sense of celebration and joy, providing a design that not only functions effectively during the day but also illuminates the surroundings at night addressing one of safety elements to nightlife cultural programmes.

Renowned artists like ______, known for his innovative work in queer architectures and tile projects, would bring a permanent sense of fun and creativity. His unique artistic perspective would help breathe new life into Romford's spaces, ensuring they remain vibrant and engaging.

ARTS MARKETS & CRAFT EXHIBITIONS

The demand for additional exhibition spaces to showcase local talent is unmistakable. To address this, Havering has partnered with London based a prominent company in London's art scene, renowned for their expertise in exhibitions and artist collaboration. This not only expands the capacity to provide platforms for emerging and established artists but ensures that new temporary art fairs will be at the forefront of promoting and celebrating the diverse artistic expressions that thrive in Havering.

MEGA, MEGA, MEGA

Havering will establish a new exhibition and a permanent archive of Havering Music Heritage, with the intention of collaborating with the Museum of London. Havering, specifically Romford, was one of the largest night-time ecologies outside of the West End. In the 1990s, it was the heart of the UK's club scene. Havering has a generation that grew up with rave culture, Brit-pop, house and electronic music, with internationally renowned artists Underworld, that defined this era, coming from the borough. The project will commission a series of works in film, podcasts, installations, and sound to create an exhibition and an archive of stories of this often forgotten generation. This project will engage with existing local venues to document this important often forgotten generation of outer East London heritage.

5.2	Please use the budget template to produce your budget, which you can access above. Upload completed budge here. 3
	Uploaded files:
	6. Supporting documentation
6.1	Signed letter (digital scan) from your Section 151 Officer (Chief Finance Officer) or equivalent agreeing to the proposed budget. Uploaded files:
	□ pdf
6.2	Letter of support from your Borough Leader Uploaded files: D
6.3	Letter of support from your Borough Chief Executive Uploaded files: LBoC Havering Letter of Support CEO.pdf
6.4	Written evidence of council commitment to secure match funding by the time the programme begins, if their bid is successful (at least 30% cash) Uploaded files: Support Letter 30% Funding Borough of Culture Nov 23.pdf ED BoC.pdf
6.5	Letters of support from partners (up to three) Uploaded files: D
	7. Data Protection and FOIA
	Do you consider that, for the purposes of FoIA, we should treat any financial information provided in the 'Budget section of the application, as commercially sensitive information? Select yes or no \P Yes
	If you are sending us a separate letter, please write 'letter included' below. The GLA will not treat or consider an entire application or bid as being 'confidential information'.
	Are there other specific pieces of information in your application you consider to be exempt for the purposes of FoIA? You must clearly identify what that information is and give us your reasons below or in a separate letter. Select yes or no \P
	Please provide details about any information which might not be suitable for publication / disclosure.
	Section C: You agree that we can keep you informed of our work. I want to be informed of your work.

Yes



27th November 2023

Mayor of London City Hall, Kamal Chunchie Way, London, E16 1ZE

Andrew Blake-Herbert Chief Executive

London Borough of Havering Town Hall, Main Road Romford RM1 3BB

www.havering.gov.uk

Dear Mayor of London,

I wish to share my support for Havering Council's application to be named as Borough of Culture in 2025/26 or 2027/28. This support is shared by officers across the Council, my senior leadership team and enjoys cross party support.

The London Borough of Culture title would significantly enhance our current cultural offer here in Havering and help us develop many new opportunities.

Havering is one of the fastest changing boroughs in the country, and a renewed culture offer will help address the challenges this unparalleled change brings and position culture at the core of our long-term strategy, as we improve the wellbeing of our residents.

The Council will make sure culture is fully embedded within all services. The short term process of developing this bid has already been transformational, and teams are more ready to activate projects across the council's programme medium term. To ensure this potential is fully realised, there will be a new post of Transformation & Legacy Manager at the council to support the activation of LBOC and ensure the vital long term change intended through LBOC is realised.

One of Havering's many strengths is our thriving cultural infrastructure, represented across our public, educational, private, charitable and voluntary sectors.

The Havering London collaboration, which includes Havering Council, represents our exceptional artists, community groups, and dedicated volunteers, who all share a passion for Havering's cultural life, putting our unique community at the heart of our Borough of Culture bid.

We know we already have many strengths as a borough, but we want to do even more to develop culture in Havering, as set out in our application, particularly as our creative industries sector remains relatively small.

The Havering you want to be part of

Culture has a huge role in achieving the transformation referred to and in delivering Havering Council's vision is 'The Havering you want to be part of'. I sincerely hope that you find the application as exciting as I do.

Yours sincerely,



Andrew Blake-Herbert Chief Executive



Notice of KEY Executive Decision containing exempt information

This Executive Decision Report is part exempt and Appendix A and B, are not available for public inspection as they contain or relate to exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972. They are exempt because they refer to information relating to the financial or business affairs of any particular person (including the authority holding that information), and the public interest in maintaining the exemption outweighs the public interest in disclosing the information

Subject Heading:	Application to be London Borough of Culture	
Decision Maker:	Councillor Ray Morgon, Leader of the Council	
Cabinet Member:	Councillor Ray Morgon, Leader of the Council	
SLT Lead:	Barbara Nicholls, Strategic Director People	
Report Author and contact details:		
Policy context:	Place - a great place to live, work and enjoy	
Financial summary:	If the application to be Borough of Culture is successful for either 2025/26 or 2027/28, a grant from the GLA of £1.35m would be made for delivery of the programme for the year.	
	The Council has to demonstrate support for the application by underwriting £405k of partnership funding. However, from other	

Key Executive Decision

	boroughs that have been Borough of Culture it is expected this will not need to be 'new money' rather realigned existing budgets to the Borough of Culture activity as well as other external funding including grants, sponsorship, income from Borough of Culture activities
	Indicate grounds for decision being Key:
Reason decision is Key	(a) Expenditure or saving (including anticipated income) of £500,000 or more
	(b) Significant effect on two or more Wards
Date notice given of intended decision:	18 October 2023
Relevant Overview & Scrutiny Committee:	Place Overview & Scrutiny Sub Committee
Is it an urgent decision?	No
Is this decision exempt from being called-in?	No

The subject matter of this report deals with the following Council Objectives

People - Things that matter for residents

Place - A great place to live, work and enjoy X

Resources - A well run Council that delivers for People and Place.

Part A - Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

The Leader of the Council is requested to :

- 1. Note and agree the outline of the bid for Borough of Culture 2025/26 or 2027/28 and for the Cultural Impact Award for 2026/27 for submission before the close date of 12noon on 30 November 2023.
- 2. Agree to underwrite the partnership funding required to meet the conditions for submitting a bid to be Borough of Culture, noting the steps already taken to identify this partnership funding and that the intention is that the funding will be allocations from existing budgets.
- Agree that if successful in being awarded the title Borough of Culture that further applications will then be submitted to Arts Council England and the National Lottery Heritage Fund for earmarked grants for successful boroughs as set out in this report.
- 4. Agree that the terms and conditions of any grant offers, if successful, be approved by the Section 151 Officer.

AUTHORITY UNDER WHICH DECISION IS MADE

Part 3 Section 2 of Responsibility for functions

2 Executive functions

The Leader of the Council is responsible for arranging for the exercise of all executive functions and may by way of written notice delegate Executive functions to:

- 1. Cabinet
- 2. A committee of the Cabinet
- 3. Individual Cabinet Members
- Staff
- 5. Joint Committees

3.10 Statutory Officer Functions 3.10.3 S151 Officer Functions

(m) To accept grants and the terms and conditions thereof for and on behalf of the Council

STATEMENT OF THE REASONS FOR THE DECISION

Background

- As previously reported to Theme Board on 19 June 2023, applications are open for the Borough of Culture in 2025 and 2027, plus three Cultural Impact Awards for 2026 delivery.
- 2. The deadline for applications to be submitted to the GLA is 30 November 2023. The announcement of the successful boroughs will be made in March 2024.
- 3. A consortium approach to Havering's application is being adopted and is being co-chaired by Havering's application is being adopted and is being Crustee Queens Theatre, local resident, artist and lecturer at London School of Speech and Drama).
- 4. The governance structure for the bid was agreed at Theme Board on 7 August 2023 and is shown below:

Borough of Culture Application Board

- Co-Chairs –
 as independents
- Three or four Council representatives For 2 iviembers, Strategic Director or Director and Cay Cons
- Four Voluntary sector reps one from each of Havering Changing consortium, Local Cultural Education Partnership (LCEP), Creative Health, Marketing and PR consortium
- Two critical friends with relevant experience/knowledge to test our application content
- 5. If awarded the title of Borough of Culture for either of the two years, the GLA awards a grant of £1.35m. There are also available grants from Arts Council England of up to £300,000 and the National Lottery Heritage Fund of up to £500,000 (£250k development year and £250 k for the delivery year). Successful boroughs are also offered the opportunity to deliver the Mayors Liberty Festival with an additional £140,000 grant available. The Council is expected to underwrite a 30% cash contribution to the bid, but this can be realigned budgets towards activity relating to the Borough of Culture during the year, ticket income, sponsorship, donations and other grants.

6. Boroughs can also apply for the Cultural Impact Awards but can only do so if applying to be Borough of Culture. In the event that a borough is not successful with its submission for the Borough of Culture, it may have the opportunity to be considered for the Cultural Impact Award. There are three Cultural Impact Awards of £200,000 available for each successful borough. The successful borough for the Cultural Impact Award will be expected to deliver one of the programme previously put on the Borough of Culture application in 2026/27.

Current Situation

- 7. Up to the point of reporting to Theme Board there have been three meetings of the Borough of Culture Application Board.
- 8. The four organisations with volunteer representatives on the Application Board have also met independently to consider and discuss the Borough of Culture application. Their contributions and feedback have been included in the outcomes, programme, principles and values for a Havering bid to be Borough of Culture.
- 9. There have been individual conversations with the private sector, including CEME and Wates, as well as artists. An artist's event was held on 26 October attended by 40 local and interested artists. Their thoughts and views have also been captured within the application.
- 10. The announcement that Havering was bidding to be Borough of Culture was also launched on 19 October with a press release, a website www.haveringlondon.com and social media. An update will be provided at the Theme Board meeting 13 November as to how that campaign is progressing and the numbers 'backing the bid'.
- 11. The application to be Borough of Culture has a set of outcomes, a themed programme for being Borough of Culture, an outline for programme delivery and some principles and values to be reflected and inform the programme delivery. The presentation attached as Appendix A provides information on these.
- 12. By delivering this project, the Council will be adhering to the Vision: The Havering You Want to be Part Of, and the principle, Place a great place to live, work and enjoy. Outcome Improve Havering's art, history, leisure and culture offer apply to be Borough of Culture.
- 13. Given the relatively short timescales in which to develop the ideas around a bid to be Borough of Culture, the engagement of partners and residents means that at the time of preparing this Executive Decision, the application form has not been fully completed. However, it is expected that once the papers are circulated in advance of the Theme Board meeting on 13 November 2023, the application form will be attached for consideration and comments (Appendix B).

- 14. As part of the application, supporting letters are required from the Leader of the Council, the Chief Executive and the S151 Officer confirming that the 30% match funding will be underwritten.
- 15. This decision is required as an application to the GLA to be Borough of Culture 2025/26 or 2027/28, or to apply for a cultural Impact Award for 2026/27 cannot be made without the Council's support.

OTHER OPTIONS CONSIDERED AND REJECTED

- 1. Do nothing without applying for the title award of Borough of Culture or the Cultural Impact Awards, there will be no grants received totalling a possible £2m+. This has been rejected as the impact and benefits to the borough of inward investment, engagement and legacy through being Borough of Culture are considered to be too significant to miss the opportunity if a bid is successful.
- 2. Do not underwrite the 30% match funding, a requirement of the application to be Borough of Culture. This has been rejected, as without this underwriting, a bid will not be successful and will fail at the first hurdle.
- Only apply for the Borough of Culture and not the Cultural Impact Awards. This has been rejected as it increases the chance of securing grant funding by applying for both.

PRE-DECISION CONSULTATION

A campaign to 'back the bid' for Havering to be Borough of Culture was launched on 19th October. An update on the response to that campaign will be provided at the Theme Board meeting on 13 November 2023.

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name:

Designation: Health & Wellbeing Manager

Signature:	Date:

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

The Council has a general power of competence under Section 1 of the Localism Act 2011 to do anything an individual can do, subject to any statutory constraints on the Council's powers. None of the constraints on the Council's Section 1 power are engaged by this decision.

Any dealings which the Council has with the grant will need to be in compliance with the Council's Contract Procedure Rules, in particular Rule 25.1, 25.2, 25.4 and 25.5.

It is the responsibility of the Council to comply with the relevant funding conditions under the Grant Agreement.

The recommendations in this report are in keeping with this power and the Council may apply for the Grant funding. In the event that the Grant application is successful, the Grant funding agreement will have to be reviewed by the Legal team.

FINANCIAL IMPLICATIONS AND RISKS

If the bid to be Borough of Culture is successful the grant sum awarded is £1.35m in order to carry out the programme of works contained within the bid. In addition to this, the borough could then apply for further grant funding from Arts Council England of up to £300,000 and the National Lottery Heritage Fund of up to £500,000 (£250k development year and £250 k for the delivery year). Successful boroughs are also offered the opportunity to deliver the Mayors Liberty Festival with an additional £140,000 grant available. Boroughs which apply to be Borough of Culture can also apply for the Cultural Impact Awards; there are awards of £200,000 each to deliver one programme from the Borough of Culture application in 2026/27. A Borough can only receive one award, either Borough of Culture or Cultural Impact Award. There would also be a host of non-financial benefits associated with being awarded Borough of Culture.

The cost of the preparation and submission of a bid to be Borough of Culture or for a Cultural Impact Award is approx. £10k of which 50% is being funded by a GLA grant and 50% is being funded from the Council's Arts budget.

There is a requirement as part of the application to be Borough of Culture to commit to underwrite 30% match funding, totalling £405k, if Havering is successful. There is a match funding requirement of £60k associated with a Cultural Impact Award.

The one-off match funding does not necessarily equate to additional cost to the council. For example, sources can include:

- Existing/reallocated budgets (as long as it is towards new activities, specifically for London Borough of Culture),
- · Income from charitable trusts and foundations,
- Income from public funding bodies,
- Business investment / sponsorship,
- Crowd funding,
- Cultural partnership cash contributions / joint funding applications

Council officers have been circulated a funding template to identify existing budgets that are expected to be available in 2025/26 or 2027/28 that could be realigned to Borough of Culture activity. An example might be activity planned as part of a learning disability day centre programme. This funding could be reallocated to new activities in the day centre to deliver Borough of Culture activity with a top up of funding from the grant award received as being Borough of Culture.

There was a workshop to assist officers with their thinking around reallocating existing budgets on 30 October, with templates of the proposals received by the closing date of 3 November. These ideas will be presented to Theme Board at the meeting on 13th November 2023.

Whilst it is expected that a proportion of the 30% match funding can be allocated from existing budgets, it is not expected that all of the match funding requirement will be found from this source. There is evidence from boroughs that have already be Borough of Culture that there has been success in obtaining additional match funding through the other sources listed above to meet the 30%, and indeed overachieve, match funding required. Whilst it is a risk for the Council in having to confirm that it will underwrite this match funding, it is considered low risk that the required match funding cannot be realised as described.

HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)

There are no human resource implications or risks associated with submitting the bid to be Borough of Culture. Officers have been involved in the process of submitting the bid but this has all been contained within 'business as usual'.

Should Havering be successful with being awarded Borough of Culture status, it is expected that a team, including an Artistic Director plus Assistant as well as a Transformation and Legacy Manager will need to be appointed. However, these posts would be funded through the grant award monies received as part of being Borough of Culture. The posts would also be 'fixed term' for the required duration to deliver Borough

Key Executive Decision

of Culture. The posts would be created and recruited to in accordance with the Council's HR policies and procedures.

There will be a requirement to provide some officer support, however this is expected to be managed through 'business as usual'.

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have 'due regard' to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex/gender, and sexual orientation.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

In all situations, urgent or not, the Council will seek to ensure equality, inclusion, and dignity for all.

Should Havering be successful with the bid to be Borough of Culture or receive a Cultural Impact Award, one of the guiding principles of delivery is equality, diversity, inclusivity and access. This principle will be applied to delivery of the programme.

HEALTH AND WELLBEING IMPLICATIONS AND RISKS

There are no health and wellbeing implications or risks associated with applying to be awarded the title of Borough of Culture or for the Cultural Impact Awards.

However, if Havering is awarded either of these, there are many positive health and wellbeing implications. Participation, whether as a direct participant in the activity, a volunteer or as a spectator can bring mental and physical health and wellbeing.

As part of the proposed programme of activity there is a desire to provide education, training and development opportunities for cultural activity to positively impact people to progress their careers within the borough – talent retention.

Activities during a year as Borough of Culture will provide access either physically or digitally through hyper-local activity so everyone has access to culture activity within 15 minutes of their home or business. This will include encouraging access to outdoor spaces within the borough.

A key part of the application is to grow the cultural ecology in Havering through developing spaces for creative industries to thrive. This would provide a big benefit to the local economy. Boroughs that have already been Borough of Culture have seen over £4m investment into the local economy by being Borough of Culture. The same impact is expected if Havering is successful with the application.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

There are no implications or risks associated with applying to be Borough of Culture or for the Cultural Impact Awards.

BACKGROUND PAPERS

APPENDICES

Exempt Appendix A – Borough of Culture Presentation

Exempt Appendix B – Borough of Culture Application Form

None

Part C - Record of decision

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

	ion

Proposal agreed

Delete as applicable

Proposal NOT agreed because

Details	· 01	doci	cion	maker
Details		ucui	SIVII	IIIanci

Name: CLLA CAS MORAGO

Cabinet Portfolio held: CMT Member title: Head of Service title Other manager title:

Date: 23/11/2023

Lodging this notice

The signed decision notice must be delivered to Committee Services, in the Town Hall.

For use by Committee Administration	
This notice was lodged with me on	
Signed	



Kathy Freeman Strategic Director of Resources

Department

London Borough of Havering Town Hall Main Road Romford, Essex RM1 3BD



Date 14th November 2023

www.havering.gov.uk

Dear Borough of Culture Team

Borough of Culture - Commitment to Secure 30% Match Funding

Please take this letter as confirmation that the Council commit to secure match funding of at least 30% - £405,000 – by the time the programme begins should Havering's application be successful for either 2025/26 or 2027/28.

I can also confirm that should Havering be awarded a Cultural Impact Award the Council also commit to secure match funding of at least 30% - £60,000 – by the time the programme begins in 2026/27.

If you require anything further regarding this commitment please do let me know.

Yours sincerely



Kathy Freeman Strategic Director of Resources

The Havering you want to be part of

Applying for Cultural Impact Award? •

How much will your programme cost in total?

Yes

C3

Programme cost **1**

445000

C4 Summary of proposed programme ?

Provide summary **1**

Waltham Forest has a unique history of innovation and creativity, from the birthplace of the arts and craft movement to its significant contribution to grime and pirate radio culture. It is one of the youngest places in the country, with 30% of residents being under 25 years old.

The Walthamstow Youth Fringe is a new, ground-breaking creative festival which will take place across Walthamstow in the Summer of 2026. The festival will be entirely co-created by local young people, who will be trained, paid and supported to take a central role in the project. Over 140 diverse young people aged 16-28 years old will benefit from paid work as part of the festival, breaking down barriers to access the creative sector.

Waltham Forest was the first London Borough of Culture in 2019, a pivotal year which has seen 500,000 visits to cultural events. Walthamstow is emerging as the borough's cultural centre, with transformational investment in creative venues and heritage sites. The listed EMD Cinema is undergoing a major £30M refurbishment and will become Soho Theatre Walthamstow in 2025. Vestry House Museum will be revitalised and reopen in 2026, making local history and heritage accessible to all.

The Walthamstow Youth Fringe will bring together new and existing cultural venues and grassroots spaces, celebrate the borough's diversity and uniqueness, such as its pioneering music heritage. It will give life-changing opportunities to local young people. It will showcase home-grown internationally renowned acts alongside local talent. Expect over 50 events in 15 sites from music to comedy, circus and theatre, creative workshops across the borough, a Museum of Found Things project – ensuring that stories held in our local archive reflect the journey of all residents – and a final parade along Walthamstow High Street.

1. Making an Impact

1.1 Identifying need (12%) ?

Demonstrate a clear evidence base and a statement outlining why you need this award. •

Waltham Forest has a unique history of making, innovation and creativity, from the birthplace of the arts and craft movement to its significant contribution to grime, rave and pirate radio culture. The borough is one of the youngest places in the country, with an average age of 34 years old, compared to the national average of 39 and the London average of 35. 30% of the population is under 25 years old. Waltham Forest is a highly diverse area, with 53% of residents from a non-White British background.

Waltham Forest was the first London Borough of Culture in 2019, a year which saw 500,000 visits to cultural activities and £3 million spent locally. A core theme was 'Culture as a Career', with over 100 young people receiving paid work and a new Cultural Education Partnership formed. Shortly after the closing event, the Covid-19 pandemic struck and had an immense impact on the local creative economy, with the council distributing over £47m of additional restrictions grants to support businesses. This has prevented Waltham Forest from making the most of the legacy of its year as the first London Borough of Culture. Currently, the cost-of-living crisis is residents' number one concern (Residents Impact Survey, 2023). The borough ranks 35th out of 326 local authorities in England – and 7th out of 32 boroughs in London – for deprivation.

There has been a big increase in creative jobs in Waltham Forest within the last decade, the 4th highest growth rate in London. However, the growth in the economy has not kept up with the growth in the population, which means the borough's job density is significantly below the outer London average. Unemployment rates for residents who are in an ethnic minority and not UK-born is four times higher than White, UK-born residents. According to the report 'EDI Making a Living Strategy Equalities, Diversity and Inclusion in Waltham Forest' (July 2022), those under 30 years old are struggling the most, with 'employment and skills programmes tailored to [...] young people' being a key recommendation. Recent GLA research has shown that 1 in 5 jobs are in the creative economy (against 1 in 6 previously), which represents huge untapped potential for Waltham Forest's residents. For clarity, when referring to young people in this bid, we mean young adults aged 16 to 28 years old. A broad definition and age range has been discussed and agreed with Youth Services, Employments and Skills and young people themselves.

Waltham Forest has an emerging Cultural Quarter in the centre of the borough – in Walthamstow Town Centre. It has immense potential, with new venues opening in the next 3 years, but it is currently struggling. The Empire Cinema in the town centre closed in 2023 due to rising costs, and most local venues have reported feeling worried about the future. Today, supporting Walthamstow Cultural Quarter is critical to unlocking its potential as an inclusive, safe and welcoming cultural destination, addressing gaps in local infrastructure to meet demand for cultural participation, and pathways into the creative sectors for the area's young and diverse population.

The bid supports key objectives set out in Waltham Forest's Public Service Strategy, in particular:

- Connecting People with Jobs: creating local economic opportunities for the area's young and diverse population.
- Safe and Healthy Lives: creating inclusive spaces for diverse communities to come together to access culture.
- Confidence in our Future: establishing Walthamstow as a centre for the creative industries, stimulating further private sector and education investment.

We consulted with residents and business owners to understand the changes they want to see in Walthamstow, through online and in-person engagement (184 people surveyed: 144 online and 40 in person). The consultation focused on people from a global majority background, people with disabilities, LGBTQIA+ communities, older people, younger people and key cultural community groups. Affordable workspace, education, skills & training and places to experience live music were identified as key gaps. This engagement further highlighted that the most significant barrier to cultural participation is a perceived lack of clear programming of cultural activity, and that there is a particular need for events which benefit learning and skills. 60% of respondents mentioned the need for a clearer events programme, with 47% of them wanting to learn a new skill. Those from the creative community said they wanted more networking, collaboration and sharing as priority.

In addition, we conducted an in-depth session with a group of 8 Young Advisors aged 16-25 years old, who are specifically trained to ensure council activities are young people friendly. The group was made of young people who face significant barriers in cultural participation and creative employment. One of them was involved in the consultation for the LBOC 2019 and further highlighted the importance of building on its legacy, focusing on skills and training opportunities in the creative sector. The group directly shaped the Walthamstow Youth Fringe programme, specifically around meaningful access and participation, programming themes and heritage ideas.

Waltham Forest's year as the first London Borough of Culture has created long-lasting change, with increased expertise, culture-friendly policies and spaces that are prioritised for cultural development. The redevelopment of the Grade II* listed EMD/Granada Cinema into Soho Theatre Walthamstow is a central part of this legacy. In 2023, the Council secured £17.2m Levelling Up funding to invest in cultural spaces and the public realm in Walthamstow. This will include the restoration of Council-owned heritage buildings such as Grade II* Chestnuts House, Hatherley Mews adjacent to Soho Theatre, and Grade II* Vestry House Museum, which is a local history museum and archive, and is a key partner for this project. This will add to a rich grassroots culture, with venues such as The Olde Rose and Crown and The Walthamstow Trades Hall.

The Walthamstow Youth Fringe programme will be central to addressing key challenges highlighted above, responding to what local people said they wanted, bringing the Cultural Quarter together and harnessing upcoming investment in cultural spaces to benefit young people across the borough.

The Walthamstow Youth Fringe (WYF) programme has been devised to build on the legacy of LBOC 2019, specifically the 'Culture as a Career' strand, and respond to the challenges young and diverse residents face today. The WYF puts young people at the centre of programming and delivery, creating 140 paid training and employment opportunities over 3 years. Since it was established in 2019, our Culture Education Partnership (CEP) now works with over 77 schools and colleges. The WYF will support the aims of the CEP by offering opportunities for learning providers to engage students in a tailored cultural education programme.

We know how challenging it is to create long-term change, which is why we have designed WYF as a 3-year project, as real, meaningful and sustainable change takes time.

The WYF project will run from 2025-2027 to maximise impact and legacy. It will include:

- a pilot WYF in 2025 to test the Co-Creation Model, build capacity within the participating young people and partners, and create momentum ahead of the full-scale festival the following year.
- a fully-realised WYF festival in 2026, driven by Waltham Forest as a facilitator and enabler.
- a 2027 legacy festival led by the Cultural Quarter partners and the local community, to establish a strong, sustainable model for future editions.

Success will be a collaborative and thriving Culture Quarter with a well-networked group of local partners, able to come together to work towards shared goals. Walthamstow Town Centre will set the bar high for other local neighbourhoods, it will attract new investment, drive footfall from across London and its prosperity will benefit the whole of the borough. Building on the success of the Walthamstow Cultural Quarter, the Local Plan will mention and reference Cultural Quarters as places where cultural infrastructure is protected and encouraged. Schools and colleges will support more culture and creative activities in their curriculums. Working across the growing creative sector, there will be a sustained pipeline of apprenticeships and learning opportunities. Young people will be able to access work experience, and more people from disadvantaged groups will be supported through culture to gain skills and employability. More people will take up careers in the creative sector.

In the short-term, WYF will enhance LBOC legacy and capital investment in Walthamstow Town Centre. It will shine a spotlight on Walthamstow as a major cultural destination in London and support its night-time economy, building on the pilot NTEZ. The multi-venue festival will activate exceptional creative venues in heritage buildings, which are opening or reopening between 2024 and 2026 (Soho Theatre Walthamstow, Vestry House Museum, Walthamstow Assembly Hall, etc.). By programming key cultural sites and grassroots venues under one new festival offer, it will enable locals and visitors to have a clear understanding of what Walthamstow has to offer. Audiences will discover new venues, and heritage venues will engage new audiences, especially those under 30 years old. The WYF will provide a platform for local performers and creatives and attract artists from further afield to work locally and complement the offer. The WYF will offer over 140 young people crucial paid experience in the creative industries, by shaping the programming and delivering the festival. We have been consulting with local Young Advisors to make sure young people have a say in how WYF is devised and programmed from the outset. This will give the young people involved a strong ownership of the festival, and they will continue to have a stake in their local cultural provision.

In the medium-term, WYF will bring the Cultural Quarter together, from grassroots sites to creative enterprises, local businesses, civic spaces, and educational institutions (the new London Campus of University of Portsmouth has opened in Walthamstow and will welcome 4,000 students by 2026). The WYF will be the catalyst to building a regular, sustainable programme for Walthamstow, led by the Cultural Quarter partners. The WYF is a pioneering model for engaging with young people in a truly impactful manner. By aligning the festival with the desires and needs of local young people, we intend to shape not only the festival itself but also the broader cultural programming across Waltham Forest.

In the long-term, Walthamstow is recognised for its vibrant cultural offer: locally rooted and internationally relevant. It will be known for being home to vibrant grassroots spaces and major venues. Residents and people across London will think of Walthamstow when looking for activities to do in the evening or on the weekend. Walthamstow will drive Waltham Forest's cultural tourism strategy and visitor economy, with a focus on hyper-local tourism. This will have a positive knock-on effect on the rest of the borough, creating opportunities for all residents and businesses. Local organisations will build their capacity and ability to develop and deliver high-quality cultural offers, and new organisations will establish themselves in the borough.

A new cultural strategy for 2024-2030 is currently in development, with clear recommendations and an action plan. Its impact will be measured and reviewed every year. The WYF has been informed by early findings from the cultural strategy research work, and the programme will help us to test recommendations from the cultural strategy, especially around skills and training, cultural infrastructure, capacity and networks, clear programming and branding. The WYF will test a bottom-up approach with young people informing the future of culture in the borough.

A long-term Council ambition is to create a Local Fund, supported by revenue shares paid by cultural site operators to fund culture delivered in the borough. This will be tested in the Walthamstow Culture Quarter from 2026 and will provide ongoing grant funding and commissions for local providers, enabling them to shape their neighbourhood's cultural offer, providing income for local creative enterprises and social impact for residents. This creates a positive cycle of opportunity for local people and helps build local wealth.

1.3

LBOC 2019 significantly benefited younger residents, engaging 100% of schools and enabling 200 young people to complete Arts Award. In the last year, 5,348 local schoolchildren and students visited our cultural sites. Through consultation with Young Advisors (which included young people with disabilities), we know local young people want more than invitations to existing programmes, they want to directly shape the programmes that are devised to benefit them. This is the step change we want to create with WYF: it will be the first programme in Waltham Forest which includes young people at the earliest stages and puts them at the centre of programming and delivery.

An innovative Co-Creation Model, facilitated by a Creative Coordinator, will ensure this pivotal shift:

- A 15-member Youth Advisory Committee, including individuals from programmes like Future Formed, Young Creators, and the Edinburgh Fringe Bursary recipients, will be trained, paid and empowered to shape the programme. Over 15% will represent the d/Deaf, disabled, or neurodiverse community, with provisions for interpreters or support workers to ensure equal contribution.
- A Culture Quarter Forum will bring together professionals from key organisations (Soho Theatre Walthamstow, Vestry House Museum, grassroots venues, Waltham Forest Council's Culture and Destinations team, etc.) and will propose ideas for the Youth Advisory Committee to review.
- A dedicated Creative Coordinator will manage the process, ensuring cohesion and coherence throughout the programme's development.

Overall, WYF will offer 140 paid training and work experience opportunities to young people aged 16-28 across 3 years:

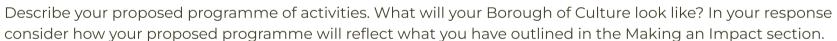
- Youth Advisory Committee (15 opportunities).
- Edinburgh Fringe Bursary Programme (10 opportunities), funded by Waltham Forest Council in collaboration with Soho Theatre, providing young locals from underrepresented backgrounds a unique chance to engage with the renowned festival, and informing their contributions to WYF.
- Work Placements (75 opportunities) covering various roles such as stage management, technical support, and front of house, paying at least the London Living Wage. A partnership with Vault Creative Arts will offer further paid opportunities during Vault Festival on the South Bank, boosting their future job prospects and industry exposure.
- Young Writers and Creators (40 opportunities) will be provided paid work in creative writing and content creation (reviews, photography, social media content, etc.), directly feeding into digital engagement and marketing, and addressing accessibility concerns voiced by Young Advisors living with disabilities who spoke on their experiences of not being able to engage with the arts.

Recruitment and support for young people will be conducted through existing council-led programmes, youth services and hubs, educational institutions, and key partners such as Soho Theatre, Young Urban Art Foundation, and Project Zero.

By including young people in programming and marketing, we know that they will form a large part of the WYF audience. Working with our Culture Education Partnership, WYF will directly inform creative activities happening in schools and invite school groups to attend. Affordable £0-5 tickets will be ringfenced for young people, and at least one show will be specifically designed for younger children and families.

2. Celebrating Creativity

2.1 Programme description (12%) ?





CONCEPT

The Walthamstow Youth Fringe (WYF) is a new creative festival project which puts young people at the centre of its programming and delivery, whilst activating the emerging Walthamstow Cultural Quarter and its unique heritage sites. The festival concept has been shaped by insights from young people representative of Waltham Forest and aligns with residents' aspirations gathered through recent consultation.

THREE-YEAR AMBITION

The WYF project spans 3 years (2025-2027), with the focus of this bid being on the second year, which is the full realisation of the festival. In 2025, we will deliver a pilot WYF programme, building the capacity of our Youth Advisory Committee and bringing together the Culture Quarter partners as part of a new Culture Quarter Forum. This will align with Soho Theatre Walthamstow's opening year. Together, we will deliver professional development events as well as a small public-facing programme. This will enable us to test ways of working, strengthen partnerships, increase capacity, and build momentum ahead of the 2026 festival.

CREATIVE VISION

The WYF is based on a Co-Creation Model, therefore we can't be too prescriptive at this stage about the themes and exact projects or artists featured. All references in this section are here to give a flavour of what is to come but are subject to change. Through initial consultation with young people, emerging themes are music heritage, platforming local talent alongside global acts, and celebrating Waltham Forest's diversity and identity. The final vision and creative themes will be decided by the Youth Advisory Committee, with feedback from the Cultural Quarter partners and pulled together by an experienced Creative Coordinator.

The Youth Advisory Committee will be paid for their time, and provided relevant training by industry experts, local mentors, and educational institutions. Workshops and masterclasses will provide hands-on experience in event planning, programming, and project management. This strategic investment aligns with our ethos of fostering local talent and reinforces our dedication to ensuring WYF is a platform where the voices of young individuals are not only acknowledged but robustly backed.

A DECENTRALISED FOCUS

Walthamstow is where the largest proportion of Waltham Forest residents live. It is also the borough's emerging cultural quarter, where key cultural infrastructure is located. However, it is essential that the WYF programme supports the whole of Waltham Forest.

To bring the WYF to life, we will host activities and workshops across the borough, engaging diverse communities throughout Waltham Forest and informing the creative programme. These workshops will take place in carefully selected venues such as Leyton Cricket Ground, Mornington Hall, Community Centres and Youth Clubs, responding to the specific feedback of Young Advisors. By spreading our activities across varied locations in the lead up to the festival, we ensure that the programme reaches all parts of the borough, fulfilling the Young Advisors' preference for a decentralised approach, fostering a truly inclusive and community-driven festival experience.

We will work with established partners such as Young Urban Arts Foundation (YUAF), utilising their purpose-fitted double-decker bus to meet young people on their doorstep and engage them with the festival. Leveraging the mobile infrastructure of the YUAF bus, our goal is to pilot diverse activities in various locations across the borough during the inaugural year, setting the foundation for an authentically inclusive Walthamstow Youth Fringe in 2026.

WALTHAMSTOW YOUTH FRINGE: 2026 PROGRAMME

In September 2026, over 2 weeks, a range of venues will host exceptional performing arts projects with music, theatre, dance, comedy and circus. The festival will focus on Walthamstow Town Centre (Hoe Street, High Street) and activate many heritage sites. In total, 40 to 50 different events will be programmed across 15 sites, from major international productions to community-led workshops.

The WYF will include:

1. A festival hub with free activities for all and visitors' information.

The festival hub will take over an open and welcoming space, such as a unit in Hatherley Mews, adjacent to Soho Theatre Walthamstow, which is undergoing significant public realm improvements. The Hub will include free, family-friendly activities.

2. A core programme of events in 3 major sites, programmed and shaped by the Youth Advisory Committee and delivered by key partners.

Walthamstow Youth Fringe's core programme will be presented in 3 main venues, each an iconic local heritage site currently undergoing renovations to emerge as leading cultural destinations between 2024-2026: Vestry House Museum (arts, creative making and heritage); Walthamstow Assembly Hall (music and live performance); Soho Theatre Walthamstow (theatre and performing arts). This will include: a ground-breaking music heritage project led by Waltham Forest-raised grime pioneer Elijah, who has recently joined the V&A East Culture Council and builds on a project delivered with V&A East in 2024/2025 in Waltham Forest as part of their pre-opening programme; a programme led by Dialled In, a South Asian-led organisation and the borough's second NPO. It may include new work by actress, writer, and singer Danusia Samal, who is based in Waltham Forest and has previously worked with Soho Theatre and presented sold out work at Edinburgh Fringe; by Showponies, an immersive theatre company led by resident Leila Jones; and by Revel Puck Circus, a homegrown circus company which is now internationally renowned. We will include events which feature significant homegrown names such as Paapa Essiedu and Harris Dickinson, further driving our PR and marketing efforts.

3. A programme of events in 10 venues selected as part of an open call, funded through the Make it Happen grants and selected by the Youth Advisory Committee.

In addition to the core programme, local organisations and artists will be able to apply for funding to deliver up to 10 projects in 10 local venues. This ensures that everyone can propose exciting ideas for the WYF. The Youth Advisory Committee will be

part of a panel which will select the winning projects, allocating over £60,000 from the Make it Happen grant programme. To ensure WYF truly supports the whole of Waltham Forest, 75% will be ring-fenced for artists, cultural organisations and creative organisers based in Chingford, Leyton, and Leytonstone to develop and deliver their work as part of the WYF.

Sites and venues could include Ye Olde Rose and Crown, One Hoe Street, Walthamstow Trades Hall, Central Parade, sites along Hatherley Mews, Walthamstow Library, Chestnuts House, the Mall, and other unusual spaces and locations along Hoe Street and the High Street.

Projects and artists supported could include grassroots performing arts groups such as X7eaven, Raw Academy, LEADERS, Walthamstow Youth Circus, Artistry Youth Dance, or UN7TSEVEN – a Walthamstow-based Arts Council-funded programme which supports the work of emerging working-class creatives. A dedicated resource within the council will support grantees to deliver their projects as part of the WYF programme.

4. A closing parade event along Walthamstow High Street on Sunday.

Walthamstow High Street is the longest street market in Europe. To celebrate the local community and respond to young people's key interest in celebrating diverse heritage, a closing parade will shine a light on the borough's multifaceted cultures. The parade will be facilitated by locally based specialists GB Carnival, and our Communities team. It will involve schools and colleges through the Cultural Education Partnership and work in collaboration with groups representing various faiths and cultures, such as the Tamil Temple in Walthamstow and the Waltham Forest, Antigua & Barbuda, and Dominica Twinning Association. This grand finale is not just a symbolic conclusion but an opportunity to recognise the contributions of our communities, artists, and notably, the young people who have played a pivotal role in shaping the festival's narrative, highlighting their creative achievements and successful initiatives.

All venues will be wheelchair accessible, and all projects part of the core programme strand will feature a minimum of one show which will be captioned and audio described. At least one show led by D/deaf, disabled and neurodiverse artists or collective will feature as part of the programme, for example by locally based acclaimed performance artist Ray Young, who was recently commissioned by UNLIMITED for a ground-breaking performance in swimming pools across the UK.

2.2 Celebrating your heritage (6%) ?

Tell us about the heritage you might focus upon and what difference these will make for local people. We want to see heritage threaded through the programme. \P

We want to build on the legacy of our LBOC year to celebrate our heritage. After the LBOC programme, 45% of residents said they knew something about the history and heritage of Waltham Forest; up from 33% in 2018. In 2023, surveying Walthamstow residents and asking them to describe their area in one word, 'heritage' was amongst the most used terms.

The Walthamstow Youth Fringe (WYF) aims to celebrate the historic fabric of Walthamstow Town Centre, leveraging its density of listed buildings, some of which have been unseen or unused for years. Notably, the EMD/Granada Cinema, soon to be Soho Theatre Walthamstow, and the Grade II* listed Chestnuts House will come to life through the festival, engaging local residents with the heritage that surrounds them.

The Young Advisors we consulted with to shape the WYF concept and bid submission, said they perceive heritage as a multifaceted tapestry encompassing cultural background, identity and ethnicity. They also expressed their desire to delve into the vibrant music heritage of the borough, acknowledging Waltham Forest as the birthplace of grime and its past as a hub for pirate radio. The WYF will provide a platform that explores this rich history, in order to foster a deeper connection between residents and their musical legacy (see more details at 2.1)

We have a prominent local heritage museum, Vestry House, located within the Walthamstow Culture Quarter. It is currently dated, and its visitor numbers have decreased in recent years. Its audiences are predominantly from an older, White middle-class demographic. Thanks to over £4M of levelling-up funding, Vestry House will be revitalised and will reopen in 2025/2026. It will be a key heritage partner, activating its networks of local historians and benefitting from much needed engagement with young people around local heritage. By being a key partner of WYF, the museum will have the opportunity to examine young people's relationship to local heritage through challenging traditional conventions. This will be achieved through connecting young people with Vestry House's collections, contributing with their own communities' stories, and offering them the opportunity to co-curate elements of the collections as part of its future rehang.

The festival recognises the significance of visual storytelling and the role of Vestry House's photo archive in preserving the borough's history. The photo archive will find a more accessible home in Walthamstow Library. Drawing upon the archive, a group of young people will be invited to co-curate a photography exhibition inside Walthamstow Library with the support of Vestry House Curators and Waltham Forest History and Heritage Network. The exhibition will explore the cultural heritage of diverse communities in the borough by utilising the photo archive. New work will be produced through a programme of workshops led by Leyton-based photographer Williamz Omope. This project will foster a deeper understanding and appreciation of the borough's diverse heritage with local young people.

Moreover, the Young Advisors proposed a compelling concept called the 'Museum of Found Things', a community-driven initiative allowing locals to contribute items from their past that narrate stories about their heritage. The Museum of London will work with Vestry House to support the delivery of this project, aligning with the Young Londoner's Archive – a three-year project supported by Arts Council England to collect snapshots of the lives of 10 and 13 years old. This will culminate in an exhibition offering an immersive experience for festival attendees to explore the rich history that informs the cultural identity of the borough.

Finally, a legacy project will specifically focus on cultural heritage and make a permanent contribution to the high street. V&A East will provide access to their collections for a group of young people and local artist Rudy Loewe – whose work explores Black histories and social politics – will create a new permanent public artwork to the high street that will celebrate the Black musical heritage of Waltham Forest. The artwork will build on the current improvements to the public realm on Hoe Street.

2.3 Liberty Festival (6%) 3

Culture programme. **1**

Tell us about how you would plan, produce and deliver the Liberty Festival as part of your London Borough of

N/a

2.4 Programme outputs (3%) Please complete table below with the target outputs you will deliver as part of your programme.

2.4 Output Target (Estimated numbers)	Total Number
Directly programmed key events	20
Projects indirectly programmed	30
Artists / partners involved	100
New roles created	140
Volunteers	30

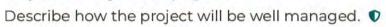
Schools and educational institutions engaged	77
Children and young people engaged	1,000
Online/ Digital audience reached	50,000
Live audience reached	15,000
People participating in cultural programmes	500
Heritage led orgs participating in the programme	6
Activities that engage people w/heritage	5
New audience engaged by participating heritage org	2,000
Volume of new heritage material collected	100

2.5 EDI outputs (3%) What Equality, Diversity and Inclusion (EDI) output targets will you aim to achieve through this programme? Please complete the table below with your own targets

2.5 Outputs Target	Total Number
Young people offered training	140
Young people offered paid work	140
% of young people supported are from global majority backgrounds	75
% of young people supported progressing into further work or training after 6 months	80
% of audience members under 30	50
% of audience members from a global majority background	50
% of artists programmed have protected characteristics (ethnicity, disability, etc.)	70
% of shows are wheelchair accessible	100
% of £0-5 tickets availability to audiences under 28 years old	30
% of young people supported have a disability/are neurodivergent	15

3. Deliverability

3.1 Project management (5%) ?



The Culture and Destinations team of the London Borough of Waltham Forest comprises highly skilled officers, with experience of running and leading venues, large-scale festivals and publicly funded arts organisations, and of delivering the first LBOC to high standards. We were and are still ready to deliver. We have demonstrated exceptional management of major, complex projects through the transformation of the William Morris Gallery (winning the first ever Art Fund Museum of the Year), the delivery of the Walthamstow Wetlands and of many large-scale events including the Walthamstow Garden Party, a 30,000 people green field festival seen as a blueprint for sustainable, community-focused festivals, which ran from 2014 to 2019.

DELIVERY TEAM

The newly appointed Head of Public Programmes, within the Culture and Destinations team, will work with external providers and partners to deliver WYF to the highest standards. The Head of Public Programmes has over 12 years of experience delivering major and complex events, and was Founder and Executive Director of Art Night, a large-scale, national festival of contemporary art which was a hero event for LBOC in Waltham Forest in 2019. They will work with a team of two Programming Managers who will support the delivery of the event. In addition, two Town Centre Managers from the Regeneration team and one Events Manager from the Communities team will contribute to the shaping and delivery of the programme. The Business Employment and Skills team will play a central role in delivering the skills and employment programmes for young people. Other council departments will support the programme, including licensing, highways, libraries and youth services.

The Youth Advisory Committee will have a central role in shaping the WYF programme and its delivery. We will appoint a highly experienced freelance Creative Coordinator, who will work between the Younth Advisory Committee, the Council teams and the Cultural Quarter Partners to support the delivery of the WYF. Furthermore, local people will form a central part of the delivery team, with 140 work placement - detailed above (1.3) - supporting the delivery of the programme across production, programming, event crewing, front of house, content creation and documentation.

CREATIVE DIRECTION

The creative vision will be led by local young people, supported by experienced professionals, to ensure young people's voices are heard from the outset, and to guarantee creative coherence, local and international relevance. Please refer to our Co-Creation Model described in section 1.3 and 2.1. Key partners within the Cultural Quarter and beyond will be central to shaping and delivering the creative vision, such as Soho Theatre Walthamstow. The Community Engagement Officer of Soho Theatre Walthamstow has been central in shaping the programme and this bid.

GOVERNANCE

The WYF key decisions and vision will be signed off at the highest level, with the Chief Executive and Leader of the Council being part of the process. A new internal board will be set up bringing together key officers from across the council to ensure a joined-up approach, and working with the external stakeholder group, the Walthamstow Culture Quarter Forum. The WYF will be a key and recurring item for the new internal Culture and Events working group, which launched in October 2023 and includes Culture and Destinations; Regeneration, Business, Employment and Skills; Corporate Communications; Communities; Youth Services; Sustainable Transport; and Libraries.

A Walthamstow Culture Quarter Forum, made of local stakeholders, will be established in 2024, ahead of the opening of Soho Theatre Walthamstow and other major sites. The WYF will be a key project which will bring the Forum together and ensure local venues, groups, businesses and communities have their say in the design of the festival from the ground up. A representative from the Youth Advisory Committee will sit on this Forum.

PARTNERS

3.2

We will work with local and homegrown performing arts organisations: Soho Theatre Walthamstow, The Revel Puck Circus, Dialled In and more. We will work with several world-class organisations, including LIFT, Edinburgh Fringe, Vault Festival, and East Bank institutions. Soho Theatre will be a lead creative partner, and other partners will contribute to the Core programme, festival Hub and Make It Happen programme (as selectors or grantees). We will partner with organisations who work with local young people to deliver meaningful training opportunities, including Project Zero and Young Urban Arts Foundation. We will support grassroots venues, local talent and creative organisers in Waltham Forest, ensuring representation from across the borough.

We will build on the work delivered during LBOC in 2019, including the existing cultural social channels and email bases. The Culture and Destinations team are currently working across departments to create a destinations brand for Waltham Forest, which will have local relevance and regional appeal. The purpose of the brand is to raise the profile of the borough and enable residents and visitors to have greater visual and physical accessibility to content and information related to Waltham Forest – specifically focused on events, leisure, culture, arts, night-time economy, hospitality, etc. This will offer audiences the ease of having relevant information at their fingertips.

Our ambition is for Waltham Forest to be recognised as the best place to live, work, study, visit and invest in London. Our cultural sites and locations are a platform for local enterprises to thrive and to celebrate the individuality of our residents and neighbourhoods.

A brand marketing toolkit will be developed with several assets to facilitate the promotion and amplification of all that Waltham Forest has to offer. This will include a new consumer-led website, social media channels, influencer partnerships, press advertising, Out of Home campaigns, digital marketing, PR and paid media for key events and moments in the borough, such as WYF. This work will be informed by the new cultural strategy, which will include focus on hyper-local cultural tourism – locally relevant, with mass regional appeal to attract audiences and visitors from far and wide.

The new brand and channels will launch towards the end of 2024, developed over time and nurtured into a mature and recognised brand by 2026. It will be the central hub with which to support and promote WYF.

In addition, Waltham Forest council has a strong set of channels, several email bases, quarterly local newspaper distribution, website, social platforms, networks, and partner platforms.

Within Walthamstow, we also have our Town Centre Teams dedicated to promoting, amplifying, and integrating with local residents, visitors and businesses. There is a well-recognised strong B2B network within the location. Walthamstow Town Centre and its hyper locality has its own 'what's on' website, social channel and local listing platforms which we will be utilising.

We will ensure that young people are at the centre of our communications programme, from ideation, through to curation and the full storytelling. They will be intrinsically involved in the strategic planning and implementation of the communications and marketing of WYF. For example, we will offer a group of young people the opportunity to learn and develop skills in creative and social media copywriting, content creation and on and offline marketing, to communicate and promote the WYF programme. They will learn from experts on how to amplify online, how to integrate multi-channel efforts, native to platform content creation, optimising the role of each of the different channels (eg. Instagram, Tik Tok, website, posters, print etc), as well as an understanding of budgeting and cost efficiencies, effectiveness, and impact measurements.

Key indicative milestones:

- March 2024: announcement of the award and project
- June-September 2024: recruitment of Youth Advisory Committee advertised
- September 2024: save the date for the pilot programme in 2025
- March 2025: announcement of pilot programme details
- September 2025: sharing pilot programme successes and announcing save the date for the major 2026 WYF festival
- February 2026: announcing of core programme headlines and booking
- April 2026: announcement of further programme (Make it Happen/open call) and booking
- September 2026: WYF takes places
- November 2026: announcement of key successes and save the date for 2027

Provide a description of the key risks associated with your proposed programme of activity. (2%)

Risk	Mitigating Action	RAG Rating
Co-Creation model proves challenging to deliver (various parties not agreeing, etc.)	Co-Creation terms of reference are written with all parties, so that everyone understands and signs off the process. It will include a section on how to overcome disagreements.	Green
Venues or partners fall through	A list of back-up venues and partners will be drafted. Walthamstow includes several sites which can be utilised.	Green
Programme is more expensive to deliver	Strong contingency included in the budget; regular project budget review; scalable plans; fundraising plan to raise additional funds if necessary.	Green
Vocal resident(s) or organisation(s) disapprove of the programme or content (reputational risk)	No programme can get 100% buy-in. The programme has been devised to respond to what residents, young people and local partners (including grassroots) said they wanted. Communications plans and robust Q&A will be in place to respond to any questions from the public.	Green
Low attendance or audiences don't meet diversity targets	Co Creation model with local young people at the heart of programming and delivery will encourage audiences to be representative of the borough. The pilot WYF in 2025 starts to build interest, new destinations brand/platform and a strong marketing and PR campaign drives footfall. Over 30 partners support audience development and engagement.	Amber

3.4 Meeting equality aims (4%)



Please describe how your proposal reflects your duties under the Equality Act 2010. How does it address integration and the needs of specific groups who might find it harder to engage and participate? •

The Walthamstow Youth Fringe responds to the need of local young people, and builds on our legacy as the first ever LBOC. 8 local young people, all from a global majority background and some with further protected characteristics, including disability, were paid to shape the WYF concept and Impact Award bid. These Young Advisors are trained to represent the views of their peers and paid to shape council-initiated programmes to ensure they are young people friendly.

The WYF will place local young people, especially those from global majority backgrounds, at the centre of its programming and delivery, with over 140 young people benefitting from paid work and training. We have ensured the programme is designed with the findings from the recent report 'EDI Making a Living Strategy: Equalities, Diversity and Inclusion in Waltham Forest' in mind. Waltham Forest has an average age of 34.5 compared to the national average of 39, and unemployment rate for residents who are in an ethnic minority and not UK born is four times higher than White, UK born residents. Employment and skills programmes tailored to young people are central to meeting our equalities duties.

The programme has been designed to maximise engagement of those who are less likely to take part in cultural activity, including young people, by involving them from the very beginning, at the concept ideation and bid-writing stage. Everyone will feel able to take part in cultural activity regardless of their race, ability, faith, gender, sexual orientation or age. We will ensure events delivered are physically accessible, building on the work we did with Attitude is Everything in 2019 (wheelchair access, captioning, audio description, etc.). One of our key partners Vestry House is accredited as a Dementia Friendly venue. We will work with them and other venues to raise awareness about the programme and encourage them to apply once they are open (for example, Soho Theatre Walthamstow).

Partnerships with local youth-focused organisations such as the Young Urban Arts Foundation (YUAF) emphasise our commitment to reach marginalised young people. Leveraging the YUAF bus and local expertise, we will pilot engagement activities on their doorstep, setting the stage for an inclusive Walthamstow Youth Fringe in 2026. We will also maximise the use of digital technology to connect with participants who may be unable to attend, to engage with them virtually.

A significant part of our Make it Happen grants programme for grassroots programming will be ringfenced for those based outside Walthamstow, in areas with lower levels of cultural engagement. Young people and those from a diverse background will be key decision makers in the awarding of these grants. We will programme shows for families and schools and will ensure every school in the borough is invited to take part, through our Culture Education Partnership. A specific affordable ticket scheme will be available for residents under 28 years old (£0-5).

3.5 Monitoring, evaluation and shared learning (4%)

Please tell us how you will monitor and evaluate your project, including how you will measure your success against your project outcomes. •

The Culture and Destinations team has strong tools in place to monitor and evaluate all its projects, which include a detailed Impact Tracker, and a shared, cloud-based monitoring tool called TeamGantt. The WYF will have its own entry in the Tracker and TeamCantt, and a dedicated officer (Programming Manager) will be the designated monitoring and evaluation lead for the WYF programme. They will report back to the Culture and Destinations board, and to the Culture Portfolio Lead Member board, with the Lead Member for Culture (who is currently the Leader of the Council). We currently have baseline data, including audience numbers, diversity, employment and skills opportunities for young people, etc. This is something we track and report on every quarter, and we will be working with the Audience Agency to improve our data collection methods. We will be able to use this baseline data to measure against WYF achievements.

We have recently appointed the Audience Agency to scope a streamlined process for tracking the impact of the borough's cultural activities, events and venues (from across the council and from partner organisations we support or fund). This will ensure the full breadth of our work is captured, and that the process is consistent and straightforward to implement for all partners and projects. It will also ensure that the dataset meets our objectives and those of our funders, and that they are easily comparable across a range of cultural activities. They will also advise on a method to measure the impact of the new cultural strategy, and upcoming major programmes, such as the WYF.

The Programming Manager will capture both qualitative and quantitative data throughout the life cycle of the 3-year WYF programme. This will ensure we can report back efficiently, both internally and externally, on key programme outputs (opportunities for young people, work progression, diversity of audiences, artists and participants, accessibility, affordability of shows, etc.). The Youth Advisory Committee and Young Writers & Creators will be central to capturing qualitative impact, through content creation (interviews, reviews, etc.) and their own feedback.

Shared learning is central to the WYF project. Learning and feedback from others, including local young people, other council departments, youth organisations and creative partners, have been at the core of shaping this bid. We want to ensure learnings from the delivery of the WYF can inform the work of others in the field and be an exemplar case study. Working with the Youth Advisory Committee and Young Writers and Creators, we will create a simple but effective publication (available as a Zine and online) which will highlight key learning and best practice from the process. This will be published at the end of 2026, and launched at an event curated by the young people. Professionals involved in co-creating creative programmes will be invited to learn more about the WYF model.

3.6 Legacy (4%) ?

The WYF programme builds on the legacy of LBOC 2019 and makes a strong contribution to cultural policy. Waltham Forest is currently working on a new cultural strategy, which will be published in 2024. It will be an agile document with a clear action plan and evaluation framework. We will review it every year, to report on achievements and ensure it is a responsive strategy. The WYF programme aligns with its emerging findings, and its delivery will inform the cultural strategy's evolving priorities over the course of 2024-2030. The emerging strategy has already received support and buy-in from the Leader and Chief Executive and will be reviewed and signed-off by Cabinet. Culture is very much embedded in other teams, especially Regeneration, Employment, Businesses and Skills, and Communities. This work will further bring in other key departments, especially Health and Wellbeing and Climate Change.

Equality Diversity & Inclusion legacy is central to the WYF project, responding to the barriers to cultural participation and creative employment diverse local residents are facing. The Co-Creation approach will be an opportunity to develop a model for cultural democracy that shares power and decision-making and supports diverse leadership. The Council will ensure there is leadership representation from young people and cultural partners from different protected characteristics including d/Deaf, disabled, or neurodiverse, those from global majority backgrounds, and the LGBTQIA+ community. The model, tested and trialed throughout the initial 3 years of WYF, will shape the Council's future cultural programming.

The Co-Creation Model with young people will help promote positive and active citizenship. By involving them in the decision-making process, the cultural legacy becomes a collaborative effort, reflecting the diversity of ideas within the community. The WYF will build an enduring programme that champions diverse voices and perspectives, and helps to contribute to a sense of civic pride and identity for local young people. This ensures the sustained interest and active participation of the younger demographic. Working closely with young people is vital for creating a dynamic and inclusive cultural legacy that stands the test of time.

We will ensure that all young people receiving training and paid work opportunities continue to be supported by our Business, Employment and Skills team, so that the WYF experience translates in further opportunities and sustainable careers. The WYF will kickstart skills, training, and career pathway programmes with local cultural institutions that will continue to benefit young people in the borough.

We will make a long-term commitment to invest in culture by continuing to support grassroots programming with Make it Happen grants, which will be made more sustainable through a new Local Fund pot. Our ambition is to create a Local Fund, supported by revenue shares paid by cultural site operators to fund culture, enterprise and related activities delivered in the borough. This will provide ongoing grant funding and commissions for local providers, enabling them to shape their neighbourhood's cultural offer, providing income for local creative enterprises and social impact for residents. This will ensure more financial investment in culture, across a range of sources and helps to build local wealth. A proportion of the Local Fund will be earmarked for projects delivered as part of the WYF.

The lack of clear programming has been highlighted as the main barrier to cultural participation in Walthamstow by residents and businesses. Another key legacy of the programme is to kickstart the journey of a regular major event which activates and brings the Cultural Quarter and its key players together.

Building a 3-year plan from the outset supports capacity building within the local community and will create meaningful legacy. A Walthamstow Cultural Quarter Forum will be created in 2024, achieving maturity in 2027 and leading on future editions of the WYF. It will utilise tools built in the first 2 years, such as a tested Co-Creation Model with young people, a developed brand and associated channels and following, and a governance structure. This is ambitious, but also achievable and realistic. For example, the Cultural Quarter partners may decide to align relevant and existing programmes under the WYF banner, maximising impact without significant extra resources.

In addition, a new permanent public art piece celebrating the borough's music heritage will be delivered through the programme, and remain onsite for years to come.

3.7 Environmental impact (2%) ?

The Mayor has an aim to achieve a net zero carbon status for London by 2030. Many boroughs have declared climate emergencies. How will you ensure your programme is delivered responsibly and sustainably so it meets your borough's environmental targets, as well as those of the Mayor? •

Waltham Forest declared a climate emergency in 2019, and published its Climate Action Plan, 'A Path To Net Zero By 2030', in 2022. The local authority has always been at the forefront of implementing sustainable policies. Waltham Forest was the first council to agree to divest its pension fund from all fossil fuels, and the first in the country to implement Copenhagen-style crossings, encouraging active travel.

9 out of 10 residents are concerned about climate change, and they want to see events and a cultural programme which reflect this. In November 2023, Waltham Forest's Culture and Destinations team delivered their first Light Show for Guy Fawkes night, a sustainable alternative to traditional firework. The event was incredibly successful, attracting 17,000 people over 3 days. Our last round of arts & culture grants (Make it Happen) ensured projects responded to the climate emergency, and we are currently exploring a new carnival programme entirely without motor vehicles.

The Walthamstow Youth Fringe programme will be no exception. To ensure a low carbon event, we will:

- Use and build on the learnings from the Walthamstow Garden Party, which was part of Julie's Bicycle Accelerator Programme in 2021 and was an award-winning green festival.
- Ensure the festival uses existing infrastructure and venues.
- Promote sustainable travel for local and London-wide audiences to encourage travelling by foot, bicycle or public transport, making the most of Walthamstow Central's excellent transport links and cycling network.
- Promote the Arts Green Book to partner venues, ensuring best practice across the Walthamstow Cultural Quarter.
- Prioritise programmes and shows which support local artists, performers and companies.
- Ban the use of single-use plastics, borrow or hire instead of buy, and ensure any new materials purchased are either donated, reused or recycled.
- Work with the Climate and Waste team to include environmental sustainability obligations for contractors and partners, in procurement documents and agreements.

A new member of the Culture and Destinations team, joining in January 2024, has a specialism in culture and climate action, and will be able to review and assess our wider work to ensure green commitments are embedded throughout. They will put together a specific questionnaire to measure and report back on the environmental impact of WYF, using best practice from the Walthamstow Garden Party.

4. Financial Management

4.1 Financial planning (4%)



We will need to see that you have robust financial procedures in places to ensure your programme is delivered on time and within budget. Please outline your approach to financial planning. **1**

Waltham Forest Council has robust financial procedures in place, as a local authority which receives and handles tax-payers money and complex grants. Within the Culture and Destinations team, which is in the Strategic Place directorate, all budgets are managed by an internal finance team, headed by a Senior Finance Manager. Each Head of Service has a monthly financial planning and budgeting meeting with the Corporate Director and Senior Finance Manager, to ensure work is delivered on time and on or under budget.

In 2023/2024, due to careful financial procedures and forward planning, the work delivered by the team achieved or exceeded KPIs and came in under budget. As part of the monthly monitoring which takes place, regular risk registers are produced and set against robust spending forecasts. Quarterly reports are produced which are shared with the core finance team at the Council, headed by the Council's Head of Finance. The Council is subject to a procurement framework which guides spending against set levels for external contracts, which is managed through Pro-Contracts.

Waltham Forest Council has made commendable efforts to incorporate social value, local economic growth, and environmental sustainability into its procurement processes. We have placed great importance on the inclusion of clauses in procurement contracts that not only require suppliers to provide goods and services but also contribute to larger societal goals. These clauses encourage initiatives such as apprenticeships, the creation of jobs for underrepresented groups, and the use of local supply chains. The promotion of eco-friendly practices and collaboration with local businesses, social enterprises, and community organisations is also a top priority.

The budget for the WYF will be managed through a dedicated project code. It will be presented and be open to scrutiny from the regular WYF board. All budgets will include a contingency amount of 15%.

4.2 Please use the budget template to produce your budget, which you can access above. Upload completed budget here. ?

Uploaded files:

LBOC R3 CIA budget template_Waltham Forest Impact Award.xlsx



We have confirmed over 30% match funding (£90,000): - £60,000 will come from the Culture and Destinations budget for 2025/2026, supporting the Make it Happen strand of the
programme £30,000 has already been allocated specifically for the Edinburgh Fringe bursary programme outlined at 1.3. and comes from contributions made by the previous Chief Executive of Waltham Forest council.
We will aim to raise £45,000 in additional funds through private income (sponsorship, donations, etc.) which is realistic considering the fundraising experience of the team, and the fact that we have already raised similar amounts or more for such programmes. We have contingency plans in place in case we don't meet this target.
programmes. We have contingency plans in place in case we don't meet this target.
Realistic budgeting (3%)
economic environment. Please outline your approach to realistic budgeting. The Walthamstow Youth Fringe programme has been devised by a team which has outstanding experience in budgeting for
large-scale cultural festivals. This includes senior council officers who have led and deliver LBOC 2019, and others who have led major events, both part of LBOC and outside this programme, some of a larger scale than WYF. This programme, including its budget, hasn't been done in isolation. Other council teams and experienced partners such as Soho Theatre Walthamstow were involved, ensuring the budget was reviewed and reflects the feedback of partners. The festival is scalable and could be realised with less funds, whilst meeting its core aims (for example, using a smaller number of venues).
It is important to us that all elements of the budget have been costed based on similar events or programmes, and that everyone involved in the projects are paid the London Living Wage at a minimum. We are committed to fair pay for artists and freelance creatives, and are using a-n, Arts Council England, Equity and Musician's Union guidance on fair pay. Inflation is currently high, so we have put a generous 15% contingency to account for unforeseen costs and inflation.
5. Cultural Impact Awards
In addition to two Title Awards there will be three Cultural Impact Awards to be delivered between April 2026 to March 2027. The Cultural Impact Award is optional, and all boroughs are welcome to apply. ?
Cultural Impact Award Description 3 Describe your proposed project activity. This is your chance to tell us what your Cultural Impact Award
programme would be. N/a

Please outline how you plan to secure a minimum of 30% match funding. You should include sources and

amounts of cash income. Please indicate whether these are confirmed or to be expected. lacktriangle

4.4

5.1

5.2

Uploaded files:

LBOC R3 CIA budget template_Waltham Forest Impact Award.xlsx

6. Supporting documentation

Signed letter (digital scan) from your Section 151 Officer (Chief Finance Officer) or equivalent agreeing to the proposed budget.

Uploaded files:

- LBoC Funding Bid_Letter from s151 Officer.pdf
- 6.2 Letter of support from your Borough Leader

Uploaded files:

- Letter of Support for the Leader of LBWF_20.11.23.pdf
- 6.3 Letter of support from your Borough Chief Executive

Uploaded files:

- LBOC Impact Award_Chief Exec_16.11.2023.pdf
- 6.4 Written evidence of council commitment to secure match funding by the time the programme begins, if their bid is successful (at least 30% cash)

Uploaded files:

- LBoC Funding Bid_Letter from s151 Officer.pdf
- 6.5 Letters of support from partners (up to three)

Uploaded files:

- WFC GLA Wstow Youth Fringe letter of support.pdf
- Usery House Letter of Suppot LBOC Bid.pdf

7. Data Protection and FOIA

Do you consider that, for the purposes of FoIA, we should treat any financial information provided in the 'Budget' section of the application, as commercially sensitive information?

Select yes or no **♥**

No

If you are sending us a separate letter, please write 'letter included' below. The GLA will not treat or consider an entire application or bid as being 'confidential information'.

Are there other specific pieces of information in your application you consider to be exempt for the purposes of FoIA? You must clearly identify what that information is and give us your reasons below or in a separate letter.

Select yes or no 👽

No

Please provide details about any information which might not be suitable for publication / disclosure. 👽	

Section C: You agree that we can keep you informed of our work.

I want to be informed of your work. lacktriangle

Yes

London Borough of Culture

Cultural Impact Award budget template

Please add lines as required. Complete total income and expenditure on the overall budget sheet too.

Only complete the year columns that are relevant to your application.

Application to CIA is optional

	Development				Confirmed Funding
	Year	Delivery Year	Post delivery	TOTAL	Please show in £'s
GLA Cultural Impact Award	20,000.00	130,000.00	50,000.00	200,000.00	
Match Funding against GLA Investment					
Local Authority income	10,000.00	65,000.00	15,000.00	90,000.00	90,000
Other public subsidy	0.00	0.00	0.00	0.00	
Earned income - e.g generated income	0.00	0.00	0.00	0.00	
Contributed income - e.g sponsorship, donations	14,000.00	18,000.00	13,000.00	45,000.00	
Charitable trusts and foundations income	0.00		0.00	0.00	
Other income	0.00	0.00	0.00	0.00	
Total match income against GLA Investment	£24,000.00	£83,000.00	£28,000.00	£135,000.00	£90,000.00
Negotiated Funding (see notes below)					
Arts Council England (see notes below)	0.00	0.00	0.00	0.00	
Total Negotiated Income	0.00	0.00	0.00	0.00	0.00
In-kind					
In-kind support (e.g. waivering hire fees)	5.000.00	25,000.00	15,000.00	45,000.00	
In-kind support (e.g. volunteering)	0.00	0.00	0.00	0.00	
In-kind support (other)	25,000.00	25,000.00	15,000.00	65,000.00	
Total In-kind	30,000.00	50,000.00	30,000.00	110,000.00	190,000.00
7.10 % 11	7100000	202 202 22	400 000 00	445.000.00	202 222 22
Total Cultural Impact Award project income	74,000.00	263,000.00	108,000.00	445,000.00	280,000.00

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Cultual Impact Award project costs				
Project management / staffing costs project				
management (in-kind resources, in house and				
partners)	25,000.00	25,000.00	15,000.00	65,000.00
Project management / staffing costs (Creative				
Coordinator role)	0.00	35,000.00	10,000.00	45,000.00
Artists' fees and commissions - 1 pilot event	5,000.00	0.00	0.00	5,000.00
Artists' fees and commissions - delivery year (Core				
programme and Festival Hub)	0.00	25,000.00	0.00	25,000.00
Project expenditure (Artistic spending) - 1 pilot event	5,000.00	0.00	0.00	5,000.00
Project expenditure (Artistic spending) - delivery year				
(Core programme and Festival Hub, Paid Placements	0.00	45,000.00	0.00	45,000.00
Project expenditure (Artistic spending) - delivery year				
(Make it Happen - 10 grassroots projects, including				
Paid Placements)	0.00	60,000.00	24,000.00	84,000.00
Project expenditure + community engagement and				
partnership building (overall grant/project funding for				
the legacy group led by Walthamstow Cultural Quarter				
partners to deliver the 2027 edition.	0.00	0.00	32,200.00	32,200.00
Community engagement / partnership development				
(R&D pilot year, engagement project with YUAF,				
capacity building, creation of Youth Advisory				
Committee, Edingurgh Fringe bursary year 1 & 2, etc.)	22,000.00	0.00	0.00	22,000.00
Community engagement / partnership development				
(management and expenses of Youth Advisory				
Committee Year 2 and 3, etc.)	0.00	20,000.00	10,000.00	30,000.00
Communications and marketing - setting brand and				
first channels (socials, landing page), documentation				
costs	5,750.00	0.00	0.00	5,750.00
Communications and marketing (refine brand and				
comms channel, full PR and marketing campaign,				
Young Writers and Creators roles)	0.00	14,200.00	0.00	14,200.00
Monitoring and evaluation	1,500.00	5,000.00	2,500.00	9,000.00
Overheads (Contingency @15%)	9,750.00	33,800.00	14,300.00	57,850.00
Total Cultural Impact Award project costs	74,000.00	263,000.00	108,000.00	445,000.00
Operating surplus (deficit)	£0.00	£0.00	£0.00	£0.00

- 1. Total GLA fund available for Cultural Impact Award is £200,000
- 2. Application to CIA is optional
- 3. You do not need to provide a breakdown costs into number of workshops / activities
- 4. You will need to provide a bleaked on provide a bleaked of provide a
- 6. National Lottery Heritage Fund You do not need to include a specific budget line for the delivery of heritage activities in this application, as these will be funded separately by the National Lottery Heritage Fund, and on top of the Cultural Impact Award.
- 7. Please note you may not use any other GLA funding you are currently in receipt of or have secured as a source of match funding towards your London Borough of Culture programme.
- 8. Your total income and expenditure must balance i.e. there must be no operating surplus or deficit

Resources

Strategic Director: Rob Manning



Waltham Forest Town Hall, Forest Road, Walthamstow, E17 4JF

Ask for:
Our Ref:
Your Ref:
Email:

@walthamforest.gov.uk

Direct line:

Direct fax:

Date:

Dear Sirs

LBOC Impact Award - Letter from LBWF's Section 151 Officer (Chief Finance Officer)

To Whom it May Concern,

I can confirm that I agree with the proposed budget related to Waltham Forest Council's London Borough of Culture Impact Award submission for the Walthamstow Youth Fringe (working title).

The Walthamstow Youth Fringe is a transformational creative festival project which puts young people at the centre of its programming and delivery, whilst activating the Walthamstow Cultural Quarter.

The proposed budget's total is £445,000 and includes:

- £200,000 grant funding from the GLA as part of the London Borough of Culture Impact Award bid submission
- £60,000 match funding from LBWF Culture and Destinations budget (confirmed)
- £30,000 match funding from LBWF Chief Executive's budget for the Edinburgh Fringe Bursary (confirmed)
- The aim to raise £45,000 from external sources (for example, sponsorship)
- · £110,000 worth of in-kind support

Yours Sincerely,



Rob Manning
Strategic Director of Resources
Section 151 Officer



Chief Executive's Office

Chief Executive: Linzi Roberts-Egan



Waltham Forest Town Hall, Forest Road, Walthamstow, E17 4JF

@walthamforest.gov.uk
020 8496 3000

Date: 16th November 2023

Dear GLA Culture and Creative Industries Team,

In Waltham Forest, culture and creativity are central to our identity, and are embedded in everything that we do.

Waltham Forest was the first ever London Borough of Culture in 2019, a year which saw 500,000 visits to cultural activities in the borough, £4.1 million spent locally during 10 hero events, and over 100 young people receiving paid work through the Creative Futures programme.

I am delighted that we worked with colleagues across departments, local creative organisations and young people to develop the Walthamstow Youth Fringe (working title).

The Walthamstow Youth Fringe is a transformational creative festival project which puts young people at the centre of its programming and delivery, whilst activating the Walthamstow Cultural Quarter. The Walthamstow Youth Fringe concept was developed with the active input of a diverse group of local young people and is underpinned by an innovative co-creation model. It aligns with and expands existing programme such as Young Creators and Future Formed.

The Walthamstow Youth Fringe builds on the legacy of the London Borough of Culture 2019 and the £30m redevelopment of the listed EMD Cinema into Soho Theatre Walthamstow, and it consolidate the investment from the Levelling-up Fund in Walthamstow. It aligns with recent research and engagement which highlighted that residents and businesses want a joined-up cultural offer which improves access to culture whilst delivering skills and training opportunities.

I whole-heartedly support our submission to receive a London Borough of Culture Impact Award for this incredible project.

Linzi Roberts-Egan
Chief Executive





GLA Culture and Creative Industries Team

Waltham Forest Town Hall Forest Road London E17 4JF

Telephone: 020 8496 6826 Email: Leader@walthamforest.gov.uk

20th November 2023

London Borough of Culture Impact Award bid submission: Letter of Support from the Leader of Waltham Forest

Dear GLA Culture and Creative Industries Team,

In Waltham Forest, culture and creativity are central to our identity, and are embedded in everything that we do.

Waltham Forest was the first ever London Borough of Culture in 2019, a year which saw 500,000 visits to cultural activities in the borough, £4.1 million spent locally during 10 hero events, and over 100 young people receiving paid work through the Creative Futures programme.

I am delighted that we worked with colleagues across departments, local creative organisations and young people to develop the Walthamstow Youth Fringe (working title).

The Walthamstow Youth Fringe is a transformational creative festival project which puts young people at the centre of its programming and delivery, whilst activating the Walthamstow Cultural Quarter. The Walthamstow Youth Fringe concept was developed with the active input of 8 diverse local young people and is underpinned by an innovative co-creation model.

The Walthamstow Youth Fringe builds on the legacy of the London Borough of Culture 2019 and the £30m redevelopment of the listed EMD Cinema into Soho Theatre Walthamstow, and it consolidate the investment from the Levelling-up Fund in Walthamstow. It aligns with recent research and engagement which highlighted that residents and businesses want a joined-up cultural offer which improves access to culture whilst delivering skills and training opportunities.

I whole-heartedly support our submission to receive a London Borough of Culture Impact Award for this incredible project.

Yours sincerely,

Cllr Grace Williams Leader



Vestry House Museum Vestry Road London E17 9NH

Email: @walthamforest.gov.uk

Date: 28th November 2023

Dear GLA Culture and Creative Industries Team,

Vestry House Museum is incredibly excited by the opportunity to be part of the Walthamstow Youth Fringe (WYF) as one of the key venues and partners to host arts, creative making and heritage activities. As the museum undergoes a major revitalisation following a £4million investment from Levelling Up funding and will reopen in 2025/26, WYF will be a fantastic programme that can help to engage local young people with the museum and its collections.

The museum is a much loved cultural and heritage asset in Walthamstow Village that holds an extensive collection of photographs, artworks and objects that tell the story of the borough. As part of the revitalisation the archives, local studies library and photo archive (which includes 65,000 historic photographs from across the Borough) will find a new home at Walthamstow Library. Once reopened, Vestry House Museum will have renewed permanent and temporary displays of objects from the collection and address communities whose stories are not currently represented.

WYF provides the perfect opportunity to re-establish ourselves as a key culture & heritage venue in the Walthamstow Cultural Quarter following our completed revitalisation. The programme will help us to connect with other cultural venues, creative enterprises, and businesses across the borough through a cocuration approach.

We recognise that young people across the borough often feel left out of a heritage narrative. Whilst the museum's revitalisation will aim to provide a more open and accessible space for young people from diverse backgrounds, WYF offers the chance to meaningfully engage with them and embed their voices into the heart of our collections.

This will be achieved through key WYF heritage projects that will take place between 2025-27. As the museum reviews its current collections ahead of the revitalisation, we wish to engage local young people with the collections through a co-curation process. This will support contemporary contributions to the collections by young people that highlights their stories and cultures.

WYF will act as an invaluable hook for Vestry House Museum to wrap key strands of our future programme around. It allows us to expand the story of the borough's heritage so that it is more inclusive of younger voices. The revitalised museum will be a space that is both shaped by and welcoming of young people as a result.

Yours sincerely,

Head of Cultural Sites Development





Dear GLA

Re: Cultural Impact Award for the Walthamstow Youth Fringe

Soho Theatre is working in partnership with the London Borough of Waltham Forest to open Soho Theatre Walthamstow, a 1000 seat comedy and theatre venue in the 1930s former Granada cinema, with community studios, bars and restaurants – a core element of the legacy of the first London Borough of Culture. Soho Theatre Walthamstow will be a local theatre with a national profile, bringing the best comedians and shows to Waltham Forest and reaching a London-wide audience, whilst creating opportunities for local residents and local economic benefits. This builds on the success of our Dean Street venue which is one of the country's busiest venues with a year-round festival programme of theatre, comedy and cabaret with six shows a night, three stages and a buzzing bar alongside a busy Labs programme nurturing emerging artists and writers.

We are excited by the opportunity presented by the Walthamstow Youth Fringe and the potential for Soho Theatre Walthamstow to play a key supporting role providing spaces for performances, a central hub and producing support, with young people central to the programming and delivery. Working with other venues and local businesses we are excited about the possibility of a joined-up cultural offer which improves access to culture whilst delivering skills and training opportunities.

Soho Theatre and Waltham Forest has a successful working relationship of over 10 years, with an alignment of vision where culture underpins a thriving community that supports young people, business, employment & skills, regeneration, visitor and night time economy.

We have already been working closely together on the Walthamstow Youth Fringe, including a research visit with the council Leader and Chief Executive to the Edinburgh Festival Fringe in August 2023. This also led to the Soho Theatre Edinburgh Fringe Bursary for young people from the borough (2 places per year, 18-28 years old) – hosting and curating a festival experience for the placements, providing a unique chance to dive into the inner workings of the renowned festival., which will begin in 2024.

We are keen to work closely with the Council, local businesses and venues and organisations in the culture quarter and beyond on the Walthamstow Youth Fringe, and we are confident that the Youth Fringe will further enhance the investment made in Soho Theatre Walthamstow, the culture quarter, and be an exciting and impactful legacy of the Borough of Culture.

Yours faithfully



Co-Executive Director
Soho Theatre Walthamstow

Executive Director Mark Godfrey
Board Dame Heather Rabbatts DBE (Chair)
Nicholas Allott OBE, David Aukin, Hani Farsi, Lornette Harley, Fawn James,
Shaparak Khorsandi, Jeremy King OBE, Kate Mayne, David Reitman

21 DEAN STREET LONDON W1D 3NE SOHOTHEATRE.COM

SOHO THEATRE BAR: 020 7478 0140 BOX OFFICE: 020 7478 0100 SOCIALS: @sohotheatre



21st November 2023

To whom it may concern,

Subject: Letter of Support for Walthamstow Youth Fringe (working title) Impact Award Bid

It is with utmost enthusiasm that the Young Urban Art Foundation (YUAF) endorses and champions the Walthamstow Youth Fringe (WYF) Impact Award bid. The proposed festival and surrounding activities represent an invaluable opportunity to empower and engage young individuals within our community who might not typically have access to such enriching cultural provision.

At YUAF, our core mission revolves around empowering young lives by fostering creativity and cultivating opportunities. Over the years, we have diligently supported over 21,000 young people, particularly targeting areas where opportunities are scarce, and risks of exploitation loom large.

The outlined programme's strategic focus on three key aspects — Culture as a Career, Culture as our Identity, and Cultural Capacity — directly correlates with our shared vision of ensuring that young voices are not only heard but championed. The comprehensive plan to inspire creative careers, address identity through cultural experiences, and bolster the borough's cultural capacity resonates deeply.

Moreover, the proposal's alignment with addressing current challenges in the wake of the COVID-19 pandemic and economic constraints further underscores its significance. The emphasis on inclusivity, digital access, and post-pandemic consultation reinforces our shared commitment of creating accessible, culturally diverse, and impactful opportunities for our communities.

The holistic approach detailed in the bid encapsulates the values we hold dear at YUAF—values of inclusivity, creativity, and community engagement. The projection of a 3-year WYF project signifies a genuine dedication to creating sustained and meaningful change, which perfectly aligns with our belief that real transformation requires time and commitment.

We firmly believe that the Walthamstow Youth Fringe in collaboration with YUAF and other key partners will not only enrich the lives of the young participants but will also leave an indelible mark on the cultural fabric of Waltham Forest.

We sincerely hope that you will consider and endorse this bid to facilitate the realisation of the Walthamstow Youth Fringe.

Warm regards,



CEO

Young Urban Art Foundation

Application form for request #17 Read-only. This form has been submitted. You are applying on behalf of Merton (23). **General Information** Merton - (23) Αl Name of contact person Title **1** First name **1** Last name **1** A2 Position held Your role **1 Head of Library, Heritage & Adult Education Service** Α3 Contact information Telephone number **1** Email address **1** @merton.gov.uk Α4 Locale Directorate **1 Environment, Civic Pride and Climate** Department/Business Unit 1 **Libraries, Heritage & Adult Education Contact with us** Merton - (23) B1 Contact with us Have you discussed your activity with a member of GLA staff? ♥ If yes; tell us their name(s) and which team(s) they work in **1** - London Borough of Culture Team - GLA LBOC Artistic Consultant Are you related to any elected GLA members or GLA staff? **1** No If yes, please tell us about your relationship with them and their name(s) and which team(s) they work in. • **Project overview** C1 Please state which year you are applying to be the London Borough of Culture: ? Select year **1** 2027 If you have a preference for a particular year, please tell us why. **1** We are applying in 2027 as this aligns with the broader strategic objectives of the Council to become the London Borough of Sport and Culture by this year. C2 Please state if you are applying for a Cultural Impact Award (this is optional) Applying for Cultural Impact Award? **1** Yes

C3

C4

How much will your programme cost in total?

Summary of proposed programme ?

Programme cost **1**

Provide summary **1**

3572000

There are strong, plural identities in Merton's different neighbourhoods. But less of an idea of what it means to be Merton. Merton United 2027 will deliver high quality arts, culture and heritage activities in the heart of our communities to craft new narratives that resonate with every resident in the borough. From The Merton United Trail - that will have our town centres coming alive as residents share rich neighbourhood stories through theatre and dance - to the Championship Festival inviting everyone into the first performing arts festival ever hosted in the All England Lawn Tennis Club. Merton United invites everyone to be on the team.

By 2027 Merton will be known as the Borough of Sport and Culture, maximising on existing sporting infrastructure and heritage to create a lasting legacy of excellence in culture and sport. Merton United will be our visible, accessible commitment to our residents to improve their social and physical health. Sport and the outdoor spaces we share will be at its heart.

We will share and come together, through storytelling and drama, social and global exchange to overcome old barriers within the borough. More accessible public spaces and more civic ownership will lead to increased citizen participation in policy decisions, more joined up cultural partners and a sense of unity which will benefit the whole borough. What's more, the legacy starts now. The conversations this bid has started about what culture "could be" has already lit a fire under our untapped potential.

Merton United is not just 2027 but a new way of working together. By better connecting our communities through excellent place-based cultural activity, we will foster collaborations and empower communities to innovate. We can change things for the better.

1. Making an Impact

1.1 Identifying need (12%) ?

Demonstrate a clear evidence base and a statement outlining why you need this award. •

Ask Merton residents where they are from, and the answer will be "I'm from Mitcham" or "I'm from Raynes Park" and not "I'm from Merton." There are strong, plural identities in our different neighbourhoods. But less of an idea of what it means to be Merton.

While we might not think of ourselves as belonging to Merton, the truth is, Merton belongs to us.

Merton United will capture everything that is dynamic and progressive about the borough. So much more than Wombles and Tennis.

Our identity is shaped by the great social shifts in the borough, particularly in the last 50 years. Pollards Hill is home to the largest Ghanaian British community in the UK; one of the largest Korean communities outside of Korea is here; Morden is the site of Europe's largest mosque; and the borough has hosted the 4th largest number of Homes For Ukraine refugees in London, despite being the 25th smallest borough.

The schools and children's services are excellent. Children's services graded "outstanding" by OFSTED and our primary and high school results are significantly above London and national averages. Our library service has the highest usage rates of any in London with 35% of residents regular users and 67% members.

Merton has one of the highest proportions of greenspace of all London boroughs. 22% of residents live within 500m of public outside space, compared with 12% of Londoners as a whole. Lots of people who live in Merton also work in the borough (over 82% in 2016).

The volunteer sector is buoyant: 43 voluntary care organisations help over 60,000 residents annually. Our residents contribute 29,000+ hours annually to our library's volunteering model, praised by GLA and Volunteering England.

Our cultural sector punches above its weight. Polka, the UK's first theatre dedicated exclusively to children, and Wimbledon College of Arts (WCA) have deep roots here, making Merton an international centre for performance. Our grassroots are brilliant, including 10 community venues offering cultural activity, and home to community-owned initiatives such as Film Merton 2019, supported by a Cultural Impact Award.

Merton can boast many heritage attractions, services and organisations dedicated to preserving and raising awareness of the borough's colourful past. We have 4 museums; 4 historic parks and gardens; 28 conservation areas; 3,000 listed buildings and structures of historical interest; and 11 heritage societies and trusts.

The sporting history of the borough is intrinsically linked to our sense of place. AFC Wimbledon is a pioneering, cooperatively created and owned sports club; and a social and community hub through their Foundation and the Dons Local Action Group. The All England Lawn Tennis Club (AELTC) in Wimbledon is a global symbol of excellence, a national tradition, and a regional economic lynchpin that also works within the community through the Wimbledon Trust.

What are our issues?

The Merton Story report, the council's report on health and related data, tells us that inequalities across the borough are stark. Overall, Merton is the 5th least deprived borough, but this masks big disparities: life expectancy is 7 years lower in east Merton than west, unemployment is 4% higher, and even climate risk factors are higher.

Access to culture is unequal too. The Audience Agency's data shows a high proportion of "Kaleidoscope Creatives" in the east - audiences defined by low cultural engagement and high socio-economic barriers to taking part. There are gaps in what Merton provides its residents. The diversity of the culture on offer isn't everything it could be. Research from 2020 revealed only 17% of the cultural spaces are in the east.

We have no dedicated music venues. The night-time cultural offer is less developed and residents will seek it elsewhere in the capital, particularly contemporary urban music and dance. Merton's night-time strategy is nascent, we are working closely with the GLA to stimulate this, but it is at an early stage.

Consultation with our cultural industries identifies key issues facing them post Covid-19. Pockets of the borough are filled with potential, but isolated. What can Merton United do to connect them? Access to creative workspace, funding and development support and more infrastructure to support creative start-ups is needed.

Despite committed work through the schools and passionate local partners such as Wimbledon Bookfest, Colourhouse Theatre and Merton Music Foundation (MMF); access to music, art and dance is limited for some children. Data from MMF and schools show access to music lessons and outside school drama activity is twice as high in the west vs the east.

Building a Better Merton Together is the borough's plan 2023 – 26. An ambition for building a borough people feel proud of focusing on Civic Pride, Sustainable Futures, and the aspiration to be the 'Borough of Sport'. Merton United builds on all three.

Consultation

An effective Merton United vision puts residents' ideas of what Merton should be at its centre.

Over 180 residents took part in engagement events, inviting "postcard to Merton" stories of what Merton means and what their hopes are for the borough. Residents' priorities of the type of events and activities they want to see was tested and has informed the programme plan.

We engaged with a youth focus group of 46 9-18 year-olds taken from a group of children receiving extra support at school. We have engaged with over 150 cultural, heritage, and community organisations via in-person and virtual focus group sessions and 1:1s. A steering group, comprising key community stakeholders and elected members of the council have developed this bid.

We've sought insight from prior consultations. Analysis of 'Mitcham Matters' from summer 2023, involving 600 residents, provides a nuanced understanding of cultural preferences in relation to public space usage. The ongoing Merton's Children and Young People (CYP) survey, involving 2,300 young residents has been reviewed to ensure Merton United aligns with the evolving needs of our community.

We have consulted with our neighbour Croydon to identify two 'legacy links'. These will build on their 2023 LBOC. We will identify more between now and 2027 to generate 'cross-border' cultural development work.

1.2 A Catalyst for Change (12%) ?

Explain how becoming the London Borough of Culture in 2025 or 2027 will help you achieve your ambitions and create long term change. •

We are ambitious. We can change things for the better. But we know we can only deliver if residents come to the table. Merton United is designed to make engagement accessible for all residents, with clear links on how the legacy of this project will impact long-term change.

Consulting with our residents on what culture means to them puts their ambitions at the centre of Merton United.

Mertonians tell us culture should be about connections. Community exchange, social cohesion and mutual support. Storytelling and representation and opportunities for residents, especially families, to come together and share experiences and what matters to them. Chances to be active citizens; and for more joined up creative, cultural and heritage sector infrastructure.

They tell us culture should be about a proud sense of place. Celebrating Merton's shared spaces and existing outdoor and heritage assets is a huge sense of civic pride and a unique selling point of the borough. We will fund community projects to explore the borough through new eyes – the old through the eyes of the new; the west through the eyes of the east – using the narratives of these different perspectives to unite and grow.

Merton United will have 5 strands. This is our framework through which we design, commission, and measure the impact of the programme against the issues facing the borough and the ambition for residents, the council and the cultural sector.

Each strand delivers change in the way residents, the council, cultural, community and heritage organisations organise behind culture, creativity and a renewed sense of collective identity can make Merton a better place to live and work.

1. TAKING PART

Aim: A greater proportion of residents taking part in culture as leaders, curators and participants.

What success looks like: A programme that delivers art and culture's social benefits for all in all parts of the borough. Merton United is an accessible programme with multiple points of entry for communities to be involved in a mix of major venues and community spaces. A change in the reputation for Merton providing a world class statement of intent for what can happen locally.

Legacy: Increased engagement from residents in East Merton with culture and heritage. Greater number of residents throughout Merton are able to try out a new form of cultural activity. New major events in the cultural calendar locally that will happen in 2028 and beyond. More opportunities to "stay local" to experience art and culture.

2. CONNECTED BY CULTURE

Aim: Greater social cohesion. To be a borough that is brave in using culture to nurture civic pride.

What success looks like: Our residents come together to celebrate and share and explore our common purpose. The council tests new collaborative approaches to working with residents in its service provision. We have taken risks to test how culture can deliver our strategy and change the way council effectively engages with residents so there are more collaborative approaches in place.

Legacy: There are new artistic practices in civic and shared spaces. More useful spaces in the borough have been found for creatives to develop new work. The council has developed an empty-properties strategy. Feedback on council service design is improved. Residents, particularly young residents, have new ways to impact on council decision making.

3. STRONGER SECTOR

Aim: A growing creative economy that makes Merton a destination for culture and heritage. In particular to have a more visible and vibrant cultural sector in the east of Merton.

What success looks like: More opportunities for local creative professionals to design the future of culture within the borough. Merton has a productive, and energetic cultural alliance that works in partnership with the council, business and community to drive the growth of the creative sector long term. More opportunities for skills exchange and business development support for small enterprises. More innovation 'from Merton' and to have an international reputation as a centre of excellence and knowledge exchange for performance and creativity. Merton United builds on the legacy of our neighbour Croydon's LBOC 2023 to explore cross-borough work to improve cultural and heritage provision.

Legacy: Merton businesses have a pathway to work with universities on innovation partnerships to develop skills and new products and services. Creative, heritage and social enterprises have access to networks, contacts and support to grow. A sustainable cultural alliance exists in Merton.

4. A CULTURALLY RICH START IN LIFE

Aim: Young people get a culturally rich start in life. We empower our children and young people (CYP) to have a voice in the future of the borough.

What success looks like: Opportunities to take part in music and art are evenly distributed to all CYP across Merton. There is a culture-led programme that enables CYP to design a future they want for the borough; and the council to commit to action from this.

Legacy: Access to cultural experiences in and outside of school is more equitable. Our schools are equipped to offer more art and culture in the curriculum. CYP use culture as curators and participants to help shape CYP services in the borough.

5. A BOROUGH OF SPORT & CULTURE

Aim: Sport and culture combine in a rich, well linked up local offer to enrich social, mental and physical health. We deliver a programme that showcases the vital positive shared values of culture and sport: social cohesion, finding identity, global exchange, equity, justice and fair play.

Outcome: A programme that uses the outdoor and active spaces throughout Merton for significant cultural activity; encouraging culturally rich, active lives for residents. There is a cultural programme that highlights the shared positive principles between culture, heritage and sport. Improved social health for our residents. An increased sense of ownership

across the borough for sporting spaces from leisure centres to football stadiums.
Legacy: More residents accessing spaces to increase their exposure to sport and active lives. Understand the way audiences and participants engage with the programme and what the barriers are to more active lives. We see an uptake in healthy initiatives and increased sports activities in our spaces and more widely across the borough. Local sports institutions investing in, and developing, culture locally.
Engaging young people (6%) 😯
Explain how children and young people will be involved with, and positively impacted by, the programme. 🗨
Fair access to quality art and culture is part of what makes a great start in life. However, there is limited art, drama and music that is free to access, a major barrier to a majority of children within the borough. There is a lot to be proud of: we are the only borough to automatically enrol all our school children as library members and offer library reading and culture trips to all

1.3

Polka Theatre delivers high impact schools work, giving subsidised or free theatre experiences to over 6000 children per year.

LBOC youth consultation sessions with disadvantaged school children, and input from Merton school leaders groups have revealed a range of our families accessing extra support find joy and a way into cultural experience through sharing food as part of cultural celebration. The Merton Day Out event comes out of this.

Merton United will build on the existing strong youth engagement tradition within the borough. Merton's Youth Parliament, established to feed into council policy on services affecting YP, will be used to drive programming decisions. Building on a successful "Dragon's Den" project, the youth parliament will be given a formal programming role advising the artistic leadership team to choose and commission work that will take place within the Incidental and Merton United Mini Grants programmes.

Engaging children in care and care-leavers (CICCL), and SEND young people will be a core objective for us. We will be working closely with the CICCL and SEND youth advisory forums that take part in borough policy development and have been part of recent projects showing the impact of art therapies.

Our signature CYP programme will be Mini Musicians. Currently a pilot programme in partnership with MMF, Sing Up and Roehampton University. The project responds to local analysis that children are starting school demonstrating lower levels of speech, language and communication, particularly pronounced in the wake of the pandemic. Mini Musicians builds on research into a correlation between exposure to music and development in speech, language and social and emotional understanding. The pilot runs 2024 - 2025 in ten Merton primary schools providing weekly sessions for 600 EYFS children. Each child receives specialist music teaching. 300 will be taught to play the melodica and involved in the Sing Out Your Story festival in Summer 2025. Researchers at Roehampton are studying impact between musical progress and broader academic achievement. For LBOC 2027, we will run a universal programme for all reception children in all 52 Merton primary schools.

Merton United will use cultural capital to improve academic outcomes wherever it can. For example projects to boost primary level creative writing such as Our Future Merton and Bookfest Goes East. Merton United development will engage with schools to provide calendars and resources well ahead of 2027 so children can respond to the LBOC programme throughout the year in the curriculum.

Merton United will raise awareness and exchange between cultural and education organisations across the borough whilst giving young people the skills to be future producers and pioneers of using culture in designing services for the future.

2. Celebrating Creativity

2.1 Programme description (12%)

> Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will reflect what you have outlined in the Making an Impact section.



Our people. Our places. Our heritage. These are our assets. Our commons. This will be the heart of Merton United. No programme of ephemeral "moments". We will harness what we have. We will make our excellent cultural, heritage and outdoor assets more accessible, and worthy of celebration. Through this uniquely Merton programme we will enhance opportunities for all, make active cultural habits easy and empower communities to innovate beyond the scope of conventional council initiatives.

The Merton United programme will be developed and managed by the artistic leadership team. Commissioning and programming of all events are to deliver against at least one of the Merton United's five strands:

TAKING PART

Merton United Festival – An international two-day music festival at AFC Wimbledon Stadium. The event will be curated utilising close partners and stadium sponsors Cherry Red Records and music booking agency Midnight Mango. Roger & Brian Eno are in discussion to be involved, as is Merton resident MIA. Up to 10,000 capacity stadium shows will also showcase local contemporary music artists, including Sampha.

Library In The Park – Three pop up library events in the borough's parks between May and October 2027. Taking open access library services out into the community and outdoor spaces. To include wraparound cultural opportunities for all the family including theatre, music, and art.

Bookfest Goes East – A major expansion on the highly successful local literature festival. An outdoor, 2 site programme to be held in Wimbledon Common and Mitcham Common. With 110 authors, writers and performers delivering talks and writing programmes featuring a year-long Merton United 'Big Read' project, manga, writing and storytelling workshops and a free CYP programme working with authors. 5,000 tickets as free of charge for residents in East Merton.

Tuned In Residencies – Five week-long residencies in five of Merton's town centres. Musicians including Jah Wobble will run music creation and wellbeing sessions with local adult residents using community spaces including libraries, empty shops and community centres including North East Mitcham Community Centre. The programme culminates in a public performance at the end of each week. The programme will be recorded and released as a legacy artefact via Cherry Red Records. To run Winter 2027/28.

CONNECTED BY CULTURE

Merton United Trail – Six town centres. Six stories told through theatre and dance by residents under the development and supervision of artists. Residents of Pollards Hill, Wimbledon, Mitcham, Morden, Raynes Park and Colliers Wood will come together with nationally renowned artists and choreographers working with local creatives including Five-a-Side Theatre, Urban Dance Theatre, and others to create a resident-led series of performances telling the stories of what makes up the beating heart of Merton's different town centres. They will highlight and invite exchange and storytelling to bridge divides through cultural experience: taking the bustling diversity of Pollards Hill to the incredible spaces of Wimbledon Village for example. Workshops throughout spring 2027 lead to a performance trail curated for audiences to view over the course of a week in August 2027.

Merton United Mini Grants – A challenge to community and cultural organisations in London to produce work that encourages visitors to non-traditional spaces. These events will need to encourage first time, or new engagement from audiences to either one of our heritage or outdoors spaces. 40 grants to be within the £3,000 - £5,000 range and to be administered through our libraries NPO artists commission programme and in collaboration with the Wimbledon Foundation, the charitable arm of the AELTC, who will contribute £50,000 to the grant pot. This will encourage innovation in local creativity. This programme is to be opened in January 2027, for projects to be delivered throughout the Merton United year. Successful applicants will get production, development and accessibility support and training for their productions and to be invited to take part in the STRONGER SECTOR programme.

Incidental Programme – Art and performance using public spaces and vacant properties. 15 spaces, to be identified across the borough, will be given over to WCA students to illustrate and animate. Entirely free and with a particular focus on using high streets, communal spaces in social housing and public spaces throughout the east of the borough. The council's economic development team will use this project to design a future vacant property spaces strategy in the borough.

Merton United Stars – Heritage project. A permanent trail that showcases Merton's under-represented cultural icons. A project that will work with organisations and residents locally to identify overlooked cultural icons to develop a storytelling installation, trails and guided talks to be unveiled with a music and art launch event in September 2027.

We Belong to Merton – Heritage project. A new story exploring how the high street, built environment, services and infrastructure has changed and adapted as different workers and families arrived and made Merton home. From the Windrush generation, through the 70s-80s settling from Korean and Tamil communities through to the Polish arrivals in 1990s and Ukrainians in 2020s. Where big industry has come and gone, how the borough's economy has been shaped by changes over the last 50 years. Led by Merton Abbey Mills, Wandle Industrial Museum, Wimbledon in Sporting History (WiSH) and others, local people will work with researchers, curators and creatives. There will be a programme of contemporary collecting work done with photography, film, podcasting to gather stories, and seek out residents' own "informal collections" from the community. It will take place over the spring and summer 2027, leading up to an exhibition using heritage sites, high streets and public realm spaces throughout the borough in December 2027.

3. STRONGER SECTOR

A range of work will stimulate and support cultural and heritage organisations in Merton. Networking events hosted at WCA; project work between the economic development, heritage and libraries teams within the council and WCA to build a sustainable cultural alliance and long term strategy. This will draw on WCA's specialism of using storytelling and campaigns to increase social impact, to plan and develop a strategy that will map existing assets, boost, support and develop practice for the sector currently, and for new start-ups to be welcomed into the borough.

We will work with WCA on a programme of creative industry development masterclasses to help develop much needed creative business skills for emerging creative businesses.

Furthermore, drawing on WCA's international connections, we will run a series of international cultural exchange events inviting national and international organisations to Merton for symposia on topics including Children's Theatre. We will work with Croydon to examine work between our neighbouring localities, such as Pollards Hill, Thornton Heath, Norbury and Mitcham. Identifying how people move and use services. How some of our under-represented communities, including refugees and low socio-economic status families use libraries for learning and culture across boroughs. We will also enter into a cultural exchange with Croydon to learn from their LBOC year and to share our rich cultural offer better across boroughs. This is important as the majority of Merton residents living in the east of the borough have Croydon postcodes and similar social, economic and health issues.

4. A CULTURAL START IN LIFE

Mini Musicians – A step change in access to music skills for children in Merton. We will expand the pilot programme into a borough-wide music teaching approach for EYFS and KS1 children over two years. A targeted programme of specialist delivery and staff training in primary and specialist provision. The initiative will provide instruments, repertoire, and resources; along with fully-funded staff training open to 52 schools. Specialist music teachers will supplement the programme in settings

lacking staff capacity or confidence, fostering collaboration and sharing best practice. Inclusive entry on Trinity College London's ACMD accreditation will enable every Merton child to celebrate their music-making and attain a nationally recognised music certificate. Our Future Merton - Polka Theatre's creative storytelling exhibition. Polka Theatre will commission artists to work on a twoyear project with children from across Merton. They will gather stories and reflections through creative writing workshops held in community settings. Exploring ideas of what a creative map of Merton looks and sounds like and drawing out ideas from the perspective of future generations. Culminating in an installation of these stories to be exhibited in several high street locations throughout the borough. 5. BOROUGH OF SPORT & CULTURE

The Championship Festival – The first ever open festival of theatre and performance inside the facilities of the AELTC. The site will be transformed into a network of stages and performance sites for theatre and comedy using the natural performance spaces found within the AELTC from Centre Court to Henman Hill. A lively multi-site, mixed programme festival over a week in July 2027. Programme curation will include invitations for east Merton producers and groups to showcase their work. Merton Day Out - A free summer picnic and sports day at Morden Hall Park. A programme for families to come and share sporting and food traditions, with chances to try new sports and cuisines. Wrapped around the Merton Day Out will be opportunities for families to engage in new and exciting culture including art, theatre and music performances.

2.2 Celebrating your heritage (6%) ?

Tell us about the heritage you might focus upon and what difference these will make for local people. We want to see heritage threaded through the programme. **1**

Merton is one of only a few London boroughs to have a heritage strategy. Developed in close partnership with bodies from Historic England, the GLA, and our local history societies, heritage trusts and faith bodies.

Our heritage services are well placed and respected within the local heritage sector. They will lead on the management of this programme.

Merton United values heritage not only for the story it tells but also for the contribution it makes to the quality of life and economic prosperity of local residents and businesses.

Heritage evolves. We have a duty to preserve it and to learn from the past, whilst balancing the needs of present and future generations.

Merton United will focus on the dynamic side of heritage. Considering economic needs, historical and cultural integrity, and the happiness and wellbeing of Merton residents.

It will explore what heritage can contribute now and in the future. It will be a chance to celebrate Merton's history through a focus on living memory, placing recent residents at the heart of the story to kickstart a movement of contemporary collections.

We will respond to consultation from residents who want to see more exhibitions that focus on local urban and built heritage, to be experienced in urban settings. We also know from visitors to our heritage sites that there are requests to see more representation of younger, contemporary stories in collections. We will respond to this through our three main heritage projects:

We Belong to Merton - A major opportunity for residents to work with creatives and heritage professionals from organisations across Merton. Having a presence across the majority of Merton United cultural events will weave the project within the programme. It will offer more immediate, user-friendly opportunities recording new stories from local residents. On-site scanning of images, memorabilia and documentation, within and from the local community will enable us to overcome some of the historic barriers to heritage engagement, capturing the life experiences, voices and opinions of Merton residents from wide-ranging backgrounds. This is important, not only to address gaps in Merton's existing heritage collection, but also to ensure that resources, displays and cultural provision are relevant and appealing to current and future generations.

Merton United Stars - Merton has a proud but under-celebrated history of cultural innovation. Merton United Stars will highlight creators and innovators from the last 100 years. Music industry icons including Desmond Dekker, Master Shortie, Mike Lindup; figures from arts and crafts such as Derek Jarman, Joyce Bidder and Arthur Liberty; and stars of stage and screen including Richard Blackwood, Richard O Brien and Christopher Lee have connections in all corners of the borough. We will be working with specialist Geoff Simmons, producer of Summerstown182, to develop the trail, talks and community storytelling sessions.

Digital Collections - Seeking support from the National Lottery Heritage Fund, we will use Merton United to push forward our digital strategy for the heritage service. An 18-month project starting in 2026 to increase access to digitised heritage materials: maps, photographs and contemporary newspapers via websites including Merton Memories, free apps and touchscreen units in local libraries, heritage and community venues across the borough.

It is important to give local residents a sense of ownership over their own heritage and the chance to highlight aspects of life which they feel should be preserved for posterity. Digital archiving of contemporary photographs, reminiscences, domestic and cultural memorabilia (fashion, music, performance) will offer an important insight into 21st century Merton. This will have a cultural legacy in its own right - as content for exhibitions, therapeutic reminiscence, school resources, self-guided walks; self-curated displays and inspiration for art, drama and creative writing.

Heritage sites will play an important part in the wider cultural programme. We know these spaces are where people come together to work, play, and be citizens. Morden Hall Park, Mitcham Cricket Green, Canons House, Wimbledon Common and Vestry Hall are all lined up to be used for Merton Day Out, Bookfest Goes East, and Our Future Merton.

We will also commit to the development of skills and resilience in the sector through the STRONGER SECTOR strand, developing skills within our heritage sector via the WCA masterclasses.





Tell us about how you would plan, produce and deliver the Liberty Festival as part of your London Borough of Culture programme. **1**

Liberty Festival will take place over a week in May 2027. We will bring in local expertise from Hear Art, a Merton based specialist arts charity that brings deaf and hearing impaired creatives together in the arts and media. They will work with their strong UK networks to deliver:

Liberty Stages Merton – New commissions and programming that brings international D/deaf, disabled and neurodiverse creatives to theatre and outdoor spaces in Merton as well as indoor spaces such as New Wimbledon Theatre, Polka Theatre studio, Vestry Hall and Canons House. Hear Art have so far identified a mix of key local and national artists: Signkidgram, Makesense Theatre, Graeae and Deafinitely Theatre. This programme will also develop BSL and disabled access in Merton venues.

Liberty talks – Live public talks and podcast series, focused on the Liberty programme, but embedded throughout the Merton United year. Interviews between D/deaf, disabled and neurodiverse creatives and non D/deaf disabled and neurodiverse creatives on how they have built their careers and to shine a spotlight on the industry. A series that interrogates how to overcome barriers and develop creative careers. To include filmmaker Rachel Shelton, actress Rose Ailing-Ellis, Sinead Burke (Fashion/Model), Andrew Miller MBE (Arts Council), Dr Amy Kavanagh (Disability Campaigner), Abbie Breakwell (Tennis). These public events will be recorded for a podcast series that will run not only through the Liberty weekend, but with recordings throughout the Merton United year and beyond.

A D/deaf disabled exhibition sport programme – Exploring and celebrating the heritage of D/deaf and disabled sports in London. Including St John's Wood football team, the first deaf team in the UK, wheelchair basketball, tennis and more. We will curate a showcase cultural event alongside an exhibition match between AFC Wimbledon and the Merton & Wandsworth Deaf Football Club at AFC Wimbledon. This will include an exhibition of wheelchair basketball performance and dance. Mental health workshops and disabled sport and dance workshops.

Perspectives – Working with local photography groups Mitcham Camera Club, SHINE and Casa Studios, Perspectives will be a series of workshops developing photography and film making skills for D/deaf, disabled and neurodiverse residents. Developed in conjunction with the Disabled Photographers Society, leading to an exhibition during liberty.

BSL Storytelling workshop - A series of all-ages BSL storytelling shows from Deafinately Theatre.

Accessibility development will happen alongside Liberty. Hear Art will provide BSL interpretation support for all main programme events and run a sector masterclass as part of the STRONGER SECTOR programme.

We will consult with partners on designing accessibility into the programme. Not only physical access, but programme timings and stagings, and the content. We will work with Merton MENCAP, who want to open up more options for families of children with learning disabilities. There is a need for more projects that enable cultural activity together, rather than segmented either/or.

Our steering group partners identified in 3.4 will be involved in advising on community outreach within the development year to develop an effective audience plan.

2.4 Programme outputs (3%) Please complete table below with the target outputs you will deliver as part of your programme.

2.4 Output Target (Estimated numbers)	Total Number
Directly programmed key events	14
Projects indirectly programmed	190
Artists / partners involved	350
New roles created	12
Volunteers	800
Schools and educational institutions engaged	63
Children and young people engaged	11,000
Online/ Digital audience reached	300,000
Live audience reached	125,000
People participating in cultural programmes	5,500
Heritage led orgs participating in the programme	15

Activities that engage people w/heritage	31
New audience engaged by participating heritage org	17,500
Volume of new heritage material collected	300

2.5 EDI outputs (3%) What Equality, Diversity and Inclusion (EDI) output targets will you aim to achieve through this programme? Please complete the table below with your own targets

2.5 Outputs Target	Total Number
Percentage of children in care and care-leavers participating actively in at least 2 parts of the Merton United	100
Percentage of SEND Children participating actively in at least 2 parts of the Merton United	100
D/deaf, disabled & Neurodiverse artists in main Merton United programme	40
D/deaf, disabled & Neurodiverse artists or led organisations from across London taking part in STRONGER SECTOR	20
Culturally less engaged audiences from identified wards taking part in at least 3 cultural or heritage events from the programme	30,000
Cultural or heritage organisations on the steering group for the development and delivery year representing east Merton	9
Funding (£) from Merton United Mini Grants awards towards creative projects benefitting residents in east Merton	135,000

3. Deliverability

3.1 Project management (5%) ?

Describe how the project will be well managed. lacktriangled

We are experienced deliverers of high quality and collaborative cultural programmes. For example, our previous Cultural Impact Award and our Arts Council National Portfolio Organisation work.

Artistic leadership will be via the Artistic Leadership Team (ALT). Programme development will be led by an Artistic Director, to be recruited in the development year. They will be responsible to the Executive Director of Environment, Civic Pride and Culture and the Head of Library, Heritage and Adult Education Service. The Deputy Leader and Cabinet Member for Civic Pride will retain strategic oversight at councillor level.

The Artistic Director will be supported by an Artistic Commissioner as a deputy. The ALT will be supported by an event production team made up of event producers and technical staff who will join for the development and delivery of the programme. The ALT will be responsible for managing all external delivery partners.

We will make sure the plurality of voices from across Merton are represented in leadership and in our delivery journey. The Merton United steering group established for the bid development will continue. The Steering Group contains representatives from voluntary, cultural, heritage, business groups, education (primary to HE) and sport. The steering group will remain in place throughout the development, delivery and legacy phase of the project. It will be expanded as identified in 3.4 & 3.5. The steering group is already established and meeting regularly. The steering group will approve development plans and updates or changes to the programme.

Merton United will be embedded into our service planning processes, which are published annually as part of the refresh of the Council's 4-year Business Plan. The Council's Business Plan and Service Plans are signed off on an annual basis by Cabinet. Performance reporting is issued on a monthly basis to update members on progress with projects. Key projects are reviewed in more detail by the cross-party Sustainable Communities Scrutiny Panel. The minutes from the Sustainable Communities Scrutiny Panel meetings demonstrate how members scrutinise services.

We will work with external delivery partners to deliver specialist creative strands. Partnership agreements in principle are confirmed as can be seen from our letters of support.

Volunteering opportunities within the programme will be numerous and well managed. We will draw upon the models of coordination through council management in partnership with Merton Connected. Merton Connected provides support and encourages volunteering for all voluntary, community and faith organisations in the borough.

As used successfully in Covid response we will use a wide network of clubs, societies, faith groups and charities in the development year to provide resourced signposted routes to join a cohort of Merton United club volunteers, and to provide an initiative to boost volunteering numbers long term. Volunteering will mean opportunities to upskill and take an active part in delivering LBOC through stewarding at community events including Merton Day Out and Library In The Park as an example. It will also mean volunteering as part of the creative programme: community volunteers will make up the cast of the Merton United Trail and volunteer guides will be trained for We Belong to Merton projects. We have a target to offer 10,000 volunteer hours within the year.

LBOC staff, contractors and creatives will be covered under the council's mental health and wellbeing policy. The Council's responsibility is to support staff through a range of measures including (but not limited to): access to advice and training, occupational health assessments, commitment to a non-stigmatising work environment, and skills development for managers to support others.

3.2 Communications planning (4%)



Tell us how you will share the story of your programme and promote it as widely as possible. $\mathbf{0}$

Timeline

- 1: Audience development and community outreach committee. Continue bid development work to further explore and define the key demographics and audiences within Merton. From award in 2024 to development year 2026.
- 2. Commissioning portal, branding. Once we have a clear understanding of audiences and our key messages, website and branding will be developed. We will work with audiences and stakeholders to finesse and sharpen the identity of Merton United for maximum impact.
- 3. Work with an evaluation partner. With an agreed audience knowledge base and branding, we can begin to look at how we measure the effectiveness of our work and our programme across the year. We evaluate to assess Merton United's success, and also to learn as we go and continuously improve our approach across 2027 and as a legacy. Working with a partner allows the communications team to be agile in approach and focus on content creation and driving engagement.
- 4. Build up to launch. From September 2026. Major announcements will be made to build up momentum. All council departments and partners will be involved to raise awareness and secure buy-in. Stakeholder communications will be central to this, alongside the drip-feeding of programme previews and engagement from artists in content.
- 5. Key campaign moments for the delivery year. These will be identified during the preparation year and will have their own bespoke project plans alongside the overall communication strategy.

We have a range of strong stakeholder communications success to draw upon. We are a borough with a strong track record of co-creating campaigns and events programmes. Our Borough of Sport Launch event in September 2023 was an outdoor event reaching 5,000+ residents. Over 50 partner organisations co-created this event. They now make up the advisory group helping to shape the longer term sport programme in the borough. Our communications team is experienced in working with a range of community groups across the council.

Our Merton United steering group will be at the centre of audience development. We have made involving the public consultatively in LBOC bidding central to our approach so far. We have publicised our announcement to go for LBOC 2027 through stakeholder events, consultation, press releases, and a live public bid-update and networking event in November 2023. Being transparent in the way the bid is developed means we can carry more of the public along with us.

We have earmarked a budget to cover adequate communications staffing resource for both the development and delivery year. We will use the 2024 – 2026 period to assess best use relative to the likely staffing structure during Merton United including using a mix of new and experienced practitioners alongside core communications team staff.

We have a dedicated campaigns team in the council, working on longer term behaviour change and engagement initiatives including cost of living support, Borough of Sport, Rediscover Merton and Love Local. These teams collaborate with policy and other departments to ensure sustained impact. We are experienced in engaging with regional and national broadcasters, publishers and online forums to boost traction for campaigns.

Merton United is a long-term project. We will use Merton United to build a key identity for the council. Merton United as a brand will be a key part of our LBOC legacy. It will be at the heart of our civic pride initiatives post 2027, and central to the identity of Merton Council.

As a council we have an ambition to put Merton on the map, both within London and nationally as a place to live, work and have excellent culture and sporting experiences. Alongside hyper local press engagement work to reach residents, we are also proposing a wider push to regional and national titles. The programme and our partnerships will form the backbone of this push – using press to promote at an event level as well as to deepen knowledge and reputation of the borough more broadly. This could take many forms – ranging from seeking coverage on regional news through to proactive pitching of features to national arts and culture desks. We will leverage the profiles of the artists involved across the year, particularly if they have a local link. As an example, one possibility would be to pitch a story with the musician Sampha, who grew up in the borough, focusing on his early years and linking to Mini Musicians.

Provide a description of the key risks associated with your proposed programme of activity. (2%)

Risk	Mitigating Action	RAG Rating
Change in council political leadership	Merton United will be developed in line with Merton's strategy for 2023 – 2026, ensuring long-term alignment with borough objectives. This commitment holds, even if there is a change in political support from current elected members. The continuity provided by the steering group, particularly the active participation of residents, will also contribute to managing this risk. The main opposition parties have also recorded their support for the bid.	Green

Not meeting match funding targets	The proposed earned income targets are achievable, based on 70% sales on ticketed events. We have not included potential Arts Council England (ACE) and trust/foundation funding from our delivery partners which will be sought for major project development. Arts Council England (ACE) data points to significant project funding in previous LBOC years for projects taking part within LBOC. Our council team has a strong track record in securing funding, including from the National Lottery Heritage Fund (NLHF), Arts Council England (ACE), and other sources.	Amber
A high proportion of outdoor events runs risks of interruption by weather or may be unavailable.	The site design and management plans for our entirely outdoor programme venues, such as Morden Hall Park, will incorporate considerations for flood and wind risk. We also have access to a range of backup outdoor spaces through our parks services in the event that an initially planned site becomes unusable between now and 2027. In some cases we have suitable indoor	Amber

3.4 Meeting equality aims (4%) ?

Please describe how your proposal reflects your duties under the Equality Act 2010. How does it address integration and the needs of specific groups who might find it harder to engage and participate? •

Reducing inequality, tackling discrimination, and promoting and celebrating diversity across Merton is central to our borough's work. Merton's Equality, Diversity and Inclusion (EDI) Strategy 2024 drives our commitment to ensuring that people do not experience disadvantage and discrimination on the basis of the 9 protected characteristics under the Equalities Act 2010. But we go further in identifying possible causes of disadvantage. As a borough we have formally broadened the scope of this strategy to include 4 further characteristics: care experienced young people, armed forces veterans, one-parent households, and socio-economic status.

The strategic analysis from our EDI strategy highlights the need to bridge the gap between the levels of deprivation and prosperity in the borough. In particular, focussing on where there are limits to accessing culture.

Our plan involves working with local partners to develop and support audiences through maintaining good representation across protected characteristics on the steering group. We will undertake outreach consultation from the first weeks of the development year to widen participation in that group.

Building relationships and messaging will be essential. The complex challenge of cyclical disadvantage is experienced by a range of people including Black Asian and Minority Ethnic communities; children growing up in lower socio-economic households; people living with a disability; and young adults leaving care.

We will involve families from our lowest culturally engaged wards, as identified by audience agency data, from the very start of the development year. The aim will be to create a coherent and welcoming audience development strategy. We will draw upon the council's campaign team's experience of effective behaviour change work on programmes including cost of living support, and Borough of Sport event promotion to lead to long term positive outcomes.

Our children's services team will be coordinating Merton United development with their CICL youth advisory forum, and the SEND youth advisory group to test programme ideas.

Merton's Gypsy, Roma and Traveller community has a long, rich history within the borough, but can be an overlooked group. We will work with Merton's Traveller Education Service from the start of the development year to promote engagement.

Merton's Joint Consultative Committee with Ethnic Minority Organisations works with the council to advise on services and will consult on programme development, as will Merton's Faith and Belief Forum, who have advised on the bid.

We will consult with our armed forces veterans steering group at an early stage of our development to advise on veteran and older people's access to our programmes and how we can develop and include those audiences.

All Merton libraries are classed as dementia and autism friendly, with training for staff through Dementia UK and Dimensions UK. All council buildings are dementia friendly and are signed up to pledges via Dementia Action.

Our programme will commit to the Attitude is Everything Live Events Charter. We will offer central training on these pledges to develop wider best practice across more venues and delivery partners as part of our event agreements.

We will encourage Gig Buddies schemes for all our ticketed events and to promote the scheme as a volunteering opportunity for our residents. We will work with Merton MENCAP on developing carer and family accessible events.

Hear Art, our Liberty Festival partners, will provide BSL development for venues and performing organisations.

Our ticketed events will have a free allocation to target low-engagement wards.

One of our links with Croydon Borough of Culture 2023, our neighbour, will be to work to take forward their Access Manifesto to build out a lager scale strategic resource for enabling accessibility to be a core part of Merton United throughout development and delivery, and end up with a big legacy change across multiple LBOCs.

We commit to a proportion of D/deaf, disabled and neurodiverse artists within our main event programme. We will work with Hear Art to commission these within the Incidental Programme, Merton United Festival and the Championship Festival.

There are still risks that we will not involve all voices representative of the community. Our development period will include further targeted outreach and invitations to join our steering group to advise on access issues.





Merton United LBOC came about through a Theory of Change (ToC) project design process. The steering group of elected council members, council officers and community and cultural representatives came together to set the ambition for Merton's cultural development and how that could be achieved through LBOC. This ToC was used to develop early versions of the 5 strands. These strands were tested out through our residents and cultural, heritage and community sector consultation.

Our 5 strands, with goals and outcomes we want to see, is the foundation on which we will build a guality evaluation framework. Our evaluation work has already begun. Good evaluation is built into the development of the project from the start.

It is a complex project, involving numerous people and organisations and funders needs, to maintain clarity. Objectives may vary for different audiences, events and specific moments within the programme, but we will offer diverse channels for different stakeholders to input into the programme and measure its impact. Our evaluation will be built into the communication strategy, emphasising its role in telling Merton United's story. This way, participation in the evaluation becomes a meaningful contribution to the narrative of the entire year, rather than a standalone exercise.

We are committed to sharing the "why" of evaluation alongside the "what." We will provide sessions for all delivery partners and cultural, heritage and community partners on evaluation best practice. We will share these sessions online for accessibility and transparency, allowing contributors to see how their input contributes to the bigger picture from the very start.

Evidence gathering will be set out against the outcomes for each of the strands. These will involve a range of feedback mechanisms from inviting audience feedback through blogs, to vox pops, to engaging the Youth Parliament inspectors to assess various events.

We will ensure that we provide key goals and guidance to all event organisers in the form of ToC support and key questions packs. This will be to ensure that target outcomes, and more importantly, hitting our overarching aims consistently, align with feedback gathered from audiences and participants.

We will work with an independent evaluation partner to develop baselines and measurable outcomes for all our strands of work. We will use UK Evaluation Society best practice in its development.

We will develop research and shared learning opportunities to come out of Merton United. We will work through our development year to design our STRONGER SECTOR strand with WCA, council and community teams.

Our Youth Parliament will inspect and evaluate the events and heritage programme. Merton has a team of Young Inspectors under 24s employed by the council to assess and evaluate, with recommendations, service provision that directly affects CYP. Inspectors will review the programme at intervals in the development year 2026 to inform ALT's commissioning and programming direction. They will also inspect and review the CYP programme in the delivery year and in the 12 months post programme to evaluate the legacy and share this learning.

Legacy (4%) ?



The ToC led approach to develop Merton United from the outset was very long-term focussed. Resident and stakeholder consultation challenged Merton residents to imagine what the future could look like: asking tough legacy questions from the start.

EQUALITY DIVERSITY & INCLUSION

The short term legacy of this starts now. Our stakeholder engagement events were debates and discussions on the long term local needs in an open forum. Developing this project has brought together a wide and diverse range of cultural, heritage and community representatives made up of perspectives of young and retired, Ghanaian and Ukranian perspectives, D/deaf and disabled and more to share ideas and look for opportunity. "We need more events like these." has been a common piece of feedback.

As outlined in 3.5, diversifying our audience legacy will start early. We will develop marketing methods and approaches in engaging harder to reach audiences, not only for cultural programmes but as a way for council services to reach this wider audience long term.

In delivering our heritage strands the focus on contemporary collecting and digitising of local historic assets will refresh, update and make accessible our collections. To make a big leap forward in taking a representative approach to collecting and storytelling to take into 2028 and beyond.

Our work to build on Croydon's Access Manifesto and the commitments to use Liberty and the Main programme (see 3.4) to push forward big access commitments will make our venues and cultural sector confident and leaders in access to culture.

CULTURAL POLICY

We will be pushing forward the ambition of the capital's cultural offer. The Championship Festival and Merton United Festival have the potential to attract big investment for cultural development and offer a new type of experience, with potential to develop and be replicated in other settings nationally. Scoping work to test feasibility and plan for legacy events after 2027 will be built into the planning.

The STRONGER SECTOR strand will lead to the creation of a cultural and heritage alliance that will have a role in advising and setting cultural policy in partnership with the council. The Incidental Programme will lead to the design of a future vacant property spaces strategy in the borough with culture embedded.

The process of developing this bid has opened doors and made new connections between the council and cultural and heritage spaces. Hosting events, sharing research and ideas when shaping ideas for Merton United that, even if not successful, can be the basis for productive and creative partnerships.

COMMUNITY ENGAGEMENT

Short term the council has a greater understanding of how and why residents engage with culture. Analysing previous consultation work and seeking resident's qualitative input on what matters culturally has provided an evidence base that is already being used at officer and executive level. We will be drawing culture, heritage and sport analysis more closely into major annual consultations such as the CYP survey from 2024.

Being transparent and consultative with residents, from taking the decision to bid, through updates on bid development has provided a model for other future council initiatives.

Our creative partners have put forward proposals specifically exploring ways to develop their capacity to co-create with residents long term. Our Future Merton and Mini Musicians will develop techniques and connections between MMF and Polka Theatre to deliver more in-community and in-school work.

CULTURAL AND HERITAGE INFRASTRUCTURE

Short term connections have already been made offering innovation support and resources. As a direct result of convening stakeholders, links have been made between a range of local creative businesses and an upcoming 2024 funded creative business support programme from WCA, with a view to innovate new services and increase capacity in the sector.

Medium term, the development year will be used to define Merton as a creative cluster: not only to work out the need, but the direction of travel in relation to the rest of London and the UK. In particular through the WCA partnership.

Long term, the legacy impact on Merton's cultural infrastructure will be massive. The production of the Incidental Programme, Tuned In Residencies and Our Future Merton will showcase how the borough's public realm can be used and be opened up to creatives across London and the South East.

The target for Merton United is to seed a big new event that will find a home in the cultural calendar yearly from 2028 onwards. The council is committed to finding and supporting this.



The Mayor has an aim to achieve a net zero carbon status for London by 2030. Many boroughs have declared climate emergencies. How will you ensure your programme is delivered responsibly and sustainably so it meets your borough's environmental targets, as well as those of the Mayor? •

Merton's Climate Strategy and Action Plan (CSAP) forms our response to our declaration of a climate emergency, which set net zero carbon targets of 2050 for the borough and 2030 for the council.

Merton United offers a chance to engage residents on progress towards this target, while embedding further behaviour change. We will ensure the link between environmental protection and culture are embedded throughout all outdoor events. For example Merton Day Out will feature a campaign around appreciation of plant-based cuisines.

In the development year, we will engage with networks including the Merton's Green Schools Network, Merton Friends of the Earth and the Sustainable Communities Transport Partnership Group (SCTP). We work with the Centre for Sustainable Energy and Aether Environmental Consulting on the delivery of our CSAP, and will consult with them on best practice design for the programme.

Merton United will allow us to develop what the council can learn for future sustainable event development. We will measure and monitor energy and water usage at all major events. For larger events in third party venues, where we can learn the most about behaviours and impact, we will support facilities managers for AELTC, AFC Wimbledon, Polka, New Wimbledon Theatre and any other partners to collect data. We will publish all impact measurements in our evaluation.

We have a partner relationship in place with the Wombles Community Charity that oversee the collected print, film and music of the Wombles and who have ambitious plans regarding new films and books to be published over the next couple of years. As Merton's original recyclers we have agreements in place to use Wombles branding and other materials to promote environmental issues to all Merton schools.

We will commission a third party to monitor the programme's energy, water and paper usage, waste generated vs recycled, and CO2 emissions associated with that usage. We currently record and report on the environmental impact of our NPO events using Julie's Bicycle creative climate tools. We will expand this principle to all LBOC events.

The Council has a Social Value Policy and toolkit for bidders tendering for council contracts. The Social Value Charter has been strengthened. Any carbon implications/impacts will go before the Council's Procurement Board, irrespective of the value of the contract.

4. Financial Management

4.1 Financial planning (4%) ?

We will need to see that you have robust financial procedures in places to ensure your programme is delivered on time and within budget. Please outline your approach to financial planning. $\mathbf{0}$

The Council's Constitution sets out levels of financial control and responsibility across the organisation.

The Council Business Planning process includes financial accounts with savings and growth published publicly. The Business Plan and its 5-year forecasting of budgets demonstrate the borough is in good financial health compared to other local authorities.

To manage the funding we will make full use of the Council's financial systems, including our E5 financial management system, to ensure that cash flow is managed in real time with monthly budgetary returns completed. Financial systems have strong levels of control and all invoices have a minimum two-person approval system and expenditure cannot be exceeded without senior officer approval. Our financial systems and procedures are well established and have assigned professional accountants to support with cash flow and returns.

To ensure the sustainability of this project beyond the funding we have built anticipated revenue costs into the project plan, which will be funded from core budgets. The activity plan of events is coordinated in line with partners and includes in-kind contributions. These collaboration agreements are ongoing and will continue to develop.

Merton's Contract Standing Orders set out our approach to procurement. We are signed up to the National Procurement Concordat for Small and Medium-sized Enterprises to identify how we can help advantage local suppliers and SMEs to be more involved in our supply chain. We are a member of the London Responsible Procurement Network that drives best practice and minimum standards in procurement in line with wider London agendas. We set our creative freelancer pay rates with reference to appropriate union minimums, including BECTU and Musicians Union.

Where elements of the project have been developed with key partners, partnership agreements will be in place that set out the level of funding that will be deployed. This is in keeping with our policies and wider procurement law around grant funding.

Partnerships developed post award will be managed utilising the usual levels of financial authorisation and approaches. This includes publishing all contract opportunities on the London Tenders Portal and providing support to local organisations to encourage them to bid. We have a list of over 200 local cultural organisations. We have engaged with them to identify how to support increased cultural delivery through workshops and engagement sessions. These will be undertaken again, if successful, to enable the bidding process to be accessible for all.

All published bids will be evaluated by minimum 3 council officers and recommendations to award taken at relevant levels. Social value elements will be included in all contracts and how the commissions will improve resident social, economic and health outcomes.

Merton has established grant systems such as the schemes for Cost of Living, Civic Pride and the National Portfolio Organisation (NPO) commissions that are undertaken via the library service for arts organisations. Grants are accessible and easy for individuals and organisations to put forward proposals.

Please use the budget template to produce your budget, which you can access above. Upload completed budget here.

Uploaded files:

MERTON UNITED LBOC BUDGET TITLE.xlsx

4.3 Match funding (4%) ?

Please outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income. Please indicate whether these are confirmed or to be expected. •

1 Other Public Subsidy (£655,000). Confirmed:

The council will allocate £655,000 from Merton's Community Infrastructure Levy (CIL), or its successor under the Levelling Up and Regeneration Act, and amending the process for spending CIL in those years. The council also commits to considering other appropriate funding sources for those relevant financial years. The CIL commitment by year would be 2026/27 -£210,000; 2027/28 - £405,000; 2028/29 - £40,000.

2 Earned Income (£677,000). All expected:

a. Ticket sales

Merton United Festival: 20,000 capacity. 75% projected sales. Less 3000 free tickets. Total 12,000 @ average £35 = £420,000 Championship Festival: Estimate of tickets and share of concessions income of £200,000 which would represent breakeven on the event costs.

Bookfest Goes East: £30,000 ticket sales. 12,000 capacity. 75% projected sales. Less 3000 free tickets. Total 6000 @ average £5 = £30,000

b. Other earned income: £17,000 concessions at Merton Day Out, Incidental Programme and other outdoor free events. Figures based on previous outdoor event concession earnings.

3. Contributed Income (£275,000). All expected:

- a. AELTC have confirmed £50,000 funding for artist commissions to be used within the Merton United Mini Grants fund.
- b. We have a donations target across Merton United of £25,000, with optional donation at Merton Day Out and the Incidental Programme and at other points.
- c. Sponsorship target £200,000. An estimate based on the lower end of previous LBOC sponsorship totals from Brent and Waltham Forest, plus drawing on existing cash sponsorship relationships with local partners we have had on board for previous events programmes.
- 4. Charitable Trusts and Foundations (£285,000). All expected:

Mini Musicians project will aim to match fund from trusts and foundations of £110,000 towards the project. We have had conversations with the Esmee Fairbairne foundation so far. This is expected.

Other trusts and foundations identified include Youth Music, PRS Foundation, Paul Hamlyn Foundation and Jack Petchey Foundation.

We will be applying to Arts Council England's (ACE) Place Partnership Fund in particular to support the widening participation and sector development goals of Merton United. We have identified £175,000 based on guidance from ACE of the likely LBOC range of awards.

4.4 Realistic budgeting (3%) ?



Successful applicants will need to show us that they have produced a realistic budget that reflects the current economic environment. Please outline your approach to realistic budgeting. •

Events artistic budgets and artist costs have been calculated from proposals, quotes or appropriate equivalent project costs worked up internally or provided by partners. The scope and scale, and our commitment to being the Borough of Sport and Culture, is reflected in our significant commitment through CIL match funding. We will also build on 2026 Borough of Sport success and legacy.

Project Management and staffing costs have been calculated, where the council employs directly, to be in line with pay scale points and with an uplift for inflation factored in. Artistic director and artistic commissioner fees have been priced to be competitive and attractive to attract international standard talent. Each project event cost includes a dedicated marketing and communications budget.

Event professionals and technical staff will be employed above BECTU minimum pay rate guidance. Performers will be paid using appropriate union rates, for example Musicians Union. Fees to be negotiated with agents to industry standards within budget. As an accredited London Living Wage Foundation organisation, we ensure that any new contract the Council enters into pays the Living Wage and will ensure relevant contracts procured for LBOC will do the same.

The marketing budget has been costed out based on expected costs that take into account brand development and monthly spend across digital, out-of-home and other channels.

Our contingency of £360,000 is worked out on the basis of 10%, assuming annual inflation of 4% per year 2024 - 2027. Our contingency takes into account both unexpected costs and price increases. We have taken advice from Croydon LBOC 2023 on lessons learnt on managing contingency and holding back funds for projects through the year.

5. Cultural Impact Awards

In addition to two Title Awards there will be three Cultural Impact Awards to be delivered between April 2026 to March 2027. The Cultural Impact Award is optional, and all boroughs are welcome to apply.

Describe your proposed project activity. This is your chance to tell us what your Cultural Impact Award programme would be. •

A cultural impact award would mean we can take forward the Merton United ambitions. A rich year-long programme that will deliver work against the 5 strands from our title award, with a particular focus on the community led and exploring public spaces work. We are committed to using the cultural impact award to deliver on a range of our legacy plans and work towards some major outcomes from the title award, even if on a smaller scale.

Merton United cultural impact award will deliver two cultural programmes alongside a heritage project:

Merton United Trail – Six town centres. Six stories told through theatre and dance by residents under the development and supervision of artists. Residents of Pollards Hill, Wimbledon, Mitcham, Morden, Raynes Park and Colliers Wood will come together with nationally renowned artists and choreographers working with local creatives including Five-a-Side Theatre, Urban Dance Theatre, and others to create a resident led series of performances telling the stories of what makes up the beating heart of Merton's different town centres. They will highlight and invite exchange and storytelling to bridge divides through cultural experience: taking the bustling diversity of Pollards Hill to the incredible spaces of Wimbledon Village for example. Workshops throughout Spring 2027 lead to a performance trail curated for audiences to view over the course of a week in August 2027.

Incidental Programme – Art and performance using public spaces and vacant properties. 15 spaces, to be identified across the borough. WCA students will be commissioned to illustrate, animate and transform each of those spaces, while creative partners will be commissioned to generate new art and performance for a regular experience for audiences. A mix of installations and scheduled performances will take place over 4 weeks in winter 2027/28. Entirely free and with a particular focus on using high streets, communal spaces in social housing and public spaces throughout the east of the borough. The project will be accompanied by the creation of a digital trail for audiences to explore using different themed routes to take them on a tour of Merton's neighbourhoods. The council's economic development team will use this project to design a future vacant property spaces strategy in the borough. The legacy will be a pilot that can be used to drive forward the use of culture in regenerating high streets and in the town plan.

For the cultural impact award, we will work with some extra partners on new cultural experiences within the Incidental Programme. Hear Art will partner us to programme a D/deaf, disabled and neurodiverse performance and photography exhibition in one space. A mini series of WCA cultural sector masterclasses, including at least one with an international focus, will be programmed in another space.

Alongside these two cultural projects, we will apply for NLHF funding. If successful we will also deliver We Belong to Merton within the cultural impact award. A new story exploring how the high street, built environment, sports and outdoor infrastructure have changed and adapted as different workers and families arrived and made Merton home. From the Windrush generation, through the 70s-80s settling from Korean and Tamil communities, through to the Polish arrivals in 1990s and Ukrainians in the 2020s. Where big industry has come and gone, how the borough's economy has been shaped by changes over the last 50 years. Led by Merton Abbey Mills, Wandle Industrial Museum, Wimbledon in Sporting History (WiSH) and others. This will be an opportunity for residents to work with creatives and heritage professionals from organisations across Merton. We will target families, older residents and children throughout the borough. Workshops in community settings and interwoven within the Incidental Programme will provide chances to develop photography, film and podcasting skills to gather stories, and staff from heritage partner organisations will help curate resident's own "informal collections" from the community. On-site scanning of images, memorabilia and documentation, within and from the local community will enable us to overcome some of the historic barriers to heritage engagement, capturing the life experiences, voices and opinions of Merton residents from wide-ranging backgrounds. This is important, not only to address gaps in Merton's existing heritage collection, but also to ensure that resources, displays and cultural provision are relevant and appealing to current and future generations.

Please use the budget template to produce your budget, which you can access above. Upload completed budget here.

Uploaded files:

MERTON UNITED LBOC BUDGET CI.xlsx

6. Supporting documentation

Signed letter (digital scan) from your Section 151 Officer (Chief Finance Officer) or equivalent agreeing to the proposed budget.

Uploaded files:

☼ Section 151 Officer LBOC Support Letter.pdf

6.2 Letter of support from your Borough Leader

Uploaded files:

Leader of the Council LBOC Support Letter.pdf

6.3 Letter of support from your Borough Chief Executive

Uploaded files:

Chief Executive LBOC Support Letter.pdf

Written evidence of council commitment to secure match funding by the time the programme begins, if their bid is successful (at least 30% cash)					
Uploaded files:					
© Commitment to Match Funding LBOC Support Letter.pdf					
Letters of support from partners (up to three)					
Uploaded files:					
D AELTC support letter_Merton Borough of Culture 2027.pdf					
UAL Letter of Support.pdf					
Merton Conncted Borough of Culture Letter of Support.pdf					
7. Data Protection and FOIA					
Do you consider that, for the purposes of FoIA, we should treat any financial information provided in the 'Budge section of the application, as commercially sensitive information?					
Select yes or no ♥ No					
If you are sending us a separate letter, please write 'letter included' below. The GLA will not treat or consider an entire application or bid as being 'confidential information'.					
Are there other specific pieces of information in your application you consider to be exempt for the purposes of FoIA? You must clearly identify what that information is and give us your reasons below or in a separate letter.					
Select yes or no 👽					
Select yes or no No					

2.4 Programme outputs (3%) Please complete table below with the target outputs you will deliver as part of your programme.	
2.4 Output Target (Estimated numbers)	Total Number
Directly programmed key events	14
Projects indirectly programmed	190
Artists / partners involved	350
New roles created	12
Volunteers	800
Schools and educational institutions engaged	63
Children and young people engaged	11,000
Online/ Digital audience reached	300,000
Live audience reached	125,000
People participating in cultural programmes	5,500
Heritage led orgs participating in the programme	15
Activities that engage people w/heritage	31
New audience engaged by participating heritage org	17,500
Volume of new heritage material collected	300

2.5 EDI outputs (3%) What Equality, Diversity and Inclusion (EDI) output targets will you aim to achieve through this programme? Please complete the table below with your own targets	
2.5 Outputs Target	Total Number
Percentage of children in care and care-leavers participating actively in at least 2 parts of the Merton United	100
Percentage of SEND Children participating actively in at least 2 parts of the Merton United	100
D/deaf, disabled & Neurodiverse artists in main Merton United programme	40
D/deaf, disabled & Neurodiverse artists or led organisations from across London taking part in STRONGER SECTOR	20
Culturally less engaged audiences from identified wards taking part in at least 3 cultural or heritage events from the programme	30,000
Cultural or heritage organisations on the steering group for the development and delivery year representing east Merton	9
Funding (£) from Merton United Mini Grants awards towards creative projects benefitting residents in east Merton	135,000

London Borough of Culture

Cultural Impact Award budget template

Please add lines as required. Complete total income and expenditure on the overall budget sheet too.

Only complete the year columns that are relevant to your application.

Application to CIA is optional

	Developme nt Year	Delivery Year	Post delivery	TOTAL	Confirmed Funding Please show in £'s
				TOTAL	
GLA Cultural Impact Award	60,000.00	115,000.00	25,000.00	200,000.00	
Match Funding against GLA Investment					
Local Authority income	0.00	0.00	0.00	0.00	
Other public subsidy	45,000.00	175,000.00	20,000.00	240,000.00	
Earned income - e.g generated income	0.00	15,000.00	0.00	15,000.00	
Contributed Income - AELTC Foundation Artist Commis	0.00	10,000.00	0.00	10,000.00	
Contributed Income - donations	0.00	5,000.00	0.00	5,000.00	
Contributed income - sponsorship target	0.00	25,000.00	0.00	25,000.00	
Charitable trusts and foundations income e.g Paul Ham	0.00	30,000.00	0.00	30,000.00	
Other income					
Total match income against GLA Investment	£45,000.00	£260,000.00	£20,000.00	£325,000.00	£0.00
Negotiated Funding (see notes below)					
Arts Council England (see notes below)	30,000.00	30,000.00	0.00	60,000.00	
Total Negotiated Income	30,000.00	30,000.00	0.00	60,000.00	0.00
· ·					
In-kind					
Council officer support including senior leaders, departn	8,000.00	10,000.00	4,000.00	22,000.00	
In-kind support - volunteering	0.00	13,000.00	0.00	13,000.00	
In-kind support in-kind marketing through partners	0.00	30,000.00	0.00	30,000.00	
Total In-kind	8.000.00	53.000.00	4.000.00	65.000.00	122.000.00

EXPENDITURE

Cultual Impact Award project costs						
Project management / staffing costs	25,000.00	60,000.00	15,000.00	100,000.00		
Artists' fees and commissions	20,000.00	95,000.00	0.00	115,000.00		
Project expenditure (Artistic spending)	45,000.00	200,000.00	15,000.00	260,000.00		
Community engagement / partnership development	13,000.00	15,000.00	6,000.00	34,000.00		
Communications and marketing	0.00	45,000.00	0.00	45,000.00		
Monitoring and evaluation	5,000.00	25,000.00	0.00	30,000.00		
Overheads	18,000.00	37,000.00	11,000.00	66,000.00		
Total Cultural Impact Award project costs	126,000.00	477,000.00	47,000.00	650,000.00		

1. Total GLA fund available for Cultural Impact Award is £200,000

2. Application to CIA is optional

Operating surplus (deficit)

- 3. You do not need to provide a breakdown costs into number of workshops / activities
- 4. You will need to provide match funding of at least 30% against the £200,000, which equates to a minimum of £60,000
- 5. Non-Match Funding: The GLA has negotiated potential funding opportunities from strategic partners that can NOT be used as part of your 30% match funding against the £200,000. These are Arts Council England and National Lottery Heritage Fund. Successful applicants will need to submit a separate application to these partners. No funding is guaranteed.
- 6. National Lottery Heritage Fund You do not need to include a specific budget line for the delivery of heritage activities in this application, as these will be funded separately by the National Lottery Heritage Fund, and on top of the Cultural Impact Award.
- 7. Please note you may not use any other GLA funding you are currently in receipt of or have secured as a source of match funding towards your London Borough of Culture programme.

£17,000.00 -£19,000.00 £2,000.00 £0.00

8. Your total income and expenditure must balance i.e. there must be no operating surplus or deficit

London Borough of Culture
Title Award - Main Budget template
Places additidates lines as required. Only complete the year columns that are relevant to your application.

	Development Year	Delivery Year	Post delivery	TOTAL	Confirmed Funding Please show in £'s
INCOME					
INCOME					
Greater London Authority (LBOC award)	650,000.00	600,000.00	100,000.00	1,350,000.00	
Match Funding against GLA Investment					
Local Authority income	0.00	0.00	0.00	0.00	
Other public subsidy	210,000.00	405,000.00	40,000.00	655,000.00	655,00
Earned income - e.g generated income	0.00	667,000.00	0.00	667,000.00	
Contributed Income - AELTC Foundation Artist Commissioning contribution	0.00	50,000.00	0.00	50,000.00	5000
Contributed Income - donations	0.00	25,000.00	0.00	25,000.00	
Contributed income - sponsorship target	50,000.00	150,000.00	0.00	200,000.00	
Charitable trusts and foundations income e.g Paul Hamlyn Foundation	50,000.00	60,000.00	0.00	110,000.00	
Other income	0.00	0.00	0.00	0.00	0.0
Total match income against GLA Investment	£310,000.00	£1,357,000.00	£40,000.00	£1,707,000.00	£705,000.0
Negotiated Funding (see notes below)					
Arts Council England (see notes below)	60,000.00	90,000.00	25,000.00	175,000.00	£0.0
Total Negotiated Income	60.000.00	90.000.00	25.000.00	175.000.00	0.0
		,			
In-kind					
In-kind venue hire fees: Canons, Morden Hall Park, etc.	0.00	45,000.00	0.00	45,000.00	4500
Volunteering	0.00	120,000.00	0.00	120,000.00	
Council officer support including senior leaders, department leaders and s	55,000.00	55,000.00	15,000.00	125,000.00	125,000.0
Reciprocal marketing and in-kind sponsorship	0.00	50,000.00	0.00	50,000.00	
Total In-kind	55 000.00	270 000.00	15 000.00	340 000.00	170,000.0
		£2.317.000.00	£180.000.00		

EXPENDITURE	

Project management / staffing costs					
Artistic Director (July 2026 to June 2028)	71,250.00	95,000.00	23,750.00	190,000.00	
Marketing & Communicatons Officer	24,500.00	49,000.00	8,500.00	82,000.00	
LBOC Support Officer	33,750.00	45,000.00	11,250.00	90,000.00	
Artistic Commissioner	45,000.00	60,000.00	15,000.00	120,000.00	
Production, project and event managers	20,000.00	80,000.00	0.00	100,000.00	
Total project management / staffing costs	194,500.00	329,000.00	58,500.00	582,000.00	

Artists' fees and commissions				
Merton United Festival	40,000.00	80,000.00	0.00	120,000.00
Library In The Park	0.00	30,000.00	0.00	30,000.00
Wimbledon Bookfest Goes East	0.00	45,000.00	0.00	45,000.00
Tuned In residencies	0.00	15,000.00	0.00	15,000.00
Merton United Trail	30,000.00	55,000.00	0.00	85,000.00
Incidental Programme	0.00	30,000.00	0.00	30,000.00
Merton United Stars Launch Event	0.00	10,000.00	0.00	10,000.00
A Stronger Sector Masterclasses	15,000.00	20,000.00	15,000.00	50,000.00
Our Future Merton	90,000.00	90,000.00	0.00	180,000.00
The Championship Festival	40,000.00	80,000.00	0.00	120,000.00
·	0.00	0.00	0.00	0.00
Total artists' fees and commissions	215,000.00	455,000.00	15,000.00	685,000.00

Project expenditure (artistic spending)					
Merton United Festival	0.00	95,000.00	0.00	95,000.00	
Library In The Park	0.00	30,000.00	0.00	30,000.00	
Wimbledon Bookfest Goes East	50,000.00	230,000.00	0.00	280,000.00	
Tuned In residencies	0.00	15,000.00	0.00	15,000.00	
Merton United Trail	40,000.00	130,000.00	15,000.00	185,000.00	
Incidental Programme	20,000.00	45,000.00	0.00	65,000.00	
Merton United Stars Launch Event	0.00	20,000.00	0.00	20,000.00	
Mini Musicians	110,000.00	190,000.00	110,000.00	410,000.00	
Our Future Merton	60,000.00	60,000.00	0.00	120,000.00	
The Championship Festival	30 000.00	70 000.00	0.00	100 000.00	
Merton Day Out	0.00	20,000.00	0.00	20,000.00	
Total project expenditure	310 000 00	005 000 00	125 000 00	1 240 000 00	

Community engagement / partnership development					
Merton United Mini Grants Programmes	50,000.00	130,000.00	0.00	180,000.00	
A Stronger Sector Masterclasses	35,000.00	45,000.00	10,000.00	90,000.00	
Youth Parliament Produicers	5,000.00	5,000.00	0.00	10,000.00	
Total community engagement / partnership development	90.000.00	180,000.00	10.000.00	280,000,00	

Communications and marketing				
Design and Marketing	80,000.00	95,000.00	10,000.00	185,000.00
Events Portal	7,000.00	10,000.00	2,000.00	19,000.00
Community Audience Development	30 000.00	25 000.00	0.00	55 000.00
Total communications and marketing	117 000 00	130 000 00	12 000 00	259 000 00

Total communications and marketing	117,000.00	130,000.00	12,000.00	259,000.00
Monitoring and evaluation				
Environmental Impact Monitoring	0.00	10,000.00	0.00	10,000.00
Programme Impact Evaluation	10,000.00	10,000.00	10,000.00	30,000.00

Overheads				
Contingency - artistic development fund and contingency	145,000.00	145,000.00	75,000.00	365,000.00
Steering Group Expenses	6 000.00	6 000.00	4 000.00	16 000.00
Total conducts	454 000 00	454 000 00	70 000 00	204 200 20

Total expenditure	£1,087,500.00	£2,172,000.00	£312,500.00	£3,572,000.00
Operating surplus (deficit)	-£12,500.00	£145,000.00	-£132,500.00	£0.00

Notes

1. Development Year is the year prior to official start of your programme. For the 2025 winner the development year would be 2024/25. For the 2027 winner the development year would be 2026/27.

2. You do not need to provide a detailed breakdown of costs into number of workshops / activities
3. You will need to provide and shalling of at least 30% against the £1,350,000 GLA investment, which equales to a minimum of £405,000
4. Non-Match Princing The GLA has neegolized potential thirding opportunities from strategic patterns that care NOT be used as part of the principal prior opportunities from strategic patterns that care NOT be used as part of the prior opportunities from strategic patterns that care NOT be used as part of your 30% match funding against the GLA investment. Successful applicants will need to submit a separate application to these controls the policy of the prior opportunities of the policy of the Notice of the policy of the Notice of the Paul Hamilyn Foundation. No funding is guarantee. So Noticeal Lottery Heritage Fund. You on not need to include a specific budget line for the delevery of heritage activities in this application, as these will be funded separately by the Nisional Lottery Heritage Fund, and on top of the main Title Award.

7. Your total income and expenditure must balance i.e. their must be no operating supplus or delicit.

215,000 00





Dear Sir / Madam.

Re: London Borough of Merton Borough of Culture Bid – Merton United

The All England Lawn Tennis Club (AELTC) is based in Merton and hosts The Championships, simply known as Wimbledon, each year. It is one of the four Grand Slam tennis tournaments and widely regarded as the most premier tennis tournament in the world.

As a major sporting event we are used to hosting large scale events and deliver a number of community events throughout the year in the borough.

We are really excited and enthused about the opportunity for Merton to become the London Borough of Culture in 2027 and the potential of further expanding and enriching our collaborative work to enhance the cultural offer in the borough.

As part of this I am writing to confirm the AELTC's support for the bid and to confirm our commitment to open up one of our facilities, may that be on the main site where we stage The Championships, at our Community Tennis Centre in Raynes Park, or potentially using the outdoor space available on the Wimbledon Park golf course for a suitable project during the year that Merton would be Borough of Culture.

In addition, I also confirm our commitment to pool funds from the Wimbledon Foundation, the charity of the All England Lawn Tennis Club and The Championships, to look to increase the commissioning of cultural delivery for the Borough of Culture programme.

Yours sincerely,

Head of Community Strategy, AELTC

LONDON BOROUGH OF MERTON

Councillor Ross Garrod - Leader of Merton Council



London Borough of Merton Merton Civic Centre London Road Morden SM4 5DX

Date: 20 November 2023

Dear Sir / Madam

London Borough of Merton Borough of Culture Bid - Merton United

The London Borough of Merton is seeking to become the London Borough of Culture in 2027. Building on the rich cultural offer and celebrating the diversity of our communities Merton aims to deliver a collaborative programme of events utilising established and emerging artists and performers from across our communities.

The development of this bid has been a collaborative process that has engaged with over 150 local cultural organisations and has included wide ranging in person and online consultation with residents. As part of this I am writing to confirm our commitment this bid, which was approved at Cabinet on 16 November 2023.

Yours sincerely



ENVIRONMENT, CIVIC PRIDE AND CLIMATE

Dan Jones - Executive Director



Environment, Civic Pride and Climate Department London Borough of Merton Merton Civic Centre London Road Morden SM4 5DX

Date: 27 November 2023

Dear Sir / Madam

London Borough of Merton Borough of Culture Bid – Merton United

The London Borough of Merton is seeking to become the London Borough of Culture in 2027. Building on the rich cultural offer and celebrating the diversity of our communities Merton aims to deliver a collaborative programme of events utilising established and emerging artists and performers from across our communities.

The programme will deliver high quality arts and cultural events and activities in the heart of our communities and will use innovative techniques to engage and develop new audiences. It will tell the history of the borough's rich cultural heritage to develop greater understanding of our collective past and create a better understanding of present and future cultural opportunities. The legacy will be an established and coordinated programme of events and activities and an increased engagement with arts and culture amongst all parts of the borough.

We believe that this bid provides an ambitious programme of cultural enrichment for our residents and fully support the bid.

As part of this I am writing to confirm our commitment to secure the match funding required if our bid is successful. As detailed in the financial management section our approach to secure the match funding is as follows:

- £50,000 secured funding from the Wimbledon Foundation.
- £655,000 secured Community Infrastructure Levy funding.

Yours sincerely



Dan Jones

Executive Director of Environment, Civic Pride and Climate

Email: @merton.gov.uk

COUNCILLOR ROSS GARROD LEADER OF THE COUNCIL

(Labour, Longthornton Ward)



London Borough of Merton Merton Civic Centre London Road Morden SM4 5DX

020 8545 3424 (Civic Centre) ross.garrod@merton.gov.uk

20 November 2023

Dear Sir / Madam

London Borough of Merton Borough of Culture Bid - Merton United

The London Borough of Merton is seeking to become the London Borough of Culture in 2027. Building on the rich cultural offer and celebrating the diversity of our communities Merton aims to deliver a collaborative programme of events utilising established and emerging artists and performers from across our communities.

A key strategic objective for the council is to be the Borough of Sport by 2026 and a strong theme of sport will run through the LBOC bid. By 2027 Merton will be known as the Borough of Sport and Culture, maximising on existing sporting infrastructure and heritage that is leading to the Borough of Sport. We will build on that as a model - using existing cultural infrastructure and heritage to become LBOC. The two will be inextricably linked in 2027, similar to the Cultural Olympiad, to create a lasting legacy of excellence in sport and culture in the borough.

As part of this I am writing to confirm our commitment this bid, which was approved at Cabinet on 16 November 2023.

Yours sincerely



Councillor Ross Garrod Leader of the Council



Merton Connected Vestry Hall, London Road Mitcham, CR4 3UD



23rd November 2023

Dear Sir / Madam,

Re: London Borough of Merton Borough of Culture Bid 2027 - Merton United

Merton Connected is the umbrella body that supports and represents the diverse range of voluntary, community and faith organisations in the borough. We have a longstanding and close working relationship with the Council. As an active member on the Steering Group for Merton's bid, we are really excited and enthused about the potential for Merton to become the London Borough of Culture in 2027 and all the opportunities that such would bring to our locality and local residents, in particular, allowing us to further expand and enrich our collaborative work to enhance the cultural offer in the Borough.

I am writing to confirm Merton Connected is in support of the bid and to confirm our commitment to further increasing community engagement and volunteering opportunities in cultural delivery.

Yours sincerely

Head of Community Development and Volunteering Merton Connected

FINANCE AND DIGITAL DEPARTMENT

Asad Mushtaq – Executive Director



Finance and Digital Department London Borough of Merton Merton Civic Centre London Road Morden SM4 5DX

Date: 28 November 2023

Dear Sir / Madam

London Borough of Merton Borough of Culture Bid – Merton United

As the authorised Section 151 officer for the Council, I am writing to confirm that this Borough of Culture bid has been carefully scrutinised by a team of accountants. The agreed budget is included in our medium-term financial plans, and we agree to address any shortfalls in funding should they arise.

We believe that this bid provides an ambitious programme of cultural enrichment for our residents and fully support the bid.

Yours sincerely



Asad Mushtag

Executive Director Finance and Digital Department

Email: @merton.gov.uk



London Borough of Merton Borough of Culture Bid – Merton United

21 November 2023

Dear Sir / Madam,

London Borough of Merton Borough of Culture Bid - Merton United

Wimbledon College of Arts, part of the University of the Arts London, is a worldrenowned education centre delivering excellence in art education and who have supported many renowned artists in their careers. As a steering group member and key delivery partner we are really excited and enthused about the opportunity for Merton to become the London Borough of Culture in 2027 and the potential of further expanding and enriching our collaborative work to enhance the cultural offer in the borough.

I am writing to confirm UAL's support for the bid and to confirm our commitment to utilising our campus in Wimbledon, with its performance and design facilities for greater community cultural engagement and to deliver an innovative programme in our communities around virtual reality and other emerging technologies.

Yours faithfully,

Dean of Performance Arts and Foundation Camberwell Chelsea Wimbledon Colleges University of the Arts London

@wimbledon.arts.ac.uk

camberwell college of arts

chelsea college of arts

wimbledon college of arts

Application form for request #5

1 Read-only. This form has been submitted.

You are applying on behalf of Newham (24).

General Information

Newham - (24)

Al Name of contact person

Title **1**

First name **1**



Last name **1**



A2 Position held

Your role **1**

Assistant Director of Change & Improvement

A3 Contact information

Telephone number 👽

Email address **1**

newham.gov.uk

A4 Locale

Directorate **1**

Transformation

Department/Business Unit 1

London Borough of Newham

Contact with us

Newham - (24)

B1 Contact with us

Have you discussed your activity with a member of GLA staff? ♥

Yes

If yes; tell us their name(s) and which team(s) they work in $\, lacktriangledown$

(Culture team)

Are you related to any elected GLA members or GLA staff? **1**

No

If yes, please tell us about your relationship with them and their name(s) and which team(s) they work in. \mathbf{v}

No

Project overview

Cl Please state which year you are applying to be the London Borough of Culture: ?

critical you are applying to be the London Borough of Calcule.

2025

Select year **1**

If you have a preference for a particular year, please tell us why. **1**

Dynamic, diverse, and determined Newham stands apart. Our vibrant borough thrives on the incredible talents and creativity of our people.

In 2025, we want to shine a spotlight on Newham as London's beating heart of culture, the capital's newest and fastest-growing cultural destination. As the East Bank brings fresh energy to the iconic Olympic Park, in this pivotal year, we're also reactivating Newham's cherished heritage buildings.

Our bid connects and complements this activity to ensure every corner of Newham benefits from the positive impact of culture. We'll deliver an extraordinary year not for a select few, but for EVERYONE.

Yes

C3 How much will your programme cost in total?

Programme cost **1**

C4 Summary of proposed programme ?

Provide summary **1**

Newham is the beating heart of London's culture, and with our collaboratively designed programme, we're pushing boundaries to demonstrate the borough's unique cultural heritage, diversity, and dynamism.

For our Year of Culture, we're determined to challenge the status quo and be:

FAIR - We'll be equitable and inclusive, rebalancing investment, activity, and opportunities through our borough-wide approach; supported by governance, commissioning and storytelling that is rooted in fairness.

FEARLESS - We'll express our interculturalism authentically and be creatively bold, unlocking new forms of culture in the everyday to inspire change.

FIRST - We'll pioneer, innovating new approaches for future cultural delivery.

Our year-long, borough-wide programme crashes through barriers by placing the spotlight on Newham's diversity, celebrating our communities' incredible array of cultures and creative talent in our globally connected borough.

With and for Newham, we'll:

DANCE to the beat of our musical legacy, celebrating our incredible heritage and the ground-breaking genres that originate in Newham

EXPERIENCE awe inspiring and provocative art works in Newham's waterways and streets

GATHER as a unified community, forging connections that honour our diaspora's multicultural heritage, building on our annual celebrations for EID, Diwali and Guru Nanak

PLAY together with 100 schools across eight neighbourhoods, bridging generations through games

SHARE our borough's stories on an unprecedented scale in over 130 languages with leading poets from around the world

INSPIRE collective climate action by sharing climate awareness through colourful street canopies

STRENGTHEN our creative sector through powerful partnerships and pioneering commissioning that fuels creative acceleration

EMPOWER the next generation to be part of our cultural renaissance and lead our creative future

With boundless ambition and an unwavering commitment to inclusivity, Newham will be a place where culture widens participation, drives investment and inclusive growth to increase health, happiness, and wellbeing.

1. Making an Impact

1.1 Identifying need (12%) ?

Demonstrate a clear evidence base and a statement outlining why you need this award. •

OUR YOUNG PEOPLE ARE OUR FUTURE

We're one of London's youngest boroughs with 35% of our people under 25. They are 100% of our future. Our programme creates opportunities for children and young people to reach their potential, smash barriers and get ahead.

This is essential when so many of our young people face hardship. A third of our secondary school-age pupils are eligible for free school meals and we have the second highest proportion in London of children living in poverty.

While Newham schools enable our young people to gain some of the best GCSE, BTEC and A-level results in the country and progress to world-class universities, we know not all young people go onto reach their potential.

Since the Olympics, there's been a 113% increase in creative businesses in our burgeoning creative sector, but there is still a net outflow of 30,000 workers from the borough.

We want to change this and demonstrate to our young people that Newham can offer the widest potential employment and entrepreneurial opportunities. We'll deliver this by developing connections between schools and the creative industries, offering our young people experience and skills development.

A MULTICULTURAL COMMUNITY

Newham is one of London's most diverse boroughs with 70% of our residents belonging to Black, Asian, or other ethnically diverse communities. Almost half of our residents were born outside the UK and we have the highest number of undocumented individuals of any London borough.

We're a place where people of different cultures, backgrounds and beliefs share a rich cultural life and sense of belonging. It is manifest in our vibrant cultural heritage, our celebrations, religious festivals, art, and educational programmes where language, faith and food all play a significant role.

We're a borough proud of its multiculturalism. 35% of residents identify as Christian, 35% Muslim, 6% Hindu and over 130 languages are spoken. We see culture as a crucial means of breaking down barriers between communities, fostering connections to tackle the persistent discrimination that a third of Newham residents say they feel.

Our commitment is to showcase the diverse array of emerging and established cultures created by communities who, until now, have felt underestimated and under-represented. We'll provide truly inclusive and accessible experiences open to everyone and available in every part of Newham.

The programme builds on our achievements already in addressing the uneven distribution of formal cultural provision. They include programmes to rejuvenate Newham's cultural assets such as the redevelopment of Talent House, our Levelling Up Fund co-design project, revitalisation of Queen's Market and Queen's Square, Compressor House, Alice Billings House, and Canning Town Old Library.

But more needs to be done. As

west of the borough, including

It makes them difficult to access for

Newham's most marginalised communities and is why, in this cultural programme, we're determined to radically shift where and how culture can be experienced.

DEEP-ROOTED INEQUALITIES

'When it comes to art, you can come from different backgrounds, you could be living on the breadline, or you can be a multimillionaire... but art is for everyone. It doesn't matter how much money you got... everyone can appreciate art.' Newham's DJ Shorty

Over the past 15 years, Newham has been at the heart of some of the UK's largest, most ambitious, and dynamic cultural regeneration. Developments at Royal Docks and East Bank have gone hand in hand with the expansion of well-established local theatre and music venues like Brick Lane Music Hall and Arch 1.

The evolution of our cultural landscape has also supported new, emergent art forms. We're the birthplace of the grime revolution and today,

ant community of global leading production agencies, artists, dancers and musicians including

So much has been achieved but, as Newham continues to transform, we need to do more to harness the transformative potential of culture so all our residents can benefit.

This is critical when Newham remains one of the most deprived boroughs in the country. Over a quarter of our neighbourhoods are in the country's 20% most deprived areas. The cost of living crisis is pushing many residents who were 'just about' managing into financial difficulty, grappling with insecure low-paid jobs, and high housing, energy and food costs. Over a quarter of Newham's residents earn below the London Living Wage, and average rents absorb 65% of average wages, compared to 30% across the UK. Less than a fifth of our residents are optimistic about the future.

With high levels of poverty and discrimination affecting lives, culture has fallen from being a priority. Despite the range of opportunities and cultural institutions, Newham has low engagement and participation in culture, ranking in the bottom ten English local authorities. A survey conducted by ACE revealed that 44% of Newham adults have not attended an arts event, museum or art gallery nor participated in an arts activity over a year, in contrast to neighbouring Hackney (27%). While this figure does not capture participation in grassroots culture, it demonstrates the challenge we must face.

Our hope is that by winning Borough of Culture, we'll create opportunities and experiences that transform perception and engagement with culture for this and future generations.

RESILIENT

We're tackling structural inequalities in Newham by stimulating inclusive growth through our ambitious strategies for Community Wealth Building, Climate Action and Well Newham. We're proudly people first and are the first Council to use livelihood, wellbeing, and happiness as primary measures of economic success alongside trailblazing participatory democracy

and collective action through initiatives including People Powered Places.
Our extensive consultation evaluated the borough's cultural needs and found an appetite and readiness for change. We're committed to harnessing this ambition, and through visionary leadership, unlocking the creative potential of Newham.
Our fifteen-year Cultural Strategy, Building Newham's Creative Future sets out our ambition for delivering inclusion and participation, unlocking cultural and creative opportunities as a critical part of inclusive growth in Newham. We're ready, with this bid, to take the next step.

1.2 A Catalyst for Change (12%) ?

Explain how becoming the London Borough of Culture in 2025 or 2027 will help you achieve your ambitions and create long term change. \P

OUR AMBITION

'In Newham, we are creating a borough like no other, unlocking the opportunities of our people, place and partnerships to deliver lasting transformation for all. We deliberately set out to do things differently in Newham, and through this approach, we'll continue to disrupt the status quo in order to serve our people well.' Rokhsana Fiaz, Mayor of Newham.

The 'New' in our name once declared the borough as a new entity. But it underplays the centuries of the 'new' - expressed through our people, habits, cultures, industries and our ways of thinking that shape the unique cultural energy in Newham today. It defines our ambition to be fair, fearless and first in all aspects of our cultural programme.

Over 10,000 people back our bid, with a global audience who have already engaged with our cultural content. This support reinforces our determination to become Borough of Culture and deliver on our 15-year Cultural Strategy's promise for Newham to be a place where culture, creativity and heritage drive investment, inclusive participation, and wellbeing.

LONG-TERM OUTCOMES

Through workshops, interviews, and surveys, we have engaged with over 2,000 people in developing our Borough of Culture programme. This ranged from our thriving ecosystem of creative microbusinesses

0-4
employees – through to the borough's well-established, cultural organisations as

Workshops with partners, residents and community groups fundamentally defined our bid and our understanding of our Borough's needs and the long-term transformation that culture can deliver.

This insight alongside our Cultural Strategy development have defined our ambition for the long-term outcomes we'll achieve:

- 1 CULTURE FOR LIFE Creative and cultural activities become the norm for all to improve wellbeing and happiness, delivered through inclusive engagement. Culture will become a primary pathway for lifelong learning and to access fair employment opportunities.
- 2 POWERFUL PARTNERSHIPS Collaborations in Newham extend beyond the Borough to accelerate inward investment, creativity, and community impact that supports local enterprise and promotes a resilient local economy.
- 3 LOUD AND PROUD Our values, creativity, culture and heritage are brought to life with experiences and engagement that supports a sense of belonging for all.
- 4 CULTURE-FIRST SPACES Newham will have high-quality, diverse, inclusive spaces available across the borough for creative and cultural activities.
- 5 PROACTIVE MINDSET Newham's governance structure, management systems, and resources will be agile to effectively support Newham's cultural sector and capitalise on the energy and optimism of our communities.

SHORT AND MID-TERM OUTCOMES

1 CULTURE FOR LIFE

Short-term: The borough-wide cultural experiences we will create will reflect Newham's diverse cultural traditions and create memorable experiences for all residents. Engagement and participation rates in arts, culture and heritage will increase across all communities as residents experience culture in their 'everyday'. Young people will be able to follow their passions and learn new skills through cultural programmes, heritage projects and volunteering.

Medium-term: Regardless of their background, residents will feel more welcome and inspired to take part in cultural activities. Health, happiness, and wellbeing will increase as social isolation is reduced and activity levels increase.

Newham will be recognised for nurturing local talent investing in the cultural and creative sector. More partners will work closely with the Council to deliver skills programmes for young people, opening career pathways and unlocking sustainable employment opportunities in Newham.

2 POWERFUL PARTNERSHIPS

Short-term: Newham is established as a leader in innovative, productive, and inclusive collaboration that delivers positive outcomes for communities. Sustainable networks are developed underpinned by effective and meaningful power-sharing with organisations and residents. An expanded range of creatives, cultural organisations and microbusinesses can access investment through inclusive commissioning and open calls. Local talent is celebrated in collaborations with larger partners. Peer learning is facilitated and delivers impact.

Medium-term: Additional partnerships are unlocked borough-wide, providing equitable access to culture for all. Improved cocreation opportunities expand audience reach, participation and engagement with Newham's culture, creativity, and heritage. Our partnership approach leads to expanded co-curated community projects that deliver on Newham's community wealth building commitments. Through powerful partnerships we create a sustainable legacy around culture and creative industries.

3 LOUD AND PROUD

Short-term: The cultural programme will shine a light on vibrant, previously 'unseen' and emergent cultural activity in Newham's streetscape and online. Encouraged by our 'Pitch on a Postcard' open call, new and unsung producers and creatives will be recognised with the support to share their experience. The dynamic and diverse programme will attract hundreds of thousands of new visitors to the Borough.

Medium-term: Culture has a direct, positive economic impact for Newham by delivering investment and encouraging visitors to the borough. Residents feel 'culture is for them' through the celebration of Newham's varied cultural scene - from grime to Bharatanatyam. New and diverse artists emerge and inspire future talent.

Short-term: Cultural activities will be more accessible to residents through an 'eight neighbourhoods / eight commissions' approach where investment is spread to every corner of the Borough. New cultural spaces that are safe and welcoming will bring culture to where people are. Building on our established programmes like Newham Unlocked Festival, we'll open an additional 2000sqm of cultural space.

Medium-term: We'll continue to identify underused or vacant spaces, including sites earmarked for development, park buildings and heritage sites, that could be utilised for new cultural experiences. We'll work with local partners to develop a Meanwhile Space Programme, supporting hyper-local cultural activities across the Borough. Newham will be rejuvenated, contributing to an increase in residents feeling proud of the borough.

5 PROACTIVE MINDSET

Short-term: Our expanded culture team and cluster model of commissioning will mean those with experience and networks can deliver at pace and share communications, advocacy, and resources. It will create room for cultural organisations to shape, collaborate, and involve residents in the programme and rebalance opportunities so they are for all.

Medium-term: We'll ignite innovation and support new, emerging creativity and cultural expression through a growth mindset, and being can-do. It will empower experimentation and ensure Newham has a cultural landscape that is reflective, responsive and sustainable.

1.3 Engaging young people (6%)

Explain how children and young people will be involved with, and positively impacted by, the programme. •

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Our cultural programme is youth-led. Young people will be artists, producers, and decision makers with platforms for expression designed to experience culture and benefit from high-quality learning and careers opportunities.

They told us they want their achievements celebrated and their positive contributions to be noticed. We listened and have reflected this in our cultural programme. Our approach builds on our experience in codesigning the Newham's Young Person's Charter which launched last year and provides guiding principles to the entire Council, including 'Be Creative', 'Celebrate Diversity' and 'Champion Change'.

Young people shared that they want to be involved in cultural activities but a lack of disposable income and knowledge can be a barrier to accessing these opportunities. We know accessibility to free cultural experiences is vital so, launching an idea created by our young people, we'll offer a Culture Passport to all 45,449 10–19-year-olds (up to 25 for young people with SEND) in our borough.

Our cultural programme will give our young people voice and power and include:

OUR NEWHAM OUR WAY where acclaimed arts charity will work with 13-18-year-olds across 100 schools to create artworks and performances covering social justice and participatory democracy. This will build confidence and nurture creativity.

MUSIC & MAKERS will be a platform for young people to showcase their talent and gain paid mentorship from successful artists including legendary Newham grime artists. They will then perform at events.

NOW PLAY NEWHAM where we'll partner with London's leading festival of experimental games, NOW PLAY THIS, to commission a suite of eight original games, co-created with leading game designers, based on the theme of belonging. We'll host design camps in our network of Youth Zones in Little Ilford, Beckton, Stratford, Shipman and Forest Gate.

COMIC CON Fringe, a global first, where in collaboration with we create a free event to overcome the price barrier to young people being part of Comic Con.

Young people will be at the heart of our cultural programme and integral to its design. Our day raves will be family-friendly; our Food, Folk and Faith strand will include making workshops for younger children, and Climate Canopies will include learning materials designed for young people.

As well as creating experiences for young people, we'll also focus on demonstrating that culture and the creative industries present viable career pathways for our young people. It follows recent national research that highlighted fewer young people from working-class backgrounds are going into creative sectors. We want to reverse this trend.

Through WE ARE THE FUTURE we'll expand on our partnership with the properture of the properture of the components of the

We'll we gain regular feedback from our established Youth Councils and Youth Assemblies; this will provide the insights to constantly evolve and improve how we engage our young people in the cultural programme.

2. Celebrating Creativity

2.1 Programme description (12%) 3

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will reflect what you have outlined in the Making an Impact section.



Our communities have co-designed the cultural programme so it builds on and will amplify the creativity of our existing cultural activity. This includes the inspirational Newham Unlocked, seminal South Asian Heritage month and support to UK Black Pride, the largest LGBTQI+ event of its kind globally.

We'll take an inclusive borough-wide approach, ensuring people from all eight neighbourhoods in Newham are included in an event programme that rotates around the Borough. It ensures experiences are accessible to as many as possible so everyone feels able to benefit from the opportunities we create.

The cultural programme will be designed based on the three principles that define Newham's approach to culture:

BE FAIR - we prioritise inclusivity, ensuring everyone has access and can participate BE FEARLESS - we encourage bold creative expression, unlocking new forms of culture BE FIRST - we pioneer new approaches and are at the forefront of cultural development

ELACCUID MOMENTS				
FLAGSHIP MOMENTS				
heart and map the vibrar) to create 's vitality, energy, and mo	an interactive sculpture on evement. Delivered in early s ace in Newham. To amplify t	s to life, we'll commission world Green Street, one of Britain's b Spring 2025, it will represent Ne he impact of the installation, e	usiest streets, ewham's cultural
We'll engage native TikTo NEWHAM TIK. They will v The final edit will be a tap displayed on giant screer	visit each neighbourhood pestry n	d, interviewing residents abo	ear-long project, filming daily a out what excites, delights, and mmunity across Newham, shar am's libraries.	motivates them.
	_		at live here. It is time to celebra ents that until now have been a	•
In collaboration with eigh	nt major partners -			
Newham.		, we'll create eight in	nmersive musical events in spa	ces across
	ase local talent and music n Asian Day raves with tra		New	ham's musical
We'll celebrate Newham venues.	as London's new queer c	lub capital with a flagship p	oride event held in one of the ca	apital's new dance
		where Grime legends and c globally recognised genre.	elebrate black history in the bo	prough. It will
FOOD FOLK AND FAITH diaspora-led cultures.	- Newham is a multicultu	ural borough where food, fol	k and faith connect, share, and	l preserve
We'll commission food-b traditions, and tales.	ased curators to collabora	ate with artists and commu	nities, celebrating and sharing	Newham's tastes,
With creators such as temporary structures, such food as a way of sharing to		World Halal Food Festival C	we'll host supp Club, to demonstrate how diasp	er clubs and build poric cultures use
connections between foo		n from diverse backgrounds asporic cultures, and displac	to create ceremonial bread to cement.	show the
We'll create innovative te	emporary architecture to	acknowledge and celebrate s from across the Borou) will select a piece from	ugh supported by	live
		tival, highlighting how cultu eligious festivals such as Div	ure bridges communities and b wali and Guru Narnak.	orings people
We'll create poetry explo	ring how people came to	Newham in a massive outo	door 'artvertising' project with	
			a	

BLUE HORIZONS -BLUE HORIZONS - Newham is framed by its industrial docklands heritage and the Royal Docks has the potential to become an international centre for water-based arts and events.

We'll commission Drift, a large-scale water-based artwork. It will include shape-shifting creatures and invite residents to descend on a specially woven floating artwork near City Airport to absorb the sounds of the river. Drift will showcase local heritage and innovation in creative approaches to water with local designers able to design and create floating stations accessed from the riverbank. The awe-inspiring artwork will be in place for several weeks giving people from across the capital an opportunity to visit and experience the Docks.

It will be complemented by a world-first water-based arts summit, which will run alongside Royal Docks Originals 2025 festival featuring world-class water-based works, plus a new international commission from the Royal Docks Team co-created with residents.

CLIMATE CANOPY - Climate change has acute impact in the borough with Newham facing extreme heat due to the urban

eight of summe
, will work with and residents to create a trail of canopies on homes and businesses across the Borough, stimulating conversations about climate change and global temperatures, working with community organisations across the Borough to inspire climate action (Please see Cultural Impact Awards response for further details).
YOUTH PROGRAMME
PLAY THE BOROUGH - Newham's young people will have a unique platform. They'll create, curate, and lead bespoke activities that aspire to make people happier. We'll collaborate with 100 Newham schools, our Youth Zones and libraries to engage young people in our year as London Borough of Culture.
OUR NEWHAM, OUR WAY - Acclaimed arts and social change charity are artists, thinkers, and makers on a mission to spark change through the power of play. They will create playful workshops for 13-18-year-olds across 100 schools, creating performances, artworks, games, fashion and interactive experiences that explore participatory democracy, building upon social justice themes and trailblazing deliberative engagement work across the council. Young people will be encouraged to share their artistic expressions both online and in person.
NOW PLAY NEWHAM - Partnering with London's leading festival of experimental games - we'll commission eight bespoke encounters and family-friendly games. Leading international and UK playmakers will craft these playful experiences in collaboration with young people and up-and-coming local game designers. Through this process, participants will be encouraged to imagine, be creative, learn and develop specialised storytelling, coding, and game design skills.
YEAR-ROUND CREATIVE CAREERS PROGRAMME
WE ARE THE FUTURE - 1 in 5 jobs in London is in the creative economy and this will only increase in the future. We want to ensure the talent in our borough has a pivotal role in London's creative future. We'll provide opportunities, skills, and networks to ensure the cultural programme creates a legacy by establishing a sustainable, supportive infrastructure that provides opportunities in the creative sector and boosts our creative industries – now and in the future.
We'll partner with the to explore future careers including how artificial intelligence will impact the creative industries. We'll offer learning and training and connections so residents can receive industry-led preparation for employment. This will include with organisations such as Newham's network of creative careers, to offer people clear pathways into paid employment and entrepreneurship in the creative industries.
To expand the reach of our career and employment focus, Our Newham Work will recruit, eight CULTURAL AMBASSADORS as Borough of Culture advocates, translating, and building bridges for cultural programming, skills and development across the borough.
Our work will culminate in a WE ARE THE FUTURE summit, sharing insights with partners like the Good Growth Hub on what is needed to benefit from the opportunities of the creative economy.
COLLABORATIVE PROGRAMMING
During our development year, we'll continue our community convening exercise to shape our plans working with a broad range of residents, community groups and organisations including young people, disability groups, LGBTQIA+ communities and faith groups. We'll continually listen and bring together Newham's flagship cultural organisations to collaborate and identify ideas and opportunities to strengthen our programme.
DELIVERING LEGACY
Post 2025, we'll align our ground breaking participatory democracy initiative People Powered Places to culture so that it strengthens the legacy of the cultural programme. This will mean an investment of culturally based projects chosen

Post 2025, we'll align our ground breaking participatory democracy initiative People Powered Places to culture so that it strengthens the legacy of the cultural programme. This will mean an investment of of culturally based projects chosen by, and delivered directly to local communities through a year-long Pitch on Postcard open call, engagement and participatory budgeting exercise. Residents will vote on their favourite ideas in 2025 for delivery in 2026; this will make it easy for everyone to be part of the creative movement.

2.2 Celebrating your heritage (6%) ?

Tell us about the heritage you might focus upon and what difference these will make for local people. We want to see heritage threaded through the programme. \P

CAPTURING MISSING HERITAGE

We're proud of our heritage and how it has shaped Newham's unique culture. Newham's Archive houses an unparalleled and extensive collection of Madge Gill artworks, Bow porcelain and wide-ranging social history collections: 81,000 objects, 2,000 linear metres of archives and 30,000 photographs documenting local life. The Buxton Table, on which Buxton, William Wilberforce and allies drafted the 1833 bill to abolish slavery throughout the British Empire, while on loan, is proudly held by Newham - a powerful symbol of pioneering a fairer world.

However, Newham's Archive has a significant gap of 50 years, overlooking experiences of key groups; for example, South Asian, Eastern European and LGBTQIA+ communities in Newham. It also misses two generations of changes in Newham's built environment, including the contribution of the African-Caribbean Windrush generation to the growth of the transport network.

For 2025, our goal is to address this gap and use the Borough of Culture as a creative stimulus for capturing lost and ignored heritage and histories. Building on sustained investment from the Borough, and building upon the highly successful Newham Heritage Month, we'll create an intergenerational programme with people contributing to, exploring, and learning about Newham's Heritage.

We'll use engaging creative and technology projects to recreate and explore herita in unusual spaces through dance, poetry, architecture, music and immersive media. We'll offer small grants of up to to community organisations to deliver heritage activities that address the gaps we've identified in our archive.

To help deliver this we'll work with

to offer training courses to enable local people to expand the capacity of Newham's dedicated Heritage team.

OPEN-50

To prepare for Borough of Culture, in 2024 we'll have an open call for contributions to the Archive to fill the 50-year gap. We'll have six months of community engagement in participatory storytelling and 3D scanning and printing to capture thousands

working with Newham's Heritage team.

MEANWHILE MUSIC

Newham's world-class musical heritage is not well documented and, what does exist, is unrepresentative of the cultural diversity of our communities. Material related to pivotal music venues and events is scattered and mostly in private collections. This needs collating and archiving so these important histories are made available to future generations.

In 2025, Newham will be rich in meanwhile spaces as it undergoes rapid development. To capitalise on this opportunity, we'll celebrate the Borough's musical heritage with immersive music events including daytime raves and grime events. They will combine fashion, music and dance inspired by gathered archival footage, interviews, and other material from the musical past. The events will link to programming at

Working with

, will

move from location to location, genre to genre - Bhangra to the New South Asian Underground, from nineties Garage to noughties Grime.

STORY MAKERS

Canning Town Old Library Heritage Centre will see a transformation of the Grade II multifunctional digital centre opening in 2026. As part of the cultural programme,

will train eight local creatives to collect and map contemporary stories and historic archives into the metaverse. It will draw together historical archives and artefacts newly scanned, collected and curated from community workshops across 2024. They will create Extended Reality (XR) stories for public audiences, bridging gaps between past, present and future through magical interactions and collaborative storytelling techniques. After months of engagement we'll transform Canning Town Library Centre into a multimedia experience for a two-day takeover during Newham Heritage Month.

This will include a talent development programme; involving and training young people in the 2025 programme will equip them with the skills and experience to take on new heritage positions in 2026. We'll also train staff, creatives, and council members in ways of generating and creating new forms of content, building new skills and innovation in participatory storytelling and curation.

Tell us about how you would plan, produce and deliver the Liberty Festival as part of your London Borough of Culture programme. \P

NOTHING FOR US WITHOUT US
Following the mantra, 'Nothing for us without us', we created the content for our Liberty Festival strand with strategic partner
Our partners have significant experience and expertise in strategic delivery, local delivery and community outreach, and developing inclusive collaborative programmes with and for D/deaf and neurodivergent people. This will ensure we can design and deliver, strengthen relationships, build partnerships and address inequalities rebalancing cultural opportunities and activity in 2025.
We'll work to ensure that delivery for Liberty is D/deaf disability-led, collaborating with local producers, including based at the
Our theme for Liberty 2025 is GATHERING.
iberty in Stratford Park a highly accessible location with easy access for visitors from outside the borough. will manage an open call for artists, performances, workshops, comedy, and events to showcase D d and neurodivergent artists' freshest new work for all to enjoy, working in collaboration with partners such as Audiences engage and celebrate the diversity of Newham while we bring some of the freshest work in the UK to new audiences.
To include everyone in the community, we've developed Liberty's first strand of work for shielders who do not regularly leave their home called INSIDE OUT. World-renowned , will create eight portraits with and for eight Newham residents who are shielding who will be able to engage with contemporary art in an empowering way. Once the portraits ar d, a mass outdoor exhibition at Liberty will be curated and the portraits will be displayed online in partnership with This platform shines a spotlight on cultures often marginalised in the art world.
The world-famous ensemble of disabled and non-disabled professional musicians, who blend art forms, genres, and technology to create large-scale music projects, will invite 10,000 residen dance and sing along in a 'massaoke'. Smoosh TWO, a brand new collaboration with p-parade-co rty performing pop-karaoke classics from Newham legends and more. will work with a musician-in-residence from to join them who they will support through creation and their performance.
To deliver impact and legacy from Liberty e'll create three Cultural Learning and Participation Officer apprenticeship roles in partnership with to provide the inclusion and access partnership programme elements for the year, ensuring access is spread within the programme and trained staff are made available to council partners to assist with access throughout the year and beyond, embedding new ways of working and best practice.
We're committed to working at all levels across the programme to include D/deaf, disabled and neurodivergent voices from governance to co-creation and access. During our consultation process, D/deaf, disabled and neurodivergent people told us that preparing for, arriving at and experiencing events (and aftercare for cultural activity) requires significant lead-in time, extended planning, consistent and clear communication, and an emphasis on safety for all.
We'll incre y venues by working with pa including , and City Hall. We'll link to provision in Newham and Adult Achievers Awards and we'll work with partners to better enable neurodivergent people to participate in culture.
We'll also develop a range of programmes offering mentoring, peer support, group training and strategic access advice across the Borough. This will include, but is not limited to, increasing staff awareness of disability and health issues and advocating for improving cultural facilities, including new developments and improvements with existing venues.
Audiences will be invited to enjoy and share the work of D/deaf disabled artists across Newham with accompanying free British Sign Language workshops for all.
Legacy will be created by supporting organisations' capacity to reach new audiences and support their ambition to deliver ground-breaking work that is accessible for all. We'll support residencies for neurodivergent disabled artists and creatives, and kickstart a sustained programme of development to increase venues' capacity to facilitate audiences with diverse needs.

2.4 Programme outputs (3%) Please complete table below with the target outputs you will deliver as part of your programme.

2.4 Output Target (Estimated numbers)	Total Number
Directly programmed key events	482
Projects indirectly programmed	371
Artists / partners involved	459
New roles created	358
Volunteers	7,209
Schools and educational institutions engaged	117
Children and young people engaged	92,401
Online/ Digital audience reached	315,000
Live audience reached	682,450
People participating in cultural programmes	45,000
Heritage led orgs participating in the programme	25
Activities that engage people w/heritage	40
New audience engaged by participating heritage org	30,000
Volume of new heritage material collected	10,180

EDI outputs (3%) What Equality, Diversity and Inclusion (EDI) output targets will you aim to achieve through this programme? Please complete the table below with your own targets

2.5 Outputs Target	Total Nu
Financially accessible programme (Percentage % of events that are free to access)	100
Percentage % of diverse suppliers and vendor organisations commissioned in the Borough of Culture programme to promote economic opportunities for underrepresented businesses	70
Percentage of Newham audience being representative of Newham. Diverse audience engagement, representative of Newham. Expected in- person and digital audience communications outputs and programmed events of Newham's diverse community profile, across all equalities strands and groups	100
Percentage of London audience being representative of London. Diverse audience engagement, representative of London. Expected in-person and digital audience communications outputs and programmed events of London's diverse community profile, across all equalities strands and groups	90
More people 'feel' included and represented in cultural activities and events. Percentage (%) of surveyed residents who feel included and represented in cultural activity and engagement, with specific targets monitored for equalities groups across all equalities strands	70
Percentage (%) of Newham residents are aware of borough of culture Greater and more diverse reach through comms. Programme communications will be delivered in the top 10 languages spoken in Newham.	95
Number of microbusinesses and SME's will be commissioned to deliver aspects of our programme work with small grants and low-friction processes	100
Project team will be representative of our local community and demographics across all equalities strands (%) (race, ethnicity, gender, age, disability, and other relevant characteristics) Representation - diversity of team reflects diversity of borough	90
Diversity pay gap across all teams working in the programme. All council contracts to commissioners and sub commissioners will mandate equal pay	0
Number of young people taking part in the We Are the Future programme will undergo leadership training as part of the programme. Development of diverse leaders to address disproportionality at Senior Management	150
Accessible events and activities. Percentage (%) of events will be accessibly assessed in line with equalities strands e.g. providing outdoor events and online activity to maximise reach	100
Talent acquisition (with Our Newham Work). Number of diverse people applying for creative roles and employment opportunities as a result of the programme (race, ethnicity, gender, age, disability, and other relevant characteristics)	1,000
Diverse volunteers. Percentage (%) of volunteers representative of our local community and demographics across all equalities strands (race, ethnicity, gender, age, disability, and other relevant characteristics)	90
Increase in number of Dementia-Friendly Venues. More cultural spaces will be supported to be fully dementia-friendly accredited by 2025, supported by our Liberty programme	10
Stakeholder commitment to EDI. Percentage (%) of all Borough of Culture engaged stakeholders signed up to our co-created Cultural Inclusion Charter and taken part in associated EDI training	100

3. Deliverability

3.1 Project management (5%) ?

Describe how the project will be well managed. lacktriangled

It is a short delivery timeline to 2025 so we've already started to build some of our delivery structures to enable us to deliver on time and budget.

On bid announcement, we'll be ready with a recruitment, commissioning and engagement campaign to build the capacity needed to ensure delivery at scale and pace. We'll work with our partners to collectively plan, deliver, promote and evaluate the programme. By sharing capacity and resources, we'll strengthen networks in the sector.

We've created seven workstreams that cover all aspects of delivery:

- 1. Music and events: Music & Makers, Food, Folk & Faith and Liberty Festival
- 2. Outdoor installations and programmes: Beating Heart of Newham, Climate Canopies & Blue Horizons
- 3. Play the Borough: Our Newham Our Way, Now Play Newham, Cultural Passport & Comic-Con Fringe
- 4. We are the Future: Creative careers programme
- 5. Heritage: Capturing missing heritage, Open 50, Meanwhile music and Story makers
- 6. People Powered Places: Community-led legacy grants
- 7. Wider programme enablers: Communication and engagement, Pitch on a Postcard, Wellbeing, Equalities, Programme Management, Evaluation and Sustainability

IN-HOUSE CAPACITY & RECRUITMENT

We're recruiting a permanent Director of Culture role, along with our team of recently recruited Cultural Producers to deliver our long-term cultural strategy. Our Director of Culture will oversee our Culture team and all aspects of the programme, they will be accountable to our Chief Executive.

On bid announcement, we'll greatly expand our Culture team to create the capacity needed for 2025. Our team will include an Executive Producer, additional Cultural Producers (covering engagement, inclusion, volunteers), a Head of Inclusion, a Head of Marketing, Communications Leads, an Evaluation Lead, and a Portfolio Management Lead covering governance and coordination.

We'll procure a range of external delivery partners in areas such as Monitoring and Evaluation and Communications. Our Pitch on a Postcard project will be run by our Community Neighbourhoods team who will engage communities and deliver this legacy programme.

CLUSTER DELIVERY MODEL

Drawing on our aspiration to develop more powerful partnerships, we've been working closely with Newham's culture sector exploring the best ways to manage the programme.

We've created a cluster delivery model that distributes delivery responsibility with commissioned delivery partners in the Borough, who will oversee and manage the delivery in key areas.

Using this cluster model, major delivery partners will report to the Council, manage smaller partners, coordinate planning and problem-solve as a co-responsible executive delivery team. This approach spreads risk, builds new legacy partnerships and shares expertise skills and resources.

COMMISSIONING

We'll commission through a series of open calls and large-scale commissioning exercises. Projects like Pitch on a Postcard through People Powered Places are designed for small-scale initiatives, reducing barriers to entry and ensuring individuals, microbusinesses and small organisations can easily take part.

GOVERNANCE

Using Newham's Change Framework we'll establish a flexible, agile and responsive governance structure that enables delivery and high-quality creative output. Internally, we'll create a London Borough of Culture Programme Board that reports directly to our Chief Executive, with political leadership from the Mayor of Newham and our Cabinet Portfolio Lead for Culture.

The Programme Board will be a blend of external and internal deliverers ensuring we've visibility and accountability. The Board will report on the programme's overall progress, key risks and issues, impact and evaluation, and budget monitoring.

INTERNAL COMMUNICATION STRUCTURE

We'll establish an optimal communication structure, information sharing, decision-making, and coordination. This structure streamlines reporting processes, aligns digital reporting for seamless integration with GLA reporting, and supports transparency. We'll invite commissioned organisations to join us at our Offices to create a co-working space that enables collaboration.

STRATEGIC OVERSIGHT

We propose convening an Advisory Group of wider partners to provide strategic oversight, consisting of local partners, national organisations and creative leaders. They'll advise on creative programming, maximising impact, inclusion and sustainability.

This Group will include people from a broad range of backgrounds, with representatives from organisations focusing on inclusion. The Group will consist of a proportion of young people and residents. We'll also create sub-groups for focussed discussions on specific aspects of the bid and explore opportunities for capacity building for members.

We'll engage the wider culture sector informally throughout the year, kicking off with a networking event post bid announcement.

PROGRAMME CHARTER

We'll create a simple charter that all commissioned organisations will need to sign-up to which includes wellbeing, equalities,

sustainability and fair pay (at a minimum of London Living Wage). Our focus on wellbeing includes ensuring we've the
resources to deliver, ways of working, culture and access to Newham's support programme.

3.2 Communications planning (4%) ?

Tell us how you will share the story of your programme and promote it as widely as possible. f v

OUR COMMUNICATIONS STRATEGY

Our strategy has launched. We created an eye-catching brand identity, a stakeholder management approach, and press and marketing plan that will continue to engage local, national and international audiences, bringing to life that Newham is the beating heart of culture in London.

Starting in 2024 and running until 2026, our strategy will transform engagement with culture with all our residents and visitors as well as our domestic and international tourists and stakeholder community showing that Newham is the beating heart of London.

Our approach will develop a pre, live and post communications strategy that will be ready for implementation from 2024. Our campaign will be multi-faceted, continuous and use a mixed method of communications that ensures resident insights are used to tailor and improve engagement.

We'll create an internal communications Borough of Culture team, working alongside a PR and marketing agency to manage this campaign.

We'll activate a digital-first campaign across all channels, but will ensure that communications are accessible to all, including paid-for advertising and physical communications for those who are not digitally literate.

We'll use our excellent resident and community networks, in libraries, neighbourhood teams and through our partners to distribute information about the Borough of Culture plans and events on a monthly basis, keeping as many people as informed as possible.

We'll establish a Communications working group that will join up key communications' leads internally from the mayor's office to local engagement teams and across our key stakeholders. This will ensure joined up thinking, efficient delivery, will maximise resources and reach multiple audiences with one collective voice in a short timeframe.

We'll use a variety of languages and language registers to reach residents. Working with the internal Language Shop translation service within Newham, our community uses hundreds of languages, and we'll endeavour to be inclusive and reach at least the top ten languages in the Borough across all our communications.

We'll target audiences in their own communities in an uplifting and inspiring tone and will encourage partners to do the same. We'll make all our communications accessible using BSL, ISL (India) and Arabic (ArSL), read aloud documents and plain language versions of programmes.

STAKEHOLDER MANAGEMENT

Our bid has been created with the support of all our local and national stakeholders, including Council Executive Members, cultural sector partners, the commercial and business community, funders, developers, health community, spo community organisations, faith community, GLA and other major cultural and heritage organisations such as and others. We have already engaged with this cross-sectoral groups and will keep them informed from 2024 onwards with monthly update newsletters from the Borough of Culture team. We'll work with our partners to help deliver our marketing campaign through our stakeholders' extensive channels to create the most impact.

PRESS

Our PR strategy will build on the brand identity already created and focus on Newham as the beating heart of London. Our inhouse team will work with an appointed external PR agency to activate a creative and innovative PR campaign that will instil constant engagement in Newham's programme from residents, visitors and tourists.

Our campaign will use impactful photography, video and sound channelled through social media from events, it will be activated in a range of languages, using both digital and traditional media and generate word of mouth. We'll work with local radio and press, websites and blogs and will continuously keep our weareculture email open at all times to gather feedback and enquiries. A full PR press and marketing pack will be created to support our campaign and a toolkit distributed to all venues and partners.

MARKETING

Our brand identity is in place and is ready to go and can be used with partner brands and Newham's existing brand identity. Focusing on d he brand to life using social media, but paid for advertising will also be procured at our major sites, such as Our brand will also be utilised across our existing programmes such as Black History Month, Newham Heritage Month, Islamophobia Awareness Month and other milestones.

We'll take our brand to places where cultural engagement is low and where there are few places to engage in culture. We'll employ our brand on community centres, street hoardings and other council services, such as rubbish trucks to show how anyone can engage in the borough of culture year.



Risk	Mitigating Action	RAG Rating
Low engagement and participation in borough, especially among hard to reach or previously overlooked communities, and given past data outlining poor uptake of formal culture in Newham (2017)	Use of our well-established community engagement channels through our people powered places, citizens assembly, and community assemblies programme Our diverse communications and engagement plan will share all content in the top 10 languages in the borough. Direct and target marketing efforts through LBN, partner, neighbourhood networks, as well as through libraries, community centres and youth zones, faith venues, all of which are well-established and well-used	Green
Low engagement from beyond the borough boundaries	Continued development of our relationships with our regional partners, including the GLA, Growth Borough Partnership, London Councils, and our key partner cultural institutions with well-established national networks (specifically our Good, joined up comms with GLA, partners, and borough-wide organisations. Large scale communications campaign and commission of PR agency to increase reach.	Green
Language barriers within the borough mean communications and marketing does not reach core communities	Content will be developed in the top 10 languages in the borough. We'll ensure marketing is dealt with through the most used language and other communities are targeted through direct channels	Amber
Government funding cuts and funding shortfall	We have built in a robust contingency budget into our bid and have secured all funding required in principle. The growth required to deliver the programme is being proactively built into our Medium Term Financial Strategy for 2024-25, and 2025-26. Our approach will be mirrored by our key partners through regular communication with partners and sponsors	Green
Unexpected further increase in costs in 2025 due to higher supply costs as a result of inflation	As above, but in addition, we'll secure early commissioning and contracting arrangements for key aspects of the programme at a suitable stage to mitigate some of the key risks arising from unexpected inflationary uplift in costs. We have inbuilt inflationary increases and a 15% contingency pot.	Amber
Low capacity to deliver programme within LBN	A dedicated delivery team and function is being established to deliver the programme, partnering and securing key specialist expertise externally for the delivery of the programme. Director of Culture role is being recruited. We'll ensure dedicated experienced staff are recruited and proper systems are in place. De Risking by ensuring support from the cultural sector for both production and delivery	Amber
Unsuitable delivery partners and lack of suitable skills in the borough	All procurement processes will include a 'stress-test' to evaluate fitness to deliver not only under current conditions, but under significantly constrained conditions, including evaluation of all relevant financial resilience information and insight as part of our robust procurement process	Green
Adverse events, including terrorist activity, adverse weather conditions, health crises. transport problems etc.	Robust contingency plan in place. Newham has an excellent track record in pivoting and responding to unexpected adverse events such as COVID-19. Extensive contingency scenario planning to take place on bid announcement.	Amber
Ensuring the programme is borough-wide and draws attention and connectedness to all part so Newham	Our programme has been designed to bring the entirety of Newham to life through a collaborative approach to communication and delivery. Combined substantial investment in wider Newham and exciting programme that engages wider audiences to rebalance activity at East Bank alone	Green
Risk that delivery model does not work in the context of a large scale programme.	Our programme model has been directly adapted from models from other successful projects such as the Cluster project and Unboxed. It spreads risk of delivery issues across multiple partners while maintaining control.	Green

3.4 Meeting equality aims (4%) ?



Please describe how your proposal reflects your duties under the Equality Act 2010. How does it address integration and the needs of specific groups who might find it harder to engage and participate? $\, f v \,$

Our commitment to addressing racism, inequality, and disproportionality lies at the heart of our Building a Fairer Newham Strategy. Our programme is designed to help us achieve these goals by investing in culture and delivering broader economic and social benefits. We aim to engage, inspire, and invite residents, communities, and businesses currently under-engaged, under-represented, and disconnected from the benefits of culture and growth in Newham.

We've considered the programme's impact on equality, in line with our Equal Opportunity and Diversity policy, written within the framework and guidance of the Equality Act 2010.

Our approach to achieving our goals of promoting equality will be following our well-established Tackling Racism, Inequality and Disproportionality (TRID) programme, designed for Newham. This programme focuses on bringing change through four lenses:

Lens 1: Newham as an employer

Lens 2: Newham as a beacon of social change

Lens 3: Newham as the best place for children and young people

Lens 4: Newham as a deliverer and commissioner of services

During the development of our programme, we've sought to secure a broad and representative range of voices, opinions, and inputs via:

- Creative workshops for D/deaf and disabled residents with Direct Access
- Consultation with LGBTQIA+ organisations and creatives who are shielding
- Creative workshops with young people, holding workshops at three youth zones
- Discussion with interfaith leaders and communities and the Newham Race Equality Alliance
- Creative production event with elderly residents at a community centre

Our programme will support Newham's protected characteristics groups by addressing the following equalities outcomes: SOCIOECONOMIC DISADVANTAGE - Newham is the twelfth most deprived local authority area in England, with nearly half of its residents living in poverty. We'll focus on connecting Newham residents from under-connected and under-represented communities to future careers and opportunities within the cultural sector. We aim to ensure that at least 20% of events, programme delivery and commissioning are available to a representative cohort of residents, communities and businesses.

We'll dedicate a significant activity programme to improve access to cultural, community, and digital learning facilities for socio-economically disadvantaged individuals. We plan to increase our list of cultural partners and strengthen our collaboration to ensure coordinated skills and employment opportunities are available for our residents.

AGE - 22% of our residents are under 16 years old - more than London and England's averages. Our Cultural Passport programme aims to ensure every 11-18-year-old in Newham receives a cultural passport to support young people's engagement and skills development. Programme-specific targets will ensure the take-up of the passport is directly proportional to our local equalities demographics, promoting positive equalities outcomes across the entirety of the programme for our young people.

To improve young people's access to digital skills, we will expand on our already in-train plans through the reactivated Canning Town Old Library.

For our under-represented older people's cohort, we will connect all older people to our programme through our wideranging engagement and connection plan. We'll take advantage of every opportunity to bring the programme to every older person in the borough through our culture on every doorstep programme of outreach and delivery in local areas, care homes, and supported living settings, among many others.

DISABILITY - One in six people in Newham are living with a disability, and Newham has some of the h s of populations registered as D/deaf or hard of hearing. We'll work with local disability organisations, like ensure that our programme is fully accessible, with specific consideration given to the needs of disabled people and those with long-term health problems, and that we're meeting the needs of disabled people in the borough.

ETHNICITY - Newham is one of the most ethnically diverse areas in the UK. We'll celebrate this diversity by ensuring our programme reflects the borough's multiculturalism, e.g. readdressing of the Archive in Open 50 and that people from all ethnic backgrounds can participate in culture and the arts, through events, workshops and training programmes.

GENDER - We'll ensure that our programme is accessible to all genders and promotes gender equality. We'll work with local community organisations to promote gender equality and to ensure our programme is fully inclusive of all genders.

SEXUAL ORIENTATION - Newham has been recognised as the most LGBT family-friendly London borough. 4% of Newham's residents over the age of 16 identify as LGBTQIA+. We aim to promote LGBTQIA+ equality and involvement throughout our program and work closely with our local LGBTQIA+ organisations, such as Queer Newham, to meet the needs of this community specifically.



3.5

Culture is critical to the delivery of our core strategic outcomes of making Newham a happy, healthy and well borough. We've developed our evaluation approach to ensure we're delivering our ambitions to Build a Fairer Newham and our Cultural Strategy vision.

DEVELOPING OUR OUTCOMES FRAMEWORK

BOROUGH OF CULTURE OUTCOMES – We have established clear, quantifiable project outcomes aligned to our bid vision, themes and programme. Our framework closely aligns with Newham's Outcomes Framework, prioritising livelihoods, health, happiness, and wellbeing. We'll measure the value of culture to our residents, sector and borough; including fairness and inclusivity, access and participation, communications reach, employment opportunities, changes to health, happiness, and wellbeing, changes to borough-wide investment, and financial return on investment.

THEORY OF CHANGE – Working in partnership with and the GLA's evaluation partner we will ensure our programme activities are closely aligned with desired outputs and outcomes, and that there is strong evidence that these activities deliver the impact we aim to achieve.

SOCIAL & FINANCIAL ROI - Our evaluation will assess the social benefits and economic value generated, reinforcing the value of culture in Newham. We'll commission external expertise to create the methodology to measure economic impact.

EVALUATION METHODOLOGY

We will use a mixed methods approach covering both quantitative and qualitative evaluation.

QUALITATIVE METHODS - Our evaluation will include a broad range of qualitative methods, including interviews, written responses, focus groups, world cafes and observations. We'll use social media tools for understanding insights, for example understanding audience experiences through Dose of Society's tapestry project. We'll also explore opportunities for inclusive evaluation approaches and ensure our evaluation is as rich as our cultural programme.

QUANTITATIVE METHODS - We'll employ quantitative research methodologies and data science techniques to gather, analyse, and interpret data effectively. Through an open call via our academic partners we'll create opportunities for data scientists to show us the possibilities that data science can create. This will include bringing together diverse datasets, mapping data points, and applying statistical analysis to derive actionable insights. By harnessing the power of data science, we aim to create insights from our cultural programmes that are not widely practiced in the sector.

Our Cultural Strategy includes some baseline data e.g. number and type of venues, how culture is perceived and borough demographics. However, current dat a consistent method. Working with and our partners we'll capture consistent baseline data across our existing Heritage Months and events to ensure we could evidence change in and after Borough of Culture 2025. We'll also baseline resident views and experiences of culture via a statistically representative residents' survey in 2024.

EVALUATION DELIVERY

ENGAGE EXTERNAL EVALUATION PARTNER & APPOINT EVALUATION LEAD - We'll recruit a dedicated Evaluation Lead responsible for overseeing, coordinating and integrating the entire evaluation process across 2025.

PARTNER COLLABORATIONS - We'll work with as our main partner and collaborate with our partners in the cultural sector. We'll work closely with them to align our evaluation methodologies and share best practices. This collaborative effort will help ensure our evaluation processes are comprehensive and aligned with industry standards. We're interested in working with our cluster partners on data collaborations to share new sources of data and visualise the impact of our year as Borough of Culture, as well as creating a data framework that will have a legacy beyond our year as Borough of Culture.

COMMUNITY COLLABORATIONS - We'll actively embed community members into our evaluation process, enabling them to lead on areas of evaluation.

MIXED ECONOMY EVALUATION - Our approach to evaluation combines internal evaluation expertise, sexpertise and a range of sub-commissions. This approach will bring diverse perspectives and independent assessments to the table, enhanci he va . We'll collaborate with borough-based organisations and universities such as and enterprise of the valuation expertise, sexpertise and a sexpertise of the table, and enterprise of the valuation expertise, sexpertise and a sex

SHARING EVALUATION

EVALUATION AS CULTURAL EXCHANGE - For us, creating and sharing our evaluation is a form of cultural exchange. We'll collect and share stories from individuals within our community, highlighting their personal and transformative experiences through our year as Borough of Culture via data visualisation and accessible sharing.

PARTICIPATORY ARCHIVING -Working with partners, our Heritage and Project teams will focus on collecting material from collaborations between LBN, partners and communities, from idea generation to design workshops to reflections post-programme areas. This will ensure that it reflects the diversity of input from the borough. Our training archivists from Open-50 can support this information capture, bolstering their skills and supporting the archives' capacity.

3.6 Legacy (4%) ?

Please outline your approach to legacy planning. lacktriangle

STRATEGIC ALIGNMENT

Our approach to delivering a legacy is based on our long-term aspiration to create five step-changes in Newham's cultural provision, as set out in our Cultural Strategy, Building Newham's Creative Future 2022 - 2037.

The five changes are: supporting Culture for Life, creating Powerful Partnerships, being Loud & Proud, creating Culture First-Spaces, and having a Proactive Mindset. They are integrated into Newham's core long-term strategies for delivering sustainable change. These wider strategies include:

Building a Fairer Newham – incorporates outcomes and commitments relating to transforming our approach to culture through the development of our cultural passport programme, our cultural sector transformation aspirations and wider vision for people and place in Newham.

Community Wealth Building Strategy - incorporates outcomes and commitments relating to ensuring that economic growth and change delivers the highest possible benefit to local communities.

50 Steps to a Healthier Newham - links the vital role of culture and community networks to the socio-economic determinants of health to the long-term happiness, health and wellbeing of our residents.

Just Transition Plan - balances the important role of happiness, health and wellbeing and future economic change with our radical plans to shift Newham to a more sustainable, green future.

Tackling Racism, Inequalities and Disproportionality Programme - demonstrates a long-term and unequivocal commitment to ruthlessly pursuing positive equalities outcomes over the long-term.

These core strategies reinforce our commitment to legacy from Borough of Culture 2025.

LEGACY PLANNING

Our programme has the potential to cover all areas of the GLA's Legacy Framework, but we've focused on five areas. To maintain the momentum of 2025, we've outlined these commitments following the year of Culture:

1EQUALITY, DIVERSITY & INCLUSION

Aligns with Culture for Life

Through our Liberty strand we will have increased the number of dementia-friendly and accessible venues. Our programme will have increased access and participation from people of all backgrounds.

Going forward we'll continue to EMPOWER local producers and delivery partners to drive forward our collective plans for equality, diversity & inclusion in culture with a focus on being fair, fearless and first. We'll convene a yearly meeting of venues, to assess, share and work towards the longer-term goals of fully accessible venues.

2 CULTURAL POLICY

Aligns with Culture for Life and Proactive Mindset

We'll establish a CULTURE BOARD for Newham made up of members from across the delivery and oversight boards for 2025. This board will have the remit to aid, guide, and inform Newham's cultural policy and oversee the legacy responsibility of 2025 across the lead organisations and Council, alongside the newly appointed Culture Team within the Council. Our approach will have forged new partnerships and we will continue to work with partners to ensure cultural delivery is spread borough-wide.

3 COMMUNITY ENGAGEMENT

Aligns with Powerful Partnerships

Though multiple strands of engagement our communities will feel energised by cultural delivery.

People Powered Places - already the largest participatory budgeting programme in the country, will deliver £1.6m cultural grants to residents and communities, voted on by residents with ideas generated through engagement in 2025 for delivery in 2026. This will demonstrate that engagement can lead to impactful projects.

We'll hold a biannual community convening event, BEATING HEART OF NEWHAM, building on the strength of community convening and collaboration throughout the year, hosted at one of the partner organisations, to listen to and collaborate with the community, to aid future planning and contribute to refreshing the Culture Strategy action plan.

4 CREATIVE WORKFORCE AND TRAINING

Aligns with Culture for Life

Borough of Culture will grow existing collaborations with and establish partnerships across academic organisations and the cultural sector. We will invest in and nurture Newham's future diverse creative workforce by ensuring there are CLEAR PATHWAYS to cultural careers and providing resources and support for local artists, creative practitioners, and small creative enterprises.

As part of our 2026 National Lottery Heritage Fund bid delivery, we will have created opportunities to involve young people in the 2025 cultural programme, in 2026 this will open up HERITAGE JOBS to them. We will continue to work with a broad range of organisations to identify opportunities and connect people to them.

5 CULTURAL ECOLOGY & ECONOMY

Aligns closely with Powerful Partnerships

Following 2025 our Borough of Culture website will be a promotion tool for opportunities, events and activity within the borough, a ONE-STOP CULTURE SHOP. It will include access to cultural spaces hosted by our partners, sharing Newham assets.

We'll also seek to continue to support events like the BLUE HORIZONS WATER SUMMIT with international partners, as an annual roaming event, promoting Newham culture worldwide.

	10
Environmental impact (2%) 🔞	
The Mayor has an aim to achieve a net zero carbon status for London by 2030. Many boroughs have dec	
climate emergencies. How will you ensure your programme is delivered responsibly and sustainably so	it meets
your borough's environmental targets, as well as those of the Mayor? ▼	
In line with the GLA's call for a Just Transition in London, seeking to address the climate emergency holistically, Newha	am Will

3.7

be the first London Borough to develop and implement a Just Transition Plan.

Climate change touches all aspects of our lives and economies. Going beyond just cutting emissions, we must focus on adapting to effects of climate change already with us, e.g. heat waves, while ensuring this transition benefits people through new skills, jobs, healthier neighbourhoods and lower energy bills.

Our programme demonstrates how cultural interventions can help us creatively deliver a Just Transition via a radical rethink of responsible events, community involvement and critical partnerships. Below are our principles and commitments. We'll develop specific KPIs to monitor these.

CLIMATE ACTION, NOT JARGON

We'll appoint a Sustainability Lead to work with the project team, contractors, and suppliers to deliver a way of working in line with our Just Transition.

SUSTAINABLE PROCUREMENT

We recognise the importance of applying circular design principles to all elements of Borough of Culture, seeking to reuse and reduce materials throughout. We're committed to working with various supply chains to reduce our environmental impact wherever possible and connect with broader community wealth building efforts and green skills opportunities.

EVENT MANAGEMENT

We'll follow The Green Event Code (2024) for outdoor events, which intends to establish best practices, provide clear and robust minimum standards, and share targets for sustainability understood and adopted by all stakeholders across the outdoor festival and events industry.

ents, we'll forge partnerships with e	sses, suppliers and venues and work with
guidelines and best practice from	to raise the bar.

ACCOUNTABILITY & TRANSPARENCY

We'll establish a robust monitoring and reporting system to track the programme's quantitative and qualitative environmental impact. This will measure energy consumption, waste generation, and carbon emissions, allowing for datadriven adjustments to improve sustainability efforts; data will be publicly available via our evaluation strand.

INVOLVEMENT NOT ENGAGEMENT

The programme will celebrate and promote environmentally-conscious cultural practices, collaborating with local communities in sustainability efforts and through the delivery of projects centred around environmental awareness and conservation, e.g. walking trails boosting The Green Line's anniversary and delivering a tangible climate resilience programme as part of the Climate Canopy.

We will need to see that you have robust financial procedures in places to ensure your programme is delivered on time and within budget. Please outline your approach to financial planning. f v

Please use the budget template to produce your budget, which you can access above. Upload completed budget here.

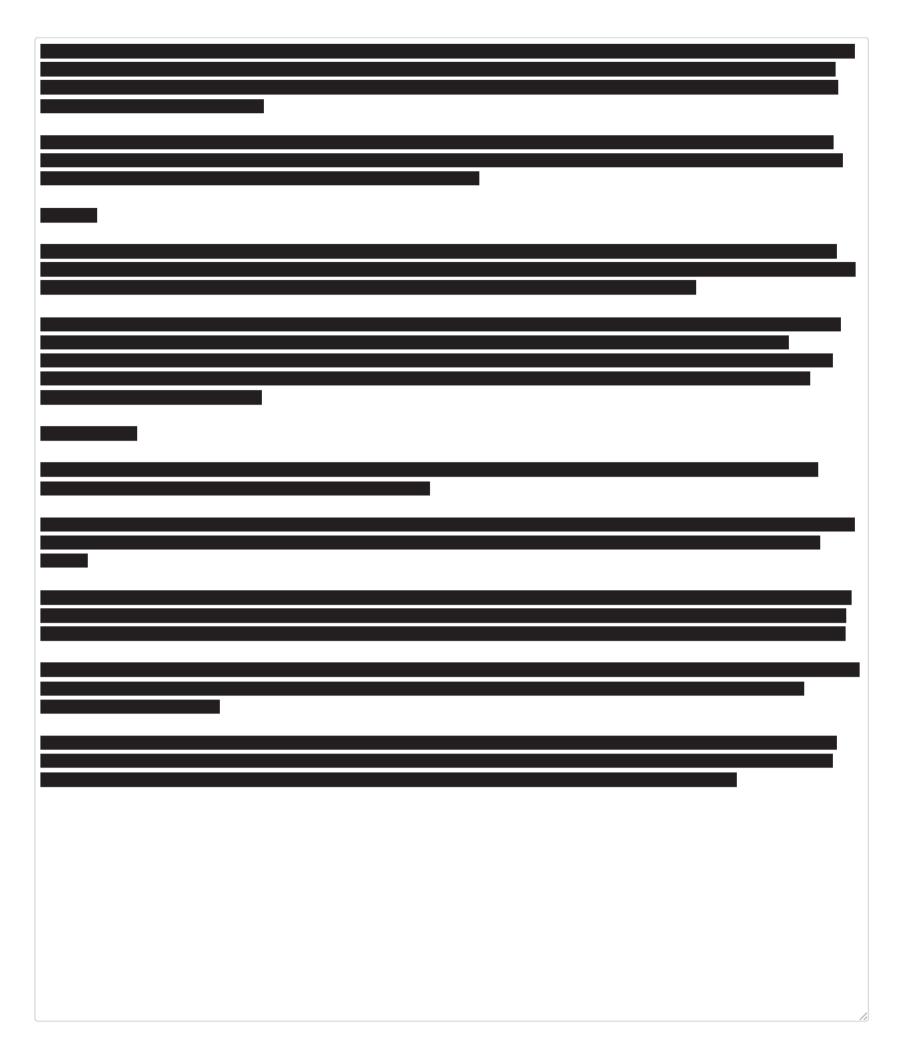
Uploaded files:

Please outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income. Please indicate whether these are confirmed or to be expected.

•

4.4 Realistic budgeting (3%) ?

Successful applicants will need to show us that they have produced a realistic budget that reflects the current economic environment. Please outline your approach to realistic budgeting. •



5. Cultural Impact Awards

In addition to two Title Awards there will be three Cultural Impact Awards to be delivered between April 2026 to March 2027. The Cultural Impact Award is optional, and all boroughs are welcome to apply. 3

5.1 Cultural Impact Award Description ?

Describe your proposed project activity. This is your chance to tell us what your Cultural Impact Award programme would be. \P

CLIMATE CANOPY is an ambitious international commission that will turn climate anxiety into action, involving communities across the borough in practical and creative ways to ease anxiety and find practical solutions to address the impacts of climate change.

While a significant focus of international and national attention is on reducing emissions and transitioning economies to be in line with planetary boundaries, the acceleration of extreme weather events is already here - tragic fires, droughts, and floods have affected livelihoods and taken lives at an increasing rate over recent years.

In Newham, we're most at risk of extreme heat due to the urban heat island effect - meaning when it's a warm day, urban areas of Newham warm to soaring temperatures disrupting residents' lives; this is especially dangerous for people who are young and old or have underlying health conditions.

Severe weather events can also damage people's social support systems that help with health and mental wellbeing, further isolating the most vulnerable. Those from lower socioeconomic groups are disproportionately affected by climate change because of disparities in income, housing and health resources. Lower paid workers are also more likely to undertake employment outside for example as delivery drivers and street cleaners.

At the same time our borough has strong global communities, the cultural diversity of Newham means that many residents connect to ancestral homes and families located in areas most affected by climate change.

A survey of 3,000 children for Save the Children sent a powerful message to world leaders at COP22: no fewer than 75% want the government to take stronger action on the climate and inequality crisis. 60% think climate change and inequality are affecting their generation's mental health in the UK. Climate anxiety has tangible effects on the hopes and plans of young adults. Climate Psychology Alliance suggests that psychologists and psychotherapists should not aim to eliminate climate anxiety but instead 'support individuals and communities to build strong containers that allow the expression and exploration of their emotions without collapsing under it or turning away'.

The Newham culture sector can lead with creativity, resilience and support in the face of such uncertainty and a changing world. Community is crucial for collective resilience and embedded in our approach.

world. Community is crucial for collective resilience and embedded in our approach.
Central to this work, a massive canopy will be installed and spread across in East Ham High Street and Central P . The Canopy will be a beautiful cover for heat protection and a holding space for connection, conversation and care.
engaged at the intersection of performance, engineering and fine art will
curate the canopy.
Underneath the Canopy, we'll host conversations and gathe ng for all. People will also be invited to create their own canopies with the help of makers and the , creating a stunning trail of canopies across Newham's homes, businesses and civic spaces. We'll source recycled materials from unwanted clothes and textiles, utilising fabrics that often end-up in landfill and rivers across the world.
Working with we'll call on partners to create their own diverse canopies that reflect their communities. Citizens and visitors to the Borough will be able to follow the trail via a map, seeing for themselves a colourful representation of the diverse communities and cultures that make up Newham.
Our climate programme will also feature:
A day of talks for communities by international and local speakers about how culture and climate intertwine, underpinned by values of truth-telling, action-taking and justice-seeking in North Woolwich, given its ambitions to be the first low-carbon neighbourhood.
will host workshops based around his climate activism for children; We'll invite craftivists to work with children to ease anxiety. We'll produce a range of learning materials for teachers and early years practitioners to use in classrooms and encourage education providers across the borough to plan day trips and projects to explore the canopies.
Workshops will be provided by local groups working to improve Newham, from to support the development of green and digital skills training.
A podcast series created by about climate resilience and the broader Just Transition featuring conversations with LBN Climate Action and Public Health team experts, speakers from Black Pride, and Asian Heritage Month will explore the nuances of intersectionality of climate concerns.
Eight smaller artistic commissions will be delivered with Culture Connected showcased alongside climate justice talks, curated by Newham members from community gatherings about future relationships with the environment, led and commissioned by partners like from their vast network of community partners.
Inspired by the Iconic Melbourne art tram, the CLIMATE CANOPY is a new framework for commissioning work that is public, collaborative, visual, and available to all. It highlights Newham's commitment to conversations around climate action and aims to inspire action.

5.2	Please use the budget template to produce your budget, which you can access above. Upload completed budg here.	
	Uploaded files: LBOC R3 CIA budget template FINAL.xlsx	
	BOC R3 CIA budget template FINAL.xisx	
	6. Supporting documentation	
6.1	Signed letter (digital scan) from your Section 151 Officer (Chief Finance Officer) or equivalent agreeing to the	
	proposed budget.	
	Uploaded files:	
	291129 Conrad letter final_SIGNED (003).pdf	
6.2	Letter of support from your Borough Leader	
	Uploaded files:	
	231130 Mayor's Letter of Support for London Borough of Culture Bid.pdf	
6.3	Letter of support from your Borough Chief Executive	
	Uploaded files:	
	CE1413942.pdf	
6.4	Written evidence of council commitment to secure match funding by the time the programme begins, if their	
	bid is successful (at least 30% cash)	
	Uploaded files:	
	291129 Conrad letter final_SIGNED (003).pdf	
6.5	Letters of support from partners (up to three)	
	Uploaded files:	
	Newham London Borough of Culture letter of support tr (002).pdf	
	Creative Newham LOS of Newham Borough of Culture.docx (1).pdf	
	Letter Mayor of London.pdf	
	7. Data Protection and FOIA	
	Do you consider that, for the purposes of FoIA, we should treat any financial information provided in the 'Budget'	
	section of the application, as commercially sensitive information?	
	Select yes or no ♥	
	Yes	
	If you are sending us a separate letter, please write 'letter included' below. The GLA will not treat or consider an	

entire application or bid as being 'confidential information'.

Are there other specific pieces of information in your application you consider to be exempt for the purposes of FoIA? You must clearly identify what that information is and give us your reasons below or in a separate letter.

Select yes or no ♥

Yes

Please provide details about any information which might not be suitable for publication / disclosure. • We would like the names of artists, organisations and partners to remain private.

Section C: You agree that we can keep you informed of our work.

I want to be informed of your work. •

Yes



Mayor Rokhsana Fiaz OBE London Borough of Newham Newham Dockside, 1000 Dockside Road London E16 2QU

City Hall, Kamal Chunchie Way London E16 1ZE Sent as attachment to Newham's Borough of Culture Bid

29th November 2023

Dear

Re: Newham is the beating heart of London's culture – our London Borough of Culture bid 2025

I hope you are well. I wanted to let you know that I am so proud to be supporting Newham Council's bid to become the London Borough of Culture in 2025; and I am excited about all the possibilities that being the London Borough of Culture 2025 will bring.

Why? Well, through our London Borough of Culture 2025 programme we will be fair, fearless and first in pioneering innovative cultural and creative approaches to widen participation. The programme reflects our purpose in Newham which is all about positive change, social value and lifting our people and our communities - because we are passionate about their health, wellbeing and happiness and enriching their lives.

I am also passionate because I know what the power of culture can bring in pulling people together to deepen bonds. Already, through our *Building Newham's Creative Future* cultural strategy which we launched last March we have set out how we want all our people to benefit from all forms of artistic and creative expression and widen participation.

We value the multiplicity of cultures that exists in our borough and our collective heritage. It is unique, and we want that uniqueness to be accessible to everyone regardless of their background. That's why we have shaped our London Borough of Culture 2025 programme to be a borough-wide celebration that will gate-crash barriers and put the spotlight on Newham's diversity to amplify how uniquely globally connected we are.

We know that Newham is the beating heart of London's culture, which we have nurtured over the years. We have a school enrichment programme that demonstrates the value we place in our children and young people in the borough through music, theatre and reading; supplemented by the Youth Empowerment Service that has a flagship Youth Zone in

WE ARE NEWHAM.



Stratford specialising in the rapidly growing cultural and creative sectors of the London economy and the performing arts.

We have the Royal Docks Original Festival which we launched in 2021; and we work with festival.org who deliver the exceptional and first-class Greenwich and Dockland's International Festival. We are home to London's newest cultural quarter, East Bank, with the most impressive and world-class creative institution's: V&A East, Sadlers Wells, the London College of Fashion and BBC Music Studios.

We are the birthplace of an array of local artistic talent that have national significance with outfits like of Stratford East Theatre, East London Dance, IMD Legion Dance, Newham Music, The Line and Rosetta Arts. We also are the home and birthplace of internationally significant creative talent that promote Britain on the global stage. Like Benjamin Zephaniah, Idris Elba, 21 Savage, Ade Adepitan, Yxng Bane, Clive Burr, Richard Digance, Perry Fenwick, Lancey Foux, Gerard Manley Hopkins, J Hus, Matt Johnson, Kano, Ghetts, Steve Marriott, Anna Neagle, Tony Rivers, Gwyneth Strong, Tinchy Stryder, Crazy Titch, Tony Way, Bert Weedon, Vanessa White, Steel Banglez, Plan B, Asian Dub Foundation, State of Bengal and Mumzy Stranger - plus loads and loads more! In sum, we contribute significantly to London being the best global city in the world.

In our London Borough of Culture 2025 bid, you'll see how our proposal will widen participation and make people feel happy through deepening connections and bonds. But it will also do something additionally important for us here in Newham – it will widen opportunities as well. It's important because it links to our community wealth building and inclusive growth plans to promote equality and fairness through helping all our people in Newham to gain skills and access jobs.

I could write so much more, but best you have a read of our bid. I am happy to respond to any of your questions with my deputy Cabinet member for Culture Cllr Rohit Dasgupta who is an expert in cultural industries, and the Newham London Borough of Culture 2025 bid team. As I said above, I am so proud to be supporting our bid because we *are* the beating heart of London's culture – and in 2025 I know that we will make the whole of London proud!

Thank you for your consideration in advance.

Best wishes,



Rokhsana Fiaz OBE Mayor of Newham

WE ARE NEWHAM.



Conrad Hall Corporate Director of Resources Newham Dockside, 1000 Dockside Road London E16 2QU

Date: 30 November 2023

City Hall, Kamal Chunchie Way London E16 1ZE

Sent as attachment to Newham's Borough of Culture Bid

Dear Matthew,

Re: Newham's Borough of Culture Bid - Budget Agreement and Match Funding Commitment

Please accept this letter in support of Newham's bid to be the Borough of Culture in 2025. I would like to address two critical aspects of our commitment to this endeavour: the proposed budget and our commitment to match funding.

I have reviewed the proposed budget for our participation in the Newham's Borough of Culture bid and can confirm that it accurately reflects existing and planned commitments and aspirations. This therefore ensures that our participation in this initiative will be financially sound and accountable.

In accordance with the bid's requirements, I can formally confirm our commitment to match funding should our bid be successful. We understand that a minimum of 30% of this match funding must be provided in cash to support the sustainability and impact of our proposed cultural programme. Our bid contains committed local authority funding of just over £4m, more than meeting match funding requirements. In addition to this, we are also considering using £2m of Community Infrastructure Levy to fund the programme; however, please note that this is subject to democratic approval by Council as part of the budget setting process.

Rest assured that we are actively working to secure additional financial and in-kind support and are dedicated to having the required funds in place at the commencement of the programme, pending a successful bid outcome. Should you require any additional information or documentation related to our bid, please do not hesitate to contact us. We are fully committed to meeting all the specified requirements and ensuring the success of our year as London Borough of Culture.

I would like to express my gratitude for considering our application and for your support in advancing Newham's cultural landscape.

Yours sincerely,

Conrad Hall
Corporate Director of Resources (Section 151 Officer)

WE ARE NEWHAM.



Chief Executive's Office Newham Dockside Fourth Floor West Wing 1000 Dockside Road London E16 2QU

City Hall Kamal Chunchie Way London E16 1ZE

@newham.gov.uk

Our Ref: CE1413942

29 November 2023

Dear

Re: Support for Newham's bid to be Borough of Culture

I am writing to express my wholehearted support for Newham's bid to be Borough of Culture, a visionary and community-centred initiative that has the potential to supercharge our cultural delivery and celebrate our borough's rich and diverse cultural heritage.

Newham is London's beating heart of culture and our creative programme has been curated and co-designed with our local community, reflecting the vibrant tapestry of cultures that call Newham home. Our Borough of Culture Programme builds upon our wider cultural delivery and our commitment to working with Newham residents and our cultural sector.

In 2025, Newham is set to become London's newest and most vibrant cultural destination, with East Bank igniting fresh energy and boundless opportunities within the iconic Queen Elizabeth Park. This pivotal year will also mark the reactivation of our key heritage sites in the borough. Our bid complements this activity and ensures every corner of Newham benefits from the positive impact of culture.

Most importantly our bid will deliver real change for the people of Newham; creating a cultural passport for young people to increase their access and participation in culture, delivering opportunities for new artists and producers, creating careers in the cultural sector and improving health and wellbeing through increased participation.

WE ARE NEWHAM.



This is a programme with something for everyone; through large scale performances and celebrations, unique artworks and a truly inclusive programme we will create a destination for Londoners and visitors to the capital. We will be celebrating Newham's rich musical history with grime and South Asian day raves, and our borough will become even more colourful with our climate canopy, enormous water based art installations and public art works.

Our approach to this programme is deeply rooted in three key themes that define Newham and serve as the bedrock of all our bid:

- **Be Fair**: We prioritise inclusivity to ensure that everyone, regardless of background or circumstance, has equitable access to and can actively participate in our cultural offerings.
- **Be Fearless**: We encourage bold and creative expression, fostering an environment where innovation thrives and new forms of culture emerge.
- **Be First**: We take pride in pioneering new approaches and staying at the forefront of cultural development, setting the pace for culture.

This is a reflection of Newham's rich heritage, a testament to our cultural sector's ambitions, and a call to ensure that no one is left behind. In this remarkable year, we will cast a spotlight on Newham, firmly establishing it as the vibrant cultural nucleus of London. Our mission is to spread joy, kindle creativity, and celebrate arts and culture across every corner of our borough. We will nurture the talents of our future creatives, break down barriers, strengthen bonds within our diverse community, and work tirelessly to rebalance the inequalities that persist.

Our programme will deliver one of the most meaningful and impactful legacies to our communities, we know that every £ invested in culture will deliver significant long-term socioeconomic benefits to the entirety of our borough, improving the health, happiness and wellbeing of our residents, communities and businesses.

Behind our creative programme is a considered approach to delivery, including robust governance and financial planning. We understand what it takes to deliver a programme of this magnitude and ambition, Newham is committed to the investment required and ready to scale up to deliver our bid. As Chief Executive I am proud to support this bid and excited about the prospect of Newham becoming London's next Borough of Culture.

Yours sincerely



Abi Gbago Chief Executive

Application form for request #7 Read-only. This form has been submitted. You are applying on behalf of Wandsworth (31). **General Information** Wandsworth - (31) Αl Name of contact person Title **1** First name **1** Last name **1** A2 Position held Your role **1 Head of Arts and Culture** Α3 Contact information Telephone number **1** Email address **1** @RichmondandWandsworth.gov.uk Α4 Locale Directorate **1 Chief Executive's Group** Department/Business Unit 1 **Arts and Culture Service** Contact with us Wandsworth - (31) B1 Contact with us Have you discussed your activity with a member of GLA staff? ♥ If yes; tell us their name(s) and which team(s) they work in **1** Culture and Creative Industries Unit -Are you related to any elected GLA members or GLA staff? **1** If yes, please tell us about your relationship with them and their name(s) and which team(s) they work in. • **Project overview** C1 Please state which year you are applying to be the London Borough of Culture: ? Select year **1** If you have a preference for a particular year, please tell us why. lacktriangleWandsworth is changing and we want culture to be at the heart of developing a people-led approach to improving wellbeing,

Wandsworth is changing and we want culture to be at the heart of developing a people-led approach to improving wellbeing, belonging and tackling health inequalities. As we embark on this programme of change, being London Borough of Culture (LBOC) 2025 will enable us to galvanise partners and engage residents in leading the way on London becoming a Creative Health Capital City.

C2 Please state if you are applying for a Cultural Impact Award (this is optional)

Applying for Cultural Impact Award? **1**

Yes

C3 How much will your programme cost in total?

Programme cost **1**

£4,580,000

C4 Summary of proposed programme ?



Provide summary **1**

Wandsworth's London Borough of Culture 2025 will demonstrate that "Culture and heritage are powering a transformation in health, happiness and equality of opportunity in Wandsworth", placing us at the heart of developing a people-led approach to improving wellbeing and tackling health inequalities. This powerful vision reflects the diverse voices exemplified by our ten NPOs: ActionSpace, BAC, Blink Dance Theatre, Matt's Gallery, National Opera Studio, Oily Cart, Sound Minds, Tara Theatre, Tavaziva Dance, and World Heart Beat Academy, who collectively model Global Majority leadership, African, South Asian and disabled/neurodiverse cultures. Our bid involves the whole Council, working closely with the NHS, care services, community, cultural and business sectors, as well as residents to co-design a dynamic programme that meets their needs and expectations. It will cement our Borough's contribution to London's collective ambition of becoming a Creative Health City. Built on five outcomes we will collectively demonstrate the positive transformation culture and heritage can have on health, happiness and equality, first in Wandsworth and then across London.

CULTURE CONNECTS people to life-changing experiences - opening doors to creative jobs, discovering our heritage and meeting people where they are, so we can all fall in love with arts and culture.

CULTURE UNITES because we are better together, united by our aspiration to imagine and build a brighter future for people, communities and our borough.

CULTURE HEALS, and building arts and culture into healthcare helps us thrive. By approaching wellbeing holistically, culture can support people, body and soul, to live better.

CULTURE NOURISHES, creating the conditions for young people to express their creativity and be active in their communities. CULTURE ACTIVATES, inspiring people through culture to take real steps to reduce pollution and their carbon footprint; reconnecting people with sustainable living and the natural environment - everybody benefits, including this planet we call home.

1. Making an Impact

1.1 Identifying need (12%) ?



Demonstrate a clear evidence base and a statement outlining why you need this award. •

Wandsworth is a vibrant, diverse borough, home to a wide range of communities, cultures and heritage. Our families and communities span the socio-economic spectrum. Many are struggling with the combined impacts of the pandemic and the cost-of-living crisis (COL) both financially, and because of greater isolation, with poorer mental health. We are home to relative privilege and unacceptable deprivation – with 26% of children living in poverty after housing costs (Source: Trust for London) and one-in-ten households in fuel poverty.

Since launching our bid at Wandsworth Arts Fringe (WAF, Wandsworth's annual open access festival which supports and funds artists and community groups to develop creative programmes across the borough) in June 2023, over 2,000 young people have participated in cultural activities linked to developing/promoting our LBOC bid, and 1,671 individuals from 429 groups/organisations (representing all ages and communities) have informed the bid, contributing programming ideas. Our focus has been to develop a borough bid, not a council one. Our bid reflects the voices, aspirations and needs of local people, capturing their ideas and their inspiration. Constant dialogue with the people of Wandsworth – from one-to-one conversations to borough-wide engagements including neighbourhood workshops; large partnership events; attendance at community events, committees and stakeholder meetings – has generated 100s of ideas from residents, artists and local organisations.

People told us repeatedly about a wide range of health issues, and how a lack of capacity within the system has affected them in these last three years. They spoke movingly about how culture and heritage activities were vital to their health, resilience and happiness.

This focus on health aligns with the Council and the NHS South-West London's Integrated Care Board (SWLICB)'s current concern for tackling health inequality, responding to the pressing need identified by:

- •Enough is Enough, 2023 Report by Wandsworth Director of Public Health: Wandsworth Global Majority groups continue to face profound inequalities when it comes to accessing mental health services, how they experience them, and the quality of subsequent outcomes.
- •ONS Health index shows Wandsworth adults had London's 5th highest level of mental health conditions diagnosed.
- •In 2021-22, Wandsworth's SEN children (3.9%) were reported to have the 2nd highest percentage of social, emotional and mental health needs of any London Borough.
- •Wandsworth's high dementia diagnosis rate (London's 3rd highest) has profound impacts on residents' wellbeing and that of their families and carers, yet we do not have any accredited dementia friendly venues.
- •33% of children and 50% of adult residents are either overweight or obese.

Wandsworth is also a young and dynamic borough – half of our residents are aged 20-44. It is popular with those moving to London away from family and friends – 36% of residents are private renters (one of London's highest proportions), over half do not live with a partner; and half move home within 5 years (one of London's highest population churn rates). ONS research found that younger adults, singles, widowed, renters, or those with weaker neighbourhood connections are strong factors in loneliness. While these factors are not unique for Wandsworth, 12.3% (33,180) of residents reported feeling lonely 'often' or 'always' - the highest percentage of all the London boroughs (ONS Active Lives Adult Survey).

Culture can be transformative in tackling isolation because shared cultural experiences connect us. Our programme will bring people together in local places, connect people to their neighbours, help tackle social isolation and loneliness, and in doing so, be a central part of supporting mental wellbeing in Wandsworth before it escalates into crisis.

Wandsworth wants to do more. Our LBOC programme will develop a people-led approach to improving wellbeing and tackling health inequality. SWLICB, primary and secondary care services, voluntary and cultural sectors, the Council, and individual residents will work together to co-design services that meet the need, leading the way in London becoming a Creative Health Capital City.

Several building blocks already exist:

- •16 local cultural organisations (including the Arts & Culture Service) are 'Thinking Partners' working with Wandsworth Public Health and SWLICB to reflect on Enough is Enough findings and co-design an Action Plan to address the inequalities identified and create meaningful change.
- •A track record in commissioning creative health training with Breathe Arts Health Research from which a Wandsworth Community of Creative Health Practice emerged, co-chaired with Battersea Arts Centre (BAC).
- •A two-year funded cultural social prescribing pilot of nine programmes ends in June 2024. Take up in Year 1 was strong, but there is work to do to develop a programme that proactively includes and supports diverse beneficiaries, and a diverse creative health workforce.
- •The borough's Arts and Culture Strategy 2021-31, developed and delivered in partnership with the cultural and community sector, has seven goals including health & wellbeing and access for all, actively dismantling barriers to participation.
- •Our cultural sector, small and agile as well as world-renowned and mighty, is well practiced in working in collaboration with each other and community groups through our existing partnership programmes.
- •Our 10 NPOs, 2 universities, along with many of our other cultural organisations, are already delivering programmes contributing to people's health and happiness and are keen to develop more. Several partners ActionSpace, BAC, Black Heroes Foundation, Blink Dance Theatre, Bounce Theatre, National Opera Studio, Oily Cart Theatre, RCA, Royal Academy of Dance, Sound Minds, Tara Theatre, and University of Roehampton are already recognised thought leaders in this space.
- •Our heritage organisations are keen to use LBOC to become more integrated within the cultural offer, but also to develop new collaborations within the voluntary and health sectors.

The health benefits of arts and culture, plus the long-term financial benefits of preventative measures, are well documented. Winning LBOC will catalyse the change of approach in how SWLICB, the Council, the voluntary and cultural sectors collaborate in co-designing services with residents. It will necessitate the pooling of resources and working towards shared a shared vision. Its legacy will be felt not only in Wandsworth, but across London as our pilots are replicated across southwest London and further afield. Wandsworth's LBOC year will represent a step-change in integrated holistic preventative intervention.



From 1933-83, Wandsworth powered London through electricity. From 2025 we will power London through creativity. Our LBOC programme will be a catalyst for transforming our relationships with each other and with London, sparking a movement of citizens and organisations, institutions and services. Our movement is characterised by our diversity, our pride in where we live and will galvanise us to make a positive impact on people's health and happiness. Our promise to London is to hand over a roadmap to creating successful collaborations across the city, building the confidence, shared skills and deep knowledge of the power of culture to inspire and heal, and forging a lasting cultural legacy.

Since 2020 there has been a concerted push to integrate culture into the policies and strategies of other Council services, including our new Local Plan, the Road Map to Recovery by Children's Services and new Night-time Strategy. The Arts and Culture Service have been working closely with Public Health on the Joint Strategic Needs Assessment to embed their insights within the Arts and Culture Strategy 2021-31. This integration is still progressing and for heritage we are just starting the journey.

The prospect of LBOC has galvanised Council services to work together, with staff excited about the difference it will make to residents' lives. Appointing a Councillor as History Champion in July 2023 was the first step in integrating heritage into Council policies and strategies. The inclusive vision for health and happiness will enhance the integration of our thriving cultural and heritage sectors (both funded and voluntary), across the Council, and across the wider health and voluntary sectors.

The Council sees the opportunity to further embed its prevention framework, a 'Health in all policies' approach to address prevention and health inequalities at three interconnected levels: people, community, and the environment.

Our ten NPOs, culture and heritage organisations already seek to support under-served communities to co-design the health and wellbeing opportunities they want and need. The LBOC award will accelerate progress and amplify our learnings: funding development of new programmes; expanding capacity on existing programmes; offering profile that attracts new participants through GP surgeries, community groups and self-referrals; and the resources to evaluate and track longitudinal impact.

Promising legacy for both the borough and UK will be our focus in diversifying the creative health workforce. In partnership with SWLICB and Ethnicity and Mental Health Improvement Project, we will develop Culturally Mindful, a paid training and residency programme for artists/cultural health practitioners from under-served communities, to increase access to social prescribing activity by a more diverse section of the population. Host organisations will be offered a free training space so practitioners and staff can work in pairs and exchange knowledge. Royal Hospital for Neuro-Disability, St George's, Queen Mary's and Springfield Hospitals have expressed their full support and desire to collaborate on this and are keen to also diversify their creative health workforce.

In a borough of significant wealth inequality, the issue of health and wellbeing has come up consistently across all demographics. All our creative briefs will focus on the support of health needs. Minimum training requirements for each flagship project will be required, including Mental Health First Aid, Dementia and LGBTQIA+ awareness training. Projects like Sing to Thrive!, Our Music Our Freedom!, Feast and Flourish and What is Wandsworth but the People? will provide mass co-creation opportunities bringing people together from across the borough to enjoy new friendships, but also by their very nature get people active and spark joy.

All aspects of our programme (including heritage and Liberty Festival) are structured on five outcomes that collectively contribute to delivering this ultimate aim: "Culture and heritage are powering a transformation in health, happiness, and the equality of opportunity in Wandsworth":

CULTURE CONNECTS people to life-changing experiences - opening doors to creative jobs, discovering our heritage and meeting people where they are, so we can all fall in love with arts and culture.

CULTURE UNITES because we are better together, united by our aspiration to imagine and build a brighter future for people, communities and our borough.

CULTURE HEALS, and building arts and culture into healthcare helps us thrive. By approaching wellbeing holistically, culture can support people, body and soul, to live better.

CULTURE NOURISHES, creating the conditions for young people to express their creativity and be active in their communities. CULTURE ACTIVATES, inspiring people through culture to take real steps to reduce pollution and their carbon footprint; reconnecting people with sustainable living and the natural environment – everybody benefits, including this planet we call home.

Success looks like:

For residents of all ages

- •People have greater agency to improve their mental/physical health and happiness through arts and culture.
- •Over 500,000 people participate or attend LBOC programmes and know where to access future creative opportunities
- •Our free/low cost events/training attract high number of residents with the least resources
- •Under-served communities have co-designed programmes
- •Young people's voices and creativity are evident and acknowledged
- •People feel pride in their borough and better connected to their neighbours
- •LBOC has been a launchpad for our creatives onto a national and international stage, especially nurturing under-represented talent
- •New artworks inspire health and happiness.

For the borough and our organisations

- •Wandsworth's cultural social prescribing and health programmes, co-designed with participants, will be embedded borough-wide, ready to be scaled up and replicated.
- •Partnership working results in better, joined up collaborations across the Council, other public, cultural, voluntary and business sectors and residents.
- •Cultural sector and our local economy benefit from greater long-term investment.
- •Greater take-up of creative opportunities borough-wide, reflecting the make-up of Wandsworth's communities, continuing long-term.
- •New spaces will be established for future cultural activities.
- $\bullet \text{Wider recognition of influential thought leadership within Wandsworth's creative sector. } \\$

Wandsworth is changing as never before. Being London Borough of Culture will shape and drive this change. The impetus it brings will galvanise and enrich partnership collaboration so that every citizen, whatever their age, is offered opportunities to support their mental and physical health through cultural activity - a model to inspire others across the city.

1.3 Engaging young people (6%)

Explain how children and young people will be involved with, and positively impacted by, the programme. lacktriangle

Over 350 young people were actively involved in shaping this bid. Our programme will reflect what they told us would make a difference to their lives: wider opportunities to explore and express their creativity; learning arts and digital skills, access to training and paid culture sector work experience, being involved in curating and producing. Also expressed was the importance of cultural heritage, how it connects young people to their identity and improves their mental health and wellbeing. Youth-led producing will feature across the programme, reflecting a hunger to express and share their creativity and to champion inclusivity and accessibility, e.g. making their contributions to society more visible through artworks in public spaces and in our high-profile venues, challenging negative stereotypes of their generation, advocating for expanded arts education in school.

Our LBOC year will create a significant platform for youth cultural activism and leadership, especially the Liberty Festival. Through involving young people, including those who are disabled and neuro-diverse, in commissioning panels and programme design, together we will discover better ways for youth voices to be heard by decision makers. By extending/sharing existing good practice, e.g. by Roehampton BASE, Group64 Youth Theatre, Sounds Minds, BAC, through embedding training, mentoring, new roles and employment opportunities during 2025, the borough will generate a legacy of cultural youth leadership that nurtures creative skills, develops listening, agency and trusting relationships. Artists working with young people will have access to Mental Health and LGBTQI+ Awareness training. New meeting spaces for creativity will be identified by Council and partners.

Our schools programme will work with all primary, secondary and special schools to ensure that every young person in

. The Royal College of Art will further develop these skills and knowledge exchange with all our schools, through open days, workshops and creative future sessions exploring climate justice and health issues at a local level. Wandsworth Arts and Culture Service already commissions teacher CPD sessions focused on classroom creativity, and new schemes of work will be created that complement these partnerships and support young people's mental health and happiness.

The impact of this work will be that young people: are fully aware of the cultural offer in Wandsworth; have a voice in developing the ongoing cultural offer in their neighbourhoods; can establish their own cultural networks; have new digital skills to share; know their contribution as creative citizens to support improved mental health is visible and valued.

Long-term, these shifts will create a powerful legacy: year-round Young Reporters and Young Reviewers programmes (expanded from 6-week schemes created for Wandsworth Arts Fringe); a cohort of young volunteer 'Culture Transformers' in each neighbourhood; and ultimately, a newly trained creative industry workforce of young adults for London.

2. Celebrating Creativity

2.1 Programme description (12%)

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will reflect what you have outlined in the Making an Impact section.



Our LBOC programme has been co-created with over 1671 members of our communities and artists. Our ambitious programme will have inclusiveness, co-design and mass participation at its core. Creative health opportunities will be available within a 15-minute radius for every Wandsworth resident. Over the year, we hope to see a behaviour change in the communities who currently participate the least, forming a habit of 'making time for culture' with an impact that leads to living more active, healthier, happier lives, better connected to their neighbours and to opportunities.

Our LBOC year will inspire all our citizens to enjoy and value creativity. It will be a once-in-a-generation celebration of our diverse professional and amateur singers, choirs and musicians, dancers, actors, writers, poets, fashion and craft designers and makers, photographers and filmmakers, as they come together for an eclectic mix of large scale and intimate events. Wandsworth's cultural/community sector will flex our combined expertise and track record in delivering participatory programmes to realise profoundly memorable experiences that will capture the lived experiences of our citizens in 2025, forming a significant and reflective new milestone in the borough's history and heritage.

We will prioritise working with local artists, organisations and our libraries to ensure the relationships and partnerships we create and develop are embedded and enduring. Our cultural organisations have extensive creative networks that bring richness to the work they deliver. They will host some well-known and international artists to bring fresh inspiration, specialist expertise and profile. Harnessing our borough's organisations desire to show the world what we are capable of, we will deliver six 'wow' moments designed to engage local communities, capture wide media attention, promote joy and improve health, whilst also attracting significant numbers of London, national and international visitors. These moments will bring people from all our communities together to learn skills, develop talent and celebrate their cultural diversity. People in Wandsworth will create experiences during 2025 that will give us all memories to treasure.

The programme is structured around our five outcomes:

CULTURE CONNECTS:

- •1st WOW moment (April): STRICTLY WANDSWORTH! will launch our year as Borough of Culture. 'Strictly' tutor Patience J will switch on the audience with her mass participatory Afrobeat moves. Our dance community will celebrate how dance belongs to all ages, abilities, and cultures in 19 one-minute dances by each of our vibrant 19 companies, including Tavaziva and Blink Dance Theatre. The finale will premiere Dance for Joy by 60 children/young people of all abilities, led by a notable choreographer (e.g. Mark Smith) an inclusive project commissioned through Royal Academy of Dance, that embraces a range of styles, upskills local dance teachers and creates a performance inspired by health and happiness.
- •Estates of the Nation With long-term partner Apples and Snakes, a poet will work for a year in an Earlsfield council estate, working with residents of all ages to explore what makes us feel healthy, creating performances and publishing an anthology.
- •The Wandsworthers Inspired by The Archers, Riverside Radio and Theatre 503 will create a year-long soap opera involving from all backgrounds in its writing, performance and technical production. Embedding health and happiness in its storylines, it will also promote the year's cultural activities/opportunities. Podcasts will be added to the Local Studies Archive giving future generations an audio record of the year.
- •Make it Live ActionSpace's Wandsworth artists with complex learning disabilities will experiment with digital and live art. During 2025 they will lead participatory activities for other adults in partnership with Wandsworth Learning Disability service providers: One Trust, Share Community, Generate, Paddock Senior School, Garrett Park School and Leonard Cheshire Charity. Bespoke workshops will be held at the providers' venues with full accessibility for high support needs, serving to identify and support the next cohort of ActionSpace artists.
- •WAF to the Future Creative Lab to redesign how Wandsworth Arts Fringe (WAF) festival's existing artist support programme can expand its mission to nurture grassroots performance talent and support the next generation of Fringe artists into paid work.

CULTURE UNITES:

- •2nd WOW moment (September): WHAT IS WANDSWORTH BUT THE PEOPLE? Work of the people by the people for the people, this spectacular participatory celebration will showcase the story, sentiments, and soul of Wandsworth. Raised above the pavements, 150 citizens walk a 60m catwalk backed by local musicians and large-scale visual projections. A Jeremy Deller idea directed by Quarantine Theatre, with BAC and Theatre 503.
- •3rd WOW moment (July): MUSIC CONCERT bringing together Wandsworth's famous and upcoming talent, a culmination of Our Music Our Freedom heritage season. High-profile headliners, e.g. Heather Small, Imagination's Leee John, famous locals, e.g. Hot Chip, and newcomers e.g. The Molotovs and Car Park. Local legend DJ Fat Freddie will host a reggae and hiphop lineup.
- •Urban Flow: Attakkalari artists from Bengaluru join Tara Theatre to create a stunning silk flag procession animated by 100 performers and digital art. Weaving through the streets and spaces of Tooting, the heart of our South Asian diaspora community, it will combine local dance forms and martial arts to create a sinuous flow of movement that explores our physical and emotional relationship with our urban environment. Attakalari will bring an experimental mindset and new skills to their participatory work with local artists and communities.
- •Flying the Flag for the Boat Race Putney School of Arts and Design with Kinetika will work with under-served communities to create silk flags to adorn the flotilla of historic boats and decorate the Putney Foreshore. The flag designs will celebrate our stretch of the river, our LBOC status as Wandsworth hosts Oxford & Cambridge Boat Race and present a beautiful welcome to visitors. The silks can be re-used annually.
- •Enhanced WAF budget will allow us to commission up to 44 projects, so that all residents can access creative programmes within a 15-minute radius and discover ongoing opportunities and cultural spaces on their doorsteps. It will also provide paid opportunities for young people who have gone through our Young Producers programmes, to put their new skills into action in a supported context.

CULTURE HEALS:

- •4th WOW moment (April/June) SING TO THRIVE! 1000 Wandsworth singers from 28 Choirs (from juniors to elders, places of worship to places of work) will each give a performance in their own neighbourhood over three weekends, in community and cultural venues and on high streets borough-wide. The choirs will all assemble in June in Springfield Park to sing two newly commissioned songs one that energises and one that calms. The choirs will actively welcome new members at pop-up workshops in public and community spaces, sharing the health benefits for better breathing, socialising and the joy of singing together.
- •Opera in a Matchbox Arias and duets for wellbeing and happiness in living rooms, care homes, shops and restaurants featuring National Opera Studios diverse young singers.
- •Artist residency to transform a borough service, e.g. Wandsworth's police are interested in how LBOC can improve police relations with boys and young men of African/Caribbean heritage. (Potential artist is award-winning writer Yomi Sode).

CULTURE NOURISHES:

•Our schools project with RCA will culminate in a large-scale high street exhibition, taking over the borough's digital

advertising screens and billboards.

- •Training Supporting, aligning and enhancing the current Young Producer programmes delivered by local arts partners. Enhancing our Young Reporters and Reviewers programmes.
- •Employment Support access to London's creative industries through 36 x 6-month paid (London Living Wage) internships for Young Producers to work on different aspects of the programme supported by local arts organisations, generating a stronger, more resilient and more diverse local creative workforce.
- •Youth Commissions Fund for youth led creative projects such as Teenage Market, skills workshops, crafts and murals.

CULTURE ACTIVATES:

- •Feast and Flourish a creative growing programme working with established and new community gardens/green spaces, April-October 2025. Community groups can apply for up to £5k in each of the 22 wards to develop local hubs of nature connection and wellbeing, with expert input from a London Agriculture College. An artist-gardener will support cultural activity to connect the sites, share stories, experiences, and food grown. A partnership with Mission Kitchen/CGMA will provide development opportunities into food and horticultural sectors.
- •Ground built around a three-course meal in selected high street restaurants across Wandsworth, this artwork from creative company Trigger shines a light on the hidden stories behind the food on our plate. Chefs are invited to work with the same raw ingredients to develop a menu reflecting the type of world cuisine from their culture.

Reflecting our cultural sector's desire to develop and increase partnership working, we will foster a collaborative approach to reaching our underserved communities and lighting up each of our 22 wards across the year. During LBOC we want to create participatory and audience opportunities that bring people together, as well as those that draw residents and visitors from across London and beyond to discover what Wandsworth has to offer. We will illuminate afresh Wandsworth's rich cultural heritage, celebrate our green spaces and waterways, and champion our homegrown talent, for one another and for London.

2.2 Celebrating your heritage (6%) ?

Tell us about the heritage you might focus upon and what difference these will make for local people. We want to see heritage threaded through the programme. \bullet

Heritage connects us with our identity, our sense of self, wellbeing and belonging. It bridges cultural diversity and connects generations through our stories, artefacts, buildings, and environment. Heritage is threaded throughout the LBOC programme, a mixture of flagship, intimate and hyper-local projects. It will feature in the creative health commissions for social prescribing.

CULTURE CONNECTS:

- •Portrait of a Windrush heroine. Carmen Munroe was one of the Royal Windrush portrait commissions by Sonia Boyce RA. Both these extraordinary women are Wandsworth residents. Sonia's compilation film of Carmen's roles in popular TV series will inspire a programme of creative projects from film and photography to art and design.
- •Homeland Kitchens Oral history project, led by Home Café in Earlsfield (piloted during 2024), creates menus and then cooks food from the homeland traditions of vulnerable and refugee women and teenagers, who then eat and talk about their food. They will curate a 'museum in a cupboard' of utensils, herbs, a book of recipes and songs for ongoing use.

CULTURE UNITES:

•Our Music Our Freedom! extending our 3rd WOW moment, this season will tell the story of our changing borough through 50 years of music, from Elliot School's '60s pop idol Matt Munro, who sang Born Free, to their indie alumni Hot Chip, from 1970s reggae to 1990s grime, jazz to Indian classical music, from English to Polish folk. Curated by BBC's Global Beats presenter Max Reinhardt it will feature local music organisations. Each repertoire will include a song/instrumental on freedom, connecting our music heritage to Wandsworth's heritage of sanctuary and radical ideas, through items in our heritage and archive collections.

CULTURE HEALS:

- •Memory Boxes these Dementia Handling boxes will bring some of the Wandsworth Heritage Collection out of hibernation. Developed in partnership with the University of Roehampton, University of the Third Age and Age UK, 12 themed time capsules will be created to use with individuals and groups in care homes and day centres, delivered by newly trained, paid Community facilitators.
- •Even the Best of Us will record the stories of local influential/inspirational people who have struggled with mental health issues and/or are public advocates for de-stigmatising treatment, e.g. Louis Wain (patient at Springfield), Frank Bruno, and Joseph Coelho. The research will result in an exhibition, talks and online content that demonstrates how people affected by it can live fulfilling and successful lives. Partner Springfield Hospital is now located in a new public park, designed specifically to support the mental health of local people.

CULTURE NOURISHES:

- •Storycatchers Working with Wandsworth's Heritage Collection, Global Majority young people will be trained to capture and record the voices and memories of Caribbean and South Asian elders, transforming the Local Studies Centre collection so that in 100 years, future residents will look back with pride at their ancestors' achievements. This work will form an exhibition with storytelling and music performances curated by young people supported by the Council's Culture and Heritage Programmer.
- •Caribbean Music Heritage Season Live music, food, multi-media and reunion events will honour 50 years of music making and record businesses, strengthen intergenerational bonds and social networks. This programme of social gatherings will amplify and profile the work of Black Heroes Foundation's SoulFood Cafes and Dub Vendor and link to the Black Cultural Archive and V&A East's The Music is Black exhibition scheduled for 2025.

CULTURE ACTIVATES:

- •5th WOW moment: A Dazzling Vogue Ball to showcase and celebrate Wandsworth's LGBTQIA+ community and Clapham Grand's 125th anniversary, with artists such as House of Juicy Couture. The history and themes of Vogue are as relevant as ever, modelling pride, style and confidence in gender identity and creative self-expression and challenging limiting ideas around beauty and body image.
- •Radical Ideas Season, part of Wandsworth Heritage Festival (coordinated by Wandsworth Archive). Inspired by Wandsworth's history of radical thinking from the Putney Debates to being a hotbed of non-conformist faiths and home to leading thinkers and campaigners, the Season will connect with today's bold and experimental ideas on climate justice, what Sanctuary means, the right to good health, through curating a season of film screenings (linked to the BFI's archive), debates, literature events, walks, conversations and site visits in libraries, venues and green spaces. The season will include unheard voices past and present, e.g., LGBTQA+ heritage and highlight the evolutionary nature of heritage, a thread that links today to the past and carries us into the future.

2.3 Liberty Festival (6%) ?

Tell us about how you would plan, produce and deliver the Liberty Festival as part of your London Borough of Culture programme. **♥**

Wandsworth is well placed to present LIBERTY FESTIVAL, our 6th WOW moment, honouring its reputation whilst bringing a fresh identity to the brand. Working with Unlimited, OutdoorArtsUK, our local arts organisations, special schools and Wandsworth Carers' Centre, the festival will showcase established and emerging talent and be a catalyst for the borough's new approach to working with the voluntary sector.

Wandsworth's cultural landscape is cited as a model in supporting D/deaf, disabled and neurodiverse artists and audiences to access world-class cultural experiences. Touretteshero helped BAC to become the world's first Relaxed Venue, a method that works to identify and dismantle access barriers based on the Social Model of Disability; award-winning Oily Cart pioneers multi-sensory theatre for children with complex needs; ActionSpace's Wandsworth artists are now commissioned by the Tate and Royal Academy driving change in the mainstreaming of neuro-diverse and learning-disabled artists. BLINK Dance Theatre is the first UK cultural organisation with a non-verbal person of colour as co-Director. Baked Bean Company run a talent agency for performers with Learning Disabilities. In 2023, 179 of the 1,426 Wandsworth Arts Fringe artists (13%), identified as disabled.

D/Deaf, disabled and neurodiverse artists are leading the way in the culture sector in disrupting perceptions and practice around health and wellbeing. Concepts of radical care, daring to thrive in challenging environments, fresh thinking about health and power, these influential ideas are universally urgent and relevant.

Our 2025 Liberty Festival will be a high-profile celebratory disruption, a call to action to other festivals and arts organisations. Heralded by a one-month takeover hosted by BAC, BLINK Dance Theatre, ActionSpace, Oily Cart and the Baked Bean Company, will take this milestone opportunity to collaborate and experiment through artist labs for in-house and guest artists. E.g. Oily Cart's three-day Sensory Lab for artists will create an accessible space for exploring new ways to use our 53 human senses to create memorable theatrical moments. This will be opened up to invited guests to share thought leadership at the forefront of Sensory practice. ActionSpace's lab will share how innovative use of digital platforms has extended learning disabled artists' practice. The 2025 takeover will offer a unique space for: new partnership working, a legacy of fresh approaches and learning for both artists and cross-sector partnerships.

This month will culminate in the three-day Liberty Festival programmed by a specialist producer (e.g., Drunken Chorus) with advice from We Are Unlimited, Invisible Cabaret and Live Arts Development Agency. The festival weekend will be full of spectacle and surprises, taking place indoors and outdoors at BAC and at pop-ups across the borough. From Under-5s to over 80s there will be experiences to capture everyone's imagination. We will invite London to share the highlights of the takeover in a Gala Showcase; a co-created multi-sensory installation; and commissions by local and national disabled artists with an emphasis on fresh work and bold new voices in dialogue with international work. Blink will present a new show on the theme of Fear, Oily Cart will present their radical, outdoor sensory show Joyride, made with and for disabled young people and their peers.

Throughout the year, our London Borough of Culture programme will be informed by lived experiences of disability and push boundaries on how we might work better, e.g., Blink are researching a new network of Learning-Disabled curators and leadership models for artists with complex needs and autism.

Aligned with the Liberty Festival, during 2025 Matt's Gallery will exhibit award-winning artist Imogen Stidworthy, who makes multi-media immersive artworks through collaborations with individuals who speak through alternative registers, E.g., non-verbal communication, shaped by experiences or conditions such as aphasia and autism. She draws on dialogue with patients and therapists to explore radical therapies and mental health today and articulates how we might view the world through different lenses.

Our ambitious vision for Liberty 2025 will foreground the perspectives of disabled artists and citizens through immersive experiences to celebrate the benefits diversity brings to all our lives. Our festival will disrupt and delight. It will offer fun and spectacle, comedy and playfulness, debate and dance, drama, music and mayhem. It will elevate disability arts, inspire audiences, and create a legacy of new partnerships, resources and fresh insights for all, especially around radical approaches to care. The role that carers play in supporting creativity and artistic practice will be highlighted. Connecting the Festival to local heritage, a disabled artist will be commissioned to work with the archive of the Royal Hospital of Neuro-disability, the artistic outcome first shared during the Festival weekend.

2.4 Programme outputs (3%) Please complete table below with the target outputs you will deliver as part of your programme.

2.4 Output Target (Estimated numbers)	Total Number
Directly programmed key events	715
Projects indirectly programmed	180
Artists / partners involved	2,750
New roles created	124
Volunteers	1,500
Schools and educational institutions engaged	78
Children and young people engaged	31,500
Online/ Digital audience reached	181,300
Live audience reached	500,000

People participating in cultural programmes	27,400
Heritage led orgs participating in the programme	20
Activities that engage people w/heritage	75
New audience engaged by participating heritage org	10,400
Volume of new heritage material collected	14,200

2.5 EDI outputs (3%) What Equality, Diversity and Inclusion (EDI) output targets will you aim to achieve through this programme? Please complete the table below with your own targets

2.5 Outputs Target	Total Number
Disabled or Neuro-diverse artists involved in the programme	300
Artists from the Global Majority involved in the programme	1,000
LGBTQIA+ artists involved in the programme	150
Artists who were/would have been on free school meals growing up involved in the programme	300
Special schools engaged in the programme	8
Artists and creatives working with older people who will receive Dementia Awareness Training for free	50
Artists and creatives working with young people who will receive Mental Health Awareness Training for free	64
Artists and creatives working with young people who will receive Gender and Sexuality Awareness Training for free	50
Dementia Accredited venues by the end of March 2026	20

3. Deliverability

3.1 Project management (5%) ?



Effective leadership, governance and project management will be essential to delivering our ambition and we will mobilise quickly so we are ready to deliver in 2025. Delivery of the programme will be managed by the Council's Arts and Culture Service which sits within the Chief Executive's Group. The highly experienced Head of Arts and Culture will have operational responsibility for LBOC, covering programme development, commissioning, marketing and project delivery. The team has strong and trusted relationships with the borough's cultural sector and other partners as well as a track record in delivering high impact and innovative programmes.

The bulk of producing and delivery will be through external partners working with us on creating the programme. Each WOW moment will be managed by a delivery partner, with the Council providing funding and additional capacity as required. We will ensure a distinct focus on grassroots commissioning, drawing on the council's track record in delivering WAF and innovative social prescribing projects. A senior position in the team will be assigned responsibility for commissioning activity. Existing Partnership and Programme resource will provide thematic and specialist support in areas such as community engagement, health and wellbeing, young people and heritage.

The team has strong project management skills covering programmes of different scales and budgets, from major events (such as the Line of Light Festival) to small scale commissions. We understand the staff pressures associated with managing such programmes in terms of artists' needs as well as the impact of external events. The programme design will ensure resource planning incorporates the resilience of the team and programme through business continuity planning and active risk management. Wandsworth Council takes the mental health and wellbeing of its staff very seriously and Council resources will be available to the team throughout.

LBOC provides opportunities to promote talent development in the sector and accelerate the Council's priority to promote volunteering in the borough, with a new brokerage function being established in 2024. This will create a range of volunteering opportunities for both young people and adults, creating pathways into paid creative opportunities as well as using volunteering to add joy to life. Additional resources focused on nurturing new talent will be added to the Arts and Culture Service and partners structures, using commissioning budgets to provide local work placement opportunities, both at entry level and at later stages of career pathways. Additional freelance capacity, including via the Young Producers scheme, will be brought in as required, especially at very busy periods of the year. These additional posts will build capacity and resilience to ensure manageable workloads and timelines.

Delivery capacity will be aligned with specific LBOC governance arrangements to ensure strategic oversight, partner involvement and community input. A Strategic Board will be created, chaired by a Exec-Board level Senior Responsible Officer, to ensure effective planning, securing of resources and risk management, both prior to and during 2025. Relevant Council officers from Finance, Licensing, Procurement etc. will sit on the Board to ensure approval processes are as short and agile as possible. The LBOC risk register will be reported to the Board on a regular basis, providing ongoing monitoring and swift agreement of mitigation. We envisage that the GLA and other funding bodies would wish to be represented on this Board.

A Partnership Board, chaired by the Council's Deputy Leader, will provide a focus for partner and stakeholder involvement at programme level, including representation from the borough's diverse communities and our younger residents. This Partnership Board will inform and shape the development and delivery of the LBOC year so that it truly reflects the borough and delivers on our shared ambitions. The Partnership Board will align with the Council's wider partnership and engagement strategy that will be established during 2024.

We also propose establishing local community forums aligned with specific elements of our programme where community involvement and co-design will be particularly important. This draws on our experience of developing the Arts and Culture Strategy, utilising the independent What Next? Wandsworth Chapter (WNW) (consisting of 170 members from our cultural, CCI and voluntary sectors), the Local Cultural Education Partnership (Creative Wandsworth) network in its development. There is scope to develop new and innovative approaches, potentially drawing on the 'inclusive design' work pioneered by the RCA.

The governance framework would be established as quickly as possible, building on the work to develop this bid through an internal staff group from key Council departments, monthly sessions at the WNW Chapter, along with a range of community engagement sessions and one-to-one meetings.

3.2 Communications planning (4%) ?

Tell us how you will share the story of your programme and promote it as widely as possible. f v

Wandsworth is changing into an outward-looking, vibrant borough, ready to take its place on the London stage. Our approach to LBOC communications is reflecting this new agenda - making the borough a fairer place where every single person can benefit from all the amazing unique things on offer now, and for generations to come.

Our strategy is centred around reaching the broadest audiences. We will bring together new audiences who may not have engaged in culture and heritage until now and ensure that access to participation is exactly the same for everyone. Building on 'Let's do this together' from the bid's development phase, our communications/marketing during 2024 will extend into all corners of the borough. Trusted voices and local partnerships will leverage maximum reach as key development milestones bring new opportunities into focus for different audiences.

We will work with brand and creative agencies to develop a strong visible identity which brings our 2025 programme alive, engaging local communities and building a cultural reputation which attracts visitors. Work has already commenced on a new website, to go live in April 2024, which will combine the Arts and Culture Service's two standalone websites into a single site. Feedback throughout the LBOC consultation sessions highlighted that people would like a single website that promotes what is going on the borough and what opportunities are available, and the new website is designed to deliver that.

A reinforced corporate and arts communications team will work closely with external press and PR specialists, as well as GLA communications, during the development and delivery years to maximise impact, positive publicity, and media cut-through.

LBOC's budget allocates £830,000 to marketing and communications to ensure that people across the country knows that LBOC is happening in Wandsworth, and that everyone in the borough is aware of how to access different opportunities available to them. Hyperlocal communications will run alongside media partnerships and in-depth targeted media outreach, including local radio, press, bloggers, and local social commentators.

A high-profile marketing campaign, including destination marketing, will extend beyond our borough boundaries. It will boost benefits for Wandsworth businesses and organisations, promote awareness and brand recognition, and bring reputational benefits for LBOC.

A clear visual presence throughout the borough will be amplified by established Council communications channels, print publications, digital, out-of-home and display advertising.

Our plan is to strengthen our connections through culture, ensuring a legacy of stronger, healthier and happier communities. The changes we want to see can only be achieved in partnership, so we've been listening to hundreds of partners and local organisations as we shape our bid, strengthening community relationships and forging new connections. This growing goodwill and inclusivity will help leverage the benefits of arts and culture and ensure we meet and engage new audiences through their own community networks.

Key borough and cultural stakeholders have been brought along on our LBOC bid journey, providing valuable insight and buy-in at all levels including communications reach. A clear commitment shines through to support Wandsworth's transformation and build on the relationships that underpin our borough.

The Council has started contacting and recruiting local journalists and celebrities to work with us and help promote our LBOC year. High-profile delivery partners bring new partnership marketing opportunities as well as local, national and international media interest. Tailored communications messages and story-telling will be leveraged through trusted advocates with a greater share of voice in a competitive cultural space.

RAD are speaking with BBC's Strictly Come Dancing team, while BAC with Sky Arts are determining how their ongoing partnership could form part of the LBOC programme. Theatre 503 and Riverside Radio (some of whose presenters work for other radio outlets across London) will create The Wandsworthers - a year-long soap opera written, produced and performed by local people, promoting all aspects of LBOC, including recruiting for upcoming training, employment and participation opportunities. Riverside Radio already have over 200 volunteers, a weekly digital audience of 30,000; this show will involve a significant number of residents and the podcasts will be added to our Local Studies Archive to document life in 2025-26 for future generations.

Delivery of the communications and marketing strategies will be aligned with key milestones and timeline, project managed by the Council as an integrated strand within project governance and accountability processes to ensure an effective, successful outcome.

Provide a description of the key risks associated with your proposed programme of activity. (2%)



3.3

Financial pressures from other statutory service areas might divert funding and capacity away from LBOC	Wandsworth continues to exhibit strong financial management and our approach to ensuring a balanced budget is robust. The availability and use of around £200m reserve balances will help ensure ongoing financial sustainability by mitigating future financial risks and providing opportunities for targeted investment. Councillors have confirmed that LBOC is a priority and plans are in place to ensure the successful delivery alongside the statutory demands placed upon us. The auditors have analysed the data for their 'Going Concern' tests in October 2023 and confirm they are satisfied. The Section 151 officer has been closely involved in the development of this bid and the proposed Strategic Board will provide a locus for financial risk management during the preparation and delivery of the programme.	Green
Political and reputational risk associated with LBOC	There was cross party support at Wandsworth Council's Finance Committee on 6th July 2023 for the borough to bid for LBOC 2025. Extensive engagement in developing this bid has not revealed any opposition. The governance arrangements will allow high levels of stakeholder engagement and transparency so that reputational risk can be managed on an ongoing basis.	Green
Low participation from audience within Wandsworth	The impact of LBOC is reliant on high participation levels from all across the borough and from all communities. Fifteen years of running Wandsworth Arts Fringe (which delivers an average of 130-150 events over 16 days spread across all wards and activating cold-spots in cultural provision); having Arts and Culture team members embedded in our largest social housing estates; high profile programmes for Black History and South Asian Heritage Month; the high levels of engagement in developing the bid and the generous marketing and comms budget should mitigate this risk.	Green
Struggle to identify, nurture and appropriately support disabled and neurodiverse artists.	Strong believers in "you cannot be what you cannot see", Wandsworth has a cluster of thought leaders in this field. ActionSpace and Oily Cart Theatre have long term Service Level Agreements, while BAC, Baked Bean Company, Blink Dance Theatre and One Trust are all subsidised in Council owned/secured buildings. The Council's existing programmes (especially Wandsworth Arts Fringe and our schools' programmes) have a strong focus on nurturing disabled and neurodiverse artists, working with between 175 and 210 artists annually who identify themselves as disabled.	Green
Not all Wandsworth Schools and educational organisations engage with the programme	Creative Wandsworth (the borough's Local Cultural Education Partnership) already has strong relationships with all the borough's primary and special schools, further and higher education and many of the secondary schools. These schools regularly engage with creative programmes for pupils and CPD training sessions for teachers and teaching assistants. The 2022 project 'A Place to Call Home' worked with many of the borough's private schools for the first time, drawing them into Creative Wandsworth. A small number of technology-focused secondary schools have to date not engaged with the STEAM agenda; our LBOC programme, with its high profile, will hopefully provide the impetus to convert these schools from STEM to STEAM and finally ensure 100% coverage of all 78 schools and education organisations in creative programmes.	Amber
Low participation from audience outside Wandsworth	Wandsworth traditionally has not been seen as a destination borough. Piggy backing on the 10 million people (from across London, the UK and the world) now visiting the north of the borough following the Tube line extension, our LBOC will be designed to showcase what is on offer within the wider Wandsworth borough. Initiatives with London wide and local partners will also actively engage with our neighbouring boroughs, for example: we have a Shared Staffing Arrangement with Richmond; the Nine Elms programme collaborates with Lambeth; our environmental health team works in Merton. Riverside Radio covers Wandsworth, Richmond, Merton and Lambeth. Media partners and promotions will draw London-wide audiences. LBOC will be the borough's first high-profile attempt to attract significant numbers of visitors from outside the borough to all parts of Wandsworth, therefore we will be trialling new approaches in our marketing and communication strategies.	Green
Limited career progression from internship and other placement opportunities in the programme	LBOC will provide a significant uplift in cultural sector internships, work placement and other career development opportunities that will be incorporated in the programme. There is a risk that further development opportunities may not be available to those individuals once their placement ends. Wandsworth Council's Work Match job brokerage service includes the support and expertise to mitigate this risk. Employment support teams, including Talent Development Officers, will work with both individuals and hosting organisations to put in place personal development plans that ensure progression opportunities are identified at an early stage and activated at the end of the placement. This may include transition into employment or an apprenticeship within the host organisation, with another organisation within the sector, to further education and training or alternative career paths that make use of the skills developed during the year.	Green
Matchded Funding	Wandsworth has set ambitious but realistic external funding targets. The Strategic Board will oversee the fundraising strategy and this will be enacted as soon as the outcome of the bid is known. Should the funding not be raised Wandsworth has committed to realistically scale the programme accordingly but will always provide the Council's contribution.	Amber
Mobilisation and readiness in deliver the LBOC programme in 2025	Almost all areas that are within the Council's control will be standing ready to go the moment Wandsworth knows that we have won: a new LBOC website will be ready to launch	Amber

Our LBOC programme is designed to be accessible to all, actively dismantling barriers to engagement, and bringing all our residents together to form new friendships and connections.

Wandsworth Public Health's Enough is Enough Report revealed that Global Majority groups continue to face profound inequalities in mental health services. 2021-22 UK public health profiles highlighted that Wandsworth SEN school children have the 2nd highest social, emotional and mental health needs in London (with Wandsworth SEN primary school children having London's highest need). Working with citizens from these communities to co-design solutions focused around culture, heritage and creativity to create meaningful change is the key tenet of our bid.

Wandsworth's Arts and Culture Strategy has Access for All as one of its two golden threads, accompanied by an equality impact needs assessment. The strategy focuses on channelling support and resources to under-served communities and dismantling the barriers to participation and employment. Our LBOC process and programme accelerates and amplifies this work to deliver meaningful change.

In developing this bid, the voices of the full range of equalities groups were represented. Many grassroots organisations are long-term partners of the Arts and Culture Service, working with the annual WAF artist support programme, and reflecting the creativity and lived experiences of their under-served communities. Each year, between 33% and 25% of WAF artists are Global Majority, reflecting Wandsworth's diasporas, 200 identify as disabled, and 150 were (or would have been) eligible for free school meals growing up. These partners will be vital in delivering the programme and providing ongoing scrutiny as part of the new governance model.

WAF prides itself on ensuring that every resident can recognise themselves somewhere in the programme, and we will ensure that this applies to the LBOC programme, but on an amplified scale with participation, training and employment available all year round. Our ambition is that from 2026 onwards even more diverse talent will engage with WAF and use it as a springboard for creative development and employment.

Caribbean, African diaspora, Indian, Pakistani and other Asian communities make up the majority of our Global Majority population. In 2023 the Arts and Culture team launched Black History 365 and South Asian Heritage Month commissions, working alongside these communities to create arts and heritage projects that celebrate their cultures and reflect their experiences. The foundations are now in place to ensure that the heritage programme can also highlight these stories and ensure Wandsworth's multi-cultural communities are truly represented. Wandsworth also has a significant European population, almost 16% (51,732 people) of Wandsworth's population were born in another European country, with vibrant communities from France, Spain, Italy, Poland and a growing Ukrainian contingent.

Through LBOC, we will accelerate our work to tackle head-on the barriers faced by under-served communities – taking cultural activities to them, inside and outside their homes, where they socialise, where they shop, and where they worship. Our programme is shaped around:

- •Inspiring more people to see the arts as something that is for them, no matter their background, socio-economic status or how they identify, and that everyone feels that the places/spaces for culture belong to them.
- •The creative workforce reflects the borough's make-up, and especially those areas/communities that are under-served e.g. through our diversifying the Creative Health Practitioners programme, Young Producers, Make It Live programme and the Liberty Festival.
- •Most of the programme will be either free, pay what you can or charged at £10 or under. As part of our commitment to being a Borough of Sanctuary, asylum seekers will be offered free tickets to events (paid from an allocated Council funding pot).
- •More spaces become accessible: We will work with venues to become Dementia Friendly accredited currently the borough has none. Our two new parks (at Springfield and Battersea/Nine Elms) opening by 2025 will both include features designed specifically to support the mental health of local people. Arts venues will work with 'All In' to improve access.
- •More organisations/creatives will have the expertise to ensure accessibility and support health. Mental health first aid, dementia awareness, and LGBTQIA+ awareness training will be a minimum requirement for all large-scale project partners' creative briefs.

Through the process of developing this bid, the borough is already making impactful and hopefully permanent changes in how neuro-diverse and disabled residents and their carers are supported. Working with Adult Social Care's Sensory Services we are reviewing how we promote LBOC opportunities to residents with additional needs and ensure that accessibility is built in from the outset.

Monitoring, evaluation and shared learning (4%) 😯

Please tell us how you will monitor and evaluate your project, including how you will measure your success against your project outcomes. •

We will share our learning so that we can collaborate with other boroughs to deliver a Creative Health Capital City, as well as embed best practice from elsewhere inside our borough. Our programme will include an International Symposium on the role of arts, culture and heritage in good mental health with artists and health practitioners from UK/Global cities, developed with young people. Entitled Mindful of our Future, we hope that 250 colleagues from across the UK and the world will be able to join us to discuss the learning from our LBOC programme as well as spark new projects going forward and secure further funding.

Winning LBOC will come at year four of the Arts and Culture Strategy 2021-31 and at the end of the initial two-year pilot in cultural social prescribing, thus providing a perfect opportunity to evaluate the long-term impact of an LBOC award on the borough. Building on our learning from the impact assessment on Nine Elms's cultural strategy 2017-2022, and on our pilot of the Joint Cultural Needs Assessment Framework for the Arts Council, we would like to use the opportunity to carry out the first long-term impact assessment of LBOC on the cultural landscape of a borough and the lives of its residents.

We have allocated £100,000 and our approach will therefore be threefold:

- 1. In consultation with SWLICB, social prescribing delivery partner Enable, BAC, Arts Council England, Centre of Cultural Value (CCV) and Meaningful Measures we are working on developing an evaluation framework that successfully captures the impact of cultural programmes on health and wellbeing. This builds on the framework designed for the pilot programmes over 2022-24 and will feed into our LBOC evaluation framework.
- 2. With the University of Roehampton we will create and deliver a more general evaluation framework that will be both broad and deep for all the LBOC events/programmes, designed to capture information from each individual event and programme but also contribute to us understanding the wider narrative and the impact that culture is having on Wandsworth's various communities. Within the Arts and Culture Service we have also invested in developing our inhouse expertise, including staff completing the CCV/University of Leeds' Evaluation for Arts, Culture and Heritage: Principles and Practice training. This is to ensure that the evaluation framework created over LBOC can have a lifespan covering the rest of the strategy, in addition to the more intense LBOC year.
- 3. Working with the RCA's Impact team and University of Roehampton to build in a longer-term impact assessment from the outset. Over 2024, as part of the third year review of the Arts and Culture Strategy 2021-31, the data from 2020/21 will be compared to landscape in 2024; this will also give us baseline data to measure the long-term impact of being LBOC in 2025 (while LBOC was not included in the strategy, there is synergy between the outcomes so LBOC would enable us to accelerate delivery of a number of the strategic objectives). There will then be regular reviews to track the progress over 2025-2026, 2029 and 2032, helping us identify where we have been successful and created meaningful change, as well as regularly gauge where more effort or an alternative approach is required.

Moments of reflection, ongoing evaluation and creating pathways for progression have been built into each element of the programme from the outset. The community engagement programme used to develop this bid, was established to ensure that all participants feel that they are actively involved. By the end of the LBOC programme, we want everyone to be aware of what avenues are available to them to take their creative participation further. Even if we should not win, notable change has already occurred with new collaborations coming out of the meetings and a greater focus on partnership working.

Our archiving service are an integral part of developing, delivering and legacy of our LBOC bid to ensure that the experience of it is captured as part of the history of the borough and accessible for future research, community and creative projects, and for individual citizens. Several projects will have deliverables that will be accessioned into the archive or into the Wandsworth Heritage Collection, e.g., the weekly Riverside Radio podcast, as well as film, documentation and media associated with the overall LBOC programme. The new arts, culture and heritage website will also make the ongoing legacy programmes, archive material and impact assessments much more accessible to the public.

Legacy (4%) ?



We have integrated legacy from the outset and within all community consultations, because we want to ensure long-term meaningful change as a result of our LBOC year (which will be tracked to 2032). Our bid focuses on directly contributing to making London a Creative Health Capital City, the Arts Council's focus on health and wellbeing, and the current drive within our SWLICB to give greater prominence to preventative measures. Our key legacy will be that the citizens of Wandsworth have the agency to improve their health and happiness.

Cultural policy

- •Wandsworth has a long-term cultural strategy with strong political and senior officer buy-in. Since 2022 the Deputy Leader's portfolio has included culture to drive forward greater integration. Some directorates have embraced greater collaboration, especially public health and children's services (key bid partners), others have been more hesitant. LBOC gives us the opportunity to showcase the different forms collaboration could take while demonstrating the Council's stamp of approval in piloting creative initiatives across services.
- •Our borough (not Council) Arts & Culture Strategy 2021-2031 brings together a wide range of partners and Council departments around shared objectives, integrating arts and culture impacts with wider strategic outcomes, with 'access for all' and 'tackling the climate emergency' both anchored at its core. Becoming LBOC in year four of delivering this strategy will enable us to maintain/re-energise the long-term collaboration aligned with a shared vision for the remaining five years.

EDI

- •Our programmes, e.g Liberty Festival, Young Producers, WAF and Diversifying the Creative Health Workforce, are all focussed on ensuring that the cultural/creative workforce becomes more diverse.
- •Our commissioning model will evolve to focus more on supporting under-served communities to co-design cultural programmes that they want and need.
- •UK public health profiles data from 2026 onwards will show improvement in SEN school-aged children's social, emotional and mental health needs.
- •Our Partnership Board will have diverse leadership embedded, with people of different protected characteristics holding decision-making power. The Community forums and Young Culture Transformers will ensure that more people actively participate in and influence local cultural life.

Community engagement

- •People will know where to access creative opportunities, experience joy and enhance their wellbeing through culture, along with a greater range of programmes being available within Wandsworth.
- •More people from low-income, disabled and Global Majority backgrounds/communities will attend 'pay what you can'/low cost/free events, participatory arts projects/classes/training.
- •We will have established Youth Culture Transformers in each neighbourhood to promote and support their peers' continuing engagement.
- •More people and organisations will be creatively engaged with the message that the climate emergency is a health emergency and with Wandsworth's Climate Action Plan and related events.
- •Volunteering opportunities within the cultural sector are embedded from the outset into the new Volunteering Brokerage function.

Creative workforce and training

- •We will train 10+ diverse creative health practitioners that can co-design a new culturally relevant social prescribing programme. Hopefully these creatives will continue to work locally, but the model could also be replicated across London through ICB funding.
- •Our Young Producer programmes, delivered by local arts partners, will continue to thrive, but there will be greater collaboration and exchange of people between them, plus clearer pathways into cultural careers.
- •36 local Young Producers will have completed courses and have had 6 months paid full-time employment. The aspiration is that this pilot can be continued through the government restructuring the apprenticeship funding model.
- •More resources and support in place for local artists, creative practitioners and small creative enterprises.

Cultural and heritage infrastructure

- •Cultural prescribing and health programmes will be embedded across the borough, and ready to be scaled-up/replicated across London.
- •Wandsworth Heritage Collection is out of hibernation, pilots such as the dementia boxes, story catchers and Our Music Our Freedom! have enabled us to explore new ways of making it accessible.
- •LBOC has given Wandsworth and our communities a moment to rethink what the options are for our stored collections.
- •Our profile as centre for creative enterprises is increased, resulting in a higher concentration of creative quarters within the borough.

Cultural ecology and economy

- •Partnership working approach leads to better, joined up collaborations across the Council, other public sectors, charities, businesses and residents.
- •Cultural and voluntary organisations have the expertise to develop and deliver programmes that meet their users' needs and the evidenced track record to secure ongoing funding.
- •Higher profile for cultural/heritage programmes and organisations, which encourages more visitors and contributes to the cultural reputation of London.
- •Higher profile for Wandsworth and the thought leadership emanating from the borough, leading to greater investment.

3.7 Environmental impact (2%) ?

The Mayor has an aim to achieve a net zero carbon status for London by 2030. Many boroughs have declared climate emergencies. How will you ensure your programme is delivered responsibly and sustainably so it meets your borough's environmental targets, as well as those of the Mayor? •

Wandsworth is committed to achieving net zero by 2043, and one of the Arts and Culture Strategy goals is tackling the climate emergency. WAF already has a Sustainability Pledge & Plan (developed with input from the Theatre Green Book) to support artists on how to minimise the carbon footprint of their activities, a Council sustainable events guide and over 2023-24 we are piloting a support programme to partner our smaller arts organisations with our NPOs to share best practice in writing and then implementing Environmental Action Plans. We have commissioned elements of this programme to be delivered by Julie's Bicycle and by the Theatre Green Book, as well as partnering with Crew Energy to provide free energy consultations and net zero support for creative businesses in the borough.

Our LBOC programme will enhance this work supporting the Wandsworth creative sector to become greener. All of the LBOC creative briefs will require a Green Rider as part of our procurement process. Reflecting on the learning of this year's pilot programme for local creatives to minimise their carbon output we will offer small grants to creative practitioners/organisations (including young producers) to implement carbon minimising measures into their LBOC programmes and develop a model that will be sustainable after 2026.

International artists who take part in our programme will be commissioned in partnership with Unlimited, British Council and Inside Out Festival so that the environmental impact of air travel is managed responsibly, and the artists do not need to make multiple journeys to the UK. The international seminar will be presented both in person and online to ensure voices from across the globe are included without the necessity to travel by air. We hope that we can also work with GLA, LIFT, Royal College of Arts, University of Roehampton and our Hospital partners to identify international contributors to our programme who are already studying, visiting or resident in UK.

The environmental impact of our programme will be measured as part of the evaluation framework, benefiting from the expertise currently being gathered with the University of Roehampton's new Centre for Sustainable Engineering and Green Skills and their Roehampton Climate Network (academics working across a diverse range of disciplines who have made climate action a key focus of their work).

4. Financial Management

4.1 Financial planning (4%) ?

We will need to see that you have robust financial procedures in places to ensure your programme is delivered on time and within budget. Please outline your approach to financial planning. **●**

Our LBOC budget is set in the Council's broader financial planning processes. A robust financial planning process exists which includes stringent reporting requirements to ensure that all projects are delivered on time and on budget. The annual Medium Term Financial Strategy models income, expenditure and resource requirements to demonstrate how the financial plans and strategies contribute to the achievement of corporate objectives, demonstrating that business planning continues to be integrated with financial planning.

Our four-year 'Development budget' projects service revenue budgets based on reported decisions and unavoidable commitments. Budgets are reported in management statements used by service managers for business planning and budgetary control. In January inflation uplifts and in-year developments are the basis for approval of the budget requirement and the medium-term outlook. The four financial frameworks are reset each year and contain approved spending and set the financial parameters within which the Executive may add to commitments during the next year in the context of the reserves, Government grant, capital receipts, etc. anticipated in the medium-term outlook.

There is an initial presumption that Directors will fund future service improvements within existing budgets. If this is not immediately possible, there is a well-established process of budget reviews initiated by the Council Leader to provide scope for implementing new initiatives and to progress Corporate Plan objectives.

Decisions on whether to confer approved budget status to plans for improvement/investment are taken during the year under the budget variation approval process. The Executive considers service proposals for budgetary developments in the overall context. The financial frameworks are monitored monthly by the S151 officer and presented quarterly to Members. Budget holders (including the Head of Arts and Culture) have full responsibility and ownership of their service to enable robust and accurate reporting. There are also triggers for Member-level reporting of material variances against the approved revenue budget.

Wandsworth's intention to submit a bid for LBOC was agreed in July 2023 following scrutiny at Finance Committee. The bid development and its financial implications has been considered by senior management, including the Director of Finance. Mobilising additional funding, whether through aligning budgets or attracting new resources is fundamental to delivering our ambition. If successful, the governance arrangements described above will be followed and budget confirmation and risk management taken through the Strategic Board to ensure adequate preparation for a deliverable programme in 2025, including guiding action to secure additional resources. This allows our risk register to be developed at a more granular level and regularly monitored.

A Senior Responsible Officer will chair the Strategic Board which will include senior finance representation. Financial updates will be a standing item for meetings to align delivery plans with budget availability. The Council will establish appropriate delegated authority to enable swift decision-making in shaping a deliverable programme and to monitor this throughout. Usual decision-making processes will be followed including regular reporting through committee to ensure financial scrutiny is maintained.

4.2 Please use the budget template to produce your budget, which you can access above. Upload completed budget here. 3

Uploaded files:

4.3 Match funding (4%) ?

Please outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income. Please indicate whether these are confirmed or to be expected.

◆



4.4 Realistic budgeting (3%) ?

Successful applicants will need to show us that they have produced a realistic budget that reflects the current economic environment. Please outline your approach to realistic budgeting. lacktriangle

The team have clear experience of developing and delivering projects within an outline budget. The Arts and Culture Service has a core budget of £864,500, which it then utilises to leverage in additional funding from a variety of sources, including grants, corporate sponsorship, advertising, Section 106 and Neighbourhood CIL. The team have experience of dealing with large scale events – from Line of Light (to celebrate the opening of the new leg of the Northern Line) which had a budget of £230,000, to festivals such as WAF that focus on distributing funds and opportunities to grassroots organisations by providing small-scale commissions, so that between 130 and 150 events can take place across all wards over two and half weeks in the summer.

The LBOC budget has been collated from submissions by each of the proposed delivery partners, who also have extensive experience and understanding in delivering and budgeting for cultural programmes of varying scales. They have provided estimates of the cost of delivering their programmes, with some contingency planning factored in, such as further increases in the London Living Wage. All of the delivery partners are experts in delivering these types of programmes and have the knowledge to be able to produce realistic budgets. The programme aspects being delivered directly by the Arts and Culture Service build on existing pilots and their budgets have been used as a basis for expenditure calculations.

Inflation is a clear risk for all local authorities at current levels. Although inflation rates are assumed to taper down in future years in line with Bank of England projections, 2023/24 will see the ongoing impact of current high levels of inflation, and these will also impact costs in 2024/25 and onwards for this project. However, as outlined in Committee Paper No. 23-321 assumptions around costs when the 2023/24 budget was set are sufficient in broad terms during the year. There will therefore be an element of risk around the estimates used for the delivery of the project but there is sufficient scope within the outline to flex between projects to manage this risk effectively.

The Council has demonstrated tight control of budgets in recent years, generating annual revenue underspends which have been able to be transferred into reserves for future use and flexibility.

The programme has been developed with scalability in mind, allowing some flex to respond to the eventual budget envelope. We have assumed that HLF and Liberty Festival funding will be available to support all the activities set out in 2.2 and 2.3, although the programme can flex to respond to the final budget. Budget availability will be monitored closely by the Programme Team and Strategic Board. Whilst the targeted levels of income are ambitious, they are also realistic and may be exceeded which will enable the programme to be expanded further.

5. Cultural Impact Awards

In addition to two Title Awards there will be three Cultural Impact Awards to be delivered between April 2026 to March 2027. The Cultural Impact Award is optional, and all boroughs are welcome to apply. 3

5.1 Cultural Impact Award Description ?

Describe your proposed project activity. This is your chance to tell us what your Cultural Impact Award programme would be. \P

In direct response to the Enough is Enough report, our Cultural Impact Award will focus on CULTURALLY MINDFUL: Diversifying the creative health sector, to improve access to social prescribing for 10 Global Majority artists and communities.

A bid will also be submitted to NLHF for three heritage elements: creation of Memory Boxes for Dementia using the Wandsworth Heritage Collection with the University of Roehampton, U3A and Age UK; a residency by a disabled artist at the Royal Hospital of Neuro-Disability's archives; an oral heritage project aimed at destigmatising mental ill-health with Springfield Hospital.

CULTURALLY MINDFUL will introduce year-long professional development opportunities for 10 Global Majority artists whilst opening residency opportunities for 10 host organisations in support of mental health prevention and early intervention work with 10 under-served communities.

10 Global Majority artists will be recruited through an open call. They will gain mental health first aid training, sector-specific skills paid experience, and access to Wandsworth Community of Creative Health Practice. All 10 artists will be paid for their time

10 partner organisations will host residencies:

- •4 secondary care settings: St George's, Queen Mary's and Royal Hospital of Neuro-Disability, who have experience of artists' residencies, plus Springfield Hospital, who is keen to address institutional racism.
- •3 direct commissions, ensuring that residencies test creative health interventions across lifespan and intersectionality. Ethnicity and Mental Health Improvement Partnership (EMHIP) will support the scoping and dissemination of the commissioning opportunities, and members of their youth group Black Minds Matter will sit on the assessment panels whenever appropriate.
- •3 charity organisations selected in partnership with EMHIP.

1 support worker within each host organisation will be assigned to co-lead on the residency, and gain free access to the same training and support package as the artists.

In addition to staff up-skilling, host organisations will gain access to practice sharing, impact evaluation and the social prescribing network, hence expanding their reach.

10 groups amongst Wandsworth's most vulnerable residents (e.g. disabled, sanctuary seekers, children in or leaving care, unpaid carers, abuse survivors, people living with mental health conditions and dementia) will benefit from co-designing and participating in creative health activities specially targeted at their demographics, challenges and appetites.

Developed in consultation with SWLICB, this action-learning programme will build upon Sound Minds' Canerows (who already accompany hospital discharges), Breathe's creative health introductory sessions (2022), and St George's Hospital Charity, who already have extensive experience of hosting artists' residencies on 2 sites. The programme will include training days, shadowing opportunities, action-learning sessions and residencies, allowing the trainees to co-design and test creative health programmes in pairs with their host organisation. Mindful of intersectionality, the programme will actively welcome applications by neuro-divergent, disabled and LGBTQA+ artists, offer host opportunities with disability or LGBTQA+ organisations and feature a diverse array of guest speakers.

CULTURALLY MINDFUL will diversify the creative health workforce and upskill the community and secondary care sectors through shared action-learning, the implementation of Creative Health and Wellbeing Alliance's Creative Health Quality Framework and mental first aid training. It will also benefit a wide range of under-served participants, who will be able to access those creative health programmes through Wandsworth Community Empowerment Network (WCEN) and Enable's social prescribing network, hence bringing relief and support to local communities. Hopefully, this culturally relevant and inclusive approach will build trust that will help address the issues identified in the Enough is Enough report, and encourage more people from the Global Majority to shape and use the social prescribing offer to support their health (mental and physical).

The development and management of CULTURALLY MINDFUL will be coordinated by a Programme & Partnerships Manager, in collaboration with a Public Health Consultant, the wider Public Health, Adult Social Care and Children's Services and Wandsworth Health & Wellbeing Board. EMHIP and Sound Minds will be instrumental in the delivery of the training element. SWLICB and its 156 Thinking Partners will support the dissemination of engagement, commissioning and learning opportunities. WCEN and their lived experience networks (adults living with long term health conditions plus youth group Black Minds Matter) will ensure that the programme is culturally relevant to its target communities. Wandsworth Social Prescribing Group, Enable and the Joy App will ensure that the new creative health offer is seamlessly embedded within the social prescribing framework.

Each lead artist will produce a project report on their residency. These reports will align with the design of the evaluation framework so that participants' data can be aggregated to the wider social prescribing data through the Joy App, as tested during the Arts for Health & Wellbeing social prescribing pilot (2022-2024). Findings will be shared through Wandsworth Care Alliance's Health & Wellbeing Forum and Wandsworth Community of Creative Health Practice, co-chaired with BAC. The overall programme will then be analysed by an external consultant, who will conduct a 360-evaluation to be shared at a regional assembly together with testimonies by host organisations, artists, partners and participants at BAC. We are also hoping to expand our UKRI partnership with Imperial College to evaluate the economic impact of the programme.

Wandsworth Council has secured commissioning budget for three 5-year commissions across the lifespan, and applied to UKRI for a further three commissions across Wandsworth Libraries. We are hoping to coordinate an ACE application with our host organisations and trainees, to apply for legacy commissioning funding aimed at consolidating this creative health work with underserved communities in year 3.

The outcomes of this programme will align with the aims and objectives of existing policy frameworks. Not only does this Cultural Impact proposal align with Wandsworth Council's Corporate Plan 2022-26 to "build a fairer, compassionate, more sustainable borough", and our Arts & Culture Strategy 2021-31, aiming to "support residents to start well, live well and age well, using culture as means to improve health and wellbeing"; it will also meet the aims of the SWLICB Strategy for reducing health inequalities: addressing the wider determinants of health and wellbeing, scaling up innovation to improve outcomes, identifying critical skills and capabilities for new roles within the creative and health sectors, and empowering our Global Majority communities to improve their health and wellbeing through creativity.

Please use the budget template to produce your budget, which you can access above. Upload completed budget here.

Uploaded files:

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6. Supporting documentation

Signed letter (digital scan) from your Section 151 Officer (Chief Finance Officer) or equivalent agreeing to the proposed budget.

Uploaded files:

6.1 letter Wandsworth.pdf

6.2 Letter of support from your Borough Leader

Uploaded files:

🗅 Borough of Culture 2025 - letter to the Mayor of London - 23rd November 2023.pdf

6.3 Letter of support from your Borough Chief Executive

Uploaded files:

Chief Exec letter of support Wandsworth.pdf

6.4 Written evidence of council commitment to secure match funding by the time the programme begins, if their bid is successful (at least 30% cash)

Uploaded files:

6.4 letter of support Wandsworth.pdf

6.5 Letters of support from partners (up to three)

Uploaded files:

Wandsworth LBOC letters of support final version.pdf

7. Data Protection and FOIA

Do you consider that, for the purposes of FoIA, we should treat any financial information provided in the 'Budget' section of the application, as commercially sensitive information?

Select yes or no ♥

Yes

If you are sending us a separate letter, please write 'letter included' below. The GLA will not treat or consider an entire application or bid as being 'confidential information'.

Are there other specific pieces of information in your application you consider to be exempt for the purposes of FoIA? You must clearly identify what that information is and give us your reasons below or in a separate letter.

Select yes or no ♥

Yes

Please provide details about any information which might not be suitable for publication / disclosure. •

Please note that Wandsworth Council considers the following information to be exempt from disclosure under Section 43 – Commercial Interests of the Freedom of Information Act 2000:

•Budgetary and financial information as in Se

•6.1 letter (Signed letter (digital scan) from your Section 151 Officer (Chief Finance Officer) or equivalent agreeing to the proposed budget) and 6.4 letter (Written evidence of Council commitment to secure match funding by the time the programme begins, if their bid is successful).

Section 43 states that information is exempt from disclosure if its disclosure would or would be likely to, prejudice the commercial interests of any person, including the public authority holding it. Disclosure of this requested information is likely to prejudice the commercial interest of the Council, as it could weaken our position in a competitive market by placing market sensitive information in the public domain. Disclosure would also be likely to prejudice the Council's ability to secure the best possible value for any future contracts, as companies may be unwilling to provide the full information required if they believe this will be disclosed to competitors. This exemption requires the Council to consider the public interest test and, whilst the Council recognises the public interest in the transparency of the procurement process, it must consider the strong public interest in securing best value for taxpayers. In addition, it could be considered that some of the information is provided on a confidential basis on the understanding that it will not be placed in the public domain. As a consequence, the greater public interest lies in withholding these parts of the requested information.

Section C: You agree that we can keep you informed of our work.

I want to be informed of your work. **1**



Wandsworth Council

Town Hall Wandsworth High Street London SW18 2PU

Please ask for/reply to: Telephone: 020 8871 6000

Email:

mike.jackson@richmondandwandsworth.gov.uk

Web: www.wandsworth.gov.uk

Our ref: Your ref:

Date: 17th November 2023

Dear Sadiq Khan,

I am writing to express my endorsement of Wandsworth's bid for London Borough of Culture 2025, and my confidence that this borough is the best placed in London to deliver and profit from the award.

Last year, I was thrilled to join the team serving Wandsworth and Richmond Councils. Wandsworth is an example of the best London has to offer, comprising dynamic commercial activity linked to the capital's global city role, old and new tower-blocks; bustling, culture-packed town centres; and leafy suburbs. Nevertheless, it is also a time of economic uncertainty and many residents with long-standing challenges of illness and poverty have suffered greatly in recent years. It's a privilege and honour to serve Wandsworth at this pivotal moment in the borough's history.

We have newly embarked on a change programme at Wandsworth Council. By adopting a forward-thinking, outward looking approach, we are enhancing our service delivery and strengthening communities, planning for future financial challenges, and ensuring a brighter future for the brighter borough. The London Borough of Culture bid is a part of this change, as we ambitiously reach for new opportunities and enable greater community participation and action throughout our work.

I am enormously proud of the staff who have worked to co-design this bid with artists, heritage groups, community groups, volunteers, and businesses and of course our citizens. In doing so, we have focused on meaningful interactions and sought challenging feedback, modelling the definition of dedicated community service. The whole organisation has developed new ways of working to engage with partners in workshops, family days-out, dedicated partnership events, schools, and youth workshops.

Wandsworth is the best place to deliver London Borough of Culture in 2025. Our rich cultural heritage and vibrant arts scene, built by generations of exceptional individuals, make Wandsworth a great place to live and work. We want to celebrate the people, places and projects who contribute and care for the borough's social fabric, and this award would be truly deserved by those it benefits.

I hope that you enjoy reading our bid for 2025 as much as we have enjoyed developing it. Wandsworth stands at a turning point where cultural investment will have an outsize impact on community cohesion, individual wellbeing, and creative health. If Wandsworth is named London Borough of Culture, all London will be invited.

Chief Executive: Mike Jackson

Let's do this together.

Yours sincerely.

Mike Jackson Chief Executive of Wandsworth Council



Leader's Room The Town Hall Wandsworth High Street London SW18 2PU Email leader@wandsworth.gov.uk Thursday 23rd November 2023

From the Leader of the Council

Mayor of London City Hall Kamal Chunchie Way London E16 1ZE

Dear Sadiq,

A little more than one year ago, we celebrated together the beginning of a new era in Wandsworth. Our young, committed administration is listening actively to the borough's many diverse voices and thinking bigger to deliver a fairer, compassionate, and more sustainable borough. Being London Borough of Culture in 2025 will connect Wandsworth's citizens and businesses, its arts, heritage, voluntary and faith organisations together in a collaborative, participatory, access-all-areas celebration of change.

We are a borough of contrasts. Our promise to add 1,000 social homes to the Council's estate, is coming to life just metres from some of London's prime property hotspots. Too many Wandsworth residents struggle to access food, even while the restaurants and markets of Tooting offer unmatched culinary variety. The Covid-19 pandemic exacerbated already-existing inequalities in health, wealth, and wellbeing, which is why we froze council taxes and launched the biggest cost of living response in London. Without good leadership, the very same contrasts that enrich and define can become barriers to participation.

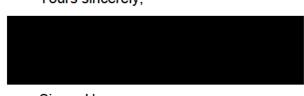
Our mission, by contrast, is access-for-all. If chosen, Wandsworth as London Borough of Culture will develop a culture of active collaboration and artistic expression in which every citizen, wherever they live, work, study, eat or worship, has equal opportunity to develop the capacities unique to them.

Wandsworth is ready for a new way of working. So much of the change we want to see can only be achieved in partnership and we're responding to that, with Council members and officers building new personal and professional connections in the communities we serve. The creativity and growth of the annual Wandsworth Arts Fringe demonstrates the potential of our grassroots artists and our pioneering, internationally renowned arts institutions. Winning the London Borough of Culture award will give our artists, young people and volunteers the freedom to co-design and co-create a truly original spectacle.

I am therefore writing to recommend, on behalf of the whole borough, that the you award Wandsworth the title of London Borough of Culture 2025. The enclosed bid has been shaped by thousands of conversations and has been approved by Council members across the political divide. Hundreds of community leaders have signed their endorsement.

If chosen for this award, Wandsworth will deliver a new model of participatory programming and a legacy of creative opportunity, for all Londoners.

Yours sincerely,



Simon Hogg Leader of Wandsworth Council Dear Sadiq Khan,

We, the undersigned, are thrilled that Wandsworth Council has announced its intention to bid for London Borough of Culture. We believe that there is no better place than Wandsworth to host London Borough of Culture in 2025.

As Wandsworth's cultural and heritage sector, we are raring to go, with a long and successful track record of working in partnership with each other and the council in delivering high quality and high-profile events. We came together to create Wandsworth's Arts and Culture Strategy 2021-2031 and continue to work in partnership on its delivery; we worked together to create 10,000 Create and Learn Playkits, winning the Hearts for the Arts Award 2021; and each year many of us take part in Wandsworth Arts Fringe animating the whole borough, engaging our diverse communities and bring culture to unexpected nooks.

A desire for collaboration is at the heart of Wandsworth's cultural landscape. We have an independent and lively What Next? chapter, with over 170 members from the creative and community sectors, which meets monthly to share best practice, support each other and explore joint working. A partnership of local cultural organisations works with Wandsworth's schools, brokering initiatives that develop pupils' creativity and raises awareness of the creative industries as employers.

We also have a thriving Wandsworth Heritage Group bringing together all of our societies to organise Wandsworth Heritage Festival. Heritage is a central factor in people's sense of identity and belonging to a place, connecting our new and long-standing communities. We are working to ensure greater diversity and representation in the stories we hold, e.g. amplifying the contribution of disabled, working class, global majority, women and LGBTQ+ communities. A successful bid will give a major once in a lifetime opportunity across the borough to build on a range of existing activities, programmes and projects and draw in new audiences to experience the rich historical culture of Wandsworth.

We feel that Wandsworth is a warm, inclusive and welcoming Borough. It is a place committed to developing incubators for new thinking as well as spaces for the existing offer to thrive. However, our ability to collaborate has been adversely impacted by Covid 19 and the cost of living crisis. Being the London Borough of Culture will be a unique opportunity to reinvigorate and scale up our partnership working, not only within our own sector but with community, faith and voluntary organisations, education and local businesses. We want to show the world what we can do. We want to seize the momentum generated by our collective efforts to date, to embrace bold and ambitious projects, become more visible, accessible and central to hyper-local, national and global conversations that place us on the worldwide cultural map.

We are pioneers. In 2020, Battersea Arts Centre became the world's first Relaxed Venue, committing to considering access at every stage of any project, and to creating no new disabling barriers within their work. Wandsworth's disabled artists are exhibiting around the world and selling their art into national collections. Wandsworth based organisations have pioneered multi-sensory accessible theatre. We are home to the world's most influential postgraduate art and design school and artists of international repute.

If the Mayor of London is looking for a borough with creativity, flair, innovation, and the competence and experience to deliver a world-class programme, then Wandsworth should be London Borough of Culture 2025. We hope to soon be working with you to make 2025 the best London Borough of Culture ever.

With best wishes









Matt's Gallery

Director; Deputy Director



National Opera Studio

Chief Executive



Oily Cart

Executive Director & Joint CEO



Sound Minds



Associate Director



Executive Director



World Heart Beat

Artistic Director & Founder



Head of Libraries GLL



Royal Academy of Dance

Chief Executive



Royal College of Art

Vice-Chancellor



The University of Roehampton

Pro Vice-Chancellor (Research and External Engagement)



South Thames Colleges Group

Group Principal and CEO



ACAVA

All Saints Church Tooting Associate Priest



Amanda Blunden Art Amanda Blunden



Artanda

Owner & Mindful Painting Teacher



Battersea Power Station Community Choir





Chair



CEO (Operations)

Eclectic Gift



Eclectic Gift

Owner & Mindful Painting Teacher



Director



Secretary



Battersea Society



Artistic Director & Founder



Bounce Theatre

Artistic Director



Breathe Arts Health Research

Interim Co-Director



Clapham Grand

General Manager, Producer & Programmer



CoDa Dance Company

Artistic Director



Emma Gigi Art

Artist, Trainee Picture and Frame Conservator

Estate Art

Director

Fat Freddie M Curator

Group 64 Theatre for Young People

Director



Hallomai Dance

Artistic Director

Izba Arts

Director





Jellyfish Theatre

Artistic Director



Inspired Creative Club

Founder

Jose Navarro Theatre

Director & Artist



Keepsake Videos

Videographer & Editor



Interim Executive Director, CEO & Artistic Director







Meet & Make Spaces

Co-director



London Independent Story Prize

Director



NATASHA SACKEY

Natasha Sackey Ltd. Natasha Sackey Director, Creative Producer & Psychotherapist



Nine Elms Arts Ministry

Pioneer Minister in the Arts in Nine Elms

Make a Mark

Make a Mark

Artist, Designer & Creative Coach



Trust National Trust (575 Wandsworth Rd.)

House & Gardens Manager

Planet STEAM Ltd.

Sculptor & Director

NATURE. CONNECTED. CREATIVE.

Directors & Co-creators

Poppy Field Fine Arts Ltd. Poppy Field Director



Artistic Director & Joint CEO





Artistic Director







Serjent Design Limited

Serjent Design Ltd. Stuart Serjent Director (Creative)



SONIA BOYCE

Sonia Boyce OBE Artist







Trustee







Project Manager



The Baked Bean Company

Administrative Manager



The Bread and Roses Theatre Artistic Director









Artistic Director & CEO







2023 Project Coordinator





Wandsworth Prison Museum
Hon Curator

Wandsworth Music

Assistant Head of Service



Wandsworth Society Philip Whyte Chairman

Wandsworth

THROUGH ART Writerz and Scribez Jemilea Creative Director



Dear Sadiq Khan,

We, the undersigned, are delighted that Wandsworth Council has announced its intention to bid for London Borough of Culture. Many of us already benefit from working with arts and culture, libraries and heritage organisations and projects. Wandsworth organisations are partnering the Council on a new and ambitious change programme and the 2025 London Borough of Culture will enable us all to use culture to pilot this approach across the borough, building new relationships and deepening our impact.

Our community, voluntary and public sector partnerships with Wandsworth's cultural and heritage organisations have reciprocal benefits. For example, increasing our capacity to fund and deliver creative work, bringing fresh ideas and skills from artists to our staff and service beneficiaries/ members, connecting cultural organisations with under-served and new audiences, creating art works and performances that amplify voices that are marginalised and make services more visible. There is frequent alignment both on values and delivering common aims and objectives, e.g. cultural prescribing, knowledge exchange, training and good practice.

Hosting London Borough of Culture 2025 would be a pivotal moment for us to harness the social, health and wellbeing benefits of creativity as many of us work to recover from the impact of Covid 19.

Whilst many of our voluntary sector organisations employ professional staff, we rely extensively on active citizens, volunteers who support our work with their time, knowledge and expertise. The beneficiaries of an organisation's work frequently serve as advocates and activists for their communities, bringing lived experience and perspectives to inform and enrich the impacts made. Working with the most vulnerable people in Wandsworth, the impact of Covid continues to disproportionately affect the people we serve. We need to accelerate our recovery, identify new partnerships and raise our visibility to attract, train and support the volunteers we value and need.

Arts, culture and heritage projects and activities are not only catalyst for people's individual self-expression, they can also amplify organisational messages, illuminate our work and bring joy, hope and happiness. Creativity connects people in a positive way and is a conduit to engaging people who may not want to ask for help or support. Taking part in a project with an arts and culture organisation is often a route in to benefitting from voluntary sector service as issues such as poor mental health can emerge during a drama or craft workshop, or a library book club. Likewise, we can signpost people to cultural offers and opportunities, especially when relationships have been developed through collaboration.

We are proud of the work we do in Wandsworth. Being the London Borough of Culture will give Wandsworth's voluntary and public sectors a wonderful opportunity to share and exchange some of our excellent practice with London partners and allies in a bold and creative way that captures insights and learning from the stories and experiences of the people we work with. We see the award as an opportunity to create new ways of working with the culture sector, Council and local people and so have an impact on the cultural infrastructure to benefit people's access to services, facilities, training and opportunities. Our focus is already on serving those who are under-resourced within our communities - e.g., carers, looked after children, older people, low-income families, sanctuary seekers, disabled, and those experiencing poor mental health, substance addiction, homelessness and abuse, and we would love to work on ensuring that these seldom-heard voices are at the heart of London Borough of Culture 2025.

London Borough of Culture 2025 would be transformative for us, amplifying our work at this critical time as well as our voice within the local authority. We hope you can endorse Wandsworth's bid.

Yours sincerely,





Wandsworth Health and Care Committee

Place Convenor



Wandsworth Care Alliance
Chief Executive



South West London and St George's Mental Health NHS Trust





The Royal Hospital for Neurodisability

Associate Director of Research



St George's, Epsom and St Helier University Hospitals and Health Group

Group Chief Executive



Not for profit.

Enable
Chief Executive



St George's Hospital Charity

Interim Chief Executive





Age UK Wandsworth

CEO



Balham Mosque and Tooting Islamic Centre

Secretary



CARAS (Community Action for Refugees and Asylum Seekers)

Managing Director



Climate Hub Wandsworth

Founder and Lead Volunteer



Director



Free2B Alliance

Director & Co-founder





Furzedown Project

Director



Garratt Park Allotments

Garratt Park Allotments

Chair





Home Community Café

Founder



Katherine Low Settlement

Head of Programme; Chief Creative Officer



Learn to Love to Read

Head of Family Programme













Roots to Change CIC Director & Founder













Chair



Client and Garden Manager







Women of Wandsworth Founder and Chair



Woodfield Project Manager



27th November 2023

Dear Sadiq Khan,

As Wandsworth-based businesses we are delighted to put our names to this letter as an expression of our strong support for Wandsworth's bid to be London Borough of Culture in 2025.

We are proud members of the borough's business community and collectively share the enthusiasm for becoming London Borough of Culture shown by other organisations and local residents. We range from global names to high street businesses, from firms that have been trading in the borough for many years to recently-formed ventures. Many of us work within the creative industries which are a crucial part of the borough's cultural ecology.

Creativity is at the heart of being a successful business and we value our location in such a creative and vibrant part of London. We believe that the cultural experience and creative expression nurtured by your cultural initiative, with a strong commitment to involving all parts of the community, is something worth promoting and celebrating.

The bid's focus on celebrating diversity, connecting communities together and using the power of culture to improve health and wellbeing resonates strongly with our own engagement with our workforces, customers and stakeholders in Wandsworth and beyond.

Wandsworth's businesses can both contribute to and benefit from the London Borough of Culture award. We can deploy our expertise and resources to support delivery of the programme and take it to as many audiences as possible, whether through our marketing reach or trusted engagement with our customers. By putting Wandsworth firmly on the city's cultural map, the London Borough of Culture award would provide a huge opportunity to stimulate growth and recovery, especially in the creative sector. We are here to support the borough and provide a memorable experience for both visitors and local residents attracted by a London Borough of Culture programme.

We know the borough has a track record of delivering show-stopping community arts festivals that involve artists, organisations and businesses of every size and description. We are excited about the greater possibilities that London Borough of Culture offers and we believe that, together, we can make Wandsworth an even more dynamic, prosperous and happier place to live and work.

Yours sincerely,

BUSINESS NAME	NAME	JOB TITLE	LOGO
Positively Putney Business Improvement District		Executive Director	Positively Putney BID

The Junction Business Improvement District	The Junction BID Manager	THE JUNCTION BID BUSINESS IMPROVEMENT DISTRICT
Wandsworth Chambers	CEO	wandsworth chamber
Access Self Storage	Store Manager	access SELF STORAGE
Ansador Fire & Security Ltd	Customer Care Manager	Rea Security Solutions ANSADOR ARBITUERS ARY Training data 1933
Audley Nightingale Place	General Manager	AUDLEY VILLAGES
Banham Security	Consultant Director	BANHAM
Beaver Pest Control	Director	Beaver PEST CONTROL
BrandKube	Managing Director	BRANDKUBE 🕥
Catherine Marche Fine Jewellery	Founder	CM CATHERINE MARCHE
Covent Garden Market Authority	General Manager	ČGMA Covent Garden Market Authority
Displayways Ltd	Group CEO	Lisplayvays
Displayways Events Ltd	Group CCO	Lisplayvays

Displayways Visual Communications Ltd	MD	Lisplayvays
Enable	Head of Filming, Wandsworth for Enable	enable. For happy, healthier communities. Not for profit.
First Aid for Life	CEO	First Aid for Life The First Aid Experts
Floss Gibbs Designs	Creative Director	G I B B S
Foster + Partners	Head of Design	Foster + Partners
GHA Group	Director	GHA
Half Moon Putney	General Manager & Venue Manager	
Handlesbanken	Branch Manager	Handelsbanken
Live Karma Yoga	Co-founders	LIVE KARMA YOGA

Mission Kitchen	Co-Founder	MISSION KITCHEN
Mud Café	Director/Owner	COFFEE BRUNCH
One Stop Organisers	Director	one stop Organisers
Peabody	Economic Inclusion Manager	* Peabody
Penguin Random House	Social Impact Director	
Roehampton Club	Chief Executive	SHAWALOV CE
Silver Supply Ltd	Director	SILVER SUPPLY
Slavica's Designs	Designer Maker (Jewellery)	
Soul Brother Records	Owner	3 B SOUL BROTHER RECORDS
SW17 Surveyors Ltd	Director	SW17 SURVEYORS Ltd RICS chartered surveyors

Switched on London

The Alchemist Bar & Restaurant

The Avenue Cookery School

The Urban Wine Company

Director

Switched

Brand Director

General Manager The Avenue

Director, Founder

CEO





Tooting Works & Business
Launchpad