

GREATER **LONDON** AUTHORITY

(by email)

Our reference: MGLA040324-7922

29 April 2024

Dear

Thank you for your request for information which the Greater London Authority (GLA) received on 2 March 2024. Your request has been considered under the Freedom of Information Act (FoI) 2000.

You requested:

1. Please provide copies of all the bids submitted in the historic round that saw the London Borough of Culture awarded to Lewisham and Hammersmith & Fulham.
2. Please provide the details of the members of the panel who carried out the interviews.
3. Please provide the criteria for the assessment of the award which were used by the interview panel.

Our response to your request is as follows:

Please find in full or in part, the applications and supporting material (the bids) received from:

- LB Croydon (title award)
- RB Greenwich
- LB Hammersmith & Fulham (Cultural Impact Award)
- LB Haringey (Cultural Impact Award)
- LB Hounslow
- LB Lewisham (title award)
- LB Sutton (Cultural Impact Award)

Firstly, we have also been asked to contextualise on behalf of LB Croydon that their bid documents were developed and submitted in 2019 with the award made in early 2020. It is natural for large scale programmes such as this to continue evolving from bid stage to delivery and this process was exacerbated by the impacts of the Covid-19 pandemic and the changing financial circumstances of Croydon Council. As a result of these factors, aspects of the programme and delivery mechanisms were remodelled during the development phases.

Please note that some of the content within the R2 bids has been identified as exempt from disclosure under Section 43(2) (Commercial interests) of the Freedom of Information Act.

The commercial interests fall within the following categories:

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- Financial information: Including budget spreadsheets, realistic budgets, financial management and match funding proposals are commercially sensitive and in some instances, the boroughs are planning to submit funding applications to trusts and foundations so if these ideas were public, others might take them and apply.
- Stakeholders (sponsorship): Agreements between public authorities and businesses/funders that haven't agreed to this being publicly available. Prejudicial to future negotiations and relationship with stakeholders.
- Programme: Applicants have cited that they wish to develop their ideas further with third parties who have been contracted to deliver upon the programme detailed within their bid. As such there is considerable intellectual property within the bid in terms of ideas.

The GLA is satisfied that in this instance disclosure of this information would be likely to, prejudice or harm the commercial interests of the competing London boroughs. Section 43(2) constitutes a qualified exemption from our duty to disclose information under the FOIA and consideration must be given as to whether the public interest favouring disclosure of the information covered by this exemption outweighs the public interest considerations favouring maintaining the exemption and withholding the information.

In this instance the GLA recognises the legitimate public interest in the transparency regarding how public funds are awarded and the decision-making process behind such activity. In balancing the public interest in disclosure, we consider the greater good or benefit to the community if the information is released or not. The 'right to know' must be balanced against the need to enable effective government and serve the best interests of the public. In this case, it is felt that the public interest would not be met by revealing information which would be likely to be detrimental to the way in which the London Boroughs plan to use this information within future procurement endeavours and funding applications.

Please note that the names and personal information of some members of staff, stakeholders and 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.

Bids were reviewed by GLA Officers across a wide range of policy teams, including, Culture, Creative Industries and 24 Hour London, Health, Environment, Regeneration, Transport, Skills, Civil Society and Sport, Events and Communities. They were also reviewed by the Strategic Partners' Board, including Arts Council England, National Lottery Heritage Fund and Paul Hamlyn Foundation. All boroughs were invited to interview, with a panel of cultural sector representatives, chaired by the Assistant Director of Culture, Creative Industries and 24 Hour London. The final decision on the awards was taken by the Mayor of London.

The criteria for the London Borough of Culture award in round two can be found in the 2019 prospectus, here on pages 27 to 29 -

https://www.london.gov.uk/sites/default/files/lboc_prospectus_2019_online_fa.pdf

If you have any further questions relating to this matter, please contact me, quoting the reference MGLA040324-7922.

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Yours sincerely

Information Governance Officer

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

OPEN PROJECT SYSTEM

Croydon 23

Status: Submitted	Project summary report	Project ID: P15539
	London Borough of Culture 2021/23	London Borough of Culture 2021/23

Project Details

New unedited block

Project title
Croydon 23

Bidding arrangement
Croydon Council

Organisation name
Croydon Council

Programme selected
London Borough of Culture 2021/23

Project type selected
London Borough of Culture 2021/23

General Information

Unapproved changes on 02/10/2019 by 

Name of Borough
Croydon

Borough address
Bernard Weatherill House
8 Mint Walk
Croydon
CR0 1EA

Name of contact person


Position held

Position held

Cultural Development and Fundraising Manager

Directorate

Place

Department/Business Unit

Culture Team

Telephone number

0 [REDACTED]

E-mail address

[REDACTED]@croydon.gov.uk

Contact with us

Unapproved changes on 02/10/2019 by [REDACTED]

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

yes

Tell us their name(s) and which team(s) they work in

GLa Culture Team:

[REDACTED]
[REDACTED]
[REDACTED]**Are you related to any elected GLA members or GLA staff?**

no

Project Overview

Unapproved changes on 25/10/2019 by [REDACTED]

State if you are applying to be the London Borough of Culture in:

2023

Tell us why you would prefer to be London Borough of Culture in 2023

2023 is our preferred year as it follows two major investment programmes, the GLA's Creative Enterprise Zone and ACE's Youth Performance Partnership enabling us to build on their success and maximise the legacy from each programme. The 3 year run in will enable us to maximise the amount of partnership income from other public funders, trusts and foundations and sponsors. 2023 is the end of our current Culture Plan and we will be able to utilise the networks, community champions and volunteers in the consultation process for the next plan. Our new culture team recently expanded through Growth Zone and CEZ investment will also have been in place for a number of years by then.

How much funding are you applying for from the GLA in this application? (£)

1349417

How much will your programme cost in total? (£)

4415019

Provide a summary of the proposed programme

Croydon has always defied negative perceptions to forge a town that looks to the future. This is Croydon - our bid for 2023 will involve 20,000 participants across all ages and abilities, reaching audiences of over 120,000 with opportunities for over 300 volunteers. With sustainability at the heart of all of the activity the programme delivers at all scales from the appearance of a 50 tonne bio-mechanical Spider in Lloyd Park, built from repurposed military hardware to a traveling recycle/reuse fashion bus reaching all parts of the borough. There is a Treasure Hunt, a Festival of Hair, celebration of our rich musical heritage and opportunities to go Wild in the City, in addition to our 11 flagship events, there will be open access funds to support activity developed in our communities and by our artists. This is Croydon - the rest is noise.

Making an impact

Unapproved changes on 25/10/2019 by [REDACTED]

Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award.

Croydon is on the rise. We are moving into the consciousness of Londoners everywhere with a seismic shift that's turning heads and investment to South London. We are no longer just characterised by gleaming towers and concrete; we have an identity and a culture. This is Croydon. The story of our 'Edge City' from the post war age of brutalist architecture to the current £5.2bn transformation of the metropolitan centre continues as our skyline changes every day.

There is much to shout about, our Culture Network has over 200 members and continues to grow, creating new partnerships along the way. Our new Culture Plan signifies the momentum at a time when libraries return to the council, aligning culture with our core growth and a movement to culture-led regeneration. The momentum of our 2019 bid and £1m from the first 3 years of our cultural partnership fund (£243K in grants leveraging in £790 of external funding from ACE and other partners) has seamlessly aligned with a further £2.5m: £1m from Growth Zone, £500k from the Mayor (CEZ) and £1m from ACE (Youth Performance Partnership - YPP). Private sector support has also increased with 12 members of the Croydon Cultural Partnership supporting flagship events with over £80,000/year.

However, this needs to be viewed against a backdrop of historic chronic under investment from leading funding bodies. Croydon has felt a 98% drop in NHLF funding over the last six years and is now second lowest in London. Before the arrival of Talawa we had no ACE NPOs in the Borough and we have fared little better from the larger trusts and foundations.

Croydon is a true Music City. Our musical heritage spans the centuries, from Samuel Coleridge Taylor to Stormzy and Croydon continues to be a crucible for new genres. The cutting edge sounds of Punk, Dubstep and Drill all sparked into existence here but our music scene is hampered by closures particularly at grassroots level. This brittle ecosystem threatens the DNA of our DIY culture and night time economy which once drew thousands to the Borough. We do have some new venues appearing (The Front Room, Limitless VR, Phase, Urban Xchange Bar) but they are small and not accessible to everyone. The green shoots of recovery are surfacing, starting with Boxpark and the return of large scale music events to Lloyd Park, The Ends Festival (17.3m global social media reach), the opening of Pirate Studios this year (23 new music studios) and the glorious Fairfield Halls, but they need to be nurtured. Our visual arts sector is blossoming with the opening of 104 purpose built new studios at ASC's Art House, 35 studios and a new affordable education model at Conditions, Turf Projects and Made in Croydon. We are also seeing significant growth in fashion with the arrival of FMM Pop Up, designer makers and work produced in Croydon. Our audiences are growing; Croydon's 2019 blockbuster summer events saw 57,000 attendance with 15,000 attending Summer Live, transforming the High Street, 20,000 attending The Ends and an incredible 22,000 attending Pride and Mela on a glorious weekend in July.

Our integrated arts sector continues to strengthen through the Thrive network and we have made great strides in representation through Mela (uniquely led by 3 Asian women) and Croydon Pride whose hosts

venues in representation through film (winning led by Croydon Women) and Croydon has whose hosts included Asifa Lahore, Britain's first out Muslim drag queen and The Batty Mama. Resident companies in Fairfield include Talawa, Savvy Theatre and The Chineke Orchestra alongside resident and associate orchestra, London Mozart Players.

We are one of London's largest boroughs, by 2030 our population will have increased by 11%. We are a global melting pot of race, languages, religion and culture. By 2030 our BAME population is expected to grow by 22% rising to become the 6th most ethnically diverse borough in London.

Our demography is polarising, with the highest youth population (0-24) in London projected to increase 9% by 2030, and our over 65s population increasing the most of all age groups. Established third party youth organisations already deliver and make a significant contribution to youth provision in the borough; the £6.5million Legacy Youth Zone is an exciting 'game changer' in terms of addressing this demand.

Whilst this story is great and our scale is energising, our challenges are significant. Economic Wellbeing, Crime & Safety and Mental Health are still identified as the top concerns by our Youth Congress. The number of young people excluded from secondary school has doubled in the last 4 years with black students twice as likely to be excluded. Our NEETs population is almost 50% higher than the London average and we have the largest number of unaccompanied asylum seeker children (3rd in London). Change is happening but poverty and inequality remain entrenched. Many of our wards are in the 10% most deprived in the UK and disproportionately represented in the north of the borough. We have targeted Arts Council YPP investment in three of our most deprived neighbourhoods: New Addington, Thornton Heath and South Norwood but this will end in 2023.

We are leading the way in social prescribing with a social health revolution that started in Thornton Heath with 97% of GP surgeries involved in Croydon Social P and their link workers programme. But Croydon still has significant health challenges such as increasing rates of childhood obesity especially in the north of the borough.

Croydon is fragile. Whilst momentum has led to new horizons, a transformed Fairfield and a music scene drawing crowds beyond its borders, it is still delicate. Borough of Culture is our opportunity to amplify and embed that investment to ensure a sustained impact from 2023 and beyond. Unprecedented growth and regeneration are an everyday reality for our residents. Our programme - This is Croydon, will empower our residents to shape and influence this change through culture. It is a grassroots and organic response to what is great here in Croydon, an authentic way to retain and grow our distinct identity. From our densely populated north to the leafy south, the danger of disconnect and people being left behind is one that we cannot ignore and must stop.

We were one of the first London Boroughs to declare a climate change emergency but we want to go beyond that in 2023 - to declare a system change emergency. We are not the new Shoreditch, we are not even the new Hackney. This is Croydon. The rest is noise.

Explain how becoming the London Borough of Culture in 2021 or 2023 will help you achieve your ambitions and create long term change

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

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

Our cultural charter is a call to action for all artists and businesses involved in the programme. It reflects the borough's key equalities, sustainability and fairness policies through commitment on paying the London Living Wage and adopting sustainable practices.

During 2023 we will work with teams across the council to update our Cultural Plan on the back of BoC investment. Culture will continue to be represented in our governance structures and strategies, and by 2023 we will enable additional services (eg. Health & Social Care) to integrate.

We want to see an increase in communities, residents and partner's involvement in the new model of working for decision making and co-design of programme and culture going forward. The lead up will enable us to utilise innovations such as The Big Conversation and ensuring our programme meets their needs with culture at its heart ensuring a legacy of all communities driving change.

The Culture Network will be an integral part of this decision-making with regards to cultural policy and we will to see this network grow from the current 200.

Croydon will be a place where people come first where residents will benefit from investment.

We will ensure all of our residents will have the opportunity to participate and engage in the production of cultural activity, aiming to engage with 20,000 participants including 1,000 artists and a live audience of 120,000. Our overall worldwide reach via social media is expected to be 301 million. We will create a cohort of active citizens with 140 community champions and ambassadors, 300 trained volunteering opportunities.

Everyone will be welcome to all our cultural events irrespective of race, sex, ability, religion or sexuality.

Our diversity will be reflected not only at an audience level but also at management and trustee levels.

Residents will benefit as they to come together to plan, organise and deliver cultural activities for example New Addington carnival, South Norwood Festival and Crystal Palace Festival will be involved

example, New Addington Carnival, South Norwood Festival and Crystal Palace Festival will be involved with the ongoing Croydon Carnival in the town centre and London Rd; the Fashion Bus will enable collaborations across communities; the Beacons project will instil civic pride in our residents' neighbourhoods through co-selecting their locations.

The 100 projects under the Ignite fund will ensure investment directly benefits residents and localities. The Croydon Map of the World will celebrate Croydon's cultural diversity through our residents. People of different ages will come together along with those who may not ordinarily participate in events. Our Glow programme will create 25 community led events in 23 beacon locations.

Mental health and well-being will be improved through mass participatory activities such as Dance Tidal Wave-The Croydon Carnival centrepiece. Wild in the City festival through our Ignite fund will support cultural activities in our parks and green spaces. 'This is Our Croydon' will forge links across generations to overcome issues around social isolation experienced by older generations. Young people will benefit from improved skills and improved career pathways into the creative sector through The Agency and A New Direction.

People will feel differently about Croydon, it will be full and dynamic which celebrates its past and present.

Our first Croydon Poet Laureate, Shaniqua Benjamin will be in post during the development of the bid, raising awareness around poetry, as well as amplifying the diversity of voices within Croydon, connecting across all projects. Her successor will be selected for January 2023 to carry on this legacy.

Through our programme, flagship events and investment strands Croydon's profile will be forever altered, reaching national and international audiences and becoming the "centre of the universe" as stated in The Guardian citing "It's been through countless incarnations, but it could just be its time has come".

Through our beacons project we will go global as 10 of our 23 beacons will have international locations/partners, 100+ international artists across all genres will be invited to collaborate on projects such as Croydon Expo, Fairfield International, Croydon Music City and Croydon Map of the World. Croydon will be THE place where cultural entrepreneurs and creative businesses succeed through new creative partnerships and new ways of working which will build resilience.

Through the support of the Borough of Culture we will develop new creative partnerships which will build resilience of our creative and cultural sector. Funding bodies will be proactive in working with us to redress the historic lack of investment in Croydon will be following ACE's lead in regular consultation around funding bids and an agreed framework for strategic investments. Ultimately we want to see an increase in NLHF and NLCF spend per capita having seen 98% decrease over the last 6 years. Alongside this we want to see more diverse income streams flowing into the sector through increased participation generating additional revenue from ticket sales and merchandise.

Our Cultural Partnership scheme will have doubled its membership to over 25 active corporate supporters and over £100,000 of investment annually. We want to see this reflected in other corporate CSR budgets through active engagement with businesses and their networks (Croydon BID, Croydon Chamber of Commerce) and through a new fundraising toolkit for local creatives.

We will be proactive with our Ignite fund and other grant schemes to go direct to communities through partners to identify audiences not yet engaged and ensure they have a voice, an identity and are woven into the fabric of our DNA.

We will form new partnerships with cultural organisations who help meet our ambitions. Croydon will be recognised as a place where art is produced not just performed strengthening our cultural sector. Fairfield will be firmly established as South London's leading arts venue, hosting events on any scale: local, regional, national and international.

Our talent pipeline will be nurtured to meet business demand in the cultural and creative sectors. Lack of creative job opportunities will be addressed through partnerships with well-established organisations such as A New Direction. The Create Jobs programme will provide pathways for young people through work experience, job shadowing, 23 new paid internships through the Croydon Cultural Partnership, more schools will participate in careers fairs and most importantly 23 new jobs in creative businesses in Croydon. Back to Front with The BRIT School will enable more young people to be aware of career options in the creative industries beyond visual and performing arts.

Celebrating creativity

Unapproved changes on 25/10/2019 by [REDACTED]

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will deliver against the need and catalyst for change that you have outlined in Making an Impact.

History will look back at 2019 as a year of change. With political, environmental and economic uncertainty dominating our headlines, we cannot ignore the impact that we have; Croydon has defied negative perceptions to forge a town that looks to the future. We are resilient. We are inclusive. This is Croydon will show the rest of London and the world how the Arts can lead system change through and with local communities in order to empower our citizens to write their own futures and to tell their own stories. From Lloyd Park, Arcadia casts its web over Croydon, bringing with it a 2-day spectacular for all with event management by Live Nation. At its heart, a 50 tonne bio-mechanical Spider, built from repurposed military hardware, creating a symbol of transformation and a monumental work of art. The Web is a ground breaking new experience, bringing together exhibitions, cutting edge science and breath-taking theatre to combine the emotional power of storytelling with real world ideas, utilising sustainable technologies to animate themes of positive change. This is the project we would like to scale up, if more funds become available.

Our Beacons project will light up our neighbourhoods, communities and cultural hubs across the borough; 23 symbolic beacons from an original design created by a Croydon artist will be reimaged by 23 local, national and international artists. These will be auctioned off at the end of the year to raise money for local community and cultural organisations. The locations, chosen by our Ambassadors and Champions, will be spread across the borough providing focal points for 2023. Events include This is Our Croydon, a collection of stories immortalising the real lives of 23 older people from Croydon; retold by teenagers, this inter-generational project will set the stories in film, spoken word and theatre with scripts developed in partnership with Talawa and initial ideas submitted on short 23 second videos made on smartphones. The artistic team includes local artists Pins and Carlos Salvador.

Our open access Ignite Fund will support supporting 100 projects with a share of £400,000 across the year and across the following four themes, identified through consultation with our culture network:

Progress: Projects that support and promote system change.

Nurture: Cultural activities in our parks and green spaces.

Inclusion: Celebrating diversity and difference

Glow: Community led events linked to our Beacon locations

Projects in development include:

Images of Progress - an exhibition by Good Wolf featuring images of oppression and counter-images of change, liberation and hope, professionally photographed and annotated with spoken word.

Full Circle festival for the vegan and vegan-curious to eat, socialise and learn more about plant based living.

Wild in the City Festival - encouraging residents from BAME backgrounds to make greater use of our green spaces, events celebrating our new National Nature Reserve.

The A-Bee-Cs of Croydon - Allotments, Bees and Communities using photos, mini documentaries and spoken word to champion the creation of bee hubs and mini bee lines.

THRIVE Festival, a 2 day festival celebrating the UK's disability music and arts scene curated by Club Soda, SAVVY, Drunken Chorus, SLiDE and Turf Projects, a network of inclusive arts organisations.

A new International Vogue and Ballroom Festival at Stanley Halls celebrates our LGBTQ+ community.

Festival of Hair by the Croydon BAME Barbers network will be a crowning glory!

Croydon's biggest Treasure Hunt utilises geo-caching technologies and Museum of Croydon objects to create individual stories.

And finally, The Rest is Noise, a series of day time raves for our under 18s.

Croydon Map of the World, led by Apsara Arts, will be a look beyond the census data to identify the 23 most significant communities or countries for Croydon with events in libraries and community halls across the borough during 2020/21. The project will develop a cultural Map of Croydon and reimagine the world map from a Croydon perspective. The map will also identify international locations for partner beacons in countries across the world. It will also feed in to our evaluation framework for the year.

Croydon Music City will illuminate our rich musical heritage, passing on the flame to new generations of music lovers through a range of inclusive and immersive audience experiences. Punk Trails takes music activists on a Croydon rock'n'roll odyssey. They will meet Kinks' founder Ray Davies, Sex Pistols' artist Jamie Reid and learn about 'zines, fashion and music while visiting key sites, ending at a lovingly recreated 1977 Punk gig. Electronic Music spinning from the turntables of Arcadia's Spider will connect communities in a cocoon of celebration Whilst renowned Croydon Bass innovator Plastician will lead an amazing spectacle of performers and electronic artists in Lloyd Park over one unforgettable day and night.

Croydon's Asian and global musical heritage is celebrated through a series of events created with Sama Arts, DJ Ritu and a partnership with London International Arts Festival, featuring UK talent alongside world music bands and leading South Asian musicians. LMP, Chineke orchestra, Croydon Gospel Choir and Well Versed Ink will be staging Samuel Coleridge Taylor's *Haiwatha's Wedding Feast* on their journey to compose an "Oratorio for Croydon".

Croydon EXPO will showcase over 80 local visual artists from our new studio complexes, with 23 artist commissions responding to the call for change. Building on the concept of the Urban Room as a space to connect people with place and to encourage public participation in the future of our buildings, streets and neighbourhoods - we will expand this borough-wide as an arts-led response to system change. Lead artists including Adébayo Bolaji, Samantha Warren and Pins will help curate interventions to transform the urban environment - on hoardings, empty shops and elsewhere in the public realm. Street Opera involving every school in the borough, will be the culmination of three years of Croydon's Local Cultural Education Partnership school engagement programme. In their schools, the voices of 5,000 young artists will create their vision for Croydon, 2,000 of whom will present their vision using all of the spaces at Fairfield to create a contemporary cross arts / cross genre production led by guest director Jeanefer Jean-Charles, mass movement coordinator for all four of the London 2012 Olympic opening ceremonies with an artistic team including ROH's Associate Artist and Zoo Nation's Musical Director DJ Walde.

Fairfield International is a site-specific two-day event, celebrating our reputation for producing world class multi-discipline and cross-genre collaborations. Inspired by the 2000 production by Akademi - *Coming of Age* and set on and in Fairfield Halls and the new public space alongside the venue (due to be finished in 2022). The creative team includes Shri Sriram (Drum the Bass), Anusha Subramanyam (Beeja Dance) and Michael Buffong (Talawa).

(dis)engaged! is a national inclusive performance and entertainment festival platforming the UK's leading young companies and emerging artists. Taking residence across Croydon's fringe venues, young artists will subvert the 'disengaged' label showcasing the next generation of talented performing artists. Work will feature shows created and produced by ACE's YPP programmes with The Lowry, Barbican Theatre, Theatre Royal Plymouth, Derby Theatre and Medway Council. Local partners include The Lyric Hammersmith, Access All Areas, The Yard and The Kiln.

The Croydon Carnival will bring the party vibe combining contemporary, traditional and urban dance styles with food offerings from all over the world, as already represented in our London Road. Over 1500 participants will take part in open workshops across Croydon with Beeja Dance, Khronos (The BRIT School), Scanners Inc, Dance Umbrella and See Our 7 to produce the carnival's centrepiece - The Dance Tidal Wave. They will be joined by Croydon Pride, Croydon Mela and groups from neighbourhood festivals including South Norwood and New Addington, with guests from around the world including Chale Wote from Accra, Ghana. Starting from the town centre and finishing in London Road, the carnival will be hosted by our Caribbean community with food and block parties up and down the road playing Soca, Dub, Dancehall and Reggae alongside Afrobeats and Reggaeton.

We will be investing in a new programme that supports the growth of social prescribing and will be starting our own version of The Agency in partnership with Battersea Arts Centre and ASBO Magazine. A New Direction will be bringing their Create Jobs programme to Croydon helping us create 23 new jobs in the cultural sector and our Cultural Partnership initiative will fund 23 paid internship programmes across the year. Our young people will be developing a new Back to Front project with The BRIT School, focussing on pathways in lesser known careers. All our flagship events will have accredited job shadowing and work experience programmes involving 176 young people across the year.

Our Reuse Recycle Fashion Show will turn the High Street in to a huge catwalk and a remodelled fashion bus will take parts of the show out to neighbourhoods across the summer with DJs and music on the top deck and a mobile fashion show below. Curated by designer Bethany Williams, Eirinn Hayhow and Abi Chisman Murray, it will work with local communities and charities to create a collection that explores innovative and sustainable design solutions to social and environmental issues. Partners include FMM Pop Up, Made in Croydon, Croydon College and ASBO Magazine.

20,000 participants, every school involved, 300 volunteers, audiences of over 120,000 and over 1,000 artists....This is Croydon.

Outcomes and Outputs

Unapproved changes on 25/10/2019 by [REDACTED]

Complete and upload the outcomes and outputs table

 Section 7_OUTCOMES AND OUTPUTS.xlsx

If there are other outcomes that you want to see realised through your creative programme, outline them below

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Monitoring and Evaluation

Unapproved changes on 25/10/2019 by [REDACTED]

Tell us how you will monitor and evaluate your project, including how you will measure your success against your project outcomes

The evaluation will be undertaken by sam-culture, a national organisation with high level expertise in the evaluation of public sector who recently completed the SF4 Strategic Review for NLHF in addition to a range of work for other London boroughs and attractions.

The evaluation of Croydon as London Borough of Culture will investigate 'What difference has this opportunity made to Croydon's people, communities, cultural economy and infrastructure - and to Croydon as a place. What value has been created?'

Our evaluation will be collaborative; a learning opportunity providing training, tools, resources and support for those delivering BoC, actively involving them in sourcing quantitative and qualitative data, feedback and insights.

The evaluation framework will be based on outcomes, outputs, measures of success defined in our bid.

Benchmarking: mapping cultural activity and audience engagement, participation, dimensions, demographics across 2020 - defining the benchmark against which to assess BoC impacts.

This data will inform audience engagement strategies and initiatives to increase awareness, diversity and propensity to engage and address barriers.

Measuring changes; value created through quantitative and qualitative data, case studies and insights on:

Arts and culture

- . Changes in audiences measured through Audience Agency profiling and segmentation via Audience Finder

- . Increased audience engagement, sense of ownership; response to cultural programme; increase in confidence and readiness to participate or volunteer

- ☐ Opportunities to increase representation from Croydon's deprived areas and BAME communities through grants for projects to increase inclusion and diversity

- ☐ Artistic programme: innovation; risk; commissions, opportunities for local artists, and young people

- ☐ impacts on organisations: value of new models of working resulting from Borough of Culture

- ☐ increased confidence in the value and development of culture by stakeholders

Place, perception and profile

- ☐ BoC reframes perceptions of Croydon by residents and visitors

- ☐ Key messages through review of social media; volume and value of media coverage

Social capital and wellbeing

- ☐ More diverse audiences feel 'the arts are for them', growing confidence to participate in volunteering, cultural and community activities that increase wellbeing and enhance sense of community

Economy

- ☐ Impacts on local businesses through additional audience spend; purchase of goods etc linked to Borough of Culture

- ☐ Creation of new jobs: GVA to Local Economy

- ☐ Increase in funding sourced for cultural activity from public and private sector;

- ☐ Increase in cultural revenue across ticket sales and other sources

-

Partnerships

□ Benefits of international, national, local strategic partnerships to deliver Borough of Culture

Resilience

□ Increase in new industry connections; organisational development by cultural organisations leading to increased viability

□ Opportunities to build talent pipeline and entrepreneurial ethos in cultural organisations

□ Enhanced revenue through increased audiences, public and private sector investment in culture

□ Commitment to culture embedded in key policies and strategies

Formative evaluation and monitoring reports will be produced across the project time span to feed back into the management and delivery.

A final summative evaluation will assess impacts and changes resulting from the Borough of Culture and legacy.

Deliverability

Unapproved changes on 25/10/2019 by [REDACTED]

Describe how the project will be well managed

Our programme will be co-created and overseen by ambassadors and champions from 4 different parts of our community: Artists and arts organisations via the Culture Network, established after our last bid for the BoC in 2017 - now with over 200 members. Community leaders via our new Big Conversation <https://intranet.croydon.gov.uk/news/croydon-2030-big-conversation> a major new initiative launched in October 2019 to create a joint vision for Croydon with Culture as the first topic. Young people (under 25) via the steering group for C3 our YPP programme and CYAC (Croydon Youth Arts Collective) and school champions from our primary, secondary and special schools. Each group will elect 23 members starting in 2020 with 1/3 rotating each year resulting in over 140 people actively involved in planning and decision making. Our schools champions will join from 2022.

During 2020 the focus will be on developing our Cultural Charter, shaping the Croydon Map of the World engagement programme and developing the Beacons programme. In 2021 on deciding the locations for the Beacons, making links with international partners and decisions on the first grants from the Ignite Fund. During 2022 they will decide on the remaining grants from the Fund and start focussing on delivery and engagement.

At a strategic level, a BoC Partnership Board will be established and will be responsible for providing overarching direction and guidance to the BoC programme. The group will comprise of key stakeholder organisations, representatives of our 4 ambassador groupings, Cabinet Member for Culture, funders, individuals with specialist expertise and an independent Chair. The Board will report through to the Future Places Board, a sub-group of Croydon's Local Strategic Partnership. This meets quarterly, is responsible for setting the overarching vision and strategy for sustainable economic growth in the borough and will provide a channel through to the Local Strategic Partnership which is chaired by the Leader. Additionally there will be regular updates to the council's Cabinet through the Cabinet member for Culture.

Council stakeholders comprise council divisions (plus NHS colleagues) working across two directorates (Place and People) who have been involved over the summer to develop the programme strands. Working through an internal stakeholders group established in July, they include; Parks (Ignite Fund - Nurture), Communities (Ignite Fund - Glow), Policy (Big Conversation, Climate change emergency), Youth Engagement Team (The Croydon Agency), Public Health and NHS (Social Prescribing), Economic Development (Create Jobs, The Agency).

At a delivery level, an operational executive team will be set up, expanding the team currently in place for the programme. Comprising 12 core staff, the group will be supported by the council's legal, procurement and finance teams to ensure compliance at all stages of delivery. The team is responsible for ensuring the delivery of the BoC programme strands and activities to time and budget. Other responsibilities include RAG reporting to the Partnership Board; monitoring and mitigating emerging risks and issues and ensuring budgets remain within tolerance levels established by the project. The team will be led by the authority's Director of Culture.

The team is currently embedded in the Council's Place department, across three key areas which are driving growth in the borough (Growth Zone, Economic Development and Culture). We have a successful track record of delivering externally funded programmes and have the mechanisms in place to ensure that

we are legally compliant. The council adheres to Prince 2 and Agile project management methodologies, we also have robust financial system in place (Our Resources), a dedicated legal and procurement team to support project assurance.

The operational group will establish a system to collect and analyse data needed to track overall progress towards programme outcomes. Additionally, these are reported under the Council's performance framework. Emerging examples of good practice through case studies on our Cultural Charter for example,

will be compiled and shared through the council's communication channels. We would look to the GLA to enable good practice to be shared across other Boroughs. Other funder and stakeholder networks would also provide opportunities for dissemination of good practice such as working through The London Culture Forum and Arts Council networks.

Artistic teams have been identified for all flagship events. A number of key organisations vital for Croydon's cultural ecosystem will be supported and developed during planning and delivery. Think Events our local production company that currently produces Pride, Mela and the London Rd Carnival will be supported by a full time apprentice part funded by the CEZ. A number of existing Marketing & PR businesses will be supported by the Audience Agency to deliver for the BoC programme and develop the Croydon 2023 card. All recipients of funding from the Beacon Fund, Ignite, will have support with fundraising and development to build long term capacity.

Our long term approach is reflected in the outcomes we want to achieve under this programme. All of our existing programmes (CEZ, YPP) feature exit strategies built into the projects. We continue to engage with funding bodies on future plans and are in discussion with both ACE and HLF. Additionally we will be working closely with the colleagues in community development ensuring culture as a key theme for funding is embedded in future grant schemes and commissioning.

The Culture Plan will be updated in 2023 in a way that builds synergies and integrates with corporate priorities, creating more shared workstreams such as the Evening and Night Time Economy Plan. Culture will also have a place in the Total Place Strategy (Health and Social Care) and investment made into the future of social prescribing, and in the development of the council's developing strategy on addressing youth crime. Culture led regeneration is already a key priority for the borough and this is reflected in our central core policies (Communities Strategy, Corporate Plan and Local Plan).

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?

As one of the most diverse boroughs in London, we are committed to making Croydon a place of opportunity where everyone can belong, addressing the needs and aspirations of all those who live and work in the borough. This is enshrined in our equalities policy which implements the Equalities Act 2010 and underpins our Community Strategy 2016-21 and Corporate Plan 2018-22

Equalities Policy:

<https://www.croydon.gov.uk/sites/default/files/articles/downloads/Equalities%20Poster.pdf>

Community Strategy 2016-21: [https://lbcccloudadcroydongov.sharepoint.com/sites/col-15/ic/Documents/DIGITAL_160248_Community_Strategy_2016_21_\(1\).pdf](https://lbcccloudadcroydongov.sharepoint.com/sites/col-15/ic/Documents/DIGITAL_160248_Community_Strategy_2016_21_(1).pdf)

Corporate Plan 2018-2022: <https://www.croydon.gov.uk/democracy/dande/policies/corpplans>.

Croydon Council does not tolerate harassment, victimisation or unlawful discrimination in service delivery and employment on the grounds of age, disability, gender reassignment, race/ethnicity, religion or belief, sex/gender, sexual orientation, marriage & civil partnership, and pregnancy & maternity.

We will monitor the programme's activity to make sure this does not happen and will take decisive action to address this should it arise. We will complete an Equalities Impact Analysis on our programme. The equalities monitoring will be a standing item on the Partnership Board for This is Croydon.

The council routinely gathers and monitors information/data on protected groups through questionnaires, surveys and other alternative means. We will endeavour to do the same for protected groups engaged in the project. All data will be published in our monitoring returns to the GLA and reported under our own governance processes. We are also undertaking a process of collating equalities data as part of our performance framework for our new Corporate Plan 2018-22.

We will also keep a record of any complaints which will be dealt with through the council's complaints procedure. <https://intranet.croydon.gov.uk/working-croydon/customer-services/complaints/complaint-procedure-rules-and-guidance>.

Service delivery targets will be introduced, where the programme is at risk of becoming unresponsive to local need.

Everyone is expected to share the council's commitment including people, organisations, and companies we work in partnership with and those who provide goods and services on our behalf. All delivery partners

will be required to comply with the Equalities Act 2010 and will need to demonstrate a policy is in place for protected groups.

All creative businesses supported by the programme will be required to sign up to the Cultural Charter to ensure that they, as far as practicable, use local supply chains, ensure employees are paid the London living wage and promote equality and diversity. Social Value is also embedded in our procurement

regulations to proactively remove barriers experienced by micro and small businesses and social enterprises seeking to access tender opportunities.

Budget

Unapproved changes on 25/10/2019 by [REDACTED]

Complete and upload the budget template

📎 Section 10_BUDGET.xlsx

Outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in-kind support and indicate whether these are confirmed or to be expected.

The confirmed funding from the Council of £765,017 is a 57% match against the GLA grant so we have already secured the required minimum of 30%. Combined with the GLA award this means that over half of the £4.4m budget is already confirmed and with the 3 year run in time we are very confident about raising the remaining £2m.

Fundraising will be led by Paul Hudson whose previous experience includes bids for European Capital of Culture and raising £1million for Japan 2001. We have had discussions with both ACE and HLF about the investment we hope to get from them. Our partners BAC, AND and NHS' new national Academy for Social Prescription will be working with us to raise funds for The Agency, Create Jobs and Social Prescribing investment strands.

Our sponsorship target of £322.5K includes £165K event sponsorship from national brands building on new relationships with eg Timberland and Foot Locker already established in 2019, 100K towards the open access Beacons Fund from existing Cultural Partnership members including LV, R&F and Hammerson/Westfield plus a new campaign to raise £57,500 from 23 businesses supporting one paid internship each.

Upload match funding evidence

📎 Section 10_Leaders letters of support.pdf

📎 Section 10_Partners letters of support.pdf

Describe how your project delivers value for money

Our overall cash budget is £4.16 million with £1.35m (33.%) from GLA, £750K match funding from Croydon Council (18%), £827K from tickets (20%), £405k from ACE and 270k from other public funders (16%), £322.5K from sponsorship (8%) and £73.5K from trusts and foundations (2%). This is both achievable and reflects a good diversification of income. Just over 25% of partnership income is confirmed and there is a return on investment for GLA of 3.27.

We have balanced the need for high profile 'hero' moments (Arcadia's spider is our most expensive project at £930K, 22% of total budget) with strategic investment in 4 priority areas, health, pathways and learning, sustainability and disadvantage. Equally important has been the desire to build on existing initiatives (CEZ through Croydon EXPO and YPP through (dis)engaged). The confirmed funding from GLA and Croydon Council has been spread across all events and programmes to maximise the amount of partnership funding we can pull in. Our probability of doing so is greatly enhanced by the 3 year run in time. All individual programmes and events have specific fundraising targets with identified funding partners

partners.

Overall BoC investment of £4.4 million will build on £3.5 million investment during 2019-23 (CEZ, 500K, YPP £1m, Growth Zone £1m and £1m via the Council's cultural partnership fund) providing us with sustained investment of £7.5m over a 5 year period to ensure Croydon fulfils its potential to become the cultural powerhouse for South London.

Risk

Unapproved changes on 25/10/2019 by [REDACTED]

Project Risk Rating

Overall Project Risk Rating

GREEN - Low risk level

Explanation of Risk Rating

The average risk rating across all risks listed below after mitigation actions have been put in place is 1.3. The Project is therefore classified under low risk.

Project Risks

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	
Costs overrun	Costs are higher than initially forecasted. Inflation and other external events to raise costs.	Financial	12 Significant	6 Moderate	Open	
Funding	Failure in securing enough external funding from partners, sponsors and other 3rd party funding bodies	Financial	12 Significant	6 Moderate	Open	
Events attendees	Events attendees lower than expected. Less tickets sold. Income gap to be covered.	Outputs and Targets	12 Significant	6 Moderate	Open	

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS
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Open Fund management	Not enough resurces to manage the fund. Too many bids received and not enough resources to engage with applicants and assess the bids. Delay in the programme.	Capacity	12 Significant	4 Low	Open
Culture legacy	Impact in local areas / not enough capacity in local community to embed culture / lack of legacy	Outputs and Targets	9 Significant	4 Low	Open
Artists Involvement	Lack of commitment / shift of priorities from artists towards the programme. Artists pulling out from the programme. Events gap.	Capacity	8 Significant	4 Moderate	Open
Events locations	Failure to secure event locations such as parks and performance venues.	Capacity	6 Moderate	4 Low	Open
Operational risk	Site specific events - issues during set up/derig and	Capacity	6 Moderate	4 Low	Open

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS
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Safety	Health and safety risks associated with increased number of visitors in the town centre. Damage to beacons and artistic installations.	Health and Safety	6 Moderate	3 Moderate	Open
Marketing	Not enough marketing resources put forward. Lack of targeting the right audience. Missing in reaching minority groups. Not enough participants in the events.	Reputation	8 Significant	2 Low	Open
Political Risk	Shift in political priorities. External political events to undermine successful programme delivery.	Reputation	8 Significant	2 Low	Open
Stakeholders Involvement	Partners struggling to deliver the project on time after open funding awarded.	Outputs and Targets	6 Moderate	2 Low	Open
Programme resources	Lack of resources to deliver the programme	Capacity	4 Low	2 Low	Open

	programme.					
TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	

Financial legacy	One year programme of events not enough to ensure follow up investments in cultural project. Lack of legacy.	Outputs and Targets	4 Low	2 Low	Open	
Open Fund delivery	Not enough take up for the Open access fund. Bids of poor quality received. Difficulties in allocating the fund to value for money and quality projects.	Outputs and Targets	4 Low	2 Low	Open	
Stakeholders Involvement	Not enough people coming forward as ambassadors / mentors.	Outputs and Targets	4 Low	2 Low	Open	
Communities Engagement	Difficulties to engage with hard to reach groups. Not enough representation in the programme of minority groups. Programme lack of diversity.	Outputs and Targets	4 Low	1 Low	Open	
Planning permission	Problems in obtaining planning permission for houses	Other	2 Low	1 Low	Open	

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS
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Project Issues

TITLE	DESCRIPTION OF ISSUES AND IMPACT	IMPACT LEVEL	STATUS
Partners involvement	Ensure that the partners attending the meetings to shape the Borough of Culture project are diverse in terms of age, sex and ethnicity and representative of Croydon communities.	Green - Low	Open

Cultural Impact Awards

Unapproved changes on 25/10/2019 by [REDACTED]

What is the need you are trying to address through this project and how will it create step change for your borough?

Designer makers were identified in our CEZ research as a small but growing sub sector with Made in Croydon with its 400 strong membership, business support and expanded market programme and FMM Pop Up who have recently added Croydon to their portfolio alongside Stratford, Camden, Berlin and Los Angeles as key organisations.

Initial figures from ASC's Arthouse show a significantly higher percentage of studios occupied by fashion / designer makers (over 40%) than other ASC managed studios. The studios are now at 97% occupancy within their first 12 months. ASBO Magazine, established by Croydon resident Davide Wheller is relocating to Croydon from Shoreditch. They estimate that in the last 3 years over 20% of designers featured in the magazine have originated from Croydon and there is significant growth in the sector here, particularly from young people. Fashion is a gateway activity for culture for many young people and reaches parts of our population that our mainstream cultural activity struggles to engage. Established fashion brands/organisations from Croydon include Rip the Runway, Mula Cake and Devacci, whose founder Gerald Manu was recently featured in Croydon BID's CR campaign featuring inspirational people who have made a contribution to their communities.

The sector is still very much at the early stages of development and needs support in terms of supply chains, routes to market, profile building and industry links. Young designers lack the opportunity to develop their own fashion shows, training and the opportunity to showcase their work.

Croydon was one of the first boroughs in London to declare a Climate Change emergency with ambitious sustainability targets set for 2030. According to Friends of the Earth we are doing better than most boroughs in carbon reduction targets. Large scale projects focussing on the themes of sustainability and recycling are essential for the cultural sector to play its part in ensuring these are reached and in raising general awareness about the need for change. Through this project we will address the issues around sustainable fashion fostering change to fashion products and the fashion system towards greater ecological integrity and social justice. With our commitment to developing events in our neighbourhoods, we are particularly keen to see events that tour to a number of venues and engage people in the across the whole borough. The popularity of the Youth engagement team's new Youth Bus has demonstrated the desire for more activities in our neighbourhoods and gives us the ability to highlight opportunities available to young people within this sector.

Describe the project activity/activities

Reuse Recycle Fashion Show will turn Croydon town centre in to a huge catwalk with local, national and international fashion and furniture designers showcasing designs on the themes of reuse and recycle.

Lead designers Bethany Williams, Abi Chisman Murray and Eirinn Hayhow will work with 3 local designers

Wesley Baker and Molly Kathryn, 25 up and coming local designers and Croydon based communities and charities including Croydon Recycle to create a collection that explores innovative and sustainable design solutions to social and environmental issues. Taking place on the High St and in Whitgift and Centrale shopping centres the fashion show event expects an audience of 5,000.

- Bethany Williams' collections are famous for transforming waste into covetable contemporary menswear and she is the 2nd recipient of the Queen Elizabeth II award for British design

- Abi Chisman Murray is on a mission to promote the benefits of "slow fashion", good design, sustainability and community spirit through the Designer Jumble Sale

- Eirinn Hayhow. Finding beauty in everything creative director and brand owner, Eirinn reimagines our waste material, ready to wear on the catwalk.

The Reuse Recycle Fashion Bus will be a mobile fashion, art and music retail space fashioned from a modified double decker bus. It will include a DJ booth, work space and classroom. Designed to be a touring showroom the bus will feature work from emerging local designers, artists and musicians. As with all Fashion Meets Music Pop Ups, the bus will also serve as an event and workshop space, holding mini runway shows, artist/entertainment performances and providing creative, educational and enterprise workshops to the public. There will be emphasis placed on projects that utilize inexpensive or free materials to show that fashion and art can be made anywhere with almost anything.

The bus will take part in the town centre fashion show event and will "Pop Up" at events and festivals across the borough including South Norwood Community Festival, Croydon Pride, New Addington Carnival, Croydon Mela and Crystal Palace Festival, really creating that ultimate Pop Up buzz of excitement, urgency and then it's suddenly gone. An additional audience of 5,000 over 10 pop up events is expected.

The bus will also include a series of workshops - connected to the Borough of Culture's Beacon locations if the main bid is successful. These workshops will provide community members the opportunity to learn and experience creative ways to get involved in Fashion, Furniture Making, Art and Music. Locations will include Legacy and Samuel Coleridge Taylor youth centres and community spaces including New Addington Leisure Centre. The intent behind these events is to raise awareness of the creative enterprise that Croydon is and build contacts for potential future community integrations. Workshops will include DJ workshops, music production, customisations and making something new out of something old.

List the outputs and outcomes that you aim to achieve through this project

Increased resilience of the creative/cultural sector:

Train 25 young people in the 12 months leading up to the event in design and in producing content using print and digital media.

Students will work on promoting the programme, showcasing the community's ideas and create portfolios of industry ready work.

New partnerships enable boroughs to fulfil their ambitions:

Partnerships will be created with 3 leading designers

ASBO Magazine will foster relationships within the fashion industry

Increased cultural engagement and creativity across a diversity of the borough population:

The fashion bus will visit 10 locations including youth centres, events and neighbourhood centres across Croydon during the summer creating greater communication and links between communities and connecting 10 local communities to the town centre. Events will include Croydon Pride and Croydon Mela taking fashion and sustainability to as many communities as possible.

How will you monitor and evaluate the success of this project?

We will monitor value created through quantitative and qualitative data focussing on 4 key areas across the project time span resulting in a concise report covering:

Engagement

- ☐ No of attendees at main fashion show and neighbourhood events, response to project; increase in interest in fashion and in sustainability;
- ☐ Increased representation from Croydon's deprived areas and BAME communities
- ☐ Success of trainee programme including feedback from trainees

Place, perception and profile

- ☐ Cultural impact project changed people's feelings about Croydon, positive perceptions of Croydon by residents and visitors
- ☐ Volume and value of media coverage

- More diverse audiences feel 'fashion and the arts are for them', growing confidence to engage and participate in cultural and community activities and enhance sense of community

Economy

- Impact on local businesses through additional visitor/attender spend; purchase of goods linked to the project
- Awareness of sustainability is increased
- Value of new contacts, opportunities for participating designers and trainees

Resilience of the sector

- Organisational development by fashion sector leading to increased viability
- Opportunities to develop talent pipeline and entrepreneurial ethos in fashion sector
- Benefits of new national and London wide links within the fashion industry particularly linked to sustainable fashion

Describe how this project will be well managed

Lead partners are FMM Pop Up, Made in Croydon, Croydon College and ASBO Magazine (D Foundation) – all well-established businesses with good governance structures already in place. They will sign up to a partner framework with one of the partners taking the lead on the legal and financial governance of the project.

FMM Pop Up has previously set up their concept retail stores in Stratford, Westfield, Camden Market, Berlin and Los Angeles and opened in Centrale shopping centre in Croydon in 2018. Since opening FMM has undertaken 43 work experience placements, hosted 3 interns, have engaged with 61 young people in workshops, and showcased 22 designers. They have also worked in partnership with Croydon College on a new work experience initiative for Croydon's new CEZ programme.

The D Foundation provides a unique service for young people mainly from BAME and disadvantaged backgrounds to gain work experience leading to employment in fashion/creative industries. Created and produced by unemployed 16-18 year olds, "ASBO" a commercial youth fashion/music magazine featuring youth celebrities eg Stormzy/Kidna Kutz/Arianna Grande, trainees have been headhunted by Simon Cowell/Vogue/Grazia and their Flexible Support Fund projects generated 85 job outcomes (57%), 68 in South London. In 2019 they provided 12 work experience places in Croydon in conjunction with Content Creatives. Their ERDF project supported 150 businesses/individuals with 66% job outcomes with the likes of Vogue, Channel 4 and Radio 1.

Made in Croydon is a not-for-profit company which works to support Croydon's Creative communities in Croydon with over 400 members. They promote, commission and connect great designers, artisans and manufacturers who are inspired by, living or creating in Croydon, and help them find new markets and audiences for their products. The directors include: writer and journalist, Bernadette Fallon; Lives Not Knives youth worker, Jack Kew; former brand manager & senior buyer for Selfridges & House of Fraser, Josi Kiss; international designer & photographer, Vipul Sangoi; and businesswoman & publican, Esther Sutton.

Croydon College is an educational institution with 8,000 students, made up of a Further Education College, The Croydon School of Art and a University Centre. Croydon College offers academic qualifications such as AS and A Levels, BTEC Diplomas, NVQs and Entry Level courses. It also offers Apprenticeships and complementary enrichment activities, many of which lead to an extra qualification or award including Citizenship, Youth Work Awards or The Duke of Edinburgh's Award.

Regular planning meetings involving all the partners will start during 2021. Initially quarterly but becoming more frequent with monthly meetings held from January 2021 and with the artistic and project management team in place by January 2022.

The 25 trainees will be recruited via Croydon Works (Croydon Council's employment agency), the Croydon Culture Network, Croydon College and local youth networks

The locations for the fashion bus will be selected via the Council's Big Conversation and via consultation with the Council's cultural team.

The frameworks established for this project will be used as best practice for collaborative working. The success of this project will lead to a fashion network and Croydon becoming a Fashion hub with a working group in place to ensure the talent pipeline continues.

Data Protection and FoIA

Unapproved changes on 25/10/2019 by Chetna Kapacee

Have you read the GLA Data Protection and Freedom of Information (FoIA) statements in this guidance and GLA policies and accept how we generally plan to treat your application

and other related information if someone asks to see it under the FoIA 2000?

yes

Should we treat any financial information provided in the 'Budget' section of the application, as commercially sensitive information for the purposes of FoIA?

no

Are there other specific pieces of information in your application which you consider to be exempt information for the purposes of FoIA?

no

Can we keep you informed of our work?

yes

Can we pass your contact details to organisers of marketing activities, conferences and training events?

no

OUTCOMES AND OUTPUTS

Please complete the below template to outline your project’s priority outcomes, outputs and measurable indicators. Examples can be found in the sample template in the application guidance notes.

Programme outcome	Project outcome	Outputs	Measurable indicator	Baseline (2019 / 2020)
Step change, practice and partnership				
A. Culture and creativity become embedded across Borough policy and strategy and become an integral part of life in the Borough	Culture is represented in key strategies and policies across the council Culture is represented in Croydon's Local strategic partnership boards External stakeholders have a voice in creating cultural policy	Updated culture plan post 2023 internal hackathon with directors / heads of service to to ensure culture is integrated into council policies ahead of strategy refreshment Programme Monitoring and Evaluation - feeds into cultural and place-making strategy and policy culture charter - ethical standards in the charter cut across the council's equalities policy, communities and growth strategies social prescribing programme to suport health and wellbeing: Additional investment in the Coaching Framework for social prescribing leading to NHS accredited training Pay it forward seminar - a large scale seminar sharing best practice and showcasing the results, work and beneficiaries of social prescribing effectiveness 23 Beacons including those sited in areas of high deprivation influence and contribute the local plan review BoC stakeholder group of ambassadors and champions (4 x 23) established to provide strategic steer the programme	2 additional services integrate and embed culture into their strategy: Health & Social care strategy (Total Place: Child-Family and Place) Digital Strategy 2019-2024 Cross departmental governance team provides oversight on culture plan increased representation on Croydon's LSP Services commit to sustained level of council investment from 2023 Increase in investment across departments / continued investment in cultural partnership fund and youth arts fund - post 2023. NHS increase funding for social prescribing cultural activities Evaluation framework sets Story of Change aligned to project outcomes Increase in the no of accredited social prescribing practioners; Increase in patient response to use of social prescribing 1000 health practitioners, creative organisations and participants attending seminar 4 additional social networks through Pay it Forward 23 youth ambassadors, 23 school champions. All 118 state schools involved in Street Opera event No of Beacons (23) Ambassadors and champions involved during the 4 years of planning and delivery	4 services currently have culture integrated in to plans: Communities Strategy Culture Strategy Economic Growth strategy ENTE Plan youth arts fund £100,000. cultural partnership fund £100,000 Baseline data to be sourced across 2020 Current level of awareness and take-up of social prescribing
B. Delivery models and practice are involving and empowering for Boroughs, partners, residents and communities	Increase in communities, residents and partners involvement in the new model of working for decision making and co-design of programme. Evidence of more collaborative working. Signature projects are created in collaboration with Croydon's diverse communities	Signature project Croydon map of the world - events in libraries and community halls throughout 2020/21 to produce a cultural map showing Croydon's connections across the world. Signature project: Beacons - 23 beacons situated in 23 neighbourhoods and communities with locations decided by ambassadors and champions Ignite Open Access Fund - £400K cultural investment programme supporting 100 creative and cultural projects across Croydon 3 Investment Strands -	30 networking events 1500 residents engaging 140 ambassadors and champions selecting locations for 23 Beacons 140 ambassadors and champions setting up and running open access fund 2-300 community and arts organisations submitting bids through the fund 100 projects supported through the fund	

		Croydon Agency - enabling disadvantaged young people access to Croydon and London's creative sector. 4 strands seek to empower them: Cycle 1 - young people work within teams to develop projects Cycle 2 - young people develop social enterprises with awards of £2000 per project Legacy - young people design bespoke next steps for personal and professional development National Gathering -young leaders shape and deliver a national gathering Create Jobs Programme - A New Direction supporting the creation of new jobs in the creative and cultural sector Social prescribing - health and wellbeing pay it forward - community led referral process Cultural Charter Big conversation - major engagement exercise with residents who normally wouldn't engage with the council. The purpose is to incorporate community led/co design to address specific challenges and themes affecting the borough (current theme is culture, followed by sustainability	20 young people engaged 100 young leaders engaged in the national gathering event 23 new jobs created Increase in the number of referrals for social prescribing. Increase in social networks involved in social prescribing 100 people shaping the cultural charter. Number of organisations signing up (75% of Culture Network by end of 2023) 400 participants involved in the Big Conversation (culture) 2 engagement sessions	
C. New or developed partnerships enable Boroughs to fulfil their ambitions	Reframed and new relationships with significant national /regional funders including ACE, HLF, NLF New and developed partnerships with business networks (Croydon chamber) and others New and developed partnerships with corporate sponsors via the Croydon Cultural Partnership. New partnerships with cultural organisations who help meet our ambitions		increase in the amount of lottery funding received across all lottery distributors. Increase in funding received from major trusts and foundations No of companies sponsoring events and activities amount of private sector funding secured 20 new partnerships 5 projects produced in Croydon showcased nationally and internationally 5 National / international creative work showcased in the borough No of new commissions Increased audience members and increased revenue from ticket sales Social media statistics and volume and value of media and press coverage demonstrate the benefits and value of the above	ACE £519,496 (2018/19) HLF £9900 (1 organisation in 2019) National Lottery Community Fund £844,109 (2018) Currently 12 companies supporting with 80K. Target is 30 and 322K for 2023 falling back to 20 and 100+ annually after Target social media reach: 301 million
D. Increased resilience of the creative and cultural sector	Increase in the number of businesses thriving and employing people under the programme. Talent pipeline is meeting business demand in the creative sectors . Business survival and growth Membership of the Culture network - increases cultural partnerships leading to growth in audience and participation numbers making them sustainable. greater audience levels makes creative businesses more sustainable as they begin to serve broader communities Boards are fit for purpose and representative Support for Entrepreneurial culture provides opportunities for developing the talent pipeline for young people	The Croydon Agency and AND's Create Jobs Programme investment in 3 key areas: production; communications and audience engagement; fundraising and development Croydon card / Audience Agency provides tool for audience development, data management and incentivisation programmes Council introduces board monitoring (diversity and skills) for all grant recipients 23 young people ambassadors and 23 schools champions.	No of cultural organisations receive financial support, development support and showcasing support Think events (production company). Supported in development period with apprenticeship. Marketing agencies. Supported in development period through CEZ and will run and manage the Croydon Card programme (Audience Agency) Fundraising toolkit produced and circulated to 100 ignite award winners No of audience development strategies developed and implemented by cultural organisations	1 production company supported, 3 marketing agencies supported, 100 community and cultural organisations receive fundraising training Increase from 200 (2019) to 300 (2024) Baseline data gathered in 2020 is the basis for new strategies to engage audiences and increase awareness of opportunities for participation

	Local people and young people are more aware of career opportunities in the creative sector Increased diversity of people employed in the creative sector	Create Jobs Programme - A New Direction supporting the creation of new jobs in the creative sector Croydon Cultural Partnership - membership increases from 12 to 30 including 23 individual internship sponsors Back to Front - New careers event focussing on lesser known careers in partnership with The BRIT School	23 new jobs created 23 new paid internships recruited via Croydon Works and a target of minimum 50% from BAME communities 500 young people now aware of career options in the creative and cultural industries	
E. Increased cultural engagement and creativity across a diversity of the Borough population	greater representation of diversity (ethnicity, gender, sexuality and disability) in the creation and participation of culture in the borough creating opportunities for local people to engage in culture	Croydon Carnival - participants will take part in open workshops across Croydon 23 Beacons - designed by a Croydon artist will be re-imagined by 23 local, national and international artists in 23 seperate locations across Croydon. Croydon Map of the World Ignite Fund - Inclusion for projects celebrating diversity Ignite Fund: Glow - supporting projects that support communities Street Opera - young people create their own drill / rap musical	30 of open workshops people participating in workshops, 1500 people attending workshops and 2000 participating in the carnival Number of people from under-represented and diverse groups identified by the Cultural map of the world signature project participating in a BoC project 30 consultation events/workshops and extent of diversity of people participating 50-75 bids. 25 projects funded 50-75 bids. 25 projects funded 2000 young people participating from 118 schools (100% of state schools in the borough)	
F. Improved social integration, social cohesion, and/or collective efficacy across the Borough	Communities come together to participate in culture, plan, organise and deliver events and activities.	The programme enables local groups to plan, organise and deliver events in parks and public places. 23 Beacons displayed in 23 locations Croydon Carnival - brings communities together in one large collaborative project 100 projects supported via the Beacons Ignite Fund Croydon Map of the World	No of street events, community festivals Attendance at Beacon projects 1500 participants will take part in open workshops across Croydon Minimum 5,000 residents involved 1500 residents involved	Baseline to be established
G. Increased number of 'active citizens' operating within communities	Residents which would not ordinarily engage come forward to participate in events, co-design and respond to surveys Meaningful co-ordination of outcomes Recognising the value and contribution of ambassadors & champions (Croydon's cultural animateurs)	24X4 Ambassadors and Champions (140 over planning and delivery) Volunteering programme - Working with CVA and BME Forum to diversify volunteer pool through volunteer co-ordinator Skills development training Celebratory Event for Ambassadors, Champions and Volunteers Social Prescribing - Pay it Forward	140 community champions 300 volunteering opportunities created 140 ambassadors and champions trained 440 attendees 1,000 contacts accumulated through programme. 4 additional networks involved in Pay it Forward seminar	Baseline to be established Baseline to be established
H. Improved health and wellbeing for individuals and communities	Culture plays a wider role in the mental health and wellbeing of local residents Culture plays a wider role in addressing childhood obesity	Social Prescribing programme Croydon Carnival centrepiece is Dance Tidal Wave dance project Ignite Fund - Nurture for cultural activities in our parks and green spaces Ignite Fund: Progress - supporting projects that enable system change This is our Croydon - a collection of stories immortalising the real lives of older members of the community. Celebrating diversity and increasing visibility	Greater level of mental and physical health and wellbeing 2000 participating 50-75 bids. 25 projects funded 50-75 bids. 25 projects funded 23 stories told via film, theatre and spoken word	No baseline
I. Improved perception of Borough as a cultural destination	Cultural activity positions Croydon as a desirable place to live, work and visit. Croydon's profile is increased through landmark signature projects which attract visitors to the town Postiive messages on cultural offer change perceptions of Croydon	Arcadia - a centrepiece event bringing a world famous show to Lloyd Park Disengaged - national festival of youth performance showcasing work from across the UK	Increased no of visitors (40,000), global press and media coverage (3million social media reach) 20 companies involved	

London Borough of Culture
Master budget template
<i>Please add/delete lines as required. Only complete the year columns that are relevant to your application.</i>

	Tot	2020/21	2021/22	2022/23	2023/24
INCOME					
Greater London Authority (LBOC award)	1,349,417	0	0	275,952	1,073,465
Greater London Authority (other grants)	150,000	0	0	75,000	75,000
Local Authority Income	765,017	42,500	97,500	137,313	487,704
Other Public Subsidy (Arts Council, Big Lottery, DWP, NHS)	675,000	20,000	95,000	75,000	485,000
Earned Income - Generated Income (ticket sales)	826,900	0	0	0	826,900
Contributed income (Sponsorship)	322,500	0	0	0	322,500
Charitable trusts and foundations income (Paul Hamlyn Foundation, City Bridge Trust, Backstage Trust , Andrew Lloyd Webber Foundation)	73,500	0	0	0	73,500
Other Income	0	0	0	0	0
Cultural Impact Awards project income (detail on next sheet)	160,000	0	0	0	160,000
Total Income	£4,162,333	£62,500	£192,500	£563,265	£3,344,069
In-kind (no more than 5% match funding)					
In-kind support (example)	252,686	28,792	58,736	66,635	98,522
Total Income + In-kind support	£4,415,019	£91,292	£251,236	£629,900	£3,442,591
EXPENDITURE					
Project management / staffing costs					
Salary cost LBC	721,869	28,792	58,736	265,912	368,428
Signature Projects salaries	44,000	19,500	22,000	2,500	0
Flagship events salaries	324,308	0	0	0	324,308
Total project management / staff costs	£1,090,177	48,292.29	80,736.27	268,412.42	692,736.44
Artists' fees and commissions					
Signature projects	45,000	2,500	22,500	20,000	0
Flagship events	759,254	0	0	6,000	753,254
Total artists' fees and commissions	£804,254	2,500	22,500	26,000	753,254
Project expenditure (artistic spending)					
Signature projects	40,000	6,500	20,000	13,500	0
Flagship events	760,241	0	0	0	760,241
Beacon of Hope: Open Access Fund	500,000	0	0	0	500,000
Total project expenditure	£1,300,241	6,500	20,000	13,500	1,260,241
Community engagement / partnership development					
General to the programme	140,000	25,000	25,000	40,000	50,000
Investment Programmes	622,500	0	70,000	232,500	320,000
Signature Projects	35,000	6,000	17,500	11,500	0
Flagship events	91,140	0	0	0	91,140
Total community engagement costs	£888,640	31,000	112,500	284,000	461,140
PR and Marketing					
General to the programme	95,000	0	10,000	23,750	61,250
Signature projects	11,000	3,000	5,500	2,500	0
Flagship events	159,000	0	0	0	159,000
Total PR and marketing	£265,000	3,000	15,500	26,250	220,250
Monitoring and evaluation					
SAM Culture - evaluation	50,000	0	0	12,500	37,500
Total monitoring and evaluation	£50,000	0	0	12,500	37,500
Overheads					
LBC	0	0	0	0	0
Flagship events	18,957	0	0	0	18,957
Total overheads	£18,957	0	0	0	18,957
Cultural Impact Award project costs					
Please complete second sheet with details of project costs					
Total Cultural Impact Award costs	£160,000	0	0	0	160,000
Total expenditure	£4,417,269	91,292	251,236	630,662	3,444,078
Operating Surplus (Deficit)	2,250.00	0.00	0.00	762.50	1,487.50

Note: This is already included in the above as one of the flagship projects

VFM £29.52

Note: This is already included in the above as one of the flagship projects

London Borough of Culture
Cultural Impact Award budget template
<i>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.</i>

	2020/21	2021/22	2022/23	2023/24
INCOME				
BOC Funding (GLA and Croydon Council)	0.00	0.00	0.00	125,000.00
Other Public Subsidy - e.g Arts Council (list all funders s	0.00	0.00	0.00	25,000.00
Earned Income - e.g Ticket sales	0.00	0.00	0.00	0.00
Sponsorship	0.00	0.00	0.00	10,000.00
Charitable trusts and foundations (list all sepeartely)	0.00	0.00	0.00	0.00
Total Cultural Impact Award project income	0.00	0.00	0.00	160,000.00
In-kind (no more than 5% match funding)				
In-kind support (example)	0.00	0.00	0.00	0.00
Total Income + In-kind support	£0.00	£0.00	£0.00	£160,000.00
EXPENDITURE				
Cultural Impact Award project costs				
Project management / staffing costs	0.00	0.00	0.00	15,000.00
Artists' fees and commissions	0.00	0.00	0.00	17,500.00
Project expenditure (Artistic spending)	0.00	0.00	0.00	90,000.00
Community engagement / partnership development	0.00	0.00	0.00	17,500.00
PR & Marketing	0.00	0.00	0.00	20,000.00
Monitoring and evaluation	0.00	0.00	0.00	0.00
Overheads	0.00	0.00	0.00	0.00
Total Cultural Impact Award project costs	0.00	0.00	0.00	0.00
Operating Surplus (Deficit)	£0.00	£0.00	£0.00	£160,000.00

London Borough of Culture**Croydon's Cultural Map of the World**

	2020/21	2021/22
INCOME		
BOC Funding (GLA and Croydon Council)	20,000.00	0.00
Other Public Subsidy - e.g Arts Council (list all funders separately)	40,000.00	0.00
Earned Income - e.g Ticket sales	0.00	0.00
Sponsorship	0.00	0.00
Charitable trusts and foundations (list all sepeartely)	0.00	0.00
Total Income	£60,000.00	£0.00
EXPENDITURE		
Project management / staffing costs		
Example	30,000.00	0.00
Example	8,000.00	0.00
Example	0.00	0.00
Total project management / staff costs	38,000.00	0.00
Artists' fees and commissions		
Example	0.00	0.00
Example	0.00	0.00
Example	0.00	0.00
Total artists' fees and commissions	0.00	0.00
Project expenditure (artistic spend)		
Example	12,000.00	0.00
Example	6,000.00	0.00
Example	0.00	0.00
Total project expenditure	18,000.00	0.00
Community engagement / partnership development		
Example	12,000.00	0.00
Example	2,550.00	0.00
Example	0.00	0.00
Total community engagement costs	14,550.00	0.00
PR and Marketing		
Example	12,000.00	0.00
Example		0.00
Example	0.00	0.00
Total PR and marketing	12,000.00	0.00
Overheads		
Example	5,000.00	0.00
Example	0.00	0.00
Example	0.00	0.00

Total overheads	5,000.00	0.00
Total expenditure	87,550.00	0.00
Operating Surplus (Deficit)	-£27,550.00	£0.00

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2022/23	2023/24
0.00	0.00
0.00	0.00
0.00	0.00
0.00	0.00
0.00	0.00
£0.00	£0.00

0.00	0.00
0.00	0.00
0.00	0.00
0.00	0.00

0.00	0.00
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0.00	0.00

0.00	0.00
0.00	0.00
0.00	0.00

0.00	0.00
0.00	0.00
£0.00	£0.00

London Borough of Culture

Arcadia

	2020/21	2021/22	2022/23	2023/24
INCOME				
BOC Funding (GLA and Croydon Council)	0.00	0.00	0.00	205,000.00
Other Public Subsidy - e.g Arts Council (list all funders separately)	0.00	0.00	0.00	0.00
Earned Income - e.g Ticket sales	0.00	0.00	0.00	675,000.00
Sponsorship	0.00	0.00	0.00	50,000.00
Charitable trusts and foundations (list all sepeartely)	0.00	0.00	0.00	0.00
Total Income	£0.00	£0.00	£0.00	£930,000.00
EXPENDITURE				
Project management / staffing costs				
Production Team	0.00	0.00	0.00	160,000.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total project management / staff costs	0.00	0.00	0.00	160,000.00
Artists' fees and commissions				
Arcadia	0.00	0.00	0.00	350,000.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total artists' fees and commissions	0.00	0.00	0.00	350,000.00
Project expenditure (artistic spend)				
Venue	0.00	0.00	0.00	165,000.00
Production	0.00	0.00	0.00	180,000.00
Example	0.00	0.00	0.00	0.00
Total project expenditure	0.00	0.00	0.00	345,000.00
Community engagement / partnership development				
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total community engagement costs	0.00	0.00	0.00	0.00
PR and Marketing				
Marketing	0.00	0.00	0.00	75,000.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total PR and marketing	0.00	0.00	0.00	75,000.00
Overheads				
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total overheads	0.00	0.00	0.00	0.00
Total expenditure	0.00	0.00	0.00	930,000.00
Operating Surplus (Deficit)	£0.00	£0.00	£0.00	£0.00

London Borough of Culture

Recycled Fashion Show - Cultural Impact Award

	2020/21	2021/22	2022/23	2023/24
INCOME				
BOC Funding (GLA and Croydon Council)	0.00	0.00	0.00	100,000.00
Other Public Subsidy - e.g Arts Council (list all funders separately)	0.00	0.00	0.00	50,000.00
Earned Income - e.g Ticket sales	0.00	0.00	0.00	0.00
Sponsorship	0.00	0.00	0.00	10,000.00
Charitable trusts and foundations (list all sepeartely)	0.00	0.00	0.00	0.00
Total Income	£0.00	£0.00	£0.00	£160,000.00
EXPENDITURE				
Project management / staffing costs				
FMM Pop Up	0.00	0.00	0.00	5,000.00
ASBO Magazine	0.00	0.00	0.00	5,000.00
Made in Croydon	0.00	0.00	0.00	2,500.00
Croydon College				2,500.00
Total project management / staff costs	0.00	0.00	0.00	15,000.00
Artists' fees and commissions				
Lead designers: Bethany Williams, Eirim Hayhow, Abi Chisman M	0.00	0.00	0.00	
Local designers: Wesley Baker, Molly Kathryn	0.00	0.00	0.00	
Other fees	0.00	0.00	0.00	
Total artists' fees and commissions	0.00	0.00	0.00	
Project expenditure (artistic spend)				
Fashion show - Production	0.00	0.00	0.00	40,000.00
Fashion show - Music and activities	0.00	0.00	0.00	10,000.00
Fashion Bus - Purchase and fit out	0.00	0.00	0.00	30,000.00
Fashion Bus - Music and activities	0.00	0.00	0.00	10,000.00
Total project expenditure	0.00	0.00	0.00	90,000.00
Community engagement / partnership development				
Training programme - 25 designers	0.00	0.00	0.00	12,500.00
Fashion Bus - community engagement	0.00	0.00	0.00	5,000.00
Example	0.00	0.00	0.00	0.00
Total community engagement costs	0.00	0.00	0.00	17,500.00
PR and Marketing				
Fashion show marketing	0.00	0.00	0.00	7,500.00
Magazine	0.00	0.00	0.00	7,500.00
Film	0.00	0.00	0.00	5,000.00
Total PR and marketing	0.00	0.00	0.00	20,000.00
Overheads				
Example	0.00	0.00	0.00	
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total overheads	0.00	0.00	0.00	0.00
Total expenditure	0.00	0.00	0.00	160,000.00
Operating Surplus (Deficit)	£0.00	£0.00	£0.00	£0.00

	Punk Tales	Electronic	Croydon's Hope	Return Concert	Light Youth Fiestas	LIAF / A World In Croydon	Total 2023/24
INCOME							
BOC Funding (GLA and Croydon Council)	20,000.00	20,000.00	20,000.00		20,000.00	20,000.00	100,000.00
Other Public Subsidy - e.g Arts Council (list all funders separately)	25,000.00	0.00	25,000.00		10,000.00	10,000.00	70,000.00
Earned Income - e.g Ticket sales	48,300.00	n/a	£27,000		n/a	59,100.00	134,400.00
Sponsorship or brand partnerships	30,000.00	10,000.00	0.00		10,000.00	15,000.00	65,000.00
Charitable trusts and foundations (list all sepeartely)	0.00	0.00	0.00		0.00	0.00	0.00
Total Income	£123,300.00	£30,000.00	£72,000.00	£0.00	£40,000.00	£104,100.00	369,400.00
EXPENDITURE							
Project management / staffing costs							
Punk Trails (72 Shows)	51,800.00	0.00	0.00		0.00	0.00	51,800.00
Electronic	0.00	5,000.00	0.00		0.00	0.00	5,000.00
Croydon's Hope	£0.00		£4,371.00		0.00	0.00	4,371.00
Return Concert	0.00	0.00	0.00		0.00	0.00	0.00
Celebrate the Light Neighbourhood U18 Youth Fiestas (x10)	0.00	0.00	0.00		5,000.00	0.00	5,000.00
LIAF / A World in Croydon	0.00	0.00	0.00		0.00	7,500.00	7,500.00
Total project management / staff costs	51,800.00	5,000.00	4,371.00	0.00	5,000.00	7,500.00	73,671.00
Artists' fees and commissions							
Punk Trails (72 Shows)	54,000	0.00	0.00		0.00	0.00	54,000.00
Electronic	0.00	22,500.00	0.00		0.00	0.00	22,500.00
Croydon's Hope	£0.00	0.00	£57,932.00		0.00	0.00	57,932.00
Return Concert	0.00	0.00	0.00		0.00	0.00	0.00
Celebrate the Light Neighbourhood U18 Youth Fiestas (x10)	0.00	0.00	0.00		10,000.00	0.00	10,000.00
LIAF / A World in Croydon	0.00	0.00	0.00		0.00	54,600.00	54,600.00
Total artists' fees and commissions	54,000.00	22,500.00	57,932.00	0.00	10,000.00	54,600.00	199,032.00
Project expenditure (artistic spend)							
Punk Trails (72 Shows)	10,000	0.00	0.00		0.00	0.00	10,000.00
Electronic	0.00	0.00	0.00		0.00	0.00	0.00
Croydon's Hope	£0.00	0.00	£2,000.00		0.00	0.00	2,000.00
Return Concert	0.00	0.00	0.00		0.00	0.00	0.00
Celebrate the Light Neighbourhood U18 Youth Fiestas (x10)	0.00	0.00	0.00		16,500.00	0.00	16,500.00
LIAF / A World in Croydon	0.00	0.00	0.00		0.00	21,000.00	21,000.00
Total project expenditure	10,000.00	0.00	2,000.00	0.00	16,500.00	21,000.00	49,500.00
Community engagement / partnership development							
Punk Trails (72 Shows)	5,000	0.00	0.00		0.00	0.00	5,000.00
Electronic	0.00	0.00	0.00		0.00	0.00	0.00
Croydon's Hope	£0.00	0.00	£3,740.00		0.00	0.00	3,740.00
Return Concert	0.00	0.00	0.00		0.00	0.00	0.00
Celebrate the Light Neighbourhood U18 Youth Fiestas (x10)	0.00	0.00	0.00		5,000.00	0.00	5,000.00
LIAF / A World in Croydon	0.00	0.00	0.00		0.00	5,000.00	5,000.00
Total community engagement costs	5,000.00	0.00	3,740.00	0.00	5,000.00	5,000.00	18,740.00
PR and Marketing							
Punk Trails (72 Shows)	2,500	0.00	0.00		0.00	0.00	2,500.00
Electronic	0.00	0.00	0.00		0.00	0.00	0.00
Croydon's Hope	£0.00	0.00	£2,500.00		0.00	0.00	2,500.00
Return Concert	0.00	0.00	0.00		0.00	0.00	0.00
Celebrate the Light Neighbourhood U18 Youth Fiestas (x10)	0.00	0.00	0.00		2,500.00	0.00	2,500.00
LIAF / A World in Croydon	0.00	0.00	0.00		0.00	12,500.00	12,500.00
Total PR and marketing	2,500.00	0.00	2,500.00	0.00	2,500.00	12,500.00	20,000.00
Overheads							
Punk Trails (72 Shows)	£5,000	0.00	0.00		0.00	0.00	5,000.00
Electronic	0.00	2,500.00	0.00		0.00	0.00	2,500.00
Croydon's Hope	0	0.00	1457		0.00	0.00	1,457.00
Return Concert	0.00	0.00	0.00		0.00	0.00	0.00
Celebrate the Light Neighbourhood U18 Youth Fiestas (x10)	0.00	0.00	0.00		1,000.00	0.00	1,000.00
LIAF / A World in Croydon	0.00	0.00	0.00		0.00	3,500.00	3,500.00
Total overheads	0.00	2,500.00	1,457.00	0.00	1,000.00	3,500.00	8,457.00
Total expenditure	123,300.00	30,000.00	72,000.00	0.00	40,000.00	104,100.00	369,400.00
Operating Surplus (Deficit)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

London Borough of Culture

Croydon EXPO

	2020/21	2021/22	2022/23	2023/24
INCOME				
BOC Funding (GLA and Croydon Council)	0.00	0.00	0.00	30,000.00
Other Public Subsidy - e.g Arts Council (list all funders separately)	0.00	0.00	0.00	30,000.00
Earned Income - e.g Ticket sales	0.00	0.00	0.00	0.00
Sponsorship	0.00	0.00	0.00	0.00
Charitable trusts and foundations (list all sepeartely)	0.00	0.00	0.00	0.00
Total Income	£0.00	£0.00	£0.00	£60,000.00
EXPENDITURE				
Project management / staffing costs				
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total project management / staff costs	0.00	0.00	0.00	5,000.00
Artists' fees and commissions				
Example	0.00	0.00	0.00	23,000.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total artists' fees and commissions	0.00	0.00	0.00	23,000.00
Project expenditure (artistic spend)				
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total project expenditure	0.00	0.00	0.00	27,000.00
Community engagement / partnership development				
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total community engagement costs	0.00	0.00	0.00	0.00
PR and Marketing				
Example	0.00	0.00	0.00	5,000.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total PR and marketing	0.00	0.00	0.00	5,000.00
Overheads				
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total overheads	0.00	0.00	0.00	0.00
Total expenditure	0.00	0.00	0.00	60,000.00
Operating Surplus (Deficit)	£0.00	£0.00	£0.00	£0.00

London Borough of Culture**Fairfield International**

	2020/21	2021/22	2022/23	2023/24
INCOME				
BOC Funding (GLA and Croydon Council)	0.00	0.00	0.00	60,000.00
Other Public Subsidy - e.g Arts Council (list all funders separately)	0.00	0.00	0.00	60,000.00
Earned Income - e.g Ticket sales	0.00	0.00	0.00	0.00
Sponsorship	0.00	0.00	0.00	30,000.00
Charitable trusts and foundations (list all sepeartely)	0.00	0.00	0.00	8,500.00
Total Income	£0.00	£0.00	£0.00	£158,500.00
EXPENDITURE				
Project management / staffing costs				
Project management	0.00	0.00	0.00	8,000.00
Event Management	0.00	0.00	0.00	7,000.00
Technical team	0.00	0.00	0.00	5,000.00
Security & Medics	0.00	0.00	0.00	7,000.00
Total project management / staff costs	0.00	0.00	0.00	27,000.00
Artists' fees and commissions				
Producer	0.00	0.00	0.00	
Musical Director	0.00	0.00	0.00	
Lead Choreogpraher	0.00	0.00	0.00	
Associate artists	0.00	0.00	0.00	
Total artists' fees and commissions	0.00	0.00	0.00	
Project expenditure (artistic spend)				
PA & Lighting	0.00	0.00	0.00	25,000.00
Staging	0.00	0.00	0.00	20,000.00
Generators	0.00	0.00	0.00	5,000.00
Permits & Licensing	0.00	0.00	0.00	3,000.00
Rehearsal venues	0.00	0.00	0.00	5,000.00
Event insurance	0.00	0.00	0.00	5,000.00
Total project expenditure	0.00	0.00	0.00	63,000.00
Community engagement / partnership development				
Community Outreach	0.00	0.00	0.00	2,000.00
Total community engagement costs	0.00	0.00	0.00	2,000.00
PR and Marketing				
PR	0.00	0.00	0.00	2,000.00
Printed materials & Design	0.00	0.00	0.00	3,000.00
Social Media	0.00	0.00	0.00	1,000.00
Total PR and marketing	0.00	0.00	0.00	6,000.00
Overheads				
Barriers	0.00	0.00	0.00	2,500.00
Radios	0.00	0.00	0.00	1,000.00
Portaloos	0.00	0.00	0.00	2,000.00
Total overheads	0.00	0.00	0.00	5,500.00
Total expenditure	0.00	0.00	0.00	158,500.00
Operating Surplus (Deficit)	£0.00	£0.00	£0.00	£0.00

London Borough of Culture

(Dis)engaged!

	2020/21	2021/22	2022/23	2023/24
INCOME				
BOC Funding (GLA and Croydon Council)	0.00	0.00	6,000.00	69,000.00
CMA - contribution from Arts Council YPP	0.00			0.00
Arts Council project grants - support young companies to apply themselves			0.00	25,000.00
Earned Income - e.g Ticket sales	0.00	0.00	0.00	10,000.00
Sponsorship	0.00	0.00	0.00	10,000.00
Trusts and Foundations: i.e. Backstage Trust	0.00	0.00	0.00	20,000.00
Trusts and Foundations: i.e. Andrew Lloyd Webber Foundation			0.00	20,000.00
Total Income	£0.00	£0.00	£6,000.00	£154,000.00
EXPENDITURE				
Project management / staffing costs				
Croydonites Producing Partner fee	0.00	0.00	0.00	10,000.00
Youth support				0.00
FOH staff	0.00	0.00	0.00	1,200.00
Total project management / staff costs	0.00	0.00	0.00	11,200.00
Artists' fees and commissions				
3 festival commission awards - 2k each	0.00	0.00		
C3 Company Lead artist x 5	0.00	0.00		
C3 Company support artist x 5	0.00	0.00		
Total artists' fees and commissions	0.00	0.00		
Project expenditure (artistic spend)				
Venue hire	0.00	0.00	0.00	25,000.00
Production costs	0.00	0.00	0.00	75,000.00
Total project expenditure	0.00	0.00	0.00	100,000.00
Community engagement / partnership development				
Visiting company travel contribution	0.00	0.00	0.00	1,500.00
Per diems	0.00	0.00	0.00	5,150.00
Visiting Company accomodation	0.00	0.00	0.00	3,750.00
Total community engagement costs	0.00	0.00	0.00	10,400.00
PR and Marketing				
PR consultant	0.00	0.00	0.00	
Marketing materials	0.00	0.00	0.00	
Total PR and marketing	0.00	0.00	0.00	
Overheads				
Covered in CMA project management fee	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total overheads	0.00	0.00	0.00	0.00
Total expenditure	0.00	0.00	6,000.00	154,000.00
Operating Surplus (Deficit)	£0.00	£0.00	£0.00	£0.00

London Borough of Culture**This is our Croydon***Together we light the way - intergenerational oral history*

	2020/21	2021/22	2022/23	2023/24
INCOME				
BOC Funding (GLA and Croydon Council)	0.00	0.00	0.00	50,000.00
Other Public Subsidy - e.g Arts Council (list all funders separately)	0.00	0.00	0.00	50,000.00
Earned Income - e.g Ticket sales	0.00	0.00	0.00	0.00
Sponsorship	0.00	0.00	0.00	0.00
Charitable trusts and foundations (list all sepeartely)	0.00	0.00	0.00	0.00
Total Income	£0.00	£0.00	£0.00	£100,000.00
EXPENDITURE				
Project management / staffing costs				
PINS & Carlos Salvador (Film shoots)	0.00	0.00	0.00	2,000.00
Talawa	0.00	0.00	0.00	18,437.00
Well Versed Ink	0.00	0.00	0.00	2,000.00
Total project management / staff costs	0.00	0.00	0.00	22,437.00
Artists' fees and commissions				
PINS & Carlos Salvador (Film shoots)	0.00	0.00	0.00	9,625.00
Talawa	0.00	0.00	0.00	21,447.00
Well Versed Ink	0.00	0.00	0.00	6,250.00
Total artists' fees and commissions	0.00	0.00	0.00	37,322.00
Project expenditure (artistic spend)				
PINS & Carlos Salvador (Film shoots)	0.00	0.00	0.00	30,741.00
Talawa	0.00	0.00	0.00	5,000.00
Well Versed Ink	0.00	0.00	0.00	0.00
Total project expenditure	0.00	0.00	0.00	35,741.00
Community engagement / partnership development				
PINS & Carlos Salvador (Film shoots)	0.00	0.00	0.00	2,500.00
Talawa	0.00	0.00	0.00	0.00
Well Versed Ink	0.00	0.00	0.00	0.00
Total community engagement costs	0.00	0.00	0.00	2,500.00
PR and Marketing				
Social Media Campaign	0.00	0.00	0.00	1,000.00
PR Coverage	0.00	0.00	0.00	1,000.00
Example	0.00	0.00	0.00	0.00
Total PR and marketing	0.00	0.00	0.00	2,000.00
Overheads				
PINS & Carlos Salvador (Film shoots)	0.00	0.00	0.00	0.00
Talawa	0.00	0.00	0.00	0.00
Well Versed Ink	0.00	0.00	0.00	0.00
Total overheads	0.00	0.00	0.00	0.00
Total expenditure	0.00	0.00	0.00	100,000.00
Operating Surplus (Deficit)	£0.00	£0.00	£0.00	£0.00

London Borough of Culture Urban opera
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	2020/21	2021/22	2022/23	2023/24
INCOME				
BOC Funding (GLA and Croydon Council)	0.00	0.00	0.00	50,000.00
CMA	0.00			17,500.00
Earned Income - e.g Ticket sales	0.00	0.00	0.00	7,500.00
Sponsorship	0.00	0.00	0.00	0.00
Charitable trusts and foundations (list all sepeartely)	0.00	0.00	0.00	0.00
Total Income	£0.00	£0.00	£0.00	£75,000.00
EXPENDITURE				
Project management / staffing costs				
Croydon Music and Arts	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total project management / staff costs	0.00	0.00	0.00	0.00
Artists' fees and commissions				
Artistic Director - Jeannefer Jean-Charles	0.00	0.00		
Artistic Team (including DJ Walde and local artists)	0.00	0.00		
School arts teachers (school in kind support)	0.00	0.00	0.00	0.00
Total artists' fees and commissions	0.00	0.00	7,000.00	30,000.00
Project expenditure (artistic spend)				
Hire of Fairfield and technical support	0.00	0.00	0.00	15,000.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total project expenditure	0.00	0.00	0.00	15,000.00
Community engagement / partnership development				
Teacher development (Fees for SLEs - Specialist Leaders of Educa				15,000.00
(Additional spending covered by CMA project management fee)	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total community engagement costs	0.00	0.00	0.00	15,000.00
PR and Marketing				
(Covered by CMA project management fee)	0.00	0.00	0.00	10,000.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total PR and marketing	0.00	0.00	0.00	10,000.00
Overheads				
(Covered by CMA project management fee)	0.00	0.00	0.00	5,000.00
Example	0.00	0.00	0.00	0.00
Example	0.00	0.00	0.00	0.00
Total overheads	0.00	0.00	0.00	5,000.00
Total expenditure	0.00	0.00	7,000.00	75,000.00
Operating Surplus (Deficit)	£0.00	£0.00	-£7,000.00	£0.00

Leader's Office
Croydon Town Hall
9 Katherine Street
Croydon
CR9 1ET
Tel : 020 8726 6000 x88181

Greater London Authority
City Hall
The Queens Walk
London
SE1 2AA

Date: 24 October 2019

Dear Mayor Sadiq Khan

Borough of Culture 2023

I am delighted to present our bid to become London Borough of Culture in 2023.

Our bid is **ambitious** with a total budget of over £4million and 11 signature and flagship events;

authentic as it has been developed with and by the community – and that involvement will be at the heart of its development over the next few years;

all embracing as it includes new investment programmes for sustainability, jobs and social prescribing whilst building on the recent investments from both the GLA's Cultural Enterprise Zone, the Arts Council's YPP programme and our Growth Zone funded Croydon Music City Initiative, and

amazing with the appearance of a 50 tonne bio-mechanical Spider in Lloyd park, built from repurposed military hardware, itself a symbol of transformation and a monumental work of art.

The council has allocated match funding to a total of £750,000 towards the Borough of Culture and we are confident at our ability to raise further funds for the programme, but only if we are successful in gaining the title.

We thank the GLA for the support they have provided to us over the past few months and are hopeful for a positive outcome.

Yours sincerely

Cllr Tony Newman
Leader

Jo Negrini
Chief Executive

Lisa Taylor
Director of Finance and S.151 Officer

22 October 2019

Dear to whom it my concern

Letter of Support for Croydon's London Borough of Culture bid

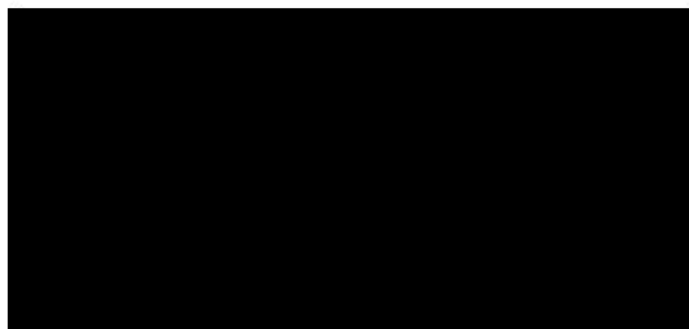
A New Direction – London's leading creative and cultural education agency - is pleased to support Croydon's bid for the 2023 London Borough of Culture. We have worked in the borough for several years supporting the Croydon Youth Arts Collective and Croydon's Cultural Education Partnership. As part of London Borough of Culture we will work with training providers and partners to build and initiate the Creative Croydon Foundation.

The Creative Croydon Foundation will be an advisory and delivery service focused on job creation in the creative industries. Supporting the development of new mindsets, skills and networks which connect and support young people into jobs in digital and music sectors. Based on A New Direction's Create Jobs programme, the Foundation will combine an integrated and complimentary advisory and delivery service that connects young aspiring creatives to industry providing Croydon with a model and foundation that progresses young residents into creative employment. The Creative Croydon Foundation programme will involve inspirational talks, networking events, pre-employability bootcamps, bespoke mentoring and job creation in creative agencies and employers across Croydon.

We believe there are strong opportunities for sponsorship for the Foundation alongside additional resources from the Department of Work and Pensions, Community Investment Fund and Trust and Foundations investment.

We wish the Croydon bid success and very much look forward to working with you.

Yours sincerely,



Steve Moffitt. CEO, A New Direction

BATTERSEA ARTS CENTRE

Inspiring people to take creative
risks to shape the future

Lavender Hill, Battersea, London, SW11 5TN

Box office/reception
events
email
website

020 7223 2223
0207 326 8211
boxoffice@bac.org.uk
www.bac.org.uk

23 October 2019

To whom it concerns,

Battersea Arts Centre is delighted to support the Croydon Council bid for London Borough of Culture 2023. Through the programme we hope to work in partnership with Croydon Council to deliver The Agency UK; a Battersea Arts Centre and Contact programme devised in partnership with People's Palace Projects.

The Agency is an innovative approach to entrepreneurialism that works with young people to generate creative business ideas that deliver social change in their communities. The Agency has been running in the UK led by Battersea Arts Centre (BAC), Contact Theatre Manchester and People's Palace Projects (PPP) since 2013. It is modeled on Agenica Redes Para Juventude in Brazil.

The Agency engages and empowers young people to plan, structure and deliver their own projects. Using a methodology developed for working with young people living below the poverty line in Brazil, the project provides development opportunities for young people in the UK, helping them to launch social enterprises and ambitious projects that positively impact their local area.

Vision

By working in partnership with The Agency, Croydon Borough of Culture will build on, and enhance, the existing exemplary programme for young people. It will work with young people typically underserved by the borough's cultural offer. It will formalise their access to Croydon and London's creative sectors; provide exposure to creative and cultural institutions in Croydon and provide opportunities to scale up their business ideas. It will put the power in the hands of these young people to be leaders in transforming the communities in which they live and connect them to a national network of young change makers.

Croydon Borough of Culture's Agency programme will

- Enable Croydon to invest in up to 20 young people typically underserved by Croydon's cultural offer.
- Increase the diversity of potential culture and creative business leaders within Croydon, providing young people with the skills, knowledge and networks to become



Supported using public funding by
**ARTS COUNCIL
ENGLAND**



Chair: David Bryan
CEO & Artistic Director: Tarek Iskander
Registered as Battersea Arts Centre, a company limited by guarantee
Company No. 1569115 VAT No. 744 4895 94 Charity No. 282857

creative entrepreneurs and cultural citizens.

- Develop an entrepreneurial skillset that is so important for the arts/creative sector; delivering of a range of new business ideas and models or working projects
- Showcase a unique way of supporting the talent pipeline of the creative workforce.
- Enable young people to increase their self-confidence, networks, business skills and knowledge.
- Build the capacity of one cultural organisation, in Croydon; improving the ways they engage and work with young people and their communities
- Connect with existing cohorts in of Agents from across the UK, through hosting a National Gathering of change makers tackling societies' pertinent social injustice issue.

THE PROGRAMME

Cycle 1: The Cycle of Stimulus

Young leaders will work in teams to develop ideas for projects that address need within their community and pitch to receive £2,000 to develop their projects further.

Cycle 2: The Incubator

Three selected projects are awarded £2,000 to further develop their project ideas into social enterprises, they will pitch again to a panel of experts in order to join the final cycle.

Legacy

Young leaders work with the host cultural organisation to design bespoke next steps for their personal and project development, including identify future funding, work placements and leadership opportunities.

National Gathering

Young leaders shape and deliver a national gathering, connecting 100 young leaders from across the UK, creating new networks and lobbying power.

Battersea Arts Centre will oversee the delivery of this Borough of Culture programme working with the local delivery partner. This will ensure the programme is truly embedded in the communities the projects will serve.

We very much look forward to this opportunity.

Best wishes,



Personalised Care Group
NHS England
Skipton House
80 London Road
London
SE1 6LH

[REDACTED]@nhs.net

25 October 2019

Dear [REDACTED]

Thank you for sharing the Croydon Council bid with me for the London Borough of Culture 2023. The programme you have set out is perfectly aligned with the NHS ambitions for the scaling of Social Prescribing Nationally. The work you are intending to undertake will greatly enhance the opportunities that can be offered through social prescribing to people living in Croydon, and the proposed programme has all the elements that we would expect within a quality social prescribing and personalised care initiative. I am very happy to support the proposal and if successful will ensure my team provide support in the delivery of this exciting initiative.

James Sanderson

[REDACTED]
Director of Personalised Care
NHS England and NHS Improvement

OPEN PROJECT SYSTEM

Royal Borough of Greenwich LBoC

Status: Submitted

Project summary report

Project ID: **P15541**London Borough of
Culture 2021/23London Borough of Culture
2021/23

Project DetailsUnapproved changes on 31/07/2019 by 

Project title

Royal Borough of Greenwich LBoC

Bidding arrangement

Royal Borough of Greenwich

Organisation name

Royal Borough of Greenwich

Programme selected

London Borough of Culture 2021/23

Project type selected

London Borough of Culture 2021/23

General InformationUnapproved changes on 28/08/2019 by  

Name of Borough

Greenwich

Borough address

Royal Borough of Greenwich, The Woolwich Centre, 35 Wellington Street, London SE18 6HQ

Name of contact person

Position held

Assistant Director – Community, Cultural and Leisure Services

Directorate

Communities and Environment

Department/Business Unit

Community, Cultural and Leisure Services

Telephone number

[REDACTED]

E-mail address

[REDACTED]royalgreenwich.gov.uk

Contact with us

Unapproved changes on 28/08/2019 by [REDACTED] [REDACTED]

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

yes

Tell us their name(s) and which team(s) they work in

[REDACTED]

Principal Policy Officer, Culture and Creative Industries

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

no

Project Overview

Unapproved changes on 28/10/2019 by [REDACTED] [REDACTED]

State if you are applying to be the London Borough of Culture in:

Either 2021 or 2023

How much funding are you applying for from the GLA in this application? (£)

1350000

How much will your programme cost in total? (£)

[REDACTED]

Provide a summary of the proposed programme

Greenwich will deliver a world class cultural programme of 12 themed months for our Borough of Culture year. Success will be driven by the creative energy of twelve separate artistic directors using a common high-level framework and a central production resource. Through each theme will be threaded our overarching objectives of our approach to the Borough of Culture:-

- increasing participation and equality in the creative industries with a focus on providing pathways into employment for under represented groups;
- fostering moments of joy in arts and culture;
- promoting community cohesion;
- tackling youth violence; and

tackling youth violence, and

- promoting behaviour change in our drive to create an environmentally sustainable and ultimately carbon neutral borough.

Making an impact

Unapproved changes on 27/10/2019 by [REDACTED] [REDACTED]

Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award.

The Royal Borough of Greenwich (RBG) is known for its thriving cultural and heritage scene with visitor attractions from the O2 to the Cutty Sark to the Painted Hall at ORNC to Eltham Palace.

Prime Meridian, the datum by which global time zones are derived, inextricably links Greenwich with the rest of the world. Maritime Greenwich, the UNESCO world heritage site is symbolic of the scientific and artistic endeavour of the 17th/18th centuries, which alongside the Borough's palaces, parks, museums and the O2 Arena are local cultural assets with a global reach. Visitor numbers are therefore high at 19.19million (2018) bringing £1.44billion into the economy and employing 16,000 people which is indicative of the regard held by visitors for Maritime Greenwich and the efforts of Visit Greenwich, our 140-member strong borough DMO. However, this USP can work harder for the benefit of the whole borough.

We want to use the international success in the North West of our borough to drive cultural opportunities in areas such as Woolwich, Plumstead, Charlton and Eltham with the Borough of Culture award providing us with the necessary impetus, focus and funding to achieve this. This will complement the arrival of Crossrail to Woolwich and Abbey Wood.

RBG along with its extensive network of partners has the expertise to deliver a memorable Borough of Culture year and we intend to create a lasting legacy that will benefit all sections of our community as well as draw in visitors to support the borough's and London's visitor economy.

The borough of Greenwich is located in the South-East of London and shares borders with six other London boroughs: Lewisham, Tower Hamlets, Newham, Barking and Dagenham, Bexley, and Bromley. The 2011 National Census estimated the population of Greenwich at 254,557, although it is likely to have grown to about 280,100 according to the 2017 GLA population estimates. People of working age make up around 70% of Greenwich's population, while 20% of the population is under 16 years old and around 10% is over 65 years old (Divajeva and al., 2016). This is a younger age profile than for the UK as a whole, though similar to the overall London average.

In terms of its main socio-economic characteristics, Greenwich's levels of unemployment and poverty are close to the London average and it ranks 14th most deprived London borough (out of 32), and 78th most deprived Local Authority in England (out of 326) (Leeser, 2016). Trust for London statistics also have an insight into the impact of deprivation with our borough ranking 32 out of 32 for infant mortality.

Over a third of the borough population is from Black and Minority Ethnic (BME) backgrounds. This is significantly higher than the overall UK figure of 14% but slightly lower than the London average of 40%. There are proportionally more people of Black backgrounds in Greenwich (19.1% - or 1 in 5) than in London as a whole (13.3%). There are over 130 nationalities represented in our borough. As an example, there is a significant Nepalese community mainly concentrated in Woolwich and a growing West African community. The Council's Corporate Plan describes our core objectives, which centre on themes to improve people lives by providing a safe and prosperous environment to live in and make the Borough, amongst other things, 'A Great Place to Be'. The Corporate plan sets the direction of travel for the Borough in terms of the connection between Culture, People and Place. This plan drives the decisions and decisive actions in response to the emerging challenges we face. Our 2018 Social Mobility strategy sets out our goals and plans to address the inequalities present in our communities - from tackling the impacts of Universal Credit to providing apprenticeships and access to affordable housing. This is combined with our determination to tackle the disproportionate inequalities experienced by Black and Ethnic Minority communities.

The £41million council funded development of Woolwich Works on the Royal Arsenal riverside site opens fully in 2021 and will become a significant driver for the Borough's cultural offer. One of our bid partners, Peabody, has similarly transformative ambitions with the development of the Lakeside centre in Thamesmead which complements creative and cultural activity underway as part of the Plumstead Regeneration programme funded by the Good Growth fund and the opening of the Design District in the

the good growth programme. The good growth fund will see improvements to the public realm and potential pop up projects and events around Plumstead Station, run by local community groups.

The fund is paying for the renovation of the derelict Plumstead Power Station with a vision to establish a multi-functional hub including managed work spaces for creative start-up businesses, community and event spaces that will host an array of cultural activities. The good growth fund will also see improvements to the public realm and potential pop up projects and events around Plumstead Station, run by local community groups.

Given the fact that London is moving East it is vital that time and investment is given over to cultural infrastructure and participation. Our challenge is that over the next ten years we expect 30,000 more people in the borough and we need to provide opportunities to bring new and existing communities together.

In July 2019 we conducted a consultation exercise – which elicited 2,000 responses reflecting and representing the whole borough – to find out what levels of support there were for a Borough of Culture application and to better understand what culture means for our residents. 94 per cent back the bid and the overwhelming majority primarily see culture as a positive force to bring communities together. This was then followed by specific forms – Festivals and events, followed by Music and Dance, Heritage and History, Literature and Books, Art and Photography.

Our existing cultural infrastructure and offer was given a significant boost by the last Borough of Culture application process in 2017 when we established the local Cultural Forum. The body has continued to meet and we worked with the Forum to elicit over 51 ideas for this Borough of Culture application. Engagement has been outstanding and the drive to deliver outstanding art with community benefits has been mirrored in the ideas that we have received. Support for the sector range from our events programme to the Community Arts Fund to offering many cultural and community organisations subsidised or low-cost rent to the provision of direct grant support via our annual £2.7m Voluntary sector grants programme. The Royal Greenwich Heritage Trust, based at Charlton House, receives significant funding from the borough and plays a key role in linking the borough's past, present and future. We have 17 music venues, 9 established heritage visitor attractions, 4 cinemas, 4 theatres, 21 galleries and museums, 12 libraries (including the UK's 4th most visited), 3 established fashion designers and manufacturers, 13 makerspaces and 7 music businesses and studios.

Explain how becoming the London Borough of Culture in 2021 or 2023 will help you achieve your ambitions and create long term change

The Borough of Culture year will help us to extend visitor figures by 20 per cent to 23million by 2022 by encouraging visitors – both domestic and overseas – to enjoy more of the borough and stay overnight. Woolwich Works, which opens fully in 2021, will become a major cultural and creative lever for us and what better way to help power a Borough of Culture programme in the East of the borough than through a new facility dedicated to improving cultural access and opportunities. We view the award of the Borough of Culture as a significant accelerant to our ambitions to bring under represented communities into cultural leadership roles. Part of this process is to provide a platform for a different discourse on the nature of culture and heritage itself. Using Woolwich Works as an example we are looking to celebrate the lives of the 80,000 mainly female workers who worked on the Royal Arsenal during WW1 and also showcase the role of the Cooperative movement on the site as a juxtaposition to the presentation of heritage and culture as the actions of elites.

Aspirations: During the course of the year we will see an increase in visitor numbers domestically, internationally and intra borough both to established attractions and venues but also to the new event sites across the borough. We also want direct cultural participation from local residents to increase significantly. We will also as a minimum expect to see 1,000 volunteer opportunities created. The partnership bonds we have forged since our last bid will be strengthened through delivering a successful programme that also results in a skills transfer from external creative and cultural delivery experts to local practitioners, volunteers and the wider community.

In terms of the way the local authority works we want to use the stimulus of a Borough of Culture to extend the rich data that we have on visitors to our tourism attractions (STEAM) to a deeper understanding of the baseline of cultural participation and impact across the whole borough. We will obviously have the opportunity of utilising two years' worth of methodological and evaluation development as a result of the delivery of the 2019 and 2020 Borough of Culture programmes and we will learn from these experiences. This data in the short to medium term will help us to develop a cultural infrastructure strategy and action plan that we will integrate into our corporate planning processes and will inform our decision making in a more strategic and systematic manner around wellbeing, place making, community cohesion and regeneration.

In the medium term there will be greater awareness of the depth of the creative and cultural offer in our borough and the number of young people seeing themselves in cultural leadership roles and aspiring to follow careers in the sector will rise. We also want to see the partnership bonds developed and

ollow careers in the sector will rise. We also want to see the partnership bonds developed and strengthened during the year to turn into mutually beneficial relationships between the public, private, third and creative sectors.

For the long term our aspiration is a legacy of a reduction in the disparity of outcomes between different groups of people not only in terms of culture but in terms of economic and social wellbeing. Having baselined the impact of cultural and creative interventions in the short to medium term the financial benefits of the creative and cultural economy will be well understood and will be actively pursued for future generations.

New ways of working: Our model as exemplified via the service agreement with the Woolwich Works Trust is to offer excellent and world class cultural opportunities (i.e. Punchdrunk, Chineke and Protein will all be resident organisations) for visitors and residents alike but at the same time to provide pathways into employment for residents as well as offering access to outstanding facilities for local creative and community groups. We will develop strong partnerships between the universities, the council, employers in Greenwich and beyond and our schools/FE institutions. This will require a pooling of expertise, resources, time and funding for a shared goal at both a strategic level via our Partnership Boards and at a local delivery level.

November 2019 sees the publication of our Equalities Scorecard so that we baseline and progress track the impact of our policies and that of other bodies. This will inform the detailed delivery and design of the Greenwich Borough of Culture year and beyond. We will seek to extend our strong track record on Equalities through specific programming events during the year such as the Festival of Love.

In July 2019 we declared a climate emergency and in December 2019 we will be meeting with all local partners to begin to examine specific actions that we can take locally. Baseline data and actions will be published in February 2019. Our proposal through a Greenwich Borough of Culture year is to raise awareness at a community and individual level about the impact of our lifestyle choices, desires and behaviour. This is reflected in the content and design of the creative programme.

Greenwich, is working to embed environmental sustainability into our practices and policies. Our aspiration is to integrate culture in practical ways that support and generate creative action on the environment. Across the world, there is a growing cultural movement acting on climate change, which reflects local cultural diversity and environmental contexts. This movement is using the reality of our changing climate to invigorate, inspire, and interrogate everything from creative programming to infrastructure investments to the role of cultural venues and organisations within civic society and as London Borough of Culture we would like to embrace this movement.

In 2018 the Council established an innovative Knife Crime and youth Violence task force to combat the disproportionate representation of young people as victims of violence in the Borough. Whilst violence in our communities is the result of a complex and interwoven fabric of factors, creativity and outlets for expression can give disenfranchised individuals the power to effect real change in their lives and in their communities.

Our commissioning priorities both in our Youth Programmes and via the Greenwich Reduction in Serious Youth Violence and Exploitation Team (ReSET) will be integrated into the Borough of Culture offer.

As an example, a Greenwich Borough of Culture year would see us embed a dedicated strand of cultural and creative work within our Youth Work curriculum. This would primarily come from the sub-contracting that the provider will undertake as part of their work alongside potential activities run by employed youth workers. This is a change to current working practices but builds on early collaborative co-production processes that have been embedded into our bid development approach.

Celebrating creativity

Unapproved changes on 27/10/2019 by [REDACTED] [REDACTED]

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will deliver against the need and catalyst for change that you have outlined in Making an Impact.

Greenwich is ready and primed to deliver an amazing Borough of Culture ideally for 2021 to coincide with and amplify the opportunities associated with the first year of opening of a new £41m cultural and creative hub in the East of the borough - Woolwich Works. Following a series of workshops, events, online polls and face to face consultations members of the public and the creative community identified eleven ideas and themes for a year of culture. With over 4 000 separate responses the borough has responded with

and themes for a year of culture. With over 1,000 separate responses the Borough has responded with enthusiasm, authenticity and creativity.

The lead organisation will join the artistic programming committee to ensure consistency and programmatic compatibility to avoid clashes and to ensure a coherent narrative. Each month will thus experience a range of the top line themes of Climate change, food, music, tackling youth violence, Heritage and high streets, shared narratives, cohesion and internationalisation.

1. Greenwish/Global issues on a global platform (Tramshed lead with Extinction Rebellion Greenwich)

Tramshed will establish a Youth Arts Festival across the Borough where talented young people perform and share their work on environmental change with other companies from across Europe and the wider London boroughs. Hosted across 4 hubs / venues over 8 days. 2019 Booker Prize winner Bernadine Evaristo will help create one of our hero moments.

XR Greenwich will create a learning space (Greenwish) to inform, inspire and educate residents, visitors, and community making use of underutilised spaces. The bio-diversity hub will see raised beds for flowers and vegetables, suitable for urban growing combine with seating to create a social space.

2. Feast (Punchdrunk lead with CraftA, Tramshed and Spread the Word)

Punchdrunk: Working with 4 iconic or unknown spaces and four diverse community led participant groups Punchdrunk will use its signature style to create Feast experiences. The Feasts will be more than a sharing of food; transforming space and placing storytelling and experience at its heart.

CraftA: Empty Bowls is an international project to highlight hunger and poverty across the world. The project will provide a platform for local artists, celebrate foods from different cultures and educate people about hunger and poverty.

Tramshed: Telling the story of arrivals and new communities in Greenwich through food, music and story, the arrival of peoples from the heyday of Greenwich and the river as a port, of the Woolwich Arsenal munitions works, through the 'Windrush' generations to the African and east European communities settling here.

Spread the Word: Creative storytelling sessions will be run in cultural and iconic food venues throughout Greenwich, which will be recorded by a cohort of newly trained young producers. A Cookbook about RBG's rich food history will be launched at a flagship Big Lunch event.

3. The World meet Greenwich, Greenwich meet the World (Woolwich Works lead with Rhythm Passport and Aris Daryono)

Woolwich Works: A mobile musical project celebrating the diversity of our musical community and reminding people in these divisive times that it is the wealth of strength and opportunity to be found in difference that makes London such a rich city. Expect some big names to join us who have used the borough as their launchpad and who would lead off in a launch concert!

Rhythm Passport: A month-long music series dedicating each week to one of the four Continents (from which the Greenwich communities come from) bringing music to all corners of the borough.

Aris Daryono - Gamalaning: A Festival of South East Asian performance and culture. With key performance events over each weekend of the month and delivering schools workshops across the Borough.

4. Changing course with Conversations (Revoluyoution supported by Greenwich Dance to help tackle youth violence)

Revoluyoution: An extensive programme of interactive debates throughout the borough to engage different segments of the community in collaborative conversation with one another. Involving media practitioners and producers to help young people to use the debates to create long-form videos online.

Greenwich Dance: Greenwich Dance will collaborate with Champions4Change (boxing club). Recognising the synergies in language between the two disciplines - artists and boxers would come together to develop a project aimed at supporting young people attending a pupil referral unit to create a performance piece which will tour the borough and beyond.

5. Pop-up Culture hubs (Royal Museums Greenwich with Old Royal Naval College, Royal Greenwich Heritage Trust, Tramshed and Protein)

RMG and RGHT will seek to go beyond the Museum walls by creating 'pop up' cultural hubs around the borough (e.g. libraries, community centres, high streets), taking collections to communities. In exchange communities will be invited to 'take over' the spaces; for them to have a voice, become stakeholders in their local Museum with global connections.

ORNC: A film project highlighting the films made in and around the Old Royal. Participants will have a world class film location and hands-on training in filmmaking skills, as well as event management mentoring to help co-curate a film festival for their peers, parents, friends and the wider local community.

Tramshed: A project to put young people and the communities in which they live positively on the street and to break down barriers between youth, families and elders.

Protein: 'Walk with Me' is a month of International activities and workshops (culminating in a 1-day

festival) around the theme of walking in parks, along the river, on walking trails, in public and residential areas and in the World Heritage Site and taking place in schools, care homes, Green Chain Walks, Greenwich Get Walking and/or heritage sites.

6. Festival of Love (Metro lead with Greenwich Dance)

Metro: A Festival of Love, showcasing the royal borough's LGBT heritage through existing world class heritage institutions and exhibits, queer culture through performance, and bringing together LGBT people and their allies from across the borough to celebrate together throughout the festival, culminating in a pride parade.

Greenwich Dance: Mathieu Geffre will expand upon his Greenwich Dance 2020 urban touring commission 'What Songs May Do' to further explore the theme of love, positive relationships and LGBTQ+ celebration.

7. Gateway (Festival.org)

For as long as London has existed, it has provided a point of first encounter with the city. Whether arriving by river or road, Greenwich defines a place of arrival and welcome. Alongside the traders, travellers, diplomats and tourists, Greenwich has also provided a gateway for migrant people to make the Borough their home. At a time when Britain's relations with Europe are the subject of division, the GATEWAY theme is intended as a concept for building dialogue, engagement and community cohesion, whilst inspiring new commissions and models of internationalism and exchange.

8. A new carnival for London (Woolwich Carnival)

The project is based on the ambition to increase the size and scale of the annual Woolwich Carnival; Moving from 1 day to a weekend long Carnival event. The project would include a significant community outreach element engaging 1 class in every primary school; 50 community groups and an Art on Estates Art trail.

9. Thirty days of Circus (Upswing)

Upswing, and their network of fellow practitioners and colleague companies (Mimbre, Aircraft Circus, etc,) will programme thirty extraordinary days taking Greenwich residents and visitors – and circus itself -- to unexpected places featuring cabaret, an exhibition, busking festival, community/schools workshops, library circus show a major one-day event, a moving trail of performances created for specific location and culminating in a group performance.

10. Borough narratives (Greenwich Dance with Jeremy Deller plus Poet in the City, Tramshed, Culture Access CIC and Avant Gardening)

Jeremy Deller will be commissioned to develop a project themed 'People' aimed to bring people together and increasing participation and engagement. Jeremy will create an experience which explores how a cultural experience might harness the power of people and make lasting and significant change.

Poet in the City: A curated programme using poetry to amplify life on the high street in two key areas in Greenwich undergoing redevelopment: Woolwich and Plumstead. Focusing on both daily life as well as the night-time economy, the programme will capture and animate the rich heritage and diversity of people engaging with the high street. The project will include a series of immersive spoken word shows in bars entitled: Oi Barman!

Avant Gardening with Tramshed: People's History and 1000 voices - a project to record and catalogue voices from across the Greenwich community on a digital platform / Website to mark the year we were borough of culture. In effect this would create a digital resource for schools, communities and artists.

Digital Quilt by Culture Access: Building on the strong history of women's activism within the borough, disabled women will be taking photos of themselves with smart phones to (re)create identities of themselves with selfies. A photo journalist will document the women's process and create a short clip of self-explanatory video relating to their identities – as artists, as trade unionists, as activists, activists and journalists.

11. This is for you (Apprenticeship programme – RBG lead with Greenwich and Ravensbourne Universities, LSEC, Woolwich Works and employers)

The cultural sector in London does not represent the communities it serves with over 95 per cent of workers in the sector coming from advantaged backgrounds (Centre for London, Culture Club, 2019). This programme seeks to play our part in making a radical change. We will fund ten local apprentices who will embark on a level 3 accredited course and who will enjoy paid apprenticeships to each of the key themes outlined here. That will make for an unbeatable CV!

12. Cultural Transformation open grants programme (RBG plus sponsors)

A grant fund to fund spectacular events during the year. During public consultation young people highlighted the desire for an ethical gaming conference. This will be the space to develop the idea further.

Outcomes and Outputs

Unapproved changes on 28/10/2019 by [REDACTED] [REDACTED]

Complete and upload the outcomes and outputs table

 outcomes_and_outputs_table RBG.docx

If there are other outcomes that you want to see realised through your creative programme, outline them below

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Monitoring and Evaluation

Unapproved changes on 28/10/2019 by [REDACTED] [REDACTED]

Tell us how you will monitor and evaluate your project, including how you will measure your success against your project outcomes

Our first step is to consider in detail the learnings from Waltham Forest and apply these to our model. Secondly we will consider whether an electronic reporting process such as that provided by our existing grant monitoring software can be relatively cheaply and quickly adapted to our needs. Following initial conversation with our developers it is fortunate that the processes involved are relatively similar with quarterly monitoring already in place. We will however have to change the focus of the e-questionnaire and ensure that it fits with the Audience Agency model.

Once this is done we will create a monitoring model that builds in the intended design and outcomes of each component of our 11 thematic leads. The intention is to build in an early warning system and review process for anything that might impact on firstly the overall objectives of the programme and secondly on the major outputs of the programme such as performance against stated objectives, visitor numbers, impact, quality and community engagement.

In our model we would use the existing staff in the voluntary sector team to manage this 'first line relationship' with the thematic leads but use the monitoring officer to draw together the overall picture and produce insights into the 'macro' changes that can help us adjust our programme during the year if required.

We would also partner with Visit Greenwich to utilise their STEAM model to assess economic impact in more parts of the borough.

One of the bigger challenges in producing a meaningful monitoring and evaluation system is the lack of baseline data as our potential audiences have not been measured for their levels of engagement. This could change if as expected we proceed with a residents survey in February 2020 as we will be able to include a few questions that will provide a clear baseline from a number of perspectives - i.e. cultural participation, experience of social cohesion and perceptions about the value of the impact of cultural interventions.

Deliverability

Unapproved changes on 28/10/2019 by [REDACTED] [REDACTED]

Describe how the project will be well managed

The Royal Borough of Greenwich has a strong track record of establishing delivery bodies for a range of high profile cultural, heritage, tourism and leisure services and functions.

As an example, Visit Greenwich was established in 2013 by RBG as primarily a public sector led DMO but by 2019 it had expanded membership significantly to over 140 member organisations as well as having overseen consistent annual increases in visitor numbers. Whilst it has three councillor representatives serving as Directors it is an independent body with a majority of independent Directors. RBG has adjusted well to this new arrangement which has allowed new services to be developed and new initiatives to flourish.

Greenwich Leisure Services Ltd (trading name of GLL under the brand of Better) is the UK's leading not for profit leisure operator which started life in Greenwich in 1993. It now operates in over 60 local authorities. As such the borough has a long track record of exemplary partnership working via a range of different structures.

Strategic management, commissioning and delivery of all cultural activity is provided by an Assistant Director for Communities, Culture and Leisure who reports to the Deputy Chief Executive and works closely with the Cabinet Member for Culture, Leisure and the Third Sector. In addition, there are quarterly performance monitoring reports to Cabinet with cultural and tourism indicators whilst specific Culture projects and programmes are referenced in the Corporate Plan with regular updates provided to Cabinet and Scrutiny Panels.

The Assistant Director for Communities, Culture and Leisure also has responsibility for client relations with GLL for the borough's 6 leisure centres, client responsibility for our twelve libraries, client responsibility for Royal Greenwich Heritage Trust, manages the cross directorate annual £2.7m Voluntary Sector grants programme, oversees the commissioning process for 21 community centres as well as responsibility for the council's central policy and performance teams. The latter includes the development and review of the Corporate Plan and the Social Mobility Strategy as well as a coordinating role for the emerging Climate Change strategy. The policy and performance team as referenced in the monitoring section would host a monitoring and cultural insights officer who would be able to draw upon the skills and expertise of the wider team as required.

The postholder is thus in an ideal position to ensure that the governance and management of the cultural and creative agenda is at the heart of council activity and is ultimately integrated into the council's strategic policy framework.

The delivery mechanism for the Borough of Culture will be to employ a small central management team reporting to the Assistant Director for Communities, Culture and Leisure. A Creative Producer and team of three will ensure the integration of all eleven themes into a coherent programme. A central production capacity will be available to support those organisations that do not have the internal capacity to deliver such programmes and if necessary there is sufficient overhead to buy in additional resource. It is our assessment that to be ready for 2021 we would need to employ people by March/April 2020 and have established the Trust by June 2020. The timetable is tight and a risk register will be maintained to ensure that dates in the critical path are monitored and adhered to. That said, given that a number of themes are to be managed and led by organisations with an established track record in the borough and beyond it is a risk that can be mitigated. An artistic directors/producers group will be established to ensure synergies between the themes are maximised and duplication avoided. It will be a condition of funding that final decisions regarding coordination will be made by the LBoC Trust board.

Our proposed governance system for the London Borough of Culture will be to turn the bid reference group into a shadow partnership board ahead of the shortlisting phase in readiness for the option of turning the board into a Trust. The board will have membership from across all the key sectors and include the range of partners who participated in the development of the bid plus the local NHS institutions in order to maximise the benefits of the social prescribing agenda and the wider health and well-being agendas. The benefits of such a model include the ability to have meaningful cross sector membership as well as an increased ability to leverage in both corporate and charitable contributions. We have experience in helping to leverage in external funding for our arm's length and Trust bodies such as RGHT and Visit Greenwich.

It is currently proposed (subject to external legal advice) that Trust membership will include a council lawyer, a representative of the s151 officer, the Deputy Chief Executive/Corporate Director, the Assistant Director for Communities, Culture and Leisure, up to three councillors, two artistic director thematic leads, the representatives from Visit Greenwich, Woolwich Works and up to two further places for private/training/skills sector members. On completion of the Borough of Culture it is likely that resources and continuing projects (i.e. such as the apprentices) would pass to Woolwich Works who would continue to develop legacy projects across the borough under their own stewardship. The council would of course continue to monitor adherence to the original goals and ambitions of LBoC through the partnership agreement that exists with Woolwich Works.

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

address integration and the needs of specific groups who might find it harder to engage and participate?

The driver behind Greenwich's proposal to be the London Borough of Culture in 2021 or 2023 is that cultural activity, opportunity and participation is too often defined by a lack of participation from those with protected characteristics plus those experiencing economic disadvantage. Council strategy in terms of maximising opportunity for cultural participation has been geared at stimulating and targeting the

involvement of underrepresented and disadvantaged groups in the cultural and creative sectors. It is also the driver behind the cultural and place making regeneration activity in both Woolwich and Plumstead. Our proposal to invest in 10 high quality apprenticeship placements for local residents who are underrepresented in the cultural sector both in Greenwich and across London is a clear sign of our intent to do things differently.

Our intention to meet and exceed the Equality aims in the Equality Act 2010 is also clearly identified through our consultation process with our young people in care groups and through our commitment to connect the commissioning activity of our Youth Work teams with the cultural ambitions set out in this document.

A majority of the themes listed in section 6: celebrating creativity use as a starting point community groups and centres and it is via this device that we will ensure that we listen to a range of different groups in the design, delivery and operation of the Borough of Culture year. In addition, we will use data from the soon to be published Race Equality Scorecard to ensure that we address the disparity experienced by BAME residents in accessing employment opportunities generally.

The Mayor's Equality, Diversity and Inclusion Strategy provides a clear framework of policy tools and drivers from which we can draw upon in the operational design and execution of our Borough of Culture. To ensure this has some basis in current practice we will need to conduct a baseline assessment of cultural participation in 2020. Our recent consultation exercise has shown that there is no difference between different groups in their desire to experience the benefits of cultural participation but it is incumbent upon the council to ensure that the ambitions in terms of reaching those with protected characteristics clearly set out in the eleven themes in section 6 are delivered upon.

In ensuring that we meet the needs of our diverse communities we will ensure that our marketing and communication channels are also tailored at reaching those who are usually excluded from participating in cultural activity and opportunities.

A majority of the eleven themes proposed in section 6 address very clearly themes of integration and promoting the value of all our communities by providing a means of experiencing other cultures and lifestyles from a position of equal value and recognition hence the focus on participation and capturing of resident narratives and histories in the design and execution of the themes.

Budget

Unapproved changes on 28/10/2019 by [REDACTED] [REDACTED]

Complete and upload the budget template

[REDACTED]

Outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in-kind support and indicate whether these are confirmed or to be expected.

RBG is proposing to use [REDACTED] (see page two final column in enclosed document) which is earmarked for Culture and Community use and is in the account currently for use as cash. In addition

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Upload match funding evidence

- 📎 S106_Cultural Strategy (and community)_191004.pdf
- 📎 Greenwich endorsements.pdf

Describe how your project delivers value for money

██████████ earmarked to be fundraised from charities and trusts in a similar manner to that proposed by Brent at a similar stage in the process. We believe that given the one off nature of the funding, its high profile and that many of the thematic projects are geared towards those with protected characteristics that there will be an appetite to provide support that is normally absent from projects with high central or recurring costs. ██████████ that this project is financially viable particularly given the fact that many of our thematic projects can be scaled upwards or downwards as required.

We will be exploring further the options for corporate sponsorship in the coming weeks. Our corporate have endorsed our application and fully understand that we will be approaching them for funding shortly.

In kind support will be offered by partners in terms of staff time and expertise particularly in the form of the design and delivery of models of evaluation and the apprenticeship scheme.

Risk

Unapproved changes on 28/10/2019 by █████ █████

Project Risk Rating

Overall Project Risk Rating

AMBER - Moderate risk level

Explanation of Risk Rating

The vast majority of the risks are manageable and can be controlled through actions by RBG and partners.

Project Risks

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	
Lack of cross party support	This risk relates to a possible lack of cross party support with regards to the perceived value of the Borough of Culture programme	Reputation	9 Significant	6 Moderate	Open	

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	
Lack of expertise in the thematic leads	This risk relates to a lack of programme delivery experience from some of theme creators	Capacity	9 Significant	4 Low	Open	
Inability to raise funds from Charities and Trusts	There is a risk that owing to latent demand for other frontline services that charities and trusts would be unwilling to fund the Borough of Culture as this is seen as subsidising the public sector.	Financial	9 Significant	2 Low	Open	
Ability to staff up for 2021	Given the short timescales and the fact that many people may be working on existing activity there is a programme risk in a delay to getting up to full staff strength for the central team.	Timescale Delivery	9 Significant	2 Low	Open	

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	
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Congestion in programme around the summer months	The precise dates of some of the thematic activity has yet to be discussed in detail. It could prove difficult as many outdoor events will want to be programmed during the drier months.	Capacity	6 Moderate	2 Low	Open	
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Project Issues

TITLE	DESCRIPTION OF ISSUES AND IMPACT	IMPACT LEVEL	STATUS	
Local Authority budget settlement volatile	This is an issue across many programmes in the public sector but it should be flagged as the lack of a three year budget settlement is a source of potential volatility and considerable uncertainty.	Amber - Moderate	Open	

Cultural Impact Awards

Unapproved changes on 28/10/2019 by [REDACTED] [REDACTED]

What is the need you are trying to address through this project and how will it create step change for your borough?

Theme: Connecting People; community cohesion

Artistic Director: [REDACTED]

The Turner Prize-winning artist Jeremy Deller is perhaps best known for making public art in unconventional settings. One of his most famous pieces, 'We're Here Because We're Here', was a moving and powerful memorial to the Battle of the Somme in which young men appeared, unannounced, in

stations and shopping centres across Britain dressed as First World War recruits. He also created, amongst numerous other works, The Battle of Orgreave: a re-enactment of the confrontation between police and pickets at the height of the miners strike as well as the documentary: 'Everybody In the Place - an incomplete history of Britain 1984 - 1992'.

Partner Organisations: Greenwich Dance (lead) in partnership potentially with other organisations within the Borough

RBG Priorities Addressed:

- increasing participation and equality in the creative industries with a focus on providing pathways into employment for under-represented groups
- fostering moments of joy in arts and culture;
- promoting community cohesion;
- promoting behaviour change in our drive to create an environmentally sustainable and ultimately carbon neutral borough.

Aim and Objectives

- To enable the voices of Greenwich residents to be heard through the artistic response and interpretation of artist Jeremy Deller
- To create a cultural experience for every-day people which aims to bring about change - of thinking, doing or both.

With this project Greenwich Dance propose to take the idea of 'communities coming together' (a theme identified in the public consultation) to the next level and use culture to harness the power of people to take action.

Greenwich Dance believe the work of Turner prize winning Jeremy Deller does this and propose to commission him - or rather have the people of Greenwich commission him - by giving him a brief to respond to the ideas and themes coming out of public consultation with one of his ground-breaking cultural experiences - a work that would be unique to Greenwich. He wouldn't be able to echo every idea, of course, but Greenwich Dance would like to offer him the many ideas that have been contributed and ask him to find something that resonates and inspires him. Much of his work uses people and so we would imagine these being a participatory experience of some kind which residents of Greenwich could be part of.

Fitting in with this and lightly curated to ensure consistency of narrative with the Poet in the City, 1000 voices and Digital Quilt - all of whom focus on the stories emanating out from the people of Greenwich.

Describe the project activity/activities

10. Borough narratives (Greenwich Dance with Jeremy Deller plus Poet in the City, Tramshed, Culture Access CIC and Avant Gardening)

Jeremy Deller will be commissioned to develop a project themed 'People' aimed to bring people together and increasing participation and engagement. Jeremy will create an experience which explores how a cultural experience might harness the power of people and make lasting and significant change. The decision to approach Jeremy Deller is based on the fact he is a South-London-born artist who created a powerful and moving shared experience in 'We're Here Because We're Here'. Whilst the model of his previous project will not be copied, and it would not interest him to do so, elements that intrigued Greenwich Dance include:

- The almost choreographic experience he created, with soldiers using signals to move them into various formations and cue song.
- The democracy of delivery - with a network of regional theatres having ownership of their section but also delivering against guidelines set by Deller
- The use of professional actors and students mixed with general public - and the way that the movement material and brief put them all on an even playing field so the distinctions between experienced and non-experienced became irrelevant (often intended by choreographers in community settings but sometimes hard to enact)
- The sophistication of the 'secret' marketing campaign and the focus on social media
- The impact of the work he creates - often encouraging people to see an issue or event from a new perspective

Poet in the City: A curated programme using poetry to amplify life on the high street in two key areas in Greenwich undergoing redevelopment: Woolwich and Plumstead Focusing on both daily life as well as the

Greenwich emerging redevelopment between and amongst existing on both day time as well as the night-time economy, the programme will capture and animate the rich heritage and diversity of people engaging with the high street. The project will include a series of immersive spoken word shows in bars entitled: Oi Barman!

Avant Gardening with Tramshed: People's History and 1000 voices - a project to record and catalogue voices from across the Greenwich community on a digital platform / Website to mark the year we were borough of culture. In effect this would create a digital resource for schools, communities and artists.

Digital Quilt by Culture Access: Building on the strong history of women's activism within the borough, disabled women will be taking photos of themselves with smart phones to (re)create identities of themselves with selfies. A photo journalist will document the women's process and create a short clip of self-explanatory video relating to their identities - as artists, as trade unionists, as activists, activists and journalists.

List the outputs and outcomes that you aim to achieve through this project

Legacy

Jeremy Deller is notorious for not creating objects - feeling instead that "we don't need more objects in the world". In this instance we want him to create not a thing, but an experience - one which we hope will firstly showcase to the public how their ideas have been listened to and acted upon and second that hearts and minds are potentially changed. If nothing else we want the residents of Greenwich to feel proud that it has been they, with their ideas and suggestions, that have commissioned and inspired an artist of Jeremy's calibre.

The profile Jeremy Deller would offer would enable media interest to include documentaries, books, podcasts etc depending on the nature and scale of the commission.

How will you monitor and evaluate the success of this project?

We expect the profile of Greenwich and the concept of the Borough of Culture to increase as well as the connectivity that participants will feel to each other and the art work produced.

Describe how this project will be well managed

This project will require considerable support in reaching out to as wide a cross section of Greenwich residents as possible. The precise methodology will be identified once the artist has begun the process of review of the existing consultation output. At each stage prior to the spending of we will need to establish a threshold for a creative gateway to allow the project to proceed to the next stage. This way we ensure minimal waste as the creative process evolves.

Data Protection and FoIA

Unapproved changes on 28/08/2019 by [REDACTED] [REDACTED]

Have you read the GLA Data Protection and Freedom of Information (FoIA) statements in this guidance and GLA policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the FoIA 2000?

yes

Should we treat any financial information provided in the 'Budget' section of the application, as commercially sensitive information for the purposes of FoIA?

yes

Are there other specific pieces of information in your application which you consider to be exempt information for the purposes of FoIA?

yes

Provide details on the information you consider to be sensitive or not suitable for publication, and the reasons why you believe this to be the case

Details of matched funding may need to be exempt from publication until after shortlisting and/or specific approval is given for publication.

Can we keep you informed of our work?

yes

Can we pass your contact details to organisers of marketing activities, conferences and training events?

yes

OUTCOMES AND OUTPUTS

Please complete the below template to outline your project's priority outcomes, outputs and measurable indicators. Examples can be found in the sample template in the application guidance notes.

Programme outcome	Project outcome	Outputs	Measurable indicator	Baseline
Step change, practice and partnership				
A. Culture and creativity become embedded across Borough policy and strategy and become an integral part of life in the Borough	Culture valued as a key channel/tool in major initiatives from regeneration to adults/children's commissioning.	Cultural strategy and action plan produced with a model offering quantifiable social and economic impact analysis.	Social and economic value attributable to cultural goals and activities outwith the host department.	Culture prioritised in corporate plan but generally associated with specific capital projects.
B. Delivery models and practice are involving and empowering for Boroughs, partners, residents and communities	Co-production and collaboration between established institutions in the World Heritage Site (WHS) and the rest of the borough	Increase in coproduced projects such as between community groups and RMG, ORNC and others.	Three projects delivered.	Current programmes in schools but opportunity to work with community centres and groups.
C. New or developed partnerships enable Boroughs to fulfil their ambitions	New partnership to support accredited apprenticeship cultural leaders scheme	Well resourced apprenticeship scheme that results in increased employability	10 level 3 accredited cultural apprenticeships delivered lasting 15 months	No cultural apprenticeships formally in place
Delivery:				
D. Increased resilience of the creative and cultural sector	Stronger sector, able to support new ideas and beginning to operate beyond the borough.	Reduced reliance on single sources of income	- Accounts - Range of funding sources	Obtained from qualitative analysis of RBG funded organisations

E. Increased cultural engagement and creativity across a diversity of the Borough population	Increased opportunities for diverse groups to devise and take part in cultural programmes	Increased diverse engagement evidenced across all projects	- Audiences and volunteers reflect the diversity of the borough - Case studies	Currently measured in a non-standardised way
F. Improved social integration, social cohesion, and/or collective efficacy across the Borough	Evidence of different communities working together	Programmes providing opportunities for social integration	11 theme programmes supporting social cohesion and integration	Questions in 2020 resident survey and comparison with 2016 survey
G. Increased number of 'active citizens' operating within communities	Emergence of new active citizens able to drive the cultural and creative agenda locally	Increase in volunteering/active citizenship	1000 new volunteers across the year	Identify current number in year before LBoC
H. Improved health and wellbeing for individuals and communities	Evidence of programmes reducing youth violence	Two specific programmes designed to address this issue	Case studies and testimony	Annual comparison with commentary
I. Improved perception of Borough as a cultural destination	Visitors stay longer in the borough and see more than World Heritage Site	Increase in visitor numbers and increase in overnight stays	STEAM indicators show 20 per cent increase from 2018 baseline to 23m visitors by end 2022/23	19.19m visits (2018)
J. Economic impact for the local area	Borough of Culture delivers multiple of investment in GVA terms	Increase in GVA Increase spend per person	STEAM indicators show 20 per cent increase from 2018 baseline by end 2022/23	£1.44bn (2018)

Contact

Telephone

Facsimile

Email

royalgreenwich.gov.uk



To whom it may concern

Communities and Environment

The Woolwich Centre
35 Wellington Street
Woolwich, London
SE18 6HQ

28 October 2019

Main number 020 8854 8888

cc.

Textphone

RE: Royal Borough of Greenwich Borough of Culture bid 2021

We are writing to confirm our assent to the submission of the budget appended at section 10 of the online application form for consideration to be awarded London Borough of Culture for 2021 or 2023.

Yours faithfully,

Cllr Danny Thorpe
Leader of the Council

Debbie Warren
Chief Executive

Damon Cook
Director of Finance



Reference: Greenwich bid for London Borough of Culture

25th October 2019.

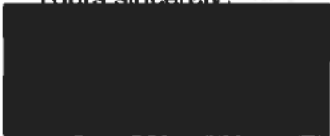
To Whom it May Concern

I represent the Hoteliers of Greenwich and we are writing to support the Borough of Culture bid for 2021.

The Royal Borough of Greenwich has so much to offer its residents and visitors alike and we are very excited about the prospect of showcasing our wonderful borough in a new way. Should we be successful, we stand ready to support the delivery of the Borough of Culture either through programming content, in-kind support or via direct or match funding.

We will be discussing the nature of our specific contribution in November.

Yours sincerely,


General Manager

DOUBLETREE BY HILTON LONDON GREENWICH
Catherine Grove, Greenwich, London, SE10 8FR United Kingdom T +44 (0)20 8469 4440 F +44 (0)20 8469 4450
londongreenwich.doubletreebyhilton.com



24 October 2019

To Whom It May Concern

Greenwich bid for London Capital of Culture

Greenwich is unique in being the only borough with a world heritage site and, as Royal Museums Greenwich we are delighted to support Greenwich's bid for Borough of Culture 2021. We aim to break down the barriers both to entering the magnificent buildings we look after and enable residents who do not usually benefit from engagement with the stories we tell through the objects in our Collections to participate and enjoy what is on their doorstep. We have offered some of the most marginalised groups in the borough the opportunity to come and 'take over' the National Maritime Museum, to tell stories from their own perspectives. Alongside this we wish to build on the idea of a pop up museum we trialled extremely successfully in Lewisham Shopping Centre a couple of years ago. Such pop ups could be placed in the most forlorn high streets in the borough so as to take the Museum to the residents, create meaning and dialogue and relevance to those who are so near but culturally so far.

The Royal Borough of Greenwich has so much to offer its residents and visitors alike and we are very excited about the prospect of showcasing our wonderful Borough in a new way. Should we be successful we stand ready to support the delivery of the Borough of Culture through programming content, in-kind support and the provision of huge.

We will be discussing the nature of our specific contribution in November.

Yours sincerely



Director



To whom it may concern

23 October 2019

ROYAL BOROUGH OF GREENWICH: LONDON BOROUGH OF CULTURE BID

As Chief Executive of the new creative district opening in Woolwich late next year, I am writing to express my great support for Royal Greenwich's bid to be London's Borough of Culture in 2021.

I have been working on the Woolwich Works project for the past nine months, and over that time I have been lucky to have met a significant and diverse group of local creatives, all of whom have surprised, inspired and excited me. To many, Greenwich is known only for its historic town centre – the home of the Cutty Sark, Royal Park, wonderful museums and the meridian line. But Greenwich as a borough is much more than this; and whilst areas such as Plumstead, Woolwich, Eltham and Thamesmead may not have the affluence of maritime Greenwich, they are hugely rich in heart, soul and creativity.

It is my job, over the years ahead, to enable people across the borough and beyond to unlock that creativity. At a time when local authorities and communities alike are facing huge financial pressures and the arts and culture are increasingly under threat, the Royal Borough of Greenwich's visionary commitment to Woolwich Works marks a vote of confidence and investment not only in the creative industries, but in people. Everyone involved in this project is united in their belief that the arts, culture and creative industries can drive change, create ambition and aspiration, foster innovation and imagination, and create pathways to employment and enrichment that ultimately build better communities.

I believe that that same belief and passion underpins the Borough of Culture initiative. It is no coincidence that the council is bidding for the title at the same time as making a significant investment in the borough's cultural infrastructure; there is a one-off opportunity to make something amazing together, the reach and impact of which would likely be unprecedented. If we are successful, I, and my organisation, will give the council our full support in delivering, driving and programming a Borough of Culture that breaks the mould, and sets a new standard. Moreover, we will give our all to enabling everybody in the borough to participate, collaborate, and realise their creative potential.

This is the time for Greenwich. Please support our bid.

Yours faithfully,



Chief Executive

Woolwich Creative District Trust
9-11 Gunnery Terrace, Royal Arsenal Riverside,
London SE18 6SW



Woolwich Creative District Trust is a Company Limited by Guarantee
Registered in England and Wales with Registered Number 11369859
Registered office The Woolwich Centre, Wellington Street, London,
United Kingdom, SE18 6HQ

Leader of the Council
Mr Danny Thorpe
Town Hall
Wellington Street
Woolwich
SE18 6PW



24th October 2019

Dear Councillor Thorpe,

We are proud to support the Royal Borough of Greenwich's bid to become the 2021 Borough of Culture.

London South East Colleges' relationship with Greenwich runs deep, beginning in 1990 when the College gained 'Associate College' status with Thames Polytechnic, the former name of the University of Greenwich, and later providing degrees accredited by the University from 1993.

Our prior relationship and expertise meant that the College was approached by the FE Skills Commissioner in early 2015, with the proposal to merge with the Greenwich Community College, which had just received an inadequate Ofsted inspection. London South East Colleges (then Bromley College of Further and Higher Education) was unanimously voted by the Greenwich Community College Board as the merger partner of choice. Since then we have worked tirelessly with the Royal Borough of Greenwich to transform the new campus, establishing a new effective leadership model which has improved the old Greenwich Community College's Ofsted rating from 'inadequate' in 2014 to 'good' in 2019.

The Royal Borough of Greenwich is a highly active member of our Creative and Cultural Skills Board, supporting us to deliver a curriculum that supports the development of the Borough's cultural identity. The Royal Borough of Greenwich has so much to offer its residents and visitors alike and we are very excited about the prospect of showcasing the wonderful borough in a new way. Should we be successful, we stand ready to support the delivery of the Borough of Culture by providing the skills local residents need to increase engagement within the creative and cultural industry, transforming the Royal Borough's reputation as a cultural destination.

We are fully committed to supporting the growth and development of the Royal Borough, having recently collaborated with the Royal Borough to provide the Destination Management Plan in 2019. The report showed how Greenwich's 16,000-job tourism sector will grow by 3.9% by 2023 and how this growth included a commitment to skills development.

Group Principal and CEO: [REDACTED] t: 020 3954 4000 w: LSEC.ac.uk



INVESTORS
IN PEOPLE



London South East Colleges is the trading name of Bromley College of Further and Higher Education.



LONDON SOUTH EAST COLLEGES

We look forward to continuing our collaborative work with the Royal Borough, in particular through our £24 million redevelopment of our Greenwich Campus on Plumstead Road. The new campus will provide digital and tech-based skills to further enhance the Royal Borough's tourism sector and provide more assessable pathways into further and higher education.

We are incredibly grateful for all the support we've received from the Royal Borough and look forward to working together to further embed culture and creativity across Greenwich.

More details on our specific contribution will be discussed in November.

Yours Sincerely,



Group Principal and CEO

Group Principal and CEO

t: 020 3954 4000 w: LSEC.ac.uk



LONDON &
SOUTH EAST
EDUCATION
GROUP



INVESTORS
IN PEOPLE



London South East Colleges is the trading name of Bromley College of Further and Higher Education.



To Whom It May Concern,

Please accept this letter from The O2 in support of our friends at the Royal Borough of Greenwich in their Borough of Culture bid for 2021.

When it comes to culture, the Royal Borough of Greenwich is unrivalled with its historical sites, iconic buildings, leading attractions, beautiful parks and everything in between, including the world's most popular music, leisure and entertainment venue - all providing a variety of spaces and experiences for visitors to explore.

The businesses within this borough work extremely well together offering its residents and visitors the very best opportunities and we are thrilled with the prospect of showing what we have to the world as part of this bid.

Should this bid be successful, we are committed to working alongside the Royal Borough of Greenwich in continuing to deliver what will be an unforgettable experience for visitors.

Yours sincerely,

VP & General Manager, The O2

OPEN PROJECT SYSTEM

LB Hammersmith & Fulham Borough of
Culture Bid

Status: Submitted

Project summary report

Project ID: **P16012**London Borough of
Culture 2021/23London Borough of Culture
2021/23

Project Details

Unapproved changes on 08/10/2019 by 

Project title

LB Hammersmith & Fulham Borough of Culture Bid

Bidding arrangement

LBHF (Borough of Culture Bid)

Organisation name

LBHF (Borough of Culture Bid)

Programme selected

London Borough of Culture 2021/23

Project type selected

London Borough of Culture 2021/23

General Information

Unapproved changes on 16/10/2019 by 

Name of Borough

Hammersmith & Fulham

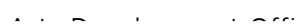
Borough address

3 Shortlands, Hammersmith London W6 3DA

Name of contact person



Position held



Arts Development Officer

Directorate

Economy

Department/Business Unit

Economy

Telephone number

[REDACTED]

E-mail address

[REDACTED]lbhf.gov.uk

Contact with us

Unapproved changes on 16/10/2019 by [REDACTED]

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

yes

Tell us their name(s) and which team(s) they work in

[REDACTED]

Borough Engagement Officer

Culture and Creative industries

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

no

Project Overview

Unapproved changes on 28/10/2019 by [REDACTED]

State if you are applying to be the London Borough of Culture in:

Either 2021 or 2023

How much funding are you applying for from the GLA in this application? (£)

1350000

How much will your programme cost in total? (£)

1835000

Provide a summary of the proposed programme

Our bid to be London Borough of Culture is a year-long music programme: Sounds Like Hammersmith and Fulham. It encompasses participation, skills development and public performance. This ambitious programme celebrates the diverse traditions of the borough, brings together communities and creates employment opportunities for young people.

The Sounds Like Hammersmith and Fulham programme evolves in four stages:

The Sounds Like Hammersmith and Fulham programme evolves in four stages:

1. A music development programme for young people, led by professionals, in performance, technical skills and programming
 2. An open design competition to create temporary, eco-friendly music pavilions and an amphitheatre, hosting workshops and public performances
 3. A three-week festival on Shepherds Bush Green in July, programmed and managed by young people from the music development programme
 4. Relocation of the pavilions to our five focus areas, creating new community arts hubs and leading to a winter festival in the amphitheatre on Shepherds Bush Green, designed and delivered by our new Pavilion Producers.
-

Making an impact

Unapproved changes on 28/10/2019 by [REDACTED]

Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award.

Hammersmith and Fulham is a borough of contrasts, of wealth and deprivation, of striking environments and protected heritage. A borough rich in performing arts, with special strengths in the music industry - major and indie record labels, management, publishing and music venues are all located here. We have a history of movements from arts and craft to radical press, and we are home to London's next tech powerhouse.

Our London Borough of Culture programme - Sounds Like Hammersmith and Fulham - will be the springboard for a ten-year programme of cultural development in the borough. Our focus for LBoC is young people, creating the opportunity for long-term change through so-cial integration and countering knife crime through innovative arts and cultural provision. It will be a catalyst for change, providing opportunities to foster and facilitate collaboration between people of all ages, backgrounds and abilities.

With a population 185,000 (2018), LBHF is the country's 8th most densely populated ar-ea. The population of the borough is relatively young and ethnically diverse: 45% is be-tween the ages of 20 and 40 which is significantly higher than in London overall (32%) and the rest of the country (27%).

Our residents demonstrate their hunger for culture with 70% attending an event, perfor-mance or festival in the last 12 months with similar figures for museum or gallery attend-ance; 49% spent time taking part in a creative, artistic, theatrical, music or dance activity or a craft.

However, there are significant pockets of deprivation, particularly in the north of the bor-ough. Eight (7%) of the borough's Lower Super Output Areas (Office of National Statistics-identified local neighbourhoods of about 700 households) are within the top 10% most de-prived nationally.

GLA 2015 projections state that 61% of residents are other than white British and the main ethnic minorities identified are Black African (5.8%), mixed (5.5%), other Asian (4%) and Black Caribbean (3.9%). The proportion of White Irish residents as a percentage of the total population (3.5%) is the third highest of any local authority in England & Wales. H&F is also home to national cultural centres for the Indian, Irish, Polish and Iranian community.

Contributors to the borough's Arts Commission confirmed a picture of a strong performing arts offer, with major activity revolving around four anchor institutions: The Bush, Apollo, Bush Hall and the Lyric Theatre. Riverside Studios augments this with its iconic music herit-age.

Within the Lyric are nine resident companies. All the venues present a balance between in-novation and popularity in their programmes. The Arts Commission found that there is par-ticipatory and community arts taking place across the borough through schools, hospitals, libraries, museums, parks, artist studio and youth clubs. More widely there are a number of independent charities offering arts activities for children and young people in the Borough.

There are festivals, formal and informal, with JOY Festival seen as a marker of the cultural sector in the borough, having a progressive commitment to disability and accessibility. H&F Arts Fest is now a well-established fixture, its annual summer arts festival highlighting the diversity of creative groups and artists in the borough.

Meanwhile Feastival, a celebration of cultural diversity using food as a medium and which brings together people to share cultural experiences and strengthen community cohesion, was attended by 18000 in 2019.

We want Hammersmith and Fulham to become the best place to live and work in Europe, embracing future and making sure no-one left out in the sharing.

The LBHF Local Plan highlights strategies for future success that we have embraced in the bid for London Borough of Culture:

- training the next generation;
- making the best public open space and quality architecture;
- building on a thriving arts and culture scene, accessible to all local residents.

Sustainability is key.

Our ambition is to support a thriving culture of independent artists and arts organisations in the borough. Appropriate and on-going support, access to networks, and brokering services are also priorities, to act as a longer-term driver for regeneration in those parts of the bor-ough that need it most.

There are some commonly held perceptions about the social issues the Borough faces. An-ecdotal people think that issues like knife crime, gang violence, literacy rates amongst immigrant communities, and homelessness are some of the biggest issues faced by Ham-mersmith and Fulham. These social challenges are amplified by the media (both main-stream and social) and contribute to the impression of a West London borough defined by a narrow range of issues. We will use our LBoC programme to change this perception.

We have begun to identify a range of arts and cultural provision across the borough that aims for social impact. Some of this is very focused on a specific community or issue, while the larger and regularly funded organisations deliver a broader range of social impacts through their programmes.

Interviewees for the Arts Commission have reflected that this work could be better funded, longer-term, and that a more robust and sustainable ecology could be created which inte-grates new and existing activity. There is a desire amongst providers of arts and culture in the borough for a more coordinated and networked set of opportunities, and these desires – for support for greater connectivity – through those seeking to have a social impact through their work.

To achieve this we will:

- invest to broker and build stronger relationships across the cultural sector in the borough
- invest in the opportunity of London Borough of Culture to galvanise local arts and cultural practice around a coordinated proposition

With highest priority going to:

- Well-resourced grassroots/ diverse-led/ community-led initiatives
- High quality and ambitious community/participatory arts projects
- Accessible and inclusive arts hubs belonging to the people that live in the borough
- Cross sector exchanges between local arts and health, social, education services

London Borough of Culture is an opportunity for us to create a stronger link between ‘bot-tom-up’ and ‘top-down’ arts and culture through a year-long celebration in the borough. Our LBoC programme is bold, distinctive, more ambitious and demonstrably matching the rhetoric of the Arts Strategy. It will drive

momentum for our ten-year programme of cultural development in the borough.

It is linked to borough's core objectives of

- sustainable communities
- regeneration
- support the tackling of crime and anti-social behaviour by enhancing amenities and quality of life, characterised by a strong sense of place
- delivering social inclusion
- providing the best start for younger people

Explain how becoming the London Borough of Culture in 2021 or 2023 will help you achieve your ambitions and create long term change

LBHF will demonstrate real potential to use culture to deliver against wider council objectives, to embed culture in local policy and make a lasting change in the lives of residents in the borough and beyond.

To support this creation of long-term change, the London Borough of Culture programme - Sounds Like Hammersmith and Fulham - will be the springboard for a ten-year programme of cultural development in the borough, encompassing Music, Dance, Theatre, Film and Digital and Visual Arts.

It will shine a spotlight on the amazing creative work that is happening under the radar and in everyday settings, as well as celebrate people's creativity through larger events, providing high profile media impact.

Culture will become more embedded in the borough as a result of being the London Borough of Culture. This will be expressed in a number of ways, including (but not limited to)

- further financial commitment to culture
- culture embedded in policy/strategy
- new models for delivering culture, new partnerships
- specific long-term impacts for residents

Improving social integration helps to build meaningful and lasting relationships with one another. It involves supporting people to be active in their communities and to be influential in the decisions that affect them. It also means reducing barriers and inequalities, so that Londoners can relate to each other as equals.

The current Hammersmith and Fulham Joint Health and Wellbeing Strategy identifies the following four priorities:

1. Enabling good mental health for all
2. Supporting children, young people and families to have the best possible start in life
3. Addressing the rising tide of long-term conditions
4. Delivering a high quality and sustainable health and social care system.

These are H&F's priority areas for budget commitments in a climate rendered volatile by Brexit uncertainties. It is recognised at LBHF that arts and cultural activity that contributes positively to these issues has a strong case for support.

To recap, our London Borough of Culture programme - Sounds Like Hammersmith and Fulham - is the first stage in a ten-year programme of cultural development across the borough.

Sounds Like Hammersmith and Fulham's focus is young people, creating the opportunity for long-term change through social integration and countering knife crime. The music sector is well represented in the borough and presents potential employment opportunities for programme graduates.

From 2021 to 2031 the creative and physical infrastructure of the borough will be enhanced so that more opportunities are created for the lives of its residents to be enriched through making art and taking part in cultural activities.

Creative industries activity will be boosted and jobs in the cultural sector created by an art form-led development programme.

development programme.

2021 - 2022 Music The Green Pavilions and Winter on the Green festivals and the creation of learning and industry placement opportunities for young people

2023 - 2024 Dance An inaugural Hammersmith & Fulham Dance Festival and the first stages in the development of a dance house for the borough

2025 - 2026 Theatre A community production jointly produced by leading theatres in the borough

2027 - 2028 Film & digital In partnership with Riverside Studios and exploiting state of the art film, TV and digital facilities in its new building

2029 - 2030 Visual Arts Launching a H&F biennale and establishing a permanent home for the borough's unique collection of works by Pre- Raphaelite artists

The incremental process evolved for the Sounds Like Hammersmith and Fulham LBoC pro-gramme will create a developmental model for the subsequent art form programmes making the ten-year journey.

The programme will be delivered by a newly enhanced culture team, working together with the council's economy and planning departments and in partnership with public and private sector organisations and businesses across the borough.

The programme will be led by a new community-led Arts Commission, made up of residents, volunteers, experts and local arts organisations, it will aim to build on the success of the council's Arts Strategy with recommendations to further boost the borough's arts scene so all residents regardless of their background can get involved.

The Arts Commission is part of H&F's commitment to do things with residents, rather than to them, and involve residents directly in shaping services and opportunities in the borough. It is the vehicle to channel large scale community engagement in the Arts.

The Commission's objectives are:

- To create arts and cultural recommendations that will help shape the cultural experience, ecology and impact in Hammersmith and Fulham for years to come.
- To understand the crucial questions we need to ask in order to explore arts and culture in the borough.
- To understand the particular contexts within Hammersmith and Fulham and how they inform opportunities for the future.
- To bring a broad range of expertise to questions about arts and culture through the commission.
- To gather evidence through primary and secondary research so that we can have an informed debate.
- To produce a set of recommendations for the borough.

Celebrating creativity

Unapproved changes on 28/10/2019 by [REDACTED]

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will deliver against the need and catalyst for change that you have outlined in Making an Impact.

Sounds Like Hammersmith and Fulham is a year-long programme which will engage young people aged 14-25 in music creation, producing and programming of public events bringing together the borough's communities as audiences and participants. It is the springboard for an ambitious ten-year programme of cultural and capital development in Hammersmith and Fulham.

Events throughout the year will include summer and winter outdoor festivals on Shepherds Bush Green attracting audiences from across the borough and beyond.

The programme is underpinned by an initiative enabling 250 young people from five focus areas to take

The programme is underpinned by an initiative engaging 200 young people from five focus areas to take part in a three-month training programme in music performance, event support (technical and crewing) and programming.

The focus is young people - particularly from BAME backgrounds and groups often excluded from arts participation - social integration and countering the knife crime problem in the borough.

Our training programme partner is White City based social enterprise HQL, an artist-run non-profit which works with owners of vacant buildings to provide long term facilities to visual and recording artists.

The five regeneration/opportunity focus areas identified by the borough are:

- Old Oak and Park Royal
- White City
- Hammersmith Town Centre
- Fulham (including Earls Court and West Kensington)
- South Fulham Riverside

Programme participants will be recruited in consultation with partner youth and community organisations in the focus areas and coordinated and managed by HQL.

Young people emerging from the programme will become the team of performers, crew and programmers who design and deliver a summer music festival on Shepherds Bush Green.

The festival site - a 'pop-up Glastonbury' - consists of five pavilions, commissioned through open competition and created using sustainable materials. They will house workshop and performance events during the festival. They are constructed to interlock with a larger, wooded amphitheatre (see illustration) which will remain on the Green as a legacy of the project.

Performances and events during the three-week festival on the Green will involve our young musicians and crew working alongside professional and community artists and groups. We will use our contacts with music corporates based here to ensure the participation of some emerging and established headline artists to make the programme broadly appealing to a London-wide audience.

After the summer festival the pavilions are detached from the amphitheatre and welcomed to a community space in each of the focus areas, becoming the centre for activity programmed with local people by a graduate from the music training. Through the autumn an intergenerational, multi-disciplinary event is created to be performed at the winter festival, back in the amphitheatre on the Green, in the midst of a Christmas market.

The music coordinators ('Pavilion Producers') are openly recruited and employed on a temporary contract. The contracts are sponsored by music industry companies based here and include internship opportunities in those companies.

Our Sounds Like Hammersmith and Fulham programme has four development stages:

Stage 1: A music making and producing programme for young people

Through an integrated three-month programme led by HQL, up to 50 young people from each of the focus areas will access training and professional development opportunities, resulting in an optional progression route into the industry. The development programme will also make provision for young people who are interested in working in the music industry in support roles, such as production, crew or technicians.

Learning activity will be programmed between 4pm and 6pm on weekdays - the period during which most incidences of anti-social behaviour, predominantly knife crime, is reported. This is also the period during which many young people are without adult supervision or support and most vulnerable to anti-social influence.

Our young participants will be identified with the help of community partners including Key For Life, Tri-Borough Music Hub, Music Musika, Bush Hall and LAMDA. Recruitment will be through open call and selection made through participatory workshops 'donated' by companies and organisations based in the

borough.

Bursaries will be available to individuals with specific support and access needs and/or require help with travel to workshops.

At the conclusion of the programme up to 250 young people will have gained real-life experience of music production and performance and we will have:

- up to 100 young musicians ready to perform at the summer festival
- up to 30 young production staff ready to support and produce the festival
- up to 10 young producers ready to work with the creative director to programme the festival

There is then an opportunity for five young people from the programme to become paid music coordinators for stage 4 of the programme, to create an intergenerational project and to gain experience in a professional music environment.

Stage 2: An architectural competition - the music pavilions

During 2020 we will announce a professional architecture competition to create five distinctive temporary pavilions and a wooden amphitheatre for Shepherd's Bush Green.

The pavilions - designed to accommodate music workshops and small-scale performances - will be created by the winning architects in collaboration with communities in the five focus areas and the design will reflect distinctive cultural elements of the neighbourhood. The pavilions will 'interlock' with the amphitheatre so that the six structures are both inter-dependent and stand-alone.

This commissioning project will be led by our in-kind partners Camu & Morrison Architects who are confident they can enlist other practices here to supply expertise pro bono as part of CSR programmes and as professional development opportunities for team members.

A senior architect will be invited to act as creative director for the site, ensuring design coherence and safety compliance and mentoring professionals and community members involved in the design process.

The pavilions will be constructed using innovative technology and from sustainable materials sourced from local suppliers.

The pavilions will be sited on Shepherd's Bush Green for three weeks in July for the Green Pavilions Festival (see Stage 3) and we will ask larger business operating on or near the Green to part-sponsor them for naming rights. We will seek a single sponsor for the amphitheatre which will remain there afterwards, providing the focus for the winter event in December and beyond.

Stage 3: The Green Pavilions Festival, July 2021

A three-week summer music festival in July 2021 brings together the first two stages of our programme, invites public engagement on a larger scale, and provides the launch point for stage 4 and the legacy of Borough of Culture.

Using our contacts at local music industry companies - such as Warner Music, Prestige Management and Universal - we will invite collaboration on the festival and ensure participation of a range of artists and genres. We will create a prospectus for the event, inviting music companies to sponsor festival days, weekends or single events.

The producing team emerging from the HQI training will work closely with our Creative Director to programme a mix of community and professional work, profiling diverse musical expression from across the borough and spotlighting emerging talent that has come through the development programme and local music companies.

To ensure an accessible and inviting festival site the A40 (north side) of the Green will be temporarily closed and we will utilise the considerable expertise in managing outdoor events at LBHF, and available

resources in the economy and planning teams, to design and manage the site and its surrounding area. Through our network we will access extensive experience of managing festival sites and delivering the essential safety, sanitary and hospitality elements.

We will work with cultural and community spaces adjacent to the Green - such as the Bush Theatre, Bush Hall, O2 and Shepherds Bush Library - to ensure their engagement with the festival and on a programme of 'fringe' events.

For three weeks in July the Green Pavilions will be the focus of cultural life in Hammer-smith and Fulham and we expect to attract more than 200,000 visitors to the event from across London and beyond.

Stage 4: Pavilion Producers, Community Programming and a Winter Festival

Following the summer festival, the pavilions will be moved to pre-determined sites representing natural gathering places within the five focus areas, becoming recording studios, performance and creative workspaces.

The pavilions become the locus for collaboration and community across previously disconnected geographic locations, each providing a different set of facilities, to encourage movement between the sites. Where our focus in the first stages of Sounds Like Hammer-smith and Fulham has been on training young people, it now expands to foster and facilitate collaboration between people of all ages, backgrounds and abilities.

Through an open recruitment process, five young people emerging from the music training will be appointed music coordinators, with each based in the focus area from which they originally joined the programme. Their six-month fixed-term contracts (August 2021 - February 2022) will be supported by music companies we worked with on the summer festival, providing them with internships and other development opportunities through their participation.

Throughout the autumn our Pavilion Producers will deliver a programme of activity with and for the local community and resulting in a performance contribution to the Green in Winter event in December 2021.

Created in partnership with U&I the owners of Shepherd's Bush Market, the Green in Winter it will be a two-week festival of live performance set on the wooden amphitheatre in the middle of a bustling Christmas market attracting more than 35,000 people.* It is the culmination of our Borough of Culture year but a seasonal and celebratory start to our ten-year culture capital programme for Hammersmith and Fulham.

*Shepherd's Bush Market footfall December 2018 33,300

Outcomes and Outputs

Unapproved changes on 28/10/2019 by [REDACTED]

Complete and upload the outcomes and outputs table

■ Section 7 - outcomes&outputs.docx

If there are other outcomes that you want to see realised through your creative programme, outline them below

-

Monitoring and Evaluation

Unapproved changes on 28/10/2019 by [REDACTED]

Tell us how you will monitor and evaluate your project, including how you will measure your success against your project outcomes

We will commission an independent evaluator to create a bespoke evaluation framework for the programme. This will identify how the project has met its aims, and the metrics, data and information to be gathered to help measure whether our outcomes and impacts have been achieved. A focus on softer but essential indicators such as the positive impact the programme has on individuals such as well-being, social isolation and loneliness will be included.

Reflective practice and evaluating impact will be key so that we can continuously assess whether the programme is meeting the needs of our communities.

We will make sure mechanisms are in place to ensure the integrity of the information collected. For example, we will work with industry leader, Attitude Is Everything, on ensuring that the summer and winter festivals are fully accessible to deaf and disabled participants and audiences.

Collection methodology will also be designed to enable accessibility (enabling diverse voices to be heard), such as interviews/photography/film.

Ongoing consultation with our communities and other stakeholders will ensure the programme continues to meet its original aims and vision.

Information collected to measure outputs and outcomes will be mapped against our key programme ambitions.

In evaluating the impact of our programme we will utilise a range of qualitative and quantitative techniques, data and feedback. This will include:

- Gathering info on the participants - age, ethnic origin, gender, sexual orientation & disability to measure the reach of the reach & diversity of attendees
- A baseline survey for partners and participants at the beginning and close of the programme, enabling us to measure the change in their responses
- Using 'Slido' assistive technology to enhance communication and increase interaction at events, enabling engagement of audiences with live polls and the capture of valuable event data
- Capturing the engagement of the participants with the music development programme content
- An analysis of social media content and commentary on social media channels
- Peer reviews
- Carrying out case studies of a cross-section of partner organisations
- Audience reception responses to the artistic programme
- Analysis of media coverage received, including readership, audiences and reach.

Deliverability

Unapproved changes on 28/10/2019 by [REDACTED]

Describe how the project will be well managed

At Hammersmith and Fulham, we are committed to delivering a robust and sustainable arts proposition. Our LBoC year is the springboard for a ten-year programme of cultural de-velopment across the borough.

We recognise that there are systems we must install within the organisation, both imme-diately and longer-term, to realise our aspirations and our goals. This bid is for LBoC in 2021 or 2023 and we have already started on the implementation of these plans to ensure we are able to deliver our proposals.

Good Project Management

In terms of current resources within LBHF, the Strategic Director for the Economy is leading a team of specialist consultants, staff within LBHF and partner organisations. This team has successfully delivered two of the four projects from our last submission for the London Borough of Culture: the Hammersmith Festival and the Comedy Fringe Festival. Both demonstrated exceptional overall and programme management. Festival had ten local partner organisations, attracting over 18,000 visitors and Shepherd's Bush Comedy Fringe involved a plethora of local producers across seven venues and organisations.

This demonstrates a wealth of local knowledge and experience already in place but we need to enhance the team at Hammersmith and Fulham to complement the dedicated spe-cialist team which will be in place for the delivery of the London Borough of Culture pro-gramme.

Over the next six months we intend to recruit a dedicated arts and culture team within the borough to complement existing capacity. The building of robust objectives, role descrip-tions and recruitment criteria for these posts is paramount.

Our team at LBHF will consist of:

- Head of Culture
- Arts Development manager
- Events Officers x 2 (already in post)
- Arts officer x 2 (1 already in post)

For our London Borough of Culture programme, Sounds Like Hammersmith and Fulham, we will recruit a dedicated delivery team, headed by Creative Director and Executive Directors with track records in delivering major public cultural programmes at a senior level and re-porting in to the Head of Culture.

They will be supported by a team of specialised staff who will provide the capacity and skills needed to deliver Sounds Like Hammersmith and Fulham with our partners:

- Project Manager (Operations & Finance)
- Production/Technical Manager
- Coordinator (engagement, artist & community liaison, administration)
- Development Manager (fundraising)

The LBHF team will work in partnership with the specialist team to ensure the seamless delivery of high-quality work streams. Additionally, there is cross departmental support for cultural activities, including events and production teams.

Our organisational development proposal will expand our current capacity and embed the new Borough of Culture team into the proposed future structure, ensuring a seamless tran-sition.

This will ensure that we have the capacity required to deliver the LBOC bid and that we pro-vide future sustainability.

Exemplary partnership working

We recognise that the most effective arts and culture teams within local authorities are enabling, supporting and convening. It is clear that in order to deliver our LBoC programme and longer-term cultural vision for the borough we need to invest further in our networks and relationships, and support others to network and work collaboratively across the bor-ough.

We will:

- Create regular opportunities for partner organisations to connect with us and share ambitions, impacts,

challenges and requests

- Provide support to artists, cultural leaders and community groups to enable them to grow and build resilience and impact
- Support (or initiate where non-existent) artform specific and place specific networks
- Deepen our connections with community groups across the borough so that we better understand their needs and can support them in accessing those

Outcomes:

- Stronger intelligence within the borough of community and resident needs and challenges
- Stronger relationships with cultural and community leaders across the borough
- More collegiate culture with stakeholders
- Greater community buy in for borough initiatives
- More alignment from cultural organisations to the boroughs cultural vision
- Clear set of needs and opportunities for developers to support (through S106 etc).

Long-term approach

We know we need to do more than describe a vision for the successful delivery of our Borough of Culture programme. We need to create the conditions for that vision to be inevitable.

To realise our aspirations for culture in the borough we need more than vision – we also need make resources available and leverage borough assets to attract additional support and investment.

We are committed to ring-fencing dedicated resources to support and enable cultural transformation on the basis that after this initial injection of council cash we will have created an ecology where the borough and its cultural organisations are attracting dramatically greater levels of resources to their plans and aspirations.

We will provide match funding for the Sounds Like Hammersmith and Fulham bid to ensure its successful delivery:

- £100,000 / 2020/21
- £200,000 / 2021/22
- £100,000 / 2022/23

This funding will come from the Cultural Commissioning fund (£200,000/annum each year , secured as S106 for a ten-year period).

Additionally, we will provide:

- S106 agreements totalling £5M of new cultural infrastructure as part of our ten-year plan to deliver our borough's cultural aspirations

Shared Learning

Evaluation and regular review are vital to achieving the impact of the LBoC programme and sharing the learning internally and externally. We will seek feedback from our partners, participants and audiences; qualitative and quantitative assessment on the impact of the LBoC programme and case studies assessing cumulative impact before, during and after LBoC. We will also seek shared learnings from the successful 2019 and 2020 Boroughs of Culture.

In conclusion, we recognise that we must make a step change in the way that the borough supports and enables arts and culture in the borough. We have clear ambitions for our residents and communities. We have resources and we will commit to making significant investment in people, practices and resources. This will provide the leverage of huge financial and cultural value for the future. We will provide the environment to help the cultural environment and creative industries flourish.

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?

We recognise our duties under the Equality Act 2010 not to discriminate based on age, sex, disability, marriage and civil partnership, pregnancy and maternity, race, religion, sexual orientation or gender reassignment and are committed to ensuring that our Sounds Like Hammersmith and Fulham LBoC programme is inclusive and understands the needs of those who might find it harder to engage and participate.

The programme is embedded with the borough's Equality Plan – borough-wide policy with strategies to remove barriers to access and support a sustainable creative economy in the borough:

- Tackling hate-related crime – We don't tolerate hate crime in H&F. We work with the police and support groups to stamp it out and help victims. But we want to do more and we can co-ordinate better if we appoint a new hate crime coordinator.
- Tackling Isolation and loneliness – Nobody should suffer from isolation and loneliness. We want to expand our work teaming up with charities, enhancing our own services and introducing new ways to bring our communities together. This is also a key priority of H&F's independent Older People's Commission.
- Ensuring economic opportunities for all – By making sure everyone has the chance to get the training and jobs, and progress in their chosen careers. Our plans include innovative schemes to boost small businesses, such as our ground-breaking partnership with Imperial College London.
- Supporting people to live fulfilling lives – We are working hand-in-hand with residents to help them make the changes they want to see in H&F. We have worked with communities to establish local commissions of residents and experts on a diverse range of issues and have already seen some real, positive changes within our community.

A challenge for LBHF is polarisation. Our programme has inclusion at its heart and as a cornerstone of all activity, with a focus on:

- Young People, including those at risk of exclusion (music development programme)
- Intergenerational (summer festival, community arts hubs and Winter Green Festival)
- BAME communities (music development programme)
- Low income households (free access to participation and as audience members at Festivals)
- Disabled people (access bursaries on music development programme and support of Attitude is Everything on making sure the two Festivals on Shepherd's Bush Green are fully accessible to all deaf and disabled visitors).

With a spread of activity in focussed areas of need and with high-quality public events that are free of charge, our intention is to increase the opportunities for all residents to engage. The two large-scale Festival events will be free to attend and take place outdoors to remove barriers of cost and whilst taking culture directly to people in the places they live and identify with.

We are working hand-in-hand with residents to help them make the changes they want to see in H&F. We have worked with communities to establish local commissions of residents and experts on a diverse range of issues and have already seen some real, positive changes within our community.

Budget

Unapproved changes on 28/10/2019 by [REDACTED]

Complete and upload the budget template

 LBOCbudgetLBHF FINAL.xlsx

Outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in-kind support and indicate whether these are confirmed or to be expected.

£400,000 from LBHF - committed

£20,000 generated income from food & beverage concessions at the two festivals - expected/projected

£25,000 from local philanthropists and companies to 'own/donate' a Pavilion (£5000 x 5 pavilions) - expected

£40,000 from applications to Trusts & Foundations for the music development programme - expected.

Upload match funding evidence

- Letter re London Borough of Culture Bid 251019.pdf
- Letter to Mayor of London to support London Borough of Culture bid_25Oct2019.pdf
- HQI Letter of Support.pdf
- Illustrations.docx

Describe how your project delivers value for money

The financial viability of Sounds Like Hammersmith and Fulham is strong. Of the 36% match funding, 30% is confirmed from the borough's commitment of £200K per annum to cultural development over next ten years, leveraging 2 million in total.

The programme delivers across a broad range of projects, from an open architectural design competition through innovative music development training for young people, to two large-scale festivals. It will offer skills development to a level supporting real employment potential in the music industry – the borough is a hotspot for UK and international music – for 250 young people. It will bring together over 200,000 people as visitors at the Green Pavilions Festival in summer and the Winter Green Festival at Christmas. It offers quality of experience and impact for the borough.

Its legacy is an ambitious ten-year cultural development plan, linked to the LBHF Local Plan:

- Training the next generation
- Making the best public open space and quality built environment
- Building no a thriving arts and culture scene, accessible to all

Risk

Unapproved changes on 28/10/2019 by [REDACTED]

Project Risk Rating

Overall Project Risk Rating

GREEN - Low risk level

Explanation of Risk Rating

The LBoC programme is clearly defined with good early planning built in. The close alignment with the LBHF Arts Strategy and the ten-year cultural plan enables both short and long term planning to be fully integrated. Capacity is currently being addressed in readiness for both the delivery of the LBoC bid and the longer-term cultural strategy. Approx 30% match funding already secured through commitment from LBHF.

Project Risks

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	
Managing large number of partners	danger of uncoordinated working with subsequent damage to quality and delivery of events, relationships and reputation	Timescale Delivery	9 Significant	6 Moderate	Open	
Unforeseen changes in costs from suppliers	Costs associated with large-scale festival delivery escalate Costs associated with building pavilions and amphitheatre escalate	Financial	6 Moderate	2 Low	Open	
Not achieving milestones	poor delivery of various aspects of programme due to lack of proper milestone planning	Outputs and Targets	6 Moderate	2 Low	Open	
Loss of key personnel, artists and/or partners	Reduction in capacity and leadership Negative media on lack of/loss of headline artists Partners drop out of programme	Capacity	4 Low	2 Low	Open	

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	
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Projects do not attract sufficient participants	Failure to attract young people to the music development programme - activity does not achieve objectives Failure to attract high-quality entries to the open design competition - effects quality and delivery of Green Pavilions	Outputs and Targets	4 Low	1 Low	Open	
Management of large-scale music festivals	Audience/Staff/Artists safety and comfort at Green Pavilions and Winter Green festivals due to poor planning or unplanned incidents, resulting in accident, damage, public disorder, negative feedback on social, local and national media	Health and Safety	1 Low	1 Low	Open	
Local elections in 2022	Change in leadership at Council leading to change of direction and/or	Timescale Delivery	1 Low	1 Low	Open	

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	
	the programme				

Project Issues

Not provided

Cultural Impact Awards

Unapproved changes on 28/10/2019 by [REDACTED]

What is the need you are trying to address through this project and how will it create step change for your borough?

We have identified a stand-alone strategic project from two stages of our Sounds Like Hammersmith and Fulham programme for London Borough of Culture. It will address some of the needs identified in our overall application while contributing to the development of the ambitious ten-year cultural plan for the borough.

1. Training excluded young people in music making and producing

The LBHF Local Plan highlights these strategies for future success:

- training the next generation;
- making the best public open space and quality architecture;
- building on a thriving arts and culture scene, accessible to all local residents.

The focus of the training is on young people (particularly from BAME backgrounds and groups often excluded from arts participation); social integration and countering the knife crime problem in the borough.

The priority areas from which we will recruit our young musicians and producers are:

- Old Oak and Park Royal
- White City
- Hammersmith Town Centre
- Fulham (including Earls Court and West Kensington)
- South Fulham Riverside

Learning activity will be programmed between 4pm and 6pm on weekdays - the time during which most incidences of anti-social behaviour, predominantly knife crime, are reported when many young people are without adult supervision or support, making them vulnerable to anti-social influence.

2. Creating inter-generational projects and producing a winter festival

Where the focus in the first stage of our Cultural Impact project has been on training young people, it now expands embrace collaboration between people of all ages, backgrounds and abilities across the borough.

Together, these two strands present an opportunity to launch a ten-year culture capital programme for Hammersmith and Fulham. From 2021 to 2031 the creative and physical infra-structure of the borough will be enhanced so that more opportunities are created for the lives of its residents to be enriched through making art and taking part in cultural activities.

Creative industries activity will be boosted and jobs in the cultural sector created by an art form-led

development programme encompassing Music, Dance, Theatre, Film & Digital, Visual Arts.

The programme will be delivered by a newly enhanced culture team, working together with the council's economy and planning departments and in partnership with public and private sector organisations and businesses across the borough.

The programme will be led by a new community-led Arts Commission, made up of residents, volunteers, experts and local arts organisations, it will aim to build on the success of the council's Arts Strategy with recommendations to further boost the borough's arts scene so all residents regardless of their background can get involved.

The Arts Commission is part of H&F's commitment to do things with residents, rather than to them, and involve residents directly in shaping services and opportunities in the borough. It is the vehicle to channel large scale community engagement in the Arts.

Describe the project activity/activities

. Training excluded young people in music making and producing

Our borough has a rich and diverse music scene with thriving activity among its many communities, popular programmes at venues such as Bush Halls and the O2 and a number of leading commercial providers headquartered here.

Working in partnership with the White City based social enterprise HQI, we will create a unique three-month training programme in music performance, event support (technical and crewing) and music programming for up to 250 young people. 50 young people from each of the five focus areas will access training and professional development opportunities, resulting in an optional progression route into the industry. The development programme will also make provision for young people who are interested in working in the music industry in support roles, such as production, crew or technicians.

Identified through partners including Key For Life, Tri-Borough Music Hub, Music Musika, Bush Hall and LAMDA our young participants will be recruited through open call and selection made through participatory workshops 'donated' by local companies and organisations. based in the borough.

Bursaries will be available to individuals with specific support and access needs and/or require help with travel to workshops.

2. Creating inter-generational projects and producing a winter festival

At the conclusion of the training programme there will be an opportunity for five participants to apply - through a supported process - to become paid music coordinators in their neighbourhood communities. Over six months they will - with mentoring - create a participatory programmes, produce an intergenerational project for a winter festival on Shepherd's Bush Green and, through supported internships, to gain professional experience in music companies based in the borough.

Our five music coordinators are employed on six-month fixed-term contracts (August 2021 - February 2022) supported by local music companies who offer internships and other development opportunities through their participation.

Throughout the autumn they deliver a programme of activity with and for the local community which results in a performance contribution to a winter festival on Shepherd's Bush Green in December 2021.

Created in partnership with U&I, the owners of Shepherd's Bush Market, the Green in Winter will be a two-week series of live performances in the middle of a bustling Christmas market attracting more than 35,000 people.

List the outputs and outcomes that you aim to achieve through this project

Stage 1: music development programme for young people

250 young people take part, learn new skills, leading to opportunities for employment in the music industry

Raises creative and artistic aspirations; sense of pride in borough's young people; tackles knife crime and

isolation agendas

Stage 4: Programme of activity with the local community resulting in performances at the Green in Winter Festival during Christmas Market on Shepherds Bush Green

Workshop programmes in five priority areas of the borough leading to two weeks of live performances
Intergenerational collaboration; increased social integration and cohesion; fosters collaboration between residents of all ages, backgrounds and abilities

How will you monitor and evaluate the success of this project?

We will commission an independent evaluator to create a bespoke evaluation framework for the programme. This will identify how the project has met its aims, and the metrics, data and information to be gathered to help measure whether our outcomes and impacts have been achieved. A focus on softer but essential indicators such as the positive impact the programme has on individuals such as well-being, social isolation and loneliness will be included.

Reflective practice and evaluating impact will be key so that we can continuously assess whether the programme is meeting the needs of our communities.

We will make sure mechanisms are in place to ensure the integrity of the information collected. For example, we will work with industry leader, Attitude Is Everything, on ensuring that the Winter Green festival is fully accessible to deaf and disabled participants and audiences.

Collection methodology will also be designed to enable accessibility (enabling diverse voices to be heard), such as interviews/photography/film.

Ongoing consultation with our communities and other stakeholders will ensure the programme continues to meet its original aims and vision.

Information collected to measure outputs and outcomes will be mapped against our key programme ambitions.

Describe how this project will be well managed

While our project is premised on local partnerships and coordinated working across borough teams we recognise that there are systems we must install within the organisation, both immediately and long-term, to realise our aspirations and our goals.

Over the next six months we will recruit and develop a dedicated arts and culture team within the borough to complement existing capacity. The building of robust objectives, role descriptions and recruitment criteria for these posts is paramount.

Our team at LBHF will consist of:

Head of Culture
Arts Development manager
Cultural events manager x 2
Arts officer x 2

For our Sounds Like Hammersmith and Fulham programme we will recruit a dedicated de-livery team with track records in delivering public cultural programmes with a focus on in-clusion:

Project Director (reporting directly to the Head of Culture)
Project Manager
Producer/ Digital coordinator

We are committed to ring-fencing dedicated resources to support and enable the project and after this initial injection of council cash we will have created an ecology where the borough and its cultural organisations are attracting dramatically greater levels of re-sources to their plans and aspirations.

Data Protection and FoIA

Unapproved changes on 28/10/2019 by [REDACTED]

Have you read the GLA Data Protection and Freedom of Information (FoIA) statements in this guidance and GLA policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the FoIA 2000?

yes

Should we treat any financial information provided in the 'Budget' section of the application, as commercially sensitive information for the purposes of FoIA?

no

Are there other specific pieces of information in your application which you consider to be exempt information for the purposes of FoIA?

no

Can we keep you informed of our work?

yes

Can we pass your contact details to organisers of marketing activities, conferences and training events?

yes

Project History

28/10/2019 at 11:39 Submitted by [REDACTED]

In supporting documents, there is a page with a link to dropbox, where the reader may click through to view sketches of the Amphitheatre and Pavilions on Shepherds Bush Green. This is for illustrative use only, to help with visualisation.

OUTCOMES AND OUTPUTS

Please complete the below template to outline your project's priority outcomes, outputs and measurable indicators. Examples can be found in the sample template in the application guidance notes.

Programme outcome	Project outcome	Outputs	Measurable indicator	Baseline
Step change, practice and partnership				
A. Culture and creativity become embedded across Borough policy and strategy and become an integral part of life in the Borough	Legacy of LBoC embedded in the ten-year plan across artforms; demonstrates potential of culture to deliver against wider council objectives	Our London Borough of Culture programme as the springboard for the borough's ten-year programme of cultural development		
B. Delivery models and practice are involving and empowering for Boroughs, partners, residents and communities	Raises creative and artistic aspirations; sense of pride in borough's young people; tackles knife crime and isolation agendas	Stage 1: music development programme for young people	250 young people take part, learn new skills, leading to opportunities for employment in the music industry	
C. New or developed partnerships enable Boroughs to fulfil their ambitions				
Delivery:				
D. Increased resilience of the creative and cultural sector				
E. Increased cultural engagement and creativity across a diversity of the Borough population	Creative collaboration between local architects and communities in five priority areas of the borough;	Stage 2: architectural competition – the music pavilions	Five pavilions are designed and constructed from sustainable materials	

F. Improved social integration, social cohesion, and/or collective efficacy across the Borough	Intergenerational collaboration; increased social integration and cohesion; fosters collaboration between residents of all ages, backgrounds and abilities	Stage 4: Programme of activity with the local community resulting in performances at the Green in Winter Festival during Christmas Market on Shepherds Bush Green	Workshop programmes in five priority areas of the borough leading to two weeks of live performances	
G. Increased number of 'active citizens' operating within communities	Young people, newly emerged and skilled, go back to the community from which they joined the programme	Stage 4: Pavilion Producers – graduates of the music programme are engaged as borough coordinators, working with local communities and undertaking internships within local music industry	5 young people from the music development programme (Stage 1)	
H. Improved health and wellbeing for individuals and communities				
I. Improved perception of Borough as a cultural destination	Public engagement on a large-scale; widespread media attention for LBHF; focus of cultural life reaching beyond the borough across London and beyond	Stage 3: The Green Pavilions Festival, high-profile music festival on Shepherds Bush Green with programme of fringe events at nearby iconic London venues	200,000+ visitors to the event from London and beyond	
J. Economic impact for the local area				

London Borough of Culture
Cultural Impact Award budget template
<i>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.</i>

	2020/21	2021/22	2022/23	2023/24
INCOME				
		000's		
Greater London Authority (Cultural Impact Award)	0	200	0	0
Local Authority Income	0	100	0	0
Trusts & Foundations (for music development programme)	0	40	0	0
Site Sponsorship for Festival (U & I)		50		
Festival Sponsorship (Westfield, Dorsett Group)		20		
Total Cultural Impact Award project income	0	410	0	0
In-kind (no more than 5% match funding)				
In-kind support (example)	0	0	0	0
Total Income + In-kind support	0	410	0	0

EXPENDITURE

Project management / staffing costs

Project Director	10	20
Project Manager	5	20
Co-ordinator	5	20
Employers NIC contributions	3	8
Total project management / staff costs	23	68

Artists' fees and commissions

Included in Project expenditure below

Project expenditure (artistic spending)

Stage 1 - Music development programme for young people

Fee to HQI for training programme	25	50
Professional input	0	35
Access/support bursaries for participants	0	10
Work space	0	10
Insurance	0	5
Total Stage 1 expenditure	25	110

Stage 4 - Community music & borough hub

Music coordinators x 5	0	40
Programme budget x 5	0	25
Winter Green Festival costs	0	50
Total Stage 4 expenditure	0	115

Community engagement / partnership development

partner cultivation

Total community engagement costs

PR and Marketing

Marketing & Communications (outsourced)	5	10
Website design & management	5	5
Total PR and marketing	10	15

Monitoring and evaluation

evaluation specialist (outsourced)	0	5
Attitude is Everything (access eval/monitoring/audit/report)	0	5
	0	0
Total monitoring and evaluation	0	10

Overheads

Office & IT	10	10
Legal	2	2
Misc admin costs		
Travel & Accommodation		10
Total overheads	12	22

Total Cultural Impact Award costs	70	340
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Total expenditure	410	
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London Borough of Culture
Master budget template
<i>Please add/delete lines as required. Only complete the year columns that are relevant to your application.</i>

	Unit Costs	2020/21	2021/22	2022/23	2023/24	check
	000s	000s	000s	000s		
INCOME						
Greater London Authority (LBOC award)		200	800	200		1200
Greater London Authority (other grants)		0	0	0		0
Local Authority Income		100	200	100		400
Other Public Subsidy - e.g Arts Council		0	0	0		0
National Lottery Grants		0	0	0		0
Earned Income - e.g Generated Income from Festival concessions			30	0		30
Philanthropy (Green Pavilions x 5)			25			25
Trusts & Foundations (for music development programme)			40			40
Site Sponsorship (Festivals)			140			140
Cultural Impact Awards project income (<i>detail on next sheet</i>)		0	0	0		0
Total Income		300	1235	300	0	1835
In-kind (no more than 5% match funding)						
In-kind support (example)		0	0	0		0
Total Income + In-kind support		300	1235	300	0	1835
EXPENDITURE						
<u>Project management / staffing costs</u>						
Creative Director	50	25	50	25		100
Executive Director/Produc	40	20	40	20		80
Project Manager (Operations & Finance)	40	20	40	20		80
Production/Technical Manager	40	20	40	20		80
Coordinator (engagement, artist & community liaison, admin)	30	15	30	15		60
Development Manager (fundraising)	50	20	20	10		50
Employers NIC on above posts	17	30	15			62
Total project management / staff costs		137	250	125	0	512
Artists' fees and commissions						
Included in Project expenditure below		0	0	0		0
Total artists' fees and commissions		0	0	0	0	0
<u>Project expenditure (artistic spending)</u>						
Stage 1 - Music development programme for young people						
Fee to HQI for training programme	75	25	50	0		75
Professional input	35	0	35	0		35
Access/support bursaries for participants	10	0	10	0		10
Work space	10	0	10	0		10
Insurance	5	0	5	0		5
Total Stage 1 expenditure		25	110	0	0	135
Stage 2 - Architectural competition to create music pavilions						
Creative Director honorarium	10		10			10
Pavilions construction costs	30		150			150
Amphitheatre construction costs	75		75			75
Total Stage 2 expenditure		0	235	0	0	235
Stage 3 - The Green Pavilions Festival						
Site build/security/management/staging&equip			350			350
Artistic Programme/Artists' Fees			300			300
Total Stage 3 expenditure		0	650	0	0	650
Stage 4 - Community music, borough hub and winter festival						
Music coordinators x 5	12	0	40	20		60
Programme budget x 5	5	0	25			25
Winter Green Festival programming costs	50		50			50
Total Stage 4 expenditure		0	115	20	0	135
Community engagement / partnership development						
partner cultivation	10	5	5	0	0	10
Total community engagement costs		5	5	0	0	10
PR and Marketing						
Marketing & Communications (outsourced)	50	10	30	10	0	50
Website design & management	15	5	5	5	0	15
Total PR and marketing		15	35	15	0	65
Monitoring and evaluation						
evaluation specialist (outsourced)		0	5	5	0	10
Attitude is Everything (access audit/report)		0	8	0	0	8
Total monitoring and evaluation		0	13	5	0	18
Overheads						
Office & IT	50	10	30	10	0	50
Legal			5	0	0	5
Misc admin costs			10			10
Travel & Accommodation			10			10
Total overheads		10	55	10	0	75
Cultural Impact Award project costs						
<i>Please complete second sheet with details of project costs</i>						
Total Cultural Impact Award costs		0	410	0	0	410
Total expenditure		192	1468	175	0	1835

Project Overview

How much funding are you applying for from the GLA in this application? (£)

£1.2 million

Outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in-kind support and indicate whether these are confirmed or to be expected.

- £400,000 - this is LBHF commitment and is confirmed.
- £30,000 – projected income generation from food and beverage concessions across the two Festival events – Green Pavilions and Winter Green – based on research undertaken re income projections from similar events.
- £25,000 - approaches to local philanthropists and companies to 'own' a pavilion at the Green Pavilions Festival (£5000 x 5 pavilions).
- £40,000 - applications to Trusts & Foundations for the music development programme.
- £140,000 - headline sponsor rights across the two Festivals - £70,000 each Festival*

*U&I, owners of Shepherds Bush Market, and other large corporates with high visibility within the borough (e.g. Westfield, Dorsett Group) will also be approached. U&I sponsorship will be prioritised for the Winter Green Festival and this is indicated in the budget under the Capital Impact Award section as the Winter Green Festival is part of our CIA bid.

Value for Money

Our London Borough of Culture programme delivers across a broad range of outcomes, with projects as diverse as an open architectural design competition through to the innovative music development training for young people, and culminating in two large-scale public festivals.

It will offer skills development to a level supporting real employment potential in the music industry – the borough is a hotspot for UK and international music – for 250 young people. It will bring together over 200,000 people to the Green Pavilions Festival in summer and 35,000 to the Winter Green Festival at Christmas. It offers both quality of experience and impact for the borough.

The financial viability of the programme is closely linked to LBHF's ambitious cultural plans for the next ten years, outlined in this bid.

Its legacy is linked to the LBHF Local Plan:

- Training the next generation
- Making the best public open space and quality built environment
- Building no a thriving arts and culture scene, accessible to all

The borough has committed £200K per annum to cultural development over next ten years, leveraging two million pounds in total for its ambitious cultural development plans, the springboard for which is our LBoC bid.

Hammersmith & Fulham Council
3 Shortlands
Hammersmith
London W6 8DA

25th October 2019

To whom it may concern,

RE: London Borough of Culture bid

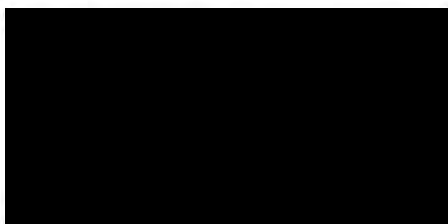
I can confirm that the London Borough of Hammersmith & Fulham has established an Art Fund drawn from the Section 106 funds raised by the development of Olympia.

The Art Fund will be used as match funding for our bid:

£100,000 in 2020/21
£200,000 in 2021/22
£100,000 in 2022/23

We are thrilled that you are considering our bid for the London Borough of Culture and look forward to hearing from you.

Yours sincerely



Hitesh Jolapara
Strategic Director of Finance and Governance

25 October 2019

Mayor of London
City Hall
The Queen's Walk
London
SE1 2AA

Dear Mayor of London,

I am delighted to pledge my support in our bid to be the London Borough of Culture in 2021/3.

Hammersmith & Fulham has a long creative history being home to the Lyric and Bush Theatres, LAMDA, The Apollo, Disney, Endemol the BBC and beyond.

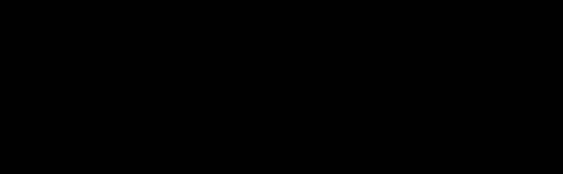
Alongside these great cultural institutions, the council has launched ambitious Industrial Growth and Art Strategies; supporting digital, creative sectors, and hi-tech industries that will lay the framework for the borough's artistic legacy for generations to come.

There are so many opportunities for residents to enjoy, create and perform high quality art in the borough, with an active arts education offer from early years to higher education. Our motivation in bidding has been to work with local groups and partners to reduce and ultimately remove the barriers to participation, whether actual or perceived.

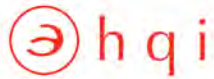
This year's bid, *Sounds Like Hammersmith and Fulham*, is a year-long music programme that encompasses participation, skills development and public performances. This innovative programme embraces and celebrates the diverse traditions of the borough, brings together its communities through music and creates opportunities for young people to enter the industry with a toolkit of vital skills.

We believe our programme will deliver an exceptional year of culture for residents and the whole of London marking the next phase of this important initiative.

Yours sincerely



Cllr Stephen Cowan
Leader of London Borough of Hammersmith & Fulham



25th October 2019

Founder

HQI

The Rotunda

201 Wood Lane

London

W12 7FQ

London Borough of Culture,
Greater London Authority
City Hall
More London Riverside
London
SE1 2AA

Dear Sir/Madam

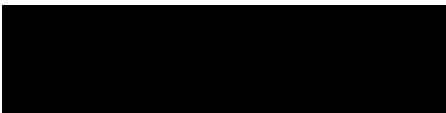
I am writing to you in support of the attached bid made by Hammersmith and Fulham Borough (H&FB) for London Borough of Culture 2021

HQI has been involved in an advisory role on the development of HB&Fs bid to be London Borough of Culture with the *Sounds Like* Hammersmith and Fulham programme. We remain fully in support of the bid and committed to working with HB&F as delivery partner on the music development programme should the bid be successful.

At HQI, we believe access to high quality music education at a young age has a major impact on quality of life, not only for those participating, but just as importantly, the local communities who get to enjoy the output. HB&F's bid represents a new and vibrant model to deliver a music development programme, and I believe the team at London Borough of Hammersmith & Fulham have the vision and track record to successfully deliver this new and innovative approach.

In conclusion, I fully support the attached bid and if approved, fully expect their model to help many talented artistic residents of our borough and the community at large, fulfil their artistic aspirations.

Best Regards



h-q-i.com

Founder, HQI

Illustrative sketches for the Green Pavilions and Amphitheatre:

[h](#)



OPEN PROJECT SYSTEM

Beyond Boundaries

Status: Submitted

Project summary report

Project ID: P16008

London Borough of
Culture 2021/23London Borough of Culture
2021/23

Project Details

New unedited block

Project title

Beyond Boundaries

Bidding arrangement

London Borough of Haringey

Organisation name

London Borough of Haringey

Programme selected

London Borough of Culture 2021/23

Project type selected

London Borough of Culture 2021/23

General Information

Unapproved changes on 07/10/2019 by 

Name of Borough

Haringey

Borough address

London Borough of Haringey,
River Park House,
225 High Road,
N22 8HQ

Name of contact person



Position held



Position held

Culture Officer

Directorate

Adults & Health

Department/Business Unit

Commissioning Unit

Telephone number

[REDACTED]

E-mail address

[REDACTED]

Contact with us

Unapproved changes on 07/10/2019 by [REDACTED]

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

yes

Tell us their name(s) and which team(s) they work in

[REDACTED], GLA Culture Team

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

no

Project Overview

Unapproved changes on 28/10/2019 by [REDACTED]

State if you are applying to be the London Borough of Culture in:

2023

Tell us why you would prefer to be London Borough of Culture in 2023

Beyond Boundaries is a project which grows over 3 years. Year 1 will focus on connecting our organisations and in-depth planning of our project; Year 2 will be all about building excitement through engagement and participation activities and the final year will culminate the delivery of our London Borough of Culture programme. 2023 is our preferred year enabling a 3 year lead-in so that the project can be as ambitious, participatory, connected and all-embracing as it can be.

How much funding are you applying for from the GLA in this application? (£)

[REDACTED]

How much will your programme cost in total? (£)

[REDACTED]

Provide a summary of the proposed programme

Haringey is the borough of creativity, innovation and progress. It is the birthplace of broadcasting, the home of Britain's first ever film studio, the place where the Penny Post stamp was invented and where the man who named our clouds lived. This is a borough where history has been made and where people have quite literally gone on to change the world. Beyond Boundaries, our LBoC bid, takes inspiration from these local narratives to create projects and programmes that can positively shape the world we live in and address some very real boundaries felt by our diverse communities.

At the heart of our bid is the belief that arts and culture change the way we think, live and interact: produced entirely in Haringey by locally based organisations, we believe the impact of Beyond Boundaries will resonate across our Borough for many years to come.

Making an impact

Unapproved changes on 28/10/2019 by [REDACTED]

Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award.

Haringey is the borough of creativity, innovation and progress. Through the arts, education, politics and community activism this is a borough where history has been made and where people have quite literally gone on to change the world.

Our bid will take inspiration from our local histories and narratives – motivating and unique – to stimulate change through the arts, showcasing how changes both large and small can be made through engaging with creativity and how the arts can transcend boundaries to bring people together.

The premise of Beyond Boundaries is quite simply to harness, amplify and make use of what we feel are Haringey's unique strengths to tackle what we have identified to be our borough's very real challenges.

Our Strengths:

Haringey is the 5th most ethnically diverse borough in the country. 63% of residents come from non-White British communities with over 190 different languages spoken across Haringey. We believe this diversity is something that sets us apart and makes Haringey the world in one borough - something that our programme celebrates in all its glory.

Culture and creativity are part of Haringey's very fabric and identity, widely experienced and enjoyed by visitors and residents alike - and make a significant contribution to the borough's prosperity, wellbeing, sense of place and identity: 78% of residents say they have good friendships and/or associations in their local area.

Engagement in the arts in Haringey is high with 82% of Haringey residents attending an arts event or activity at least three times over any year - the highest level of participation in any London Borough, indicating our residents are culturally active and have a strong appetite for cultural programmes. Our Audience Agency statistics also support this with Haringey showcasing the following make up in terms of cultural consumers: Metroculturals (39%) overall, in Crouch End ward (96%); Kaleidoscope Creativity (37%), Bruce Grove ward (76%) and Experience Seekers (21%).

Haringey has over 120 lively and active cultural venues, countless community festivals, numerous large open spaces and busy parks as well as some of London's most historic and iconic buildings.

Alexandra Palace welcomed over 3.7 million visitors last year; Bruce Castle Museum engages thousands of residents, in heritage activities; Jacksons Lane delivered theatre and circus workshops across the borough and had over 203,000 visitors last year; Bernie Grant Arts Centre is delivering innovative programming targeting our BAME communities in the heart of Tottenham; Finsbury Park had over half a million visitors during the summer; our libraries are some of the busiest in London; Haringey Shed supports hundreds of young people to engage in the performing arts; every match-day Tottenham Hotspur welcomes over

young people to engage in the performing arts, every match day Tottenham Hotspur welcomes over 62,000 people to Haringey. Our CCIs are also thriving with over 2,300 creative businesses in the borough, employing over 5,220 people and delivering nearly £211m of GVA, making up 22.4% of all businesses.

Our Borough's challenges:

Haringey residents in the east and west of the borough experience substantial inequalities relating to health, income, employment, education and housing tenure for example. According to the 2019 Index of Multiple Deprivation 9.6% of Haringey's LSOAs are in the 10% most deprived nationally, the majority in the east. Unemployment rates are the 6th highest in London and distributed unevenly across the borough. 8.7% of Haringey residents have no qualifications, the fourth largest proportion of all London boroughs – with associated low wages and limited job security. Young people in the borough are at risk of violence – tearing apart families and communities alike.

This context outlines the very real boundaries and inequalities faced differently by our diverse communities – which our programme begins to explore. 48hr Festival facilitates exchange between communities; Future Curators offers real pathways to employment; Audio Guides works directly with older residents and Frequencies allows young people to begin a personal dialogue with schools across the Borough and beyond.

In recent years there has been significant investment into the east of the borough presenting a real opportunity for our LBoC programme to support and add impact: Tottenham was designated a Creative Enterprise Zone by the GLA in 2019; our programme complements work with the Water Margins Festival proposed for the River Lea in Tottenham; our UpLIFTers initiative is focused in this area of the Borough; the 48-Hr Festival will also look to platform the wealth of creative talent that is currently operating in this area and beyond.

Our programme builds from our Borough profile and offers programmes and initiatives specifically aiming to connect with BAME communities, those over the age of 60 (our older communities feel high levels of social exclusion), our LGBTQI communities, young people about to bridge the boundary between primary and secondary school, young people aged 16-30 who are entering the world of work as well as all those who live and work across the borough.

Beyond Boundaries directly links to our cultural ambitions, and in turn our Borough Plan. Through working in partnership, we can deliver ambitious, free, cross-borough, multi-arts cultural programming and tackle barriers to participation, so that taking part in cultural activity has significant benefits for our residents, for our cultural landscape and for the borough's future.

Haringey is unlike any other London borough – an outer London borough that is highly connected to central London, with strong and diverse communities living side by side, high engagement in the arts, from the more traditional to the informal, and significant opportunities for growth.

Being London Borough of Culture will help us to grasp these opportunities – to further our ambitions to see arts, heritage and culture proliferate as the population grows, to increase the economic impact of our expanding creative industries sector, to build high quality employment from which all residents can benefit and to deepen participation through greater community involvement.

As Borough of Culture, Haringey would demonstrate the rich impact arts and culture has had and can have on residents from all backgrounds, building effective civic engagement and delivering long lasting improvement in outcomes.

Explain how becoming the London Borough of Culture in 2021 or 2023 will help you achieve your ambitions and create long term change

Haringey's London Borough of Culture (LBoC) programme, entitled Beyond Boundaries, will take inspiration from our Borough's unique history and heritage to create a programme that we believe will truly help us address some very real boundaries felt by our communities. Our bid draws on our local histories and narratives – motivating and unique – to build new realities where arts and culture are part of transcending boundaries to bring people together.

Outcome 11: A culturally engaged place in our Borough Plan outlines three objectives to- a) provide accessible, quality spaces for people to come together, especially for young people and children, b) Foster a strong and diverse cultural offer and c) Improve connectivity. Winning LBoC will enable us to achieve our ambitions in the short and medium term through - developing a Cultural Strategy; the opportunities the projects themselves will provide; the governance structures we will put in place; the Culture team we

the projects themselves will provide, the governance structures we will put in place, the culture team we will be able to develop; demonstrating the impact of taking part in arts and culture in Haringey and the meaningful dialogues we will have with our residents and visitors. So that in line with our borough's long-term vision, culture is directly contributing to our overall objective - A place with strong, resilient and connected communities where people can lead active and healthy lives in an environment that is safe, clean and green.

LBoC will strengthen Haringey's Culture Board, embed arts and culture more firmly within the fabric of the Local Authority and its priorities and will result in the adoption long-term in a cultural strategy for the Borough, through the programme itself.

Our LBoC programme and resulting strategy will see the council support and contribute to the culture sector; will affect every primary school in the Borough; will lead to further direct co-production, commissioning and co-designing with the council working alongside a range of artists and communities. The aspirations set out in the LBoC programme will contribute to a more cohesive borough that brings communities together across geographical and social boundaries; LBoC will actively build connections to encourage diverse communities to engage with the arts and, in turn, over time, increase the council's engagement with communities. Initiatives like the Future Curators programme will be developed beyond 2023 to ensure the infrastructure exists to support young people from all backgrounds into the arts sector; working across departments will make culture a priority for the council and will bring culture to the forefront of people's minds resulting in increased pride in Haringey and its communities. The role of arts and culture in building cohesion and healing divisions will be a core strand of our approach, bearing in mind our history.

Our proposed programme includes structures and frameworks to build capacity internally so that we are working more strategically and closely with teams across the council, with our communities and with partners across the culture sector to implement our Borough Plan principles and pledges and to help local people, places and businesses directly through the planned activities and beyond.

Beyond Boundaries supports our cultural ambitions and will have a significant impact on our residents and our cultural landscape and its future by reducing barriers to access, creating connections with all parts of Haringey's community, showcasing what is on offer, building residents' skills in a range of arts and culture related activity and creating a lasting legacy of fun, creativity and enjoyment.

Winning LBoC would realise transformative and sustained change to our approach to culture. Through dedicated roles embedded within the LBH culture team; a cross departmental LBoC Programme Board, owned at senior level; the Haringey Culture Board; a Future Curators scheme placing young local people and our communities at the heart of the design and delivery of our programmes; and the development of a Haringey's Cultural Strategy - will mean that our existing partnerships will blossom. Enabling us to deliver our vision: to celebrate and inspire, showcasing the diversity of arts and culture here in Haringey; to be open and growing, producing greater economic impact for all from the creative sector; to connect and participate, contributing to vibrant and engaged communities across the borough, long beyond 2023.

The legacy of the bid would be a greater alignment of our programming to our borough's challenges so that our cultural offer is more accessible, more varied, more impactful and truly fun. Championed by the Haringey Culture Board, the strategy and programme will be led by the sector which is aware of the need for inclusive practice and supporting all sectors of the community to participate actively.

Integral to our programme is the development and delivery of a borough-wide cultural strategy, something that at present we do not have. The LBoC award would catalyse the development process and offer a platform to test the emerging strategy with our communities. The strategy would be finalised and adopted following the LBoC programme and will become a lasting legacy for culture in the Borough.

We are excited to be bidding to be LBoC as we believe it offers a genuine catalyst to embedding our approach to culture and building new, artist led collaborations to further develop the arts, heritage and culture offer in Haringey. The Council recognises that the cultural sector goes a long way towards contributing to each of its priorities and outcomes and our approach to culture is integrally linked ensuring that culture plays a vital role in the borough's sense of place, wellbeing, cohesion, identity and economy.

Haringey is part of a world city renowned for its arts & culture bringing considerable social and economic benefits to the borough and beyond. Haringey is a place of huge diversity and of great opportunity built

on a dynamic history and flourishing communities. With our potential for growth, we are the future of London.

Celebrating creativity

Unapproved changes on 28/10/2019 by [REDACTED]

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will deliver against the need and catalyst for change that you have outlined in Making an Impact.

Curatorial Approach:

Beyond Boundaries celebrates Haringey in all its glory. This is the Borough of creativity, innovation and progress. It is the birthplace of broadcasting, the home of Britain's first ever film studio, the place where the Penny Post stamp was invented and where our clouds were named. Musicians including The Kinks, Adele, and Skepta are all proud to call this borough home and world-renowned creative companies operate from the area. This is a borough where history has been made and where people have literally gone on to shape the world.

All core activities will be delivered by Haringey-based organisations working with Haringey-based communities celebrating the wealth of world-class talent in the borough and bringing investment to locally based creative initiatives. We believe this is unique to Haringey's bid.

Curatorial Principles:

Involve local people

Inspire change (large or small)

Be inspired by a Haringey narrative

Encourage people to go "Beyond Boundaries" (be they physical or figurative)

Showcase that arts and culture can shape the world we live in

Consider sustainability in its conception and delivery

A new cultural strategy for Haringey:

Integral to our programme is the development and delivery of a new borough-wide cultural strategy. The LBoC award would catalyse this process and offer a platform for us to build and test the emerging strategy with community members. The strategy would be finalised and adopted following the LBoC year as a lasting legacy.

Programme structure

Our programme provides key moments of headline activity whilst also offering ongoing programmes. We will commission four headline "moments" throughout the year, which will take place in different locations across the Borough to encourage people to go beyond their local boundaries. In addition, we will be commissioning three on-going commissions that support activity throughout the year. Alongside our core programme we will work with existing local festival and events (River Fest, Crouch End Festival, Great Fete, Haringey Pride and Black History Month, to name but a few) to amplify their activities asking them to programme in line with the Beyond Boundaries theme.

Headline Programme:

Beating the Bounds:

The LBoC year will open with a spectacle that sees local people performing the ancient tradition of "beating the bounds". This is a practice that traditionally took place in the 17th century with strong roots in Tottenham and involved community members beating their parish boundaries followed by communities coming together and celebrating collectively. We will commission a borough wide "Beating the Bounds" event in collaboration with Bruce Castle that will ask a performance artist to take this tradition and re-enact it in a contemporary way across Haringey.

Water Margins:

(March/April 2023)

This project realises a series of events and specially commissioned works along the River Lea inspired by its history and narratives, delivered in collaboration by two local partners Continental Drifts and Tottenham Ploughman.

Water Margins will build on the existing RiverFest, which has successfully connected Haringey communities along the course of the river, raising awareness of the pollution of our waterways: a message we would be keen to amplify during LBoC. Water Margins would bring together artists, musicians, makers, brewers, environmentalists and creators from all over the borough and expose an area of the Borough that is a hidden gem. Programming would also tie in with Global Local, an initiative that looks at mixing music traditions from around the world with Haringey and UK-based artists (appealing to our diverse communities). An “Unexpected Leaders” training and skills programme will sit alongside enabling local people to take a lead role in discovering and programming local artists and people as well as promoting and producing events.

Haringey 48-Hour Festival: (June 2023)

This event will result in 48 hours of cross-borough programming in the summer of 2023. It will take place in June to coincide with the Crouch End Festival, the UK’s biggest community-led arts Festival. The 48-hour Festival will offer the opportunity for the LBoC programme to engage with and platform artists, talent and grass roots organisations practising locally. An open call for projects that respond to our curatorial principles and are inspired by Haringey’s rich narratives both past and present will be launched. Grants will be made available to projects that are selected via this open call to support local people to put on their own creative projects for the Festival. We will encourage activity to take place in alternative or surprising venues across the Borough in order to ensure a broad and diverse audience is engaged and attends, with a curious and open mind. We would work with key bus routes that cross the Borough to see how activity can be curated to encourage people to explore the borough as whole and go beyond their own boundaries to places and spaces they would not normally explore (our aspiration would be to offer free bus travel along this route over the 48-hour period). The LBoC team would lead on the curation of this Festival in collaboration with lead creative partners in different areas across the Borough.

Haringey Feast: (August)

Please see Impact Award Section. If we became LBoC the Feast will cater for 200 people. Should it be awarded an Impact Award it would be scaled up to at least 500 people.

LBoC Closing Event: October - December 2023

Jacksons Lane, Alexandra Palace and Bernie Grant Arts Centre will come together to collaborate on an intergenerational and highly participatory series of closing events that will take place in each of their three venues (located in the west, centre and east of the Borough). As leaders of social inclusion through arts programming, each of the three venues will partner with an under-represented sector of Haringey’s community to select a strong local narrative to explore. The final performances will be truly community led and devised through meaningful engagement. The highly participatory programme will focus on physical art forms such as circus, dance, and performance, encouraging social inclusion, better health and skills building. There will be a strong outreach programme that will involve a 10-week engagement programme in nurseries, care homes and schools across the Borough, challenging people of all ages to transcend personal boundaries.

Ongoing Events/Pan-Programme Events:

The Coming Back Out Ball:

Haringey has the eighth largest LGBT+ community in London and a long history of community activism and supporting its LGBTQI+ residents over the last 4 decades. The Coming Back Out Ball, an intergenerational project featuring both young and older LGBTQI communities, led by a group of Tottenham based young people (UpLifters) - who have been gaining production and event management skills through their 6 years working with LIFT - working alongside Wise Thoughts and other relevant organisations, is a year-long social club culminating in a ball celebrating LGBTQI seniors and elders in Haringey. A free final event, open to all, the Coming Back Out Ball is designed to acknowledge the resilience of this community. The project’s social mission is informed by growing research around isolation and loneliness plaguing elderly populations; which is deemed even more acute for LGBTI+ people.

Haringey Champions AV Billboards:

Furtherfield will develop an augmented reality billboard commission working with Studio Hyte. A series of local heroes and champions will be selected through an open call process that employs Furtherfield's CultureStakes app that allows people to express preferences via a free downloadable app. The final billboards produced will showcase a mix of famous people as well as local people who have made an impact in their local communities. The billboards will also be embedded with a code that when scanned with a phone will spring to life, telling the story of the featured person and their life in Haringey.

Haringey Audio Guides:

Working with community members over the age of 60 in Haringey theatre-company, Punchdrunk will create theatrical audio-guided journeys of key areas in the Borough. Each audio journey would be launched at a special event for local audiences as well as being available for download, offering wider audiences a creative encounter.

Frequencies:

Frequencies is conceived by current Turner Prize nominated artist Oscar Murillo, who has his studio in Seven Sisters. This project would be rolled out with all year 6 classes in all 59 primary schools in the Borough who are on the brink of crossing the boundary from primary to secondary school. The project involves affixing canvases to classroom desks allowing students to register their daily endeavours and conscious and unconscious interventions. As a result of this project we would put Murillo's Frequencies archive on public display in London for the first time in a large-scale public exhibition.

Future Curators:

Future Curators involves young people (16-30 years) in the curation and delivery of our headline LBoC programme by embedding them within our lead partner organisations. 5 paid curatorial apprentices who will work part time to develop and deliver the core aspects of the LBoC programme, receiving training and learning opportunities through placements within a partner organisation. We will ensure that the recruitment of our young curators is targeted to communities who do not normally have access to these kinds of opportunities.

Outcomes and Outputs

Unapproved changes on 25/10/2019 by [REDACTED]

Complete and upload the outcomes and outputs table

 outcomes_and_outputs_table FINAL.docx

If there are other outcomes that you want to see realised through your creative programme, outline them below

-

Monitoring and Evaluation

Unapproved changes on 25/10/2019 by [REDACTED]

Tell us how you will monitor and evaluate your project, including how you will measure your success against your project outcomes

Monitoring and Evaluation will be integral to overall project delivery and we are particularly focused on understanding impact from the perspective of communities we know find barriers to access. We will appoint an Evaluation agency to develop a framework and establish baselines working closely with the

Audience Agency (AA) and the council's Business Intelligence (BI) team. The Evaluation agency will be embedded within the project team and produce reports in line with key milestones. Their responsibility will be to work closely with AA and our BI team to evaluate existing data and devise robust yet dynamic evaluation methods for the project, accessing the social and economic impact of LBoC, in the immediate, short and long term. The evaluation will align outputs so that monitoring is robust and addresses the impact of the programme on local policies, planning and strategies in Haringey and beyond.

Our programme will centre around young people and communities, who will be central to delivering and devising innovative and dynamic approaches to all aspects of the programme. We envisage that we will involve and include these young people and community groups in developing the evaluation approach. Local organisation Furtherfield have developed CultureStake, an app which uses an innovative approach to data gathering: we will explore the use of this as well other new approaches. to developing our methodology.

Haringey Culture Board, Future Curators, Community boards etc, feeding directly in to the LBoC Programme Board – all will contribute to evaluating the programme throughout the year. Our Corporate Plan, Internal Culture board and cultural strategy will provide further opportunity to monitor and evaluate in the long term and beyond the LBoC year.

Evaluation will include-

- reviewing local/national surveys and data/policies to establish baselines and outputs
- developing framework, methodology and report timelines
- developing case studies and reports
- developing methodology to evaluation and monitoring in line with LBoC outputs
- implementing innovative approached to e&m
- incorporates dedicated time for reflection at key stages throughout the project

Quantitative data:

- No. and location of-
 - o cultural venues/performers/artists and partnerships
 - o artworks created/artistic disciplines
 - o learning opportunities
 - o listings/articles/webpage visits etc.
 - o participants/audiences
 - o visits between sites
 - o residents gaining skills
- LBH and GLA policies/strategies including culture
- % increase of investment
- % increase in local business takings

Qualitative data:

Visitors/participants felt the LBoC -

- programme reflected the borough's identity
- addressed social barriers
- made them more aware of local culture/history
- met expectations
- made them want to visit more of the borough/venues; explore other areas again/more cross-borough events
- made them feel proud of local area
- felt more connected to their borough

Monitoring Methods:

- Benchmarking against existing data
- Data collected during project using project monitoring forms, will capture this data.
- Questionnaires and interviews with visitors/artist/venues/businesses/community groups and leaders
- Venues/stewards/underground stations to monitor visitor numbers and gate-counters
- Data collected by distribution company
- Monitor press, website & social media
- Questionnaires/interviews
- Focus groups/critical friends
- Local/national surveys

Deliverability

Unapproved changes on 28/10/2019 by [REDACTED]

Describe how the project will be well managed

Haringey Council's LBoC programme will be led by LBH Culture team, with specific roles created for effective delivery, it will operate as a Programme within the framework of LBH Place Priority Board. A London Borough of Culture Programme Board will report in to this, chaired at senior level supported by an Internal Project Steering group with delivery groups created, responding to specific project needs. A business plan will be developed with key stakeholders. This plan will be divided into sections of delivery with clear milestones to ensure that there are control points at major intervals throughout the LBoC programme; reported through the governance system of the bid and will allow for escalating issues as appropriate.

LBoC Programme Board: representation will include – senior officers and lead members; LBH officers Culture, Communications, Monitoring Parks, Licensing officer etc.; evaluation and statutory partners; representatives from the Culture Board, VCS, residents, champions artists and GLA Officers.

LBH Culture Board: cultural organisations will provide the resources and expertise to deliver the programme as well as strategic agencies who will have a wider overview- GLA/ACE/other funders and stakeholders. The board will be represented on the LBoC Board by the chair.

Delivery/Focus Groups: will be set up as and when needed so that beneficiaries such as community groups and artists/statutory partners are represented and directly engaged in the programmes,

LBH Culture team is well positioned to strategically lead the project, with experience in delivering largescale/boroughwide cultural projects and working closely with local arts and culture institutions, community groups and across internal departments. The team will grow, with relevant personnel appointed as needed. These roles include – Project Manager, Creative Director, Fundraiser, Participation Officer, Marketing/PR and evaluation agency. The Business Plan will also assess and highlight any further gaps in skills/capacity.

The LBoC Programme Board and Culture Board will also add capacity to the project; the boards' expertise, connections and role as delivery partners will add additional resource and guidance throughout the project. Our LBoC Internal Board will provide further opportunity to utilising the skills and capacity needed from across the council. Community groups and statutory partners will also feature in our governance structures so that their knowledge will directly benefit the project. Our Future Curators will also provide much needed additional resource as the project develops. Delivery Groups will also be developed in response to specific projects.

Risks for the LBoC project have already been identified and assessed against criteria, including project appetite and tolerances and will be presented in a risk register, owned by the project manager who will update it regularly. A risk management strategy will also be adopted.

We are proposing large-scale changes to the way we currently deliver culture. Please see timeline below:

Year One:

- Revisit aims, outcomes & outputs and budget etc.
- Governance structure and board set up
- Business Plan signed off by programme board
- Evaluation framework signed off
- Full team recruited
- Consultants formally appointed
- Marketing campaign launched
- Future Curators Programme launched and participants confirmed
- Commission engagement phase for cultural strategy

Year Two:

- Future Curators Programme continues

• Future Curators Programme continues

- Beyond Boundaries billboard commission
- Headline commission planning continues –workshops/engagement sessions/events in Year 2
- Risk Assessments and Event Management Plans carried out
- Cultural strategy drafted
- Marketing campaign builds throughout the year

Year Three:

- Full borough-wide year of programme
- Future Curators Programme continues
- Cultural Strategy tested throughout the LBoC year
- Extensive marketing and PR that positions Haringey LBOC locally, nationally and globally
- Evaluation and monitoring throughout programme

Our Borough Plan focuses on borough-wide outcomes which represent the increased partnership work taking place, creating better outcomes for residents and the borough as a whole. Culture features in the Borough Plan showcasing its ability to deliver on a wide range of corporate priorities and agendas.

The bid itself has been developed through a partnership approach, ideas generated through conversations held with the local culture sector have informed the project vision and its programme.

Our close collaboration with the sector, planned Cultural Strategy and Evaluation framework, apprenticeship programme, boroughwide approach to programming, commissions and delivery mechanisms – all encourage deeper connections and open dialogue resulting in a strategic approach to partnerships working. The outcomes from this will be beneficial far beyond 2023.

All roles will be clearly defined in the Project Brief and will respond to identified project aims or gaps in capacity. We have allocated enough time and budget to respond to any gaps in capacity.

The project manager will take oversight of stakeholder management, ensuring that the Borough of Culture bid will have relevant engagement with all listed stakeholders.

We will use the principles of our Community Engagement Framework when engaging our residents and VCS work closely with the Bridge Renewal Trust, Friend's Groups and project groups initially and later through their participation in the project.

Positioning culture as a key part of the Borough Plan – ensuring that culture is rooted in the borough's long-term vision and delivery, making it resilient to transformation and ensuring that commitment is maintained corporately.

The project's legacy will be realised through -

- the long lead-in of the project and the engagement/outreach opportunities
- identifying the crosscutting benefits of culture
- demonstrating the value of local culture and heritage for residents, tourism and the local economy – informing further funding applications
- continual support for cultural provision and programming.
- the borough's cultural strategy
- Future Curators' programme and other skills and employment opportunities
- Building the sector's resilience
- the Artworks and other commissions themselves
- sustained connections and partnerships

Through the project management process and the Evaluation Framework we will instigate a benefits review plan to measure the achievements of the project's benefits; used to inform further bids and projects of the benefits obtained, as well as sharing best practice case studies with other local authorities, the culture sector as well as London Councils and the GLA. We plan to deliver Sharing Sessions and through our boards and team we will attend conferences to discuss LBoC and its impact on our borough.

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?

Duties under the equality act are:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations between different groups

Beyond Boundaries is – inclusive, accessible, free, cross-borough and community led – designed to eliminate barriers to participation by all our residents, protected groups and hard to reach audiences.

Haringey Data:

Ethnicity: Haringey is the 5th most ethnically diverse borough in the country. 65% of residents come from non-White British communities, compared to 20% in England, 55% for London. 190 different languages are spoken in our schools. The proportion of non-White British communities varies from 35.2% in Muswell Hill to 83.4% in Northumberland Park. Most BAME residents live in the east of the borough.

Deprivation levels: in Haringey are high. According to the latest Index of Multiple Deprivation (IMD) from 2015, 9.6% of Haringey's LSOAs are in the 10% most deprived nationally.

Age: Haringey has a relatively young population with a quarter of the population under the age of 20, and 90.7% of the population aged under 65 (88.4% London and 82% England).

Religion: Haringey is one of the most religiously diverse places in the UK. The most common religions are Christianity (45%), then Islam (14.2%, higher than London: 12.4%) and Judaism (3%).

Disability: Census data shows that 14% of residents have a long term health problem that limits their day to day activity.

Sexual Orientation: 3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013 (ONS Integrated Household Survey). In Haringey this equates to 8,900 residents.

Our programming directly responds to this data by:

- including community groups across Haringey
- Curatorial principles
- work with friend's groups, VCS and relevant organisations in Haringey and beyond to ensure that all groups are benefiting and engaging with events on offer
- adopting council's Equalities policies as part of the commissioning process
- Making the activities free
- Early engagement and direct participation with, and through, representative groups
- Develop accessible commissions, adhering to DDA guidance so that people with disabilities are able to access the events and activities, working with organisations such as Vocal Eyes and Shape Arts etc.
- Offering a variety of creative activities in line with resident's art participation habits, outlined by the Audience Agency. Offering tangible opportunities for all residents to take part in the festival – as performers, programmers, volunteers, champions, audiences or to gain skills
- Working closely with LGBTQI organisations
- Working closely with local older people's forums

Projects have been developed which directly engage our hard to reach groups:

- Audio Guides, Coming Out Again Ball and Closing Event work with BAME, LGBTQI and over 60s
- Develop education packs to engage schools and young people, working with organisations such as AND
- Frequencies which directly engages schoolchildren
- Creating an Engagement and Participation officer role to directly engage with key groups in the borough and beyond as audiences and participants
- Future Curators works directly with young people

Budget

Unapproved changes on 28/10/2019 by [REDACTED]

Complete and upload the budget template

📎 Copy of Iboc_budget_template_2019.xlsx

Outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in-kind support and indicate whether these are confirmed or to be expected.

[REDACTED]

[REDACTED]

Upload match funding evidence

📎 All Letters of Support.pdf

Describe how your project delivers value for money

Fundamentally, we believe our approach ensures value for money because it is in tune with our local histories, addresses our local challenges and is delivered by Haringey organisations. Not only, therefore, will our programme deliver impact during London Borough of Culture but will build capacity and deliver impact both in the build-up and following.

In addition, we have taken the following steps to ensure the project displays value for money –

1. Taken a Project Management approach to project delivery
2. Ensured that the programme is deliverable within the project's budget
3. Linked all expenditure to the project's desired aims, outputs and outcomes
4. Established quality measures with the project board
5. developed the budget in line with industry standards
6. Included a contingency – to account for any capacity training, risk mitigations and slippages
7. Aligned existing initiatives so that the project is tapping into existing resources and adding value
8. Allocated enough time in the project plans to apply for further funding, should that be required and will be developing a fundraising strategy
9. [REDACTED]
10. Linked the project's aims directly to the council's Borough Plan priorities and to our wider cultural aims.
11. Will be building on existing initiatives – festivals, events, infrastructure
12. Will be supporting existing resources

Risk

Unapproved changes on 25/10/2019 by [REDACTED]

Project Risk Rating

Overall Project Risk Rating

GREEN - Low risk level

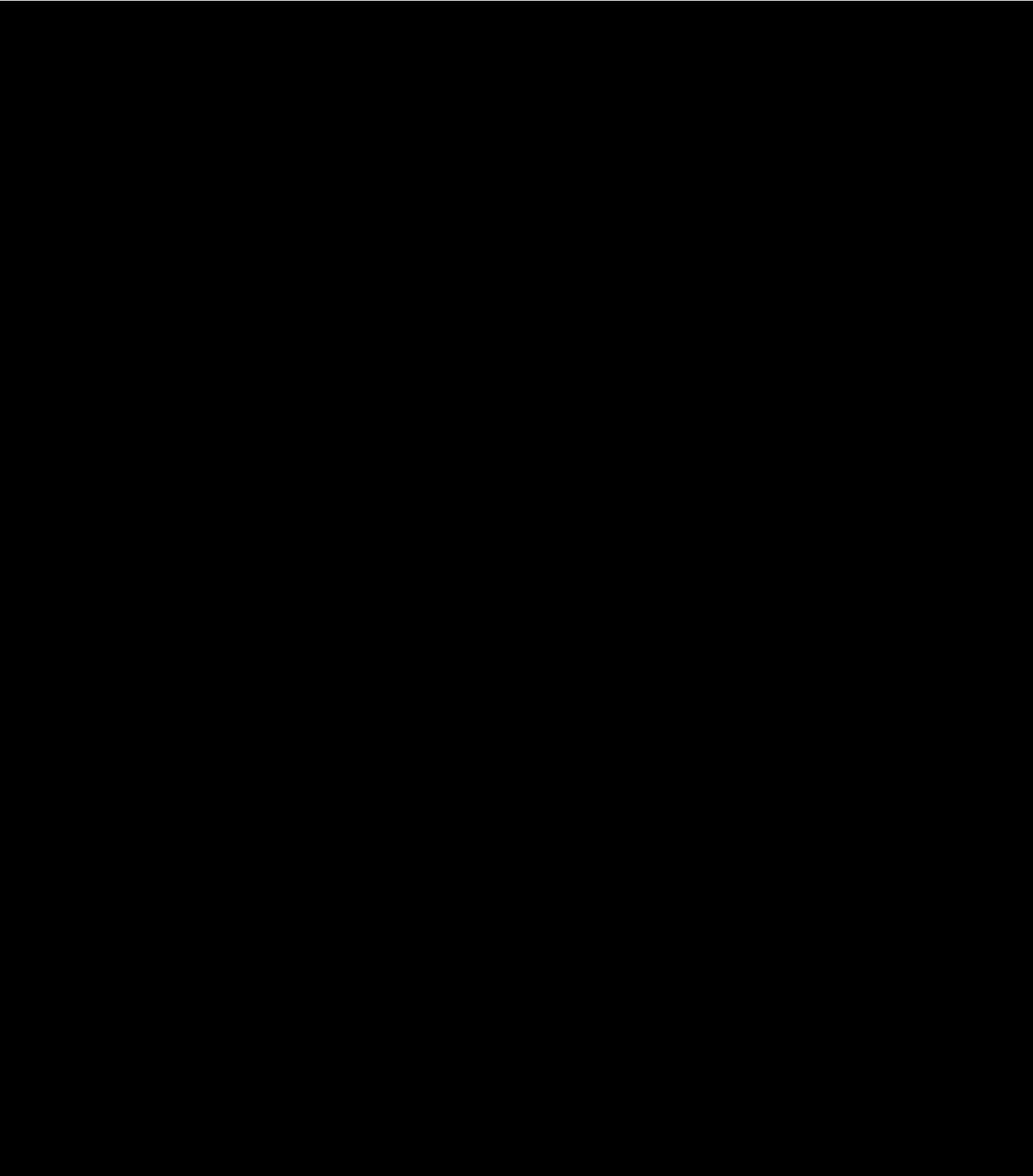
Risks are currently under control and mitigations and risk owners are in place.

Project Risks

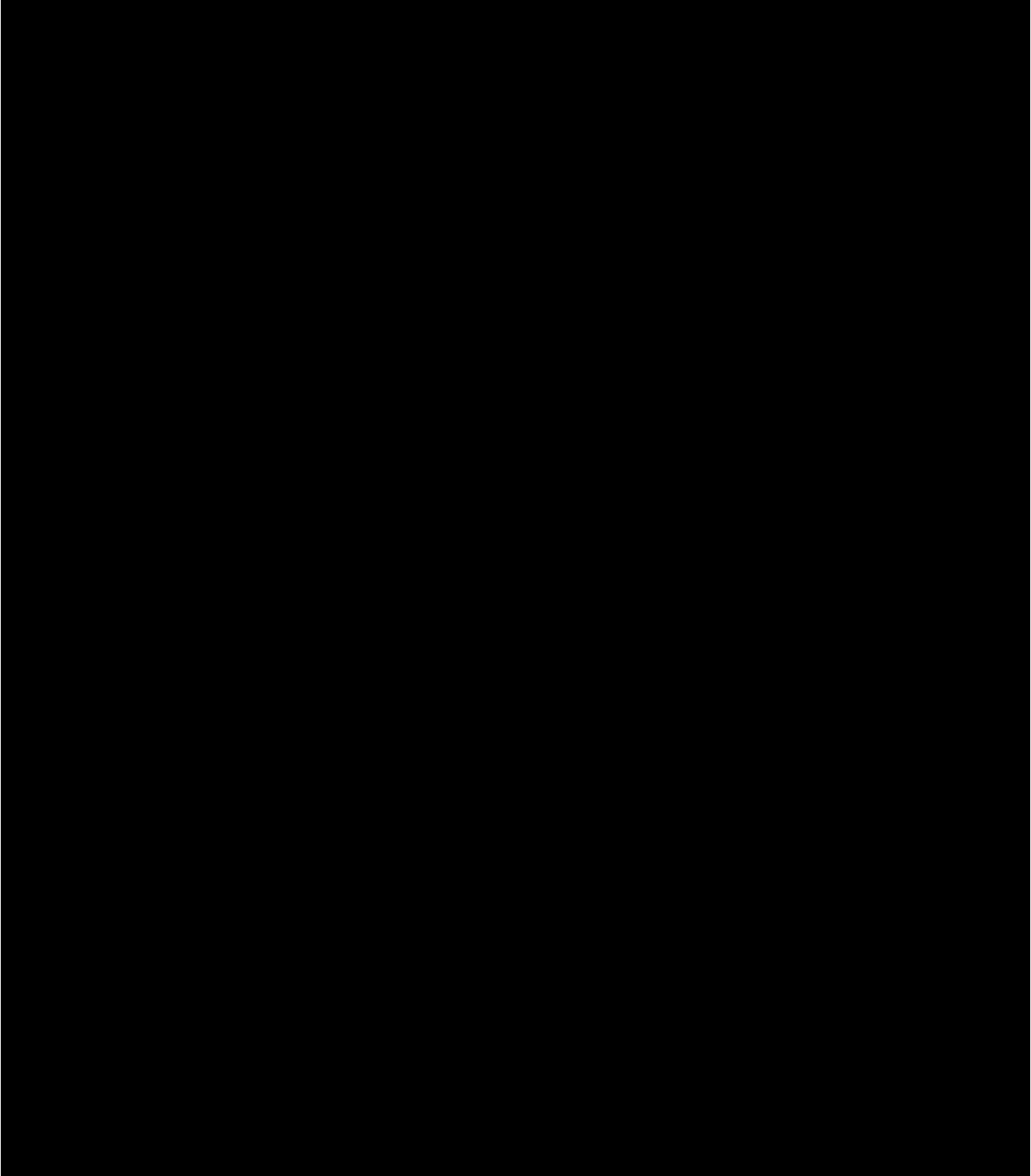
TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS
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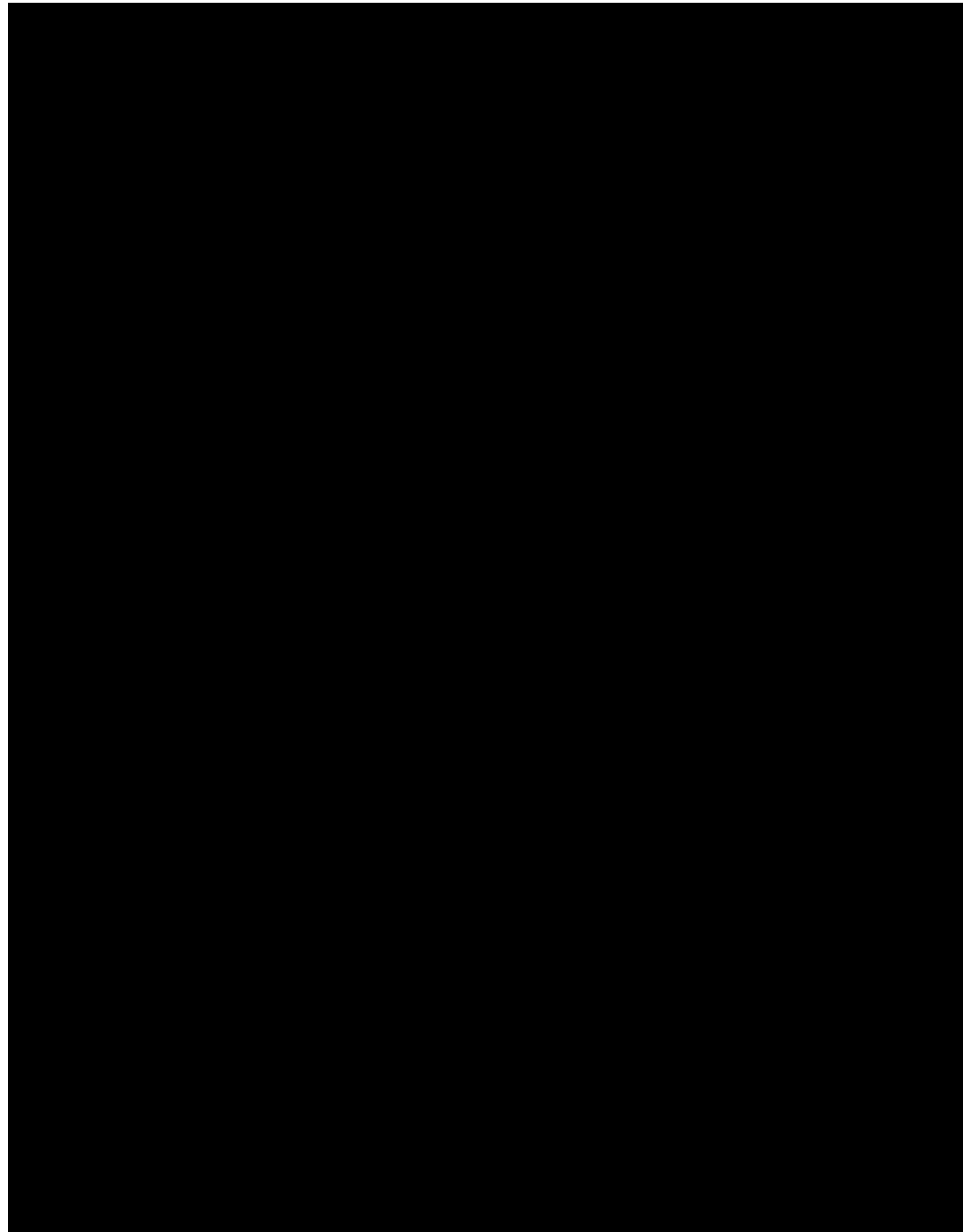
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TITLE	DESCRIPTION OF ISSUES AND IMPACT	IMPACT LEVEL	STATUS
	Potential for conflicting priorities and uncertainty over participation as expected in LBoC activities.		

Cultural Impact Awards

Unapproved changes on 25/10/2019 by [REDACTED]

What is the need you are trying to address through this project and how will it create step change for your borough?

Haringey is the 5th most ethnically diverse borough in the country. 63% of residents come from non-White British communities with over 190 different languages spoken across Haringey. This diversity also applies to religion - with Haringey being one of the most religiously diverse places in the UK. We believe this diversity is something that sets us apart from the rest and makes Haringey the world in one borough - something that our programme celebrates in all its glory. Haringey Feast celebrates and supports this aspect of our Borough's make up and encourages increased social cohesion, bringing increased pride to the area.

Diversity, however, can also mark inequality and this project responds, through its focus on food as universal need; ritual symbol; emblem of celebration; signifier of place and identity, to the reality of food poverty and food waste in 21st Century London. Haringey Feast will both reflect our borough's capacity for cohesion whilst counterpointing the fault-lines running through our communities.

This artistically creative project will allow us to strengthen our relationships with our grass roots community groups and cultural delivery partners whilst also helping us achieve our Borough Plan objective that Haringey is A place with strong, resilient and connected communities where people can lead active and healthy lives in an environment that is safe, clean and green. Haringey Feasts will showcase how arts and culture can transcend boundaries to bring people together, can build insights into a new social commentary and through this collaborative, large scale art piece can explore what feasting together might mean in Haringey today.

We will also be able to commission and promote local designers through the project and platform undiscovered talent within our borough. The performances would also enable us to work with some of our key cultural providers in the area to develop high quality pieces that celebrate local Haringey heroes and stories.

We would see this project as a pilot project for us to be able to employ a Future Curator who would work alongside us to develop and deliver the Haringey Feast event. If successful, we will look at how this position could be invested in as a legacy of the Haringey Feast.

The project will be the first large scale, mass participation, commission invested in by the Borough. This will allow us to test out the appetite and impact such projects can have on our communities. It will also

enable us to work closely with our Arts and Culture Board to steer, deliver and evaluate a project of this scale. We will work across departments to ensure that our diverse communities are engaged with the activities and that communications relating to the project are distributed widely across our networks.

We also believe this activity will allow us a platform to test out our new cultural strategy that we will invest in should we win this award.

Describe the project activity/activities

Haringey Feast is a large-scale communal feasting event that takes place at Haringey's iconic, Alexandra Palace to coincide with their existing free community 'Great fete' in August. The Feast would see a large banquet table erected to host at least 500 people, bringing people from across our Borough and beyond to experience a collective creative dining experience.

All aspects of the dining experience would be considered including commissioning specially designed items by local designers and makers. The plates, napkins, drinking vessels and tablecloths would all be designed and made in Haringey, supporting the commissioning of our local creative community and sending the message that Haringey is a place of high-quality design, manufacture and creativity. These designed elements would also be sold as limited-edition pieces with all proceeds going to support Haringey-based food banks. In the lead up to the event, maker workshops will be held across the borough with school children, care homes, libraries etc. so that makers skills are transferred throughout the community.

The food would reflect the different communities within the Borough with dishes developed and devised with varying local community groups. Where possible produce would come from Haringey allotments and be used in the dishes served on the day.

Alongside the dining experience would be performance elements that would be developed by local organisations and community groups to celebrate a series of local Haringey stories and heroes who would have been nominated by local people from across the Borough via an open call. We will work with companies such as VocalEyes and Shape Arts to ensure the experience is as accessible as possible.

The banquet would take place on the South Terrace which overlooks the iconic London skyline in Alexandra Palace, a high profile and centrally located venue in the Borough allowing us to symbolically bridge the gap between the east and the west of our Borough. Though ticketed, the event would be free.

Off shoot feasts would also be encouraged to allow for wider engagement in the project across the borough.

List the outputs and outcomes that you aim to achieve through this project

We believe this project has the ability to engage thousands of people from a variety of communities across the Borough in a celebration of performance, food, design and making. The project resonates and engages people on different levels from working directly with community groups and members to provide the catering, to offering people the chance to take part in a mass-dining experience.

Our direct outputs and outcomes will be:

- A large scale participatory event for 500 people
- A minimum of 50 community groups involved in the development of food for the event
- A minimum of 10 designers commissioned to develop elements for the banquet
- 1 Haringey inspired theatrical performance
- 1 Future Curator post created
- Funding raised through designed pieces going towards Haringey-based food banks
- Local manufacturers employed to produce the designed elements for the banquet
- Hundreds engaged through open call for Haringey heroes
- Haringey inspired artworks created
- Increased pride in Haringey's local history and heritage
- Wide range of press coverage and interest in the project

How will you monitor and evaluate the success of this project?

We will work with the Audience Agency and an evaluation agency to evaluate the project ensuring that people who engage with the work are able to feedback with both quantitative and qualitative feedback. We will ensure the Haringey Culture Board are directly involved in monitoring and evaluating the activity throughout its inception and delivery. We will work across departments within the Borough to ensure that

our involvement in the project is properly evaluated and reflected upon. Each plate would have a series of questions on it that people would be encouraged to answer in order to give us feedback on our cultural strategy we would commission as a result of being awarded this project.

Describe how this project will be well managed

The London Borough of Haringey will lead on the curation and delivery of the Haringey Feast working closely with Alexandra Palace as a venue and through the Culture Board. The Borough would draft an open call for local heroes and inspiring Haringey stories that would be widely distributed working across departments within the council Bruce Castle Museum and VCS.

The Borough would also work closely with community groups through the Bridge Renewal Trust to develop dishes that can be shared at the event. We would also work with lead partners such as Jacksons Lane, Bernie Grant Arts Centre, Haringey Shed to develop the performances inspired by the chosen heroes that would take place as part of the banqueting experience.

The designers we work with would be selected via an open call process. It would be the designers' responsibility to work with manufacturers to produce their final pieces and it would be highlighted that manufacturers will be locally based and that making workshops will be offered in schools, libraries and other community settings in the leadup to the Feast day.

Data Protection and FoIA

Unapproved changes on 25/10/2019 by [REDACTED]

Have you read the GLA Data Protection and Freedom of Information (FoIA) statements in this guidance and GLA policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the FoIA 2000?

yes

Should we treat any financial information provided in the 'Budget' section of the application, as commercially sensitive information for the purposes of FoIA?

yes

Are there other specific pieces of information in your application which you consider to be exempt information for the purposes of FoIA?

no

Can we keep you informed of our work?

yes

Can we pass your contact details to organisers of marketing activities, conferences and training events?

yes

OUTCOMES AND OUTPUTS

Please complete the below template to outline your project's priority outcomes, outputs and measurable indicators. Examples can be found in the sample template in the application guidance notes.

London Borough of Haringey

Programme outcome	Project outcome	Outputs	Measurable indicator	Baseline
Step change, practice and partnership				
A. Culture and creativity become embedded across Borough policy and strategy and become an integral part of life in the Borough	Our draft Cultural Strategy for Haringey is tested at headline and key events throughout the LBoC year; We deliver the LBoC programme working collectively with colleagues across the Council and partners	A finalised community-engaged and approved Cultural Strategy for the Borough; We deliver the LBoC programme working collectively with colleagues across the Council and partners and demonstrate how creativity and arts can have a real impact on our communities; LBoC outcomes are aligned with Borough Plan outcomes.	The realised and adopted Cultural Strategy for the Borough; Improved working across departments in the council through the retention of Senior heads of department on LBoC Programme Board, the continued development of the Haringey Culture Board; Number of priorities in the Borough Plan LBoC delivers against.	Arts and culture are reflected as key objectives in the Borough Plan. Currently there is no Haringey Cultural Strategy in place
B. Delivery models and practice are involving and empowering for Boroughs, partners,	A LBoC programme that is 100% delivered by Haringey-	4 headline commissions, 3 ongoing projects, countless existing events and new	No. of attendees to events, No. of community groups taking part,	A minimum of 20 local organisations involved in curating our headline programme

residents and communities	based organisations working with Haringey-based communities	projects that will take place as a result of LBoC	No. of artists involved No. of community groups taking part	Thousands of community members involved in participating in the creation of our headline activity A minimum of 250 artists involved in participating in our headline activity Baselines will be developed with Evaluation agency
C. New or developed partnerships enable Boroughs to fulfil their ambitions	Our organisations and communities feel better connected through LBoC projects - 48-HourFestival, River Margins, Future Curators and all programmes meet aims of Culture Strategy	Increased youth engagement in the creative industries; offering a platform to the wealth of undiscovered talent in the Borough, a strong and unified cultural board, enhanced relationship with our core creative providers, a Culture Strategy	At least: 5 Future Curator Apprenticeships created and delivered; Collaborations with a minimum of 10 new cultural providers; grants given to a minimum of 50 new discovered artists located in the Borough, the continuation and strengthening of our cultural board	We currently do not run a Future Curators programme, We do not currently run a culture related funding scheme offering grants to new artists located in the Borough, we have a cultural board presently who meet quarterly.
Delivery:				
D. Increased resilience of the creative and cultural sector	Our programmes are 100% delivered by Haringey-based organisations and our organisations feel empowered through the LBoC programme.	A LBoC programme that is 100% delivered by Haringey-based organisations	4 headline commissions, 3 ongoing, the engagement of a minimum of 20 local cultural providers, % increase in organisations' capacity and funding, open call for programme submissions	Baseline will be developed with evaluation consultancy Measures will include levels of inward investment to the borough for arts and culture, range of fundraising methods employed, ability to deliver innovation within existing funding levels

E. Increased cultural engagement and creativity across a diversity of the Borough population	Borough-wide programmes that encourage people to participate in activities	A genuine spread of projects across the Borough as a result of LBoC, dedicated projects between organisations and communities located in the new parts of the Boroughs to collaborate, Projects that encourage people to move across the Borough, Projects that co-create together with the community so they are actively involved, a genuinely diverse programme of events that target a variety of audiences and age groups. Artworks which demonstrate participation by residents from across Haringey	At least: 59 primary schools engaged in Frequencies, A minimum of 200 events throughout the LBoC year that take place across the Borough; The delivery of the 48-Hour Festival that encourages people to experience and discover culture throughout the Borough; 5 Future Curators; 10,000 community members engaged in our headline programmes; 1 Collaborative headline event that sees cross-borough working from Jackson's Lane (located in the West), Alexandra Palace (Centrally located) and Bernie Grant Arts Centre (located in the East)	Baseline will be developed with evaluation consultancy looking at Audience Agency reports and other data.
F. Improved social integration, social cohesion, and/or collective efficacy across the Borough	LBoC events are inclusive, respond to local needs and encourage collaborations	Delivery of our headline programmes- Haringey Feasts, Haringey Audio Guides, Haringey Closing event, Future Curators,	Thousands of local community members engaged with the arts throughout programme, 1,000 people over the	Baseline will be developed with evaluation consultancy Existing indicator of community and social cohesion is measured through

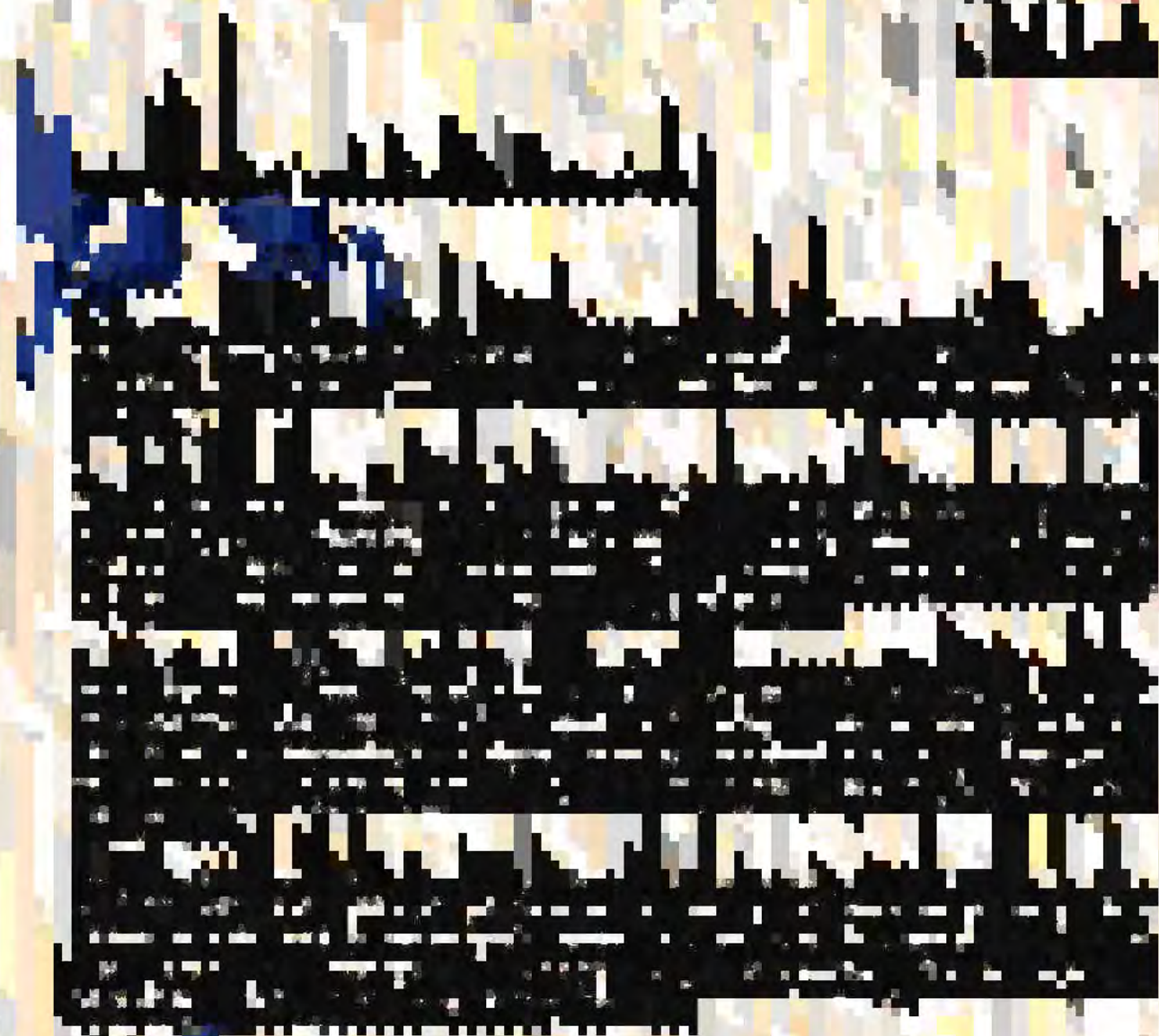
		Frequencies, Back Out Ball, Beating the Bounds, Water Margins	age of 60+ engaged in our programme, 1,000 primary school children engaged	the Residents' Survey which is scheduled to take place every two years and twice in the period through to the end of 2023
G. Increased number of 'active citizens' operating within communities	Our residents are and feel actively involved in the LBoC leadup and programme	1,000 volunteers take part in LBoC programme. Young people are actively involved in programme delivery.	At least: 5 Future Curators employed; thousands of people involved in co-creating work with artists; minimum of 150 older people engaged in the Haringey Audio Guides and the Coming Back Out Ball; 1,000 primary school children engaged with Frequencies; Community and Youth LBoC board formed; At least 20 young people involved in the Unexpected Leaders programme	Baseline will be developed with evaluation consultancy but there are significant number of volunteers already operating across all arts agencies in the borough including Alexandra Palace, Bruce Castle Museum and Bernie Grants Arts Centre for example. Monitoring activity will be undertaken across all programme elements to ensure accurate audience figures.
H. Improved health and wellbeing for individuals and communities	Haringey's programme is dedicated to commissioning projects that look at effecting change through creativity and engagement in the arts	Programmes working directly in care homes, nurseries etc, with older residents etc. Full LBoC programme, Future Curators, Haringey Audio Guides, Haringey Closing Event etc.	1500 people engaged in co-creating artistic projects across the LBoC year; 5 Future Curators given a paid apprenticeship; 150 people over the age of 60 engaged in our Haringey Audio Guides project with a special	Baseline developed with Evaluation consultancy We have detailed baseline information on the health of our local residents – attributing cause and effect, within the timeframe of this bid, will, however always be challenging.

			target on those who may feel socially excluded or lonely at present, over 200 workshops across the Borough encouraging people to partake in active exercise	We will take feedback directly from residents, e.g. of care homes, to receive qualitative feedback
I. Improved perception of Borough as a cultural destination	More people feel Haringey is a cultural destination.	Full LBoC programme delivered 100% by locally based organisations with local people London-wide publicity showcasing Haringey culture increased. Haringey visitor numbers increase	Thousands of new visitors coming to the Borough to experience culture, Hundreds of articles relating to Haringey's LBoC programme, Thousands of community members involved in the programme, 500 local artists involved in the programme, A finalised cultural strategy launched for the Borough.	Baseline will be developed with evaluation consultancy We will aim to project increased audience and visitor figures – and test these through the life covered by this application.
J. Economic impact for the local area	Haringey's residents, businesses and CCIs are directly benefiting from LBoC	Full LBoC programme delivered 100% by locally based organisations Visitor numbers to events increased Local people gain skills/jobs in LBoC programme.	Businesses report an increase in income relating to our overall programme, At least 30 local partner organisations involved in delivering the core programme, A minimum of 50 local artists supported	Baseline will be developed with evaluation consultancy We are working on a new economic impact tool for our broader Haringey community assets already and will apply this tool to the arts and culture sector in the borough, both before, during and after the LBoC year

			through the LBoC programme, 5 local Future Curators hired, A minimum of 10 existing local Festival and Events supported through the LBoC programme 80% of LBoC funds are spent within the borough.	
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البحرين

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Harting & Harting



OPEN PROJECT SYSTEM

Hounslow 2021 - the Cultural
Superhighway

Status: Submitted

Project summary report

Project ID: **P15641**London Borough of
Culture 2021/23London Borough of Culture
2021/23

Project DetailsUnapproved changes on 27/10/2019 by 

Project title

Hounslow 2021 - the Cultural Superhighway

Bidding arrangement

London Borough of Hounslow

Organisation name

London Borough of Hounslow

Programme selected

London Borough of Culture 2021/23

Project type selected

London Borough of Culture 2021/23

General InformationUnapproved changes on 16/10/2019 by 

Name of Borough

Hounslow

Borough address

Hounslow House
7 Bath Road,
Hounslow,
TW3 3EB

Name of contact person



Position held

Executive Director for Environment, Culture and Transport

Directorate

Environment, Culture and Customer Care

Department/Business Unit

Corporate Leadership Team

Telephone number**E-mail address**

hounslow.gov.uk

Contact with us

Unapproved changes on 16/10/2019 by

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

yes

Tell us their name(s) and which team(s) they work in

, Culture and Creative Industries

, Culture and Creative Industries

Culture and Creative Industries

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

no

Project Overview

Unapproved changes on 28/10/2019 by

State if you are applying to be the London Borough of Culture in:

2021

Tell us why you would prefer to be London Borough of Culture in 2021?

2021 is Hounslow's year. Our Jacobean masterpiece, Boston Manor House reopens, fully restored and with new maker spaces and associated Arts Market. Hogarth's House and Gunnersbury Park Museum will be in the height of their new community engagement programmes providing essential partnerships and better audience intelligence from our Cultural Partners Network to contribute to our programme. Brentford will host the Women's Euro Football Championships semi-final; and there will be new phases for our Creative Enterprise Zone and Creative People and Places. It's an exciting year to create our cultural superhighway and leave a lasting legacy for our communities and London.

How much funding are you applying for from the GLA in this application? (£)

How much funding are you applying for from the GLA in this application? (£)
1350000

How much will your programme cost in total? (£)

2853498

Provide a summary of the proposed programme

Culture has the power to connect communities. In our long thin slice through London's demographic onion, contrasting neighbourhoods line up in layers. We want culture to lure people out across these invisible borders to meet and spark ideas. We know it creates a shared sense of place and belonging. With our transient population and history of roads, rivers and canals, we can feel more like a place between than a place in itself. We want culture to help give us our centre, our what, how and why. It brings hope and fuels progress. In our sleeves rolled-up borough, culture and economy have always worked together. In the past it was haulage and cars, now the creative industries are drawn here. We want culture to be the currency that connects our Creative Enterprise Zone with Hounslow's talented people, sparking opportunity and prosperity. Here in Hounslow, we believe culture sets potential free. Join us on our journey to create a Culture Superhighway, an unstoppable movement of people, ideas and opportunity.

Making an impact

Unapproved changes on 27/10/2019 by [REDACTED]

Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award.

Ask anyone about Hounslow and you'll most likely be met by a quizzical smile or a blank expression. We're used to that, it doesn't bother us. Squeezed between north and south London and stretched out long and thin from Chiswick in zone 2 to Feltham on the fringes, we are and have always been a borough of comings and goings, of making and sending. We are a first home and a first job for thousands of people each year coming to the Capital from outside and abroad. Bigger than many UK cities our 285,000+ population is transient, with 1 in 6 new to Hounslow each year. Our people are busy self-starters, always on the move, working hard, keeping Heathrow flying, keeping the economy ticking.

Hounslow is packed with potential. We know culture can help set it free. We know it unites our people, and LOBC will give a shared sense of direction. From fine art and heritage to hands-on music making, from street festivals and live gigs to the capital's best curries, Hounslow is London's best kept cultural secret, and we are ready to make our mark.

We are defined by our contrasts.

Residents tell us they do not feel connected to Hounslow, yet 80% feel connected to their neighbourhoods and communities with 73% saying they'd like an active role. West London Business (2019) demonstrated Hounslow is one of the UK's most connected places, yet locally we're not as connected to each other. Residents tell us Hounslow is a thoroughfare, rather than a destination; yet Londoners and international visitors visit our global festivals annually e.g. Lovebox, Junction 2, built upon established events like Chiswick Book Fair. Audience Agency (2019) tells us we have high levels of lower cultural engagement at 50% below London average's (32%). Engagement is lower in the West, and higher in the East; yet all below the London average.

Our communities are a slice through London's demographics. Startling differences from the stately wealth and high culture richness of Chiswick in the east, looking inwards to central London, to the melting, morphing, sleeves-rolled-up central Hounslow town, to the former nursery lands of Feltham. Reflecting London Hounslow as beyond diverse. Since 2011, the non-White British has risen from 52 to 58%, Hindu Indian population is our largest community and with growing communities of Romanian, Portuguese, moving into the West. Stakeholders tell us they struggle to collaborate and connect with our diverse cultural and geographical communities. Hounslow is one of the most rapidly growing and diverse in

cultural and geographical communities. Hounslow is one of the most rapidly growing and diverse in population in London.

Inevitably, our cultural infrastructure needs to respond to our beyond diverse nature, we need to maximise the opportunity from the LBOC and our CEZ. We have theatres such as Tabard Theatre, Waterman's and Hounslow Arts Centre. We have artistic clusters such as Johnson's Ait, the Makers Station and Redless

studios. Significant programmes improving places and investing in people have been undertaken with partners through CPP, the GLA GGF and CEZ, and the National Lottery Heritage Fund. However, our infrastructure does not reflect the cultural mix of our residents; and compared to other boroughs we need to increase the diversity of approach and build strength in our sector.

We have 46.25% of London's "television programming and broadcasting jobs" in our Great West Corridor, hosting 22,000 jobs in the creative industry, 18% of our total workforce. Our Creative Industries include Sky, Paramount, Disney, Sony and Sega who are celebrated and enjoyed across the globe. Yet, Feltham Arts work with Rivers Academy students and found not one student felt that they "knew a lot" about the Hounslow's Creative Industries, with the majority knowing 'a little or nothing at all'.

We have strong heritage. Beautiful gems of national importance: the Rothschild's former country house Gunnersbury Park Estate; Chiswick House & Gardens; Hogarth's House; Boston Manor House (Jacobean). We have secured substantial funding to restore and activate these national assets. With Syon Park and Osterley House and Park, Feltham House and Hanworth House, they tell a fascinating story of Hounslow's history as a gateway into London. Our connectivity defines us. Our historical connectivity of the Thames; the Grand Union Canal and London's first airport, London Air Park; to our existing and future connectivity with the motorways, tube and rail, cycleways and footways. People settle here as they did then to capitalise on the opportunities Hounslow has whether as residents, visitors, tourists or our multiple global companies.

Yet, we have ambitious plans for future growth, responding to the Mayor's housing targets, and our pledge to deliver 5000 new homes by 2021. With these comes families, aspirations and dreams; and infrastructure: new cinemas, schools, and public realm. A huge opportunity to create our identity, sense of place, connection and pride, enabling local people to shape growth through culture.

To unlock our potential, we need to address the geographical and cultural disconnection of our locally focused communities, with cultural activity, creative networks and work opportunities that lie a short bus, tube or train ride away. Using this boost of cultural attention and investment to connect the extremities and creative GWC businesses with the mansions, people, parks and places in between. Being LBOC will boost our impact, amplify our stories and help to harness culture's power to transform. We want to develop a culture superhighway of events, initiatives and projects helping to bring these many parts together. Overcoming the barriers to our communities interacting, reducing isolation; sparking ideas and enabling local talent; mobilising people to explore; unlocking opportunity with our incredible global creative sector; and highlighting our cultural gems. Building a vibrant, sustainable sector by creating an unstoppable movement of people, ideas and opportunity. Proving that we can take the £1.35m, multiply its value, and leave a lasting legacy.

Explain how becoming the London Borough of Culture in 2021 or 2023 will help you achieve your ambitions and create long term change

We know we can achieve much more by bringing different people to meet in the common ground, to trade their time, their ideas and their energy. That's why we're on a mission to connect our communities through culture.

Locally rooted and connected to the world, we plan to use digital and local platforms to showcase our stories; engage and inform others; re-connect people, organisations and places, and re-affirm Hounslow's position as the gateway to London and demonstrate our connection from our history to our futures.

We want to create a culture superhighway, to unlock, uproot and mobilise the borough's cultural gems. We want to take our communities on a journey of discovery, to go together on an adventure to strange new places and to experience wonderful new things.

We will create an unstoppable movement of people, ideas and opportunities because we believe culture sets potential free.

People

People make Hounslow. We want to connect our communities and journey them through our borough to access and participate in culture like never before. We want to take this opportunity to build a cultural identity that unites and engages those who work, visit, live or study in Hounslow.

We want to bring the outside in, and we want to create a superhighway, a set of cultural spots, by working with local creatives, our global businesses to showcase what Hounslow has to offer. Creating a new identity and sense of place. We will put culture at the heart of our communities. We will bring forward new participants and energise a new host of volunteers to breathe life into our cultural stops. We will create new, sustainable models for future years by utilising established and unusual formats and locations for delivery to celebrate our wealth and diverse cultures.

Key Objective: create a new contemporary borough identity using the skills and talents of Hounslow that celebrates our diversity and shines a spotlight upon the individual and collective journeys of our residents.

- Our programme will create a platform for the layers of history, people and stories that reflect and magnify the heritage and pride of our diverse but frequently disconnected Borough. We will use our own stories to bring an authenticity to our identity and amplify that across Hounslow and London by putting a spotlight on underused spaces and places that drive exploration and movement across our Borough.

We will:

- Harness the desire of residents to be more active, building upon 140 residents signed up as producers, journalists and ambassadors, and this cultural interest will form the foundation of support to our programme.
- Celebrate and share the individual and collective journeys of Hounslow's residents and enterprises. Bringing our little-known history to light, emphasising our current importance as a gateway to London and the world, particularly for the global creative sector. We'll make it known as a place to live, work and to play in.
- Deliver an inclusive, sustainable cultural programme built upon the training and enabling of local talent and volunteers, who celebrate Hounslow's diversity. Nurturing a vibrant, sustainable sector, confident in its abilities and reach.
- Embed cultural activity, particularly building on the outcomes from CEZ, CPP and LBOC, throughout council policy and strategy. We will test new ways of working with residents to embed culture as a driver for change by amplifying the CEZ Local Plan placemaking and workspace policies across the borough when creating new cultural neighbourhoods.

Ideas

To create change, we need ideas. We want to connect our residents and forge long lasting connections between cultural venues, community groups and our diverse residents. We want to enable a rich, sustainable programme of citizen-initiated events, combining the ideas and energy of our strong, diverse but frequently isolated communities with the supercharged cultural networks and skill sets of the cultural hubs and Great West Corridor.

Key Objective: bring cultural activity to where people live, activating overlooked local spaces and groups, helping them reach their potential by connecting them with the skills, mentors, networks, funding, and resources of established cultural venues and organisations

- Our programme will transform how the boroughs cultural hubs collaborate. We will establish a consortium of cultural stakeholders that amplifies and enables collaboration between existing hubs, transforming engagement with hard to reach audiences.

We will:

- Work with London Funders to showcase a round table on our cultural legacy and use this to provide learning to others
- Create new mechanisms for engagement in developing the cultural activity and infrastructure posed by our housing and regeneration schemes and enable us to rethink the Estates of the Future.
- Connect cultural ideas and communities, pairing new audiences with cultural venues and organisations, realising the creative potential offered by the underused great estates, resulting in stronger, collaborative connections between the Borough's cultural and creative sector.

- Get people generating ideas and energy that builds a legacy in Hounslow

Opportunity

Opportunity follows ideas. We need to ensure we sustain our creative sector and create a new set of

cultural assets. We want to connect the people to the institutions and create opportunities for career pathways building upon the Great West Creatives CEZ's new ESF creative skills programme for minorities and MA at University of West London.

Key Objective: connect our people to the different opportunities in Hounslow and use the programme to develop future pathways

- Our programme will transform how residents understand, navigate, value and access culture and the careers offered by the creative sector, increasing its diversity as a sector and enabling our young people to realise and access opportunities. Creating a shift in participation within inclusive culture and creative enterprise.

We will:

- Build creative and cultural production skillsets and networks in the borough's disconnected parts by matching them with the skills and resources of our global institutions.
- Enable and stimulate a network of skilled, active volunteers making cultural events more viable, rich, deliverable and sustainable in future years.
- Generate real opportunities for co-design, programme management, and decision making, enabling access from particular underrepresented groups and provide insight to our history, present and future.

Celebrating creativity

Unapproved changes on 28/10/2019 by [REDACTED]

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will deliver against the need and catalyst for change that you have outlined in Making an Impact.

Our programme is based on an unstoppable movement of people ideas and opportunity as we believe culture sets potential free, providing over 389,000 opportunities for our people to experience and engage with culture in new and exciting ways. .

Our core design principle is our cultural superhighway. We want to connect our communities and geographies, amplify our cultural places and activities and breath life into new and unusual spaces. We will create a multiple sense of movement and journey people through our borough to established cultural connections and to new ones, developed as part of our programme, developing content that will inspire and spark ideas.

1. AN STOPPABLE MOVEMENT OF: PEOPLE

STORIES OF HOUNSLOW

Celebrating the boroughs extremities and connecting places in between. Each stop an event, each conversation a source of inspiration.

THE MUMMERATION JOURNEY - Inspired by stories of movement and migration, work and industry, blue and green infrastructure and much more, Poet In The City will journey on an electric bus, recording and celebrating Hounslow's contemporary identity.

The bus will be the cornerstone of major events, the launch, screenings and festivals. A competition will design the bus's livery, unveiled at the launch. Encompassing the breadth of written and spoken word art, participants will reflect the borough, with local poets and big names such as Theresa Lowla, Nikita Gill and George the Poet, who will engage in public spaces, transport hubs and schools to create our mummeration.

CAPTURING HOUNSLOW

The journey will create a photography of our social history, reflecting our history, present and capture our year. We will have a Resident Instagram-er and community curators will work with artists to design exhibitions for unusual spaces, such as our social housing towers.

We can showcase our differences and bring relevant, accessible exhibitions into non-traditional spaces, making connections between neighbours and neighbourhoods, reducing isolation. Exhibitions might include lighting stairwells and large-scale acetates; leading to our housing estates becoming exhibitions in themselves.

TOURING HOUNSLOW

JOSEPHINE HOUNSLOW

Archive artefacts will be used to spark conversations between our communities. Maybe a football from Brentford FC, a clay pipe from the Thames foreshore, or a doorknob from a historic house. Gunnersbury Museum will work with the community to identify objects and take them on tour across Hounslow. Continuing conversations sparked through Journey, Capture and Touring residents will create a Hounslow totem, an emblematic depiction of something to represent Hounslow now, while serving as a reminder of its ancestry.

Big moments:

Mayor of London will open and close the programme by driving the electric bus along the cultural superhighway, hearing the stories at stops along the route, before announcing the 2021 and the 2022 Hounslow Poets. To be mentored by a leading contemporary poet eg Kate Tempest or Suli Breaks. To amplify Stories of Hounslow's reach Radio Hounslow and Hounslow in Print will distribute to audiences that may not attend more organised cultural activity.

RADIO HOUNSLOW

A comedic listening project where key voices/stories from the projects are shared in the home. It could be a series of podcasts, a radio station (preferred option) or live broadcasts. Residents trained in recording and broadcast.

Big Moment potentially British comedian Asim Chaudhry (best known for playing Chabuddy G in the BBC mockumentary People Just Do Nothing, set in Hounslow.) hosting a show; interviewing celebrities or guests; and giving local news.

HOUNSLOW IN PRINT

A one off, newspaper style publication, distributed to all residents outlining our story and our cultural superhighways. Working with residents trained in reporting, photography, design and editing for its production creating a new body of citizen journalists.

Big Moment: a famous resident like Russell Grant on the cover with a limited edition run on the Stanhope Press celebrating Hounslow's unique contribution to printing.

2. AN UNSTOPPABLE MOVEMENT OF: IDEAS

IDEAS AWARDS

A public call to residents, organisations and communities for creative and cultural ideas. Up to 20 receiving funding, and access to the resources (mentors, venues, placements, networks) to thrive. Ideas will be selected to realise resident's potential, and support stakeholders connect with new audiences. All ideas will be showcased at other projects, such as Festivals.

Roundtable hosted by London Funders with creative sector funders exploring strategies for a more sustainable sector future. Unsuccessful applicants will receive 3 workshops to support their ideas.

Big Moment: Roundtable, chaired by the Deputy Mayor for Culture. Public vote on shortlisted ideas; and the use of an expert panel to help cultivate the ideas.

GREAT ESTATES: PAST, PRESENT AND FUTURE

PAST AND PRESENT

Recognising our history we want to link our six historic houses with the current great social housing estates.

Schools and community groups will reinterpret the heritage, relevance to today, and links to people and places across London and the world. Celebrating the links and contrasts between our Historic Houses and contemporary Great Estates.

Curated with communities, surprising genres will be delivered in unusual venues. Possibly modern adaptations of classic plays or Lionel Rothschild's favourite Chopin playing at Ivybridge. Hogarth's Rakes Progress viewed with the BBC's Hounslow Diaries.

The estate's stories will be translated into a site-specific spoken word, music, drama and/or dance. A digital piece will create a trail; where they are, what they do and why they are an important and treasured part of our borough's story.

Big moment: Six events that light up the Estates alongside commissioned performances developed with the community. Target audience of 2000/ site.

E-STATES OF THE FUTURE

Provoking positive conversations about the Borough's aspirations for good growth. An event will assemble urban designers, architects with UWL students, creatives, workspace providers, educators, cultural institutions such as Historic England and developers to consider Good Growth, Good Design. This will drive visionary long-term thinking, taking into account climate emergency targets, smart cities and innovative partnerships, to leave a legacy of good design in a borough that is growing exponentially.

Big moments: Mayor as the key note speaker. Live streaming to maximise audience reach. Industry leaders to spark innovation and new action. Case studies into a legacy document. Developments built in Minecraft or Lego.

ON THE BUSES

An open design competition to transform 12 bus stops into living exhibitions, celebrating local history, a particular art form, local person, venue or view. Locations will be linked to places of interest to encourage journeys across the Borough.

Bus stops will act as micro venues for other project's content, also featuring local bands, magicians, or pop up food stalls. Exploring how the oral content of The Journey could be played through the speakers, increasing the projects reach.

Big moment: Launch of newly decorated bus stops creating a buzz as people set out to explore, discover and tag themselves at locations.

3. AN UNSTOPPABLE MOVEMENT OF: OPPORTUNITY

SCHOOLS TO SCREEN

An animation created by pupils from every secondary school, in association with Sky.

15,000 pupils receive one day/school intervention from Sky, inspiring pupils with a marketplace showcasing film making, the process and roles. 60 young people showing aptitude invited to Sky Academy skills development programme. Creating an animated short feature film in response to the Stories of Hounslow.

Supported by online remote learning resources, signposting to further opportunities, skills programmes and careers within the creative industries.

Big Moments:

Screenings to take place in every school and local cinemas, with a premiere in Leicester Square introduced by the Mayor, and a spot in international film festivals sought (such as LFF, Manchester Animation Festival, International Children and Youth Animation Festival in Croatia etc).

SPOTLIGHT ON HOUNSLOW - FESTIVALS PROGRAMME

Three co-designed festivals (likely to be Gunnersbury Park, Bell Square (Hounslow Town Centre) and Feltham Town Centre). Themes may be waterways or transport heritage.

Showcasing talent from other parts of the LBOC programme. Boosting the local economy by bringing in new audiences and encouraging new High Street partnerships with creative pop ups and stalls.

Each festival will feature: professional acts, smaller spaces for amateur performances, training programmes related to the industry, opportunities to add to the Hounslow totem, new options for contemporary art linked to the place e.g. Lucozade bottles for Gunnersbury festival. Each will be supported by food, family friendly spaces and activities, and market stalls for local makers.

Big Moment: 10,000 daily visitors to each festival.

THE SCREENING TRAIL

A film screenings trail across green spaces, historic houses, canals, forgotten spaces, and places in between. Using the Free Film Festival model, plus site specific cinema partners, such as Backyard Cinema or Waterman's, to curate a series of ticketed immersive live cinema events.

Hounslow's commercial cinemas (Chiswick/Hounslow/Feltham's Bollywood Imax) invited to collaborate.

Screening locations could include: a series on Bend it Like Beckham at sports clubs around the Women's Euro semi-final, culminating in a screening in Brentford Stadium; schools, West Middlesex hospital, film tea parties in care homes, Feltham Young Offenders with film skills based training for inmates, use of community centres and a floating screening at Brentford Lock.

40 Local people trained in projection and film programming, event management and fundraising to take the project forward in future years.

Big Moment

Freddie Mercury Singalong curated by immersive cinema group, Feltham Cineworld's Bollywood Cinema, and the Community Choir. Screenings to include the film produced by the Schools to Screen project.

Outcomes and Outputs

Unapproved changes on 28/10/2019 by [REDACTED]

Complete and upload the outcomes and outputs table

outcomes_and_outputs_table (2).docx

If there are other outcomes that you want to see realised through your creative programme, outline them below

1. Development of a new contemporary identify for Hounslow based on the stories told by its residents and communities.
2. A new contemporary collection for our borough archives at Gunnersbury Park Estate and Museum.
3. New connections between our communities and geographies increasing movement and journeys throughout our Borough.
4. New connections between our communities and our creative institutions, particularly young people.

Monitoring and Evaluation

Unapproved changes on 27/10/2019 by [REDACTED]

Tell us how you will monitor and evaluate your project, including how you will measure your success against your project outcomes

Evaluation of our programme will be critical as we introduce new cultural activities and approaches. Our evaluation will give us a holistic picture of engagement and the step change we aim to see as part of our programme including: connecting of communities, transforming resident's view of Hounslow, developing cultural networks and providing skills and opportunities for local creatives.

We will focus on 'how', not just 'what' we deliver, and the specifics of our process will be developed in partnership with cultural providers and through consultation with our communities. Our residents survey will be held in 2020 and 2022 giving us quantitative data about the difference culture has made to how residents feel about the borough.

We will come together as creative practitioners and partners, participants, council departments and communities to develop a benefits realisation and evaluation rubric (used by cultural and educational institutions). This will include evaluation of performance and projects including: performance criteria, rating scale and indicators and it will be used as an active tool to shape and steer the learning and impact of the programme, allowing for periods of reflection thorough our programme delivery. We will work to capture an initial baseline of our cultural input and experiences.

Our evaluation rubric will promote us to make qualitative judgements regarding how well we are doing in delivering the bid, it allows for development in the programme, and will take account of:

- User experience e.g. surveys, feedback forms, CommonPlace tool to reflect on our culture superhighway
- Quality of experience e.g. stories, diaries.
- Audience and visitor numbers
- Participation e.g. postcode data for out of borough participation
- Value to residents, cultural partners
- Learning
- Diversity
- Communication e.g. social media analytics
- Relevance
- Efficiency and effectiveness e.g. working with the winner of our ideas awards to co-design evaluation.

This will be coupled with three reflective learning workshops, and three feedback and debrief sessions, peer learning methodology and one to one and group sessions. We will monitor our programme through

peer learning methodology and one to one and group sessions. We will monitor our programme through our own internal governance such as quarterly meetings with representatives of the programme board, Hounslow 2021 delivery board and youth panel.

We will monitor council policy changes which consider cultural objectives and reviews with internal delivery teams, youth panel and partner and community representatives to adapt process and mechanisms accordingly. We will also incorporate learning into future Culture and Community Engagement strategies.

Our team will include: External consultant working with a designated member of staff who will lead on monitoring and evaluation and feed into the LB Hounslow Culture Change group. Our Communications, Policy and Community Partnership Unit will work closely to provide full narrative of data. We will also work with the Cultural Networks partnership and critical friends. We will clearly identify targets for engagement in our cultural activity and continue the work we have started with The Audience Agency to set a data standard for collating audience intelligence at key sites.

Deliverability

Unapproved changes on 27/10/2019 by [REDACTED]

Describe how the project will be well managed

We are committed to ensuring LBoC 2021 is an exciting and transformational year of culture for London. We will combine a team of directly employed staff to deliver the vision, with expert external consultants to bring in specialist industry knowledge, innovation and sparkle.

Project Sponsor: Chief Executive

Project Lead: Executive Director for Environment, Culture, and Customer Service (ECCS)

Hounslow 2021 will be overseen by the Borough of Culture partnership board established during 2020:

Chair: CE / ED for ECCS

The group will include:

Lead Member, Artistic Director, Heritage & Arts, Communications, Community Participation team, Cultural Network representatives, key cultural providers ('Chinese wall' for programming decisions), local residents (selected via an open mechanism and ensuring good representation for our diverse communities), 3 Young people (selected via the Youth Board) and LBOC project managers.

Key responsibilities:

- Programme oversight
- Change management
- Risk register management
- Reporting to Cabinet quarterly
- Ensuring co-design permeates

They will be supported by:

1. Youth Panel, established 2020

Representatives from across the borough and different communities supported to participate to harness the creative power of young people to create innovative & engaging programming

Key Responsibilities:

- Oversight of the programme
- Involvement in programming visioning and decisions
- Ensuring all projects provide opportunities for active participation of young people at different levels

2. Hounslow 2021 delivery board – reporting to the Borough of Culture partnership board

LboC Artistic Director & 2 x PMs
 Communications
 Heritage & Arts
 Community Safety
 Libraries
 Parks
 Transport
 Growth & Opportunities
 Economic Development
 Met Police
 Licensing
 LifeLong Learning & Skills
 Public Health
 Community Partnerships
 Bids & Funding
 External consultants as required

Key responsibilities:

- Programme management system active and effective
- Developing/delivering the Fundraising Strategy; sponsorship grants & foundations, crowd funding, and partnership bids
- Enabling lasting partnerships, providing a solid foundation for the future
- Embedding the cultural legacy throughout council policy and services
- Developing and creating the evaluation rubric

3. LBH Culture Change Board – reporting to the Borough of Culture partnership board

LboC Artistic Director & PMs
 Heritage & Arts
 Intelligence
 Strategic Policy
 Spatial Planning Policy
 Development Management
 Licensing
 Public Health
 Community Partnerships
 Lifelong learning & skills
 External consultants and other internal as required

Key responsibilities:

Oversight of legacy to ensure change is driven through the council and borough
 Delivery of partnership development projects
 Securing policy change based on outcomes and successes
 Programme closure / exit strategy planning
 Volunteer programme oversight and future planning

We are very aware of the challenge of delivering LBOC 2021 and have identified internal resource to ensure we can respond immediately before the new team is in situ. Already in place is: the programme management framework; Cabinet approval of the vision, delegated decisions, and cash match funding; and the mobilisation board (existing as a development board for the bid).

Programme mobilisation during early 2020: led by Heritage & Arts team

Key Actions:

- Internal cross council delivery team meeting fortnightly/as needed
- Programme management framework completed and active

- Recruitment of new team
- Procurement framework established and Select List in place
- Establishment of risk register
- Communications Strategy mobilised

We have an internal programme management system designed to work across services and with external stakeholders.

The framework requires mandatory documents to be completed for the three stages, start-up, delivery and closure and templates and checklists to support PM.

A new internal LBoC team established spring 2020, this will include:

1. LBoC Artistic Director:

- a. Overall management, liaison with MoL office/GLA Culture Team & LBH leadership, sponsors, venues, partnership management, budgets
- b. Line management of the key areas: programming, Legacy, Marketing/PR, Volunteers etc.
- c. Directing the detail of the full vision and programme and the tenders for consultants' support - communications / evaluation / production

2. LBoC Project Manager – Programming.

- a. To creatively and operationally direct the cultural programmes of the LBoC 2021 to ensure partners and stakeholders are fully engaged, community engagement strategy is implemented, targets met and intersections between the programme elements are maximised.
- b. Volunteer engagement and ensuring all the programme elements are matched with suitable volunteers and coordinating their activities across the borough.

3. LBoC Project Manager – Culture & Legacy.

- a. To creatively and operationally ensure the cultural programmes of LBoC 2021 achieve their long term impact across the borough and region, and within the council.
- b. Embedding co-design and youth participation and developing and running the Youth Panel.

4. FT Project Support Officer. Supporting the above

5. 0.5 FTE Communications Manager

- a. Delivery of all internal communication activity
- b. Engagement with the marketing agency.

6. Supported by consultants:

- i. Ideas Award Manager -EG Art Assembly
- ii. Schools on Film Project Manager - Individual Experienced Film Education Manager collaborating with Sky
- iii. Film Festival Director- Individual Experienced Community Film Festival Curator working with a site specific film provider like Backyard cinema, Nomad, Block Party Cinema, Luna etc and Free Film Festivals.
- iv. The Event Producer - Individual Experienced Community Festival Manager, also responsible for the delivery of live events across the programme? Supported by a production company.
- v. Editor in Chief of the Publication - individual locally connected - to work with consultants from Peculiar Publications
- vi. Evaluation organisation: responsible for establishing the monitoring and evaluation framework to capture the ongoing and final learning from the programme

- b. Procurement team to assist to inform deliverability, stretch the programme, and test the market. We will establish a Select List for artistic individuals/organisations,

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?

Community engagement has been at the heart of developing our programme and ensuring our programme is accessible and inclusive is of upmost importance to us.

We have embedded this into our design principles, objectives, outcomes and monitoring and evaluation. Working in partnership with The Audience Agency and consultants, we have spoken to over 300 residents and communities to gather data on cultural engagement and to understand what culture means to them. These conversations have taken place across the Borough at various community events and an online survey. As a result, we know that there are many groups including those on lower income and minority ethnic and

disabled communities who are least served by and face barriers to access the cultural offer in Hounslow.

We will address this by working closely with our cultural providers and our grassroots organisations and initiatives with close connections to these communities and community leaders. Our proposal has been shaped by the broad and diverse range of responses received. We are aware of the East /West divide across the borough. We will broaden our definition and understanding of culture in order to effectively address local need and engage new and underrepresented audiences.

Our Culture Superhighway is specifically designed to connect communities and geographies. We want to bring culture to everyone's doorstep but also encourage movement and those connections. Our activity will take place in a range of locations, from historic houses to street corners, parks and libraries. Wherever possible we are committing to the use of fully accessible spaces and will endeavour to provide travel assistance, translators and BSL interpreters at our main events.

We continue to work closely with our Equalities team and adopt best practice in our plans. Our governance structure ensures internal ongoing communication and collaboration; therefore our equalities learning will also feed into future council policies and practices. We have worked with groups including Dementia Alliance and disability organisation Speak Out Hounslow to utilise their knowledge and expertise. These partners range in size and delivery and engage different audiences. The partnerships support the development of our bid which factors in the needs and interests of a wide range of people and ensures that those least represented are encouraged and able to find a route in at all levels of participation.

We will ensure there are opportunities for all people to reach their full potential whilst creating safe spaces for collaboration and integration. We have committed to a process of direct community involvement including a youth panel, residents will be involved in decision making, including selecting winners of the Ideas Award. Several aspects of the programme encourage community ownership, with access to support, mentorship and guidance. We hope this will encourage participation from new and wider audiences. Our Monitoring and Evaluation systems will also be regularly reviewed to ensure feedback mechanisms are accessible and easy to use. Reflective learning is embedded into our process, we will work in a flexible and adaptive manner to ensure we are able to continuously improve how we engage residents and community

Budget

Unapproved changes on 28/10/2019 by [REDACTED]

Complete and upload the budget template

[REDACTED]

Outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in-kind support and indicate whether these are confirmed or to be expected.

LB Hounslow has committed to LBOC throughout the council and developed an ambitious and deliverable programme totalling £2,853,498.00.

We have secured 30% cash match - £337,500.00 from Cabinet (approved report uploaded) and a further 5%, £67,500 in kind match - officer time and venue value. Additionally we believe the volunteer support alone will deliver over £80,000 of time. We will also unlock further cash match from the strategic CIL funding and re-positioning of the Council's existing Thriving Communities fund (funding for small groups

to run activity locally positively impacting their area/the borough).

Outside of council funds the budget as attached sets out a further ambitious but achievable stretch target of £ 685,000 match funding. This includes securing additional £50,000 crowd funding against the Ideas Award, £460,000 from grants, foundations and trusts and £95,000 in sponsorship and donations. While none of these elements are formalised we are confident from our identified potential bid pipeline that

working with our partners and the quality, reach and impact of the projects we have developed to this point we would be able to secure the additional funding.

Upload match funding evidence

📎 Evidence - Match funding, letters of support and supporting information.pdf

Describe how your project delivers value for money

Hounslow will work with the GLA's funding and multiple it, more than doubling the GLA's investment it immediately with over £1,480,000 in match funding plus volunteer time at an estimated £80,000 to deliver a fantastic year of culture rooted in leaving a legacy of upskilled, empowered and ambitious residents working at all levels in the creative sector from volunteers to paid performers and technically skilled professionals.

While not included as match funding there is commitment from the Executive Director of Culture that wherever possible, within their commitments to funders, the activity programmes at Boston Manor House, Hogarth House and Gunnersbury Park Estate will be aligned and providing added value to LBOC. This will include officer time, free venue hire, networks and audiences.

The Cultural Superhighway programme has been designed to reuse content developed in each of the projects to further connect our programmes, amplifying the reach and value of each of the projects. During 2021 the Arts Market in Boston Manor Park will open offering unique new opportunities to showcase the borough's creative sector for the first time, providing them with a platform to validate their work. We will build on these type of opportunities to maximise the reach of LBOC. We will also be aligning the GWC CEZ programme, while current funding will be drawing to an end in 2020 the Consortium has ambitious plans to widen the reach and impact of the zone across the borough. This Consortium will be undertaking a number of bids over the next year, such as the A New Direction/RSA creative career pathways opportunity, to take forward this work, all of which will add value to the LBOC programme.

Risk

Unapproved changes on 21/10/2019 by ██████████

Project Risk Rating

Overall Project Risk Rating

GREEN - Low risk level

Explanation of Risk Rating

We believe we have identified and mitigated the risks to the project and with the internal delivery board in place and active we have the right personnel in place to mobilise the project and deliver an excellent year of culture for London. The work undertaken in developing the bid has identified excellent delivery partners, both inside and outside the borough, most of whom have committed their involvement giving certainty to deliverability.

Project Risks

TITLE TITLE	DESCRIPTION DESCRIPTION OF CAUSE OF CAUSE AND IMPACT	CATEGORY CATEGORY	INITIAL RISK INITIAL RATING	RESIDUAL RESIDUAL RISK RATING	STATUS STATUS	
Recruitment	Unable to recruit the Artistic Director early 2020 resulting in a significant gap in leadership.	Timescale Delivery	6 Moderate	2 Low	Open	
Equality and inclusion	The risk is that the programme does not deliver our equality and inclusion aims and targets adversely impacting on audience participation and the legacy of the programme	Outputs and Targets	9 Significant	1 Low	Open	
Failure to achieve outcomes and outputs	Elements of the programme are undeliverable or do not attract the anticipated audiences and are then unable to deliver the projected impact	Outputs and Targets	9 Significant	1 Low	Open	
Unable to secure match funding	The council is unable to secure the projected match funding	Financial	6 Moderate	1 Low	Open	

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	
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Programme delivery	Unable to mobilise the full project team early in 2020 resulting in delays to engagement of the community, stakeholder and delivery partners.	Timescale Delivery	6 Moderate	1 Low	Open	
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Project Issues

TITLE	DESCRIPTION OF ISSUES AND IMPACT	IMPACT LEVEL	STATUS	
Stakeholder buy in	A small minority of stakeholders have been slow to buy in to the concept and get involved with developing the programme.	Green - Low	Open	

Cultural Impact Awards

Unapproved changes on 27/10/2019 by [REDACTED]

What is the need you are trying to address through this project and how will it create step change for your borough?

Hounslow is packed with potential and we know culture can help set it free. We know it can give our people a shared sense of direction, create momentum, spark new ideas, draw out talent and give it a platform.

We are thriving as one of the major drivers of London's creative economy, with unique global connections dominating the Broadcast and Digital and IT sectors. Our Creative Enterprise Zone alone hosts 46.25% of all London's 'Television programming and broadcasting activities' jobs and over 23,000 employments in the creative industries, 86% in the DCMS defined major groups 'Film, TV, video, radio and photography' and 'IT, software and computer services'. We also provide significant proportions of all London's jobs in 'Other publishing activities', various Motion Picture sub-sectors, and digital industries.

The connected, prosperous, creative powerhouses of the Great West Corridor and Chiswick Business Park are home to many major creative enterprises, including Sky, Paramount, CBS, QVC, Disney, Discovery, IMG, Sony, Pokemon, United International Pictures, Chinese State TV, Vue International, SG Digital, Ericsson.

Oncam.

However there is a real disconnect between the borough's opportunities and the awareness, aspirations and ambitions of our young people. A recent project by Feltham Arts with Rivers Academy in the west of the borough, on behalf of the Great West Creatives CEZ, confirmed what we thought we knew – that not one student felt that they “knew a lot” about the Hounslow's Creative Industries, with the majority knowing ‘a little or nothing at all’. This is backed up by Sky who tell us they struggle to fill the places on their apprenticeship scheme and particularly note that young people from in borough are underrepresented.

While some projects are being established to try and change this, there is still no comprehensive, accessible borough wide project to create a shift change in awareness as they start thinking about careers. And to provide young people with the skills and knowledge they need to access these opportunities. This project would inspire the young people through direct contact, in school, with a wide range of professionals – from in front and behind the camera. Alongside training, signposting, and real opportunities to explore these careers. The online resources will include learning packs for teachers, information on career pathways and other training opportunities creating a step change in knowledge.

Describe the project activity/activities

An animation created by pupils representing all Hounslow's secondary school, in association with Sky. Each secondary school will receive one day of intervention from Sky, to inspire their 15,000 pupils with a “careers fair” style marketplace event, showcasing the making of a film, the process and roles behind the action. Young people showing aptitude can sign up to be a part of LBoC 2021 Sky Academy Animation programme, eventually having a representative from every school.

These young people will be invited to school time / holiday / Saturday Sky Academy sessions to make the film, with a core of pupils being part of long-term in-depth skills development programme. They will be guided to make an animated film (short feature), a creative response to celebrate the people of their borough in animated form. Students may go onto take up an apprenticeship with Sky after the project. Supported by online resources for all young people, teachers and parents, providing remote learning, signposting to further opportunities within the creative industries, information about careers, and other programmes run locally where they can develop their skills.

Big Moments: Screenings across the borough at the end of the year in every school and local cinemas, with a premiere in Leicester Square introduced by the Mayor, and a spot in international film festivals sought (such as LFF, Manchester Animation Festival, International Children and Youth Animation Festival in Croatia etc)

Objectives:

- To allow every young person in the borough's secondary schools to have access to inspiring information about the creative industries and understand the opportunities available to them to develop skills now.
- To inspire young people about cinema and creative employment through access to professionals in the local film industry
- To celebrate the ideas and cultures of all the people in the borough through the eyes of its young people
- Potential to partner with local film director Gurinder Chadha OBE, as ambassador on the project to inspire young people about a future in film.
- To validate the work of young people with professional screenings
- To give open access to the film online for all the children and their families to watch at home- and to allow the film to be seen by as many people as possible, in and out of the borough.
- To provide learning resources alongside the workshop for those who are able / want to take the project further in and out of the classroom
- The film itself will have a life beyond the project, existing online and at future screenings as a celebration of stories of Hounslow, across the borough, city wide, nationally and internationally.
- The project will link with the borough's planned bid to the RSA's City of Learning programme for the creative sector.

Timeline

- Marketplace and Film planning to begin Jan 2020 with partners
- Schools marketplaces scheduled by June 2020
- Marketplaces in schools October and November 2020
- Young people selected (with school support) to the Academy sessions by end of term Dec 2020.
- Filmmaking sessions to take place Jan 2021-August 2021
- Screenings Sept- Dec 2021. Posting on online u-tube microsite later

List the outputs and outcomes that you aim to achieve through this project

Outcomes:

- Young people inspired by new information about the creative industries and potential careers
- Young people understand the opportunities available to them to develop creative career skills now.
- Transformation the take up of creative focused learning and skills opportunities
- Young people celebrating the borough, it's ideas and culture through a new art form
- Stronger links between organisations and council services working with young people and their knowledge base.
- Young people's creativity and work validated with screenings in borough and out

Outputs:

- 20 schools engaged and 15,000 young people exposed to creative professionals and inspired to learn more about media based careers.
- Minimum 60 of these children (3 per school) will have had access to in-depth training, skills development and careers signposting, taking those skills back to their schools
- Minimum of 10 young people inspired to take up apprenticeship opportunities with Sky or other creative enterprises in Hounslow
- New learning resources for the classroom and wider

How will you monitor and evaluate the success of this project?

We will focus our learning on the impact and the how, not just the what we deliver. The specifics of our evaluation will be developed in partnership with cultural providers and through consultation with our communities.

We will correspond KPIs with objectives using quantitative data including audience/visitor numbers, as well as work placements, school's engagement, engagement with design and evaluation process and skills development and qualitative data such as video diaries, feedback mechanisms, and journaling. Postcode data will provide intelligence on participants localities.

Monitoring of council policy changes which consider cultural objectives and reviews with internal delivery teams, youth panel and partner and community representatives to adapt process and mechanisms accordingly.

We will use an external specialist to set up the monitoring and evaluation processes for us within the GLA's established framework developed by the Audience Agency. This could include

- reflective learning workshops, one will be an Appreciative Inquiry Session facilitated by our Youth Panel;
- three feedback and debrief sessions, peer learning methodology and one to one and group sessions;
- coordinating with LBH's internal 'Hounslow' programme driving organisational change and raising profile of culture and its role across the council including co-designing planning and policies;

Describe how this project will be well managed

We are in the process of engaging Sky Academy, Film London, Screenskills and the Production Guild as project partners. Sky will undertake the schools delivery, supported by an external dedicated Film Project Education Manager who will be engaged to:

- Work with the schools and delivery partner to create the schedule.
- Create the educational resources, ensure KPIs are identified and met for schools and Key Stage
- Schedule screenings across the borough and city wide
- Enter the film to festivals nationally and internationally
- Develop an ongoing legacy of the project through

A pan service project board would oversee delivery, with the sponsor being the Executive Director for Environment, Culture, and Customer Service. Representation will include Life Long Learning & Skills, the 14-19 team, Carers team, Adolescent team (social services), our external partners commissioned to deliver youth services,

The Board's key responsibilities being

- Ensuring young people are involved in the development of the project through the establishment of a youth panel by the Film Project Education Manager and representation on the Project Board.
- To manage the award within the GLA's grant agreement
- To work with Sky as the projects sponsor to unlock legacy funding and maximise further links
- To ensure marketing & communications is joined up with the wider LBOC programme

- To manage the risk register and change management procedures
- To recruit and over the project manager
- advising on engagement with young people
- building links with other projects and programmes in the borough to maximise reach and opportunity

The Youth Panel will bring together representatives from across the borough from a variety of areas and

services. By working with the Young Carers team, Adolescent Team (social services) and Youth Justice Service as well as organisations commissioned to deliver our youth service we will bring together young people who don't usually feel listened too. Supported to attend where necessary, for example by a social worker and with expenses, they will provide an insight into how the project should be run to maximise impact.

We would like to progress a partnership Gurinder Chadha OBE, the director of Bend it Like Beckham amongst other films, who grew up locally. Providing a unique view into how to succeed in the industry and inspiring particularly to minorities and young girls.

Data Protection and FoIA

Unapproved changes on 16/10/2019 by [REDACTED]

Have you read the GLA Data Protection and Freedom of Information (FoIA) statements in this guidance and GLA policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the FoIA 2000?

yes

Should we treat any financial information provided in the 'Budget' section of the application, as commercially sensitive information for the purposes of FoIA?

no

Are there other specific pieces of information in your application which you consider to be exempt information for the purposes of FoIA?

no

Can we keep you informed of our work?

yes

Can we pass your contact details to organisers of marketing activities, conferences and training events?

yes

HOUNSLOW 2021: OUTCOMES AND OUTPUTS

Programme outcome	Project outcome	Outputs	Measurable indicator	Baseline
Step change, practice and partnership				
A. Culture and creativity become embedded across Borough policy and strategy and become an integral part of life in the Borough	Culture used to direct council policy	Great Estates: Residents, creatives and professionals brought together in new environments, using new technologies to deliver policy recommendations of Good Design principles for the Local Plan, Growth, Cultural and Housing Strategies	Strategies absorbing recommendations. Local Plan reviews adopting new policies New town centre SPDs centred around culture	Cultural place making policies currently only within Local Plan review of Great West Corridor No town centre SPDs
B. Delivery models and practice are involving and empowering for Boroughs, partners, residents and communities	Resident and professional alliances raise ambition of local talent Local residents empowered to organise their own cultural activity	Ideas Award and On the Buses: new cultural activity, representing the boroughs communities All projects featuring resident and/or organisational involvement and training in delivery	Funding new initiatives and linking with mentors and venues Light touch event toolkit for organisations to navigate council procedures	No start-up funding for creatives No pan borough projects offering this Guidance currently process driven
C. New or developed partnerships enable Boroughs to fulfil their ambitions	Cultural partners influencing at all levels of decision making and delivery.	Ideas Award: Cultural Network established leaving a legacy of creative stakeholders working jointly	New Network established representing the key venues and producers in the borough.	GWC CEZ establishing a sector network but no routes to influence established yet. No network for venues.

		on engagement, data and programming. Across the programme stakeholders engaged in management and delivery structures.	Representation by key venues at all levels of management	
Delivery:				
D. Increased resilience of the creative and cultural sector	New career pathways established Increase in local residents retraining/upskilling in creative careers	Schools to screen: more young people taking up creative careers Training / upskilling of residents embedded in every project	60 young people involved in in-depth training programme Every project providing formal training opportunities to a minimum of 10 residents.	No pan borough direct link between schools and creative careers Fragmented training projects
E. Increased cultural engagement and creativity across a diversity of the Borough population	Young people aware of and inspired by the creative sector job opportunities	Schools to screen: Young people	Schools to screen: 15,000 YP exposed to creative professionals and 30% been inspired to learn more about media based careers Min, 60 of these children (3 per school) will have had access to significantly in depth training, skills development and careers signposting,	

F. Improved social integration, social cohesion, and/or collective efficacy across the Borough	Stories of Hounslow: Develop a community led contemporary identify connecting the boroughs diverse stories, magnifying a sense of community, pride and belonging - bringing together a diverse people and celebrating their individual journeys through snapshots of their lives. HOUNSLOW IN PRINT: residents trained and confident they can tell the stories of the borough, connecting the different communities and cultures	Stories of Hounslow: Create an oral history of the borough in sound text and imagery, and a resource that inspires cultural activity across the other programmes of LBOC HOUNSLOW IN PRINT: to give the people a voice, forging links, training local people in how to manage a publication	Stories of Hounslow: 34 days of Poets on the bus with the community c1420 people participating directly. Learning new skills and building confidence to participate in further projects and develop their own. HOUNSLOW IN PRINT Create an accessible resource, with an online version using multiple languages, available as an audio recording	n/a
G. Increased number of 'active citizens' operating within communities	Volunteer residents leading the development and delivery of cultural programming	RADIO HOUNSLOW; training programme on event & volunteer management, programming, leadership training	RADIO HOUNSLOW; 50 residents trained. 60% say they are confident to organise their own activity	No programme
H. Improved health and wellbeing for individuals and communities	Local residents feel more connected and less isolated in their communities and homes.	THE JOURNEY: stories being passed through individuals and communities TOURING HOUNSLOW: intergenerational interaction creating new connections	THE JOURNEY: 70% participants feel they are more connected to the borough and each other	No pan borough project

I. Improved perception of Borough as a cultural destination	Cultural activity across the borough elevated to a standard attracting pan borough and external visitors	GREAT ESTATES: Historic Houses activated to deliver excellent events involving the borough's communities	GREAT ESTATES: 40% participants going on to paid performance	
J. Economic impact for the local area	Boost the local economy by bringing new audiences to areas and encouraging partnerships along the high streets with creative pop ups and stalls	SPOTLIGHT ON HOUNSLOW – large events at Feltham Town Centre, Gunnersbury Park and Bell Square drawing in local and sub regional audiences.	SPOTLIGHT ON HOUNSLOW – 3 major events drawing in 10,000 visitors each from in borough / beyond.	

Hounslow for London Borough of Culture 2021

October 2019

Dear Mayor of London,

As the Leader of the London Borough of Hounslow, I am writing to give my full support to Hounslow's bid to be the London Borough of Culture 2021.

We are Hounslow. We're a long, thin borough stretching all the way from the centre of town to the home counties. A borough of roads, railways, rivers and canals with lots of leavings and landings.

It's made us into a bustling, busy place. Full of hard workers and self-starters. Always on the move, always changing.

It turns out, Hounslow is one of the most connected places in the world, but we're not yet as connected to each other as we should be.

We know there's so much more we can achieve in our strip of London, from Chiswick to Feltham, if we can find a way to bring our very different communities closer together. It takes more than roads to connect people, it takes culture.

In fact, **we want to create an unstoppable movement of people, ideas and opportunities because we believe culture sets us free.**

We can show you how we have engaged to create a **culture superhighway** of events, initiatives and projects that can bring our different parts together, spark ideas and unlock opportunity. We can also prove that if Hounslow secures the £1.35m, we will collectively multiply its value and leave a lasting legacy for our communities.

We back the bid. We want you, the Mayor of London, to back Hounslow.

GoHounslow!



Cllr Steve Curran
Leader of the Council

OPEN PROJECT SYSTEM

Cultural Activism

Status: Submitted	Project summary report	Project ID: P16139
	London Borough of Culture 2021/23	London Borough of Culture 2021/23

Project Details

New unedited block

Project title
Cultural Activism

Bidding arrangement
London Borough of Lewisham

Organisation name
London Borough of Lewisham

Programme selected
London Borough of Culture 2021/23

Project type selected
London Borough of Culture 2021/23

General Information

Unapproved changes on 22/10/2019 by 

Name of Borough
Lewisham

Borough address
Laurence House, Catford Rd, SE6 4RU

Name of contact person


Position held
Cultural Development Manager

Directorate

Community Services

Department/Business Unit

Culture & Community Development

Telephone number

[REDACTED]

E-mail address

[REDACTED]

Contact with us

Unapproved changes on 28/10/2019 by [REDACTED]

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

yes

Tell us their name(s) and which team(s) they work in

[REDACTED]

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

no

Project Overview

Unapproved changes on 24/10/2019 by [REDACTED]

State if you are applying to be the London Borough of Culture in:

Either 2021 or 2023

How much funding are you applying for from the GLA in this application? (£)

1350000

How much will your programme cost in total? (£)

3165000

Provide a summary of the proposed programme

Our London Borough of Culture (LBoC) programme, CULTURAL ACTIVISM, will harness the passion and creativity of the cultural sector to deliver lasting change. It is expressed in this cultural manifesto reflecting issues that matter to the people of Lewisham, London and the world.

- We will protect this place we love – a call to action on climate change
- We are strengthened by our diversity – a celebration of our borough of sanctuary
- We will be happy here – a commitment to building an inclusive society
- We are Lewisham – working together to deliver change

We will embed artists within public services that are charged with leading change to open up new ideas, stimulate debate and deliver creative solutions. We will invite artists to bring international perspectives

stimulate debate and deliver creative solutions. We will invite artists to bring international perspectives. We will use our local strength in participatory and community arts practice to engage our residents and hear the voices of our most marginalised communities. We will challenge the status quo, develop new approaches and share our learning beyond our borough boundary.

Making an impact

Unapproved changes on 28/10/2019 by [REDACTED]

Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award.

Lewisham Council has a history of collaborating with the cultural sector to bring change to the most challenging civic issues. Exemplary initiatives such as Meet Me at the Albany and Heart N Soul's Allsorts came about because of a Council invitation to cultural organisations to reimagine day care and develop more engaging models fit for 21st Century communities. Through LBoC we will build on this track record and the learning from our previous high impact programmes with a year of cultural activism that impacts city wide, nationally and internationally.

WE WILL HARNESS THE PIONEERING ABILITY OF OUR POWERFUL CULTURAL INFRASTRUCTURE

Lewisham is home to cultural institutions with national and international reputations for excellence including Goldsmiths University and Centre for Contemporary Art, The Albany, Horniman Museum and Trinity Laban. We also have organisations deeply embedded locally that have earned the trust of our communities such as Rushey Green Time Bank, Community Connections and Lewisham Education Arts Network. Add to this ACE NPOs like Spread the Word, Midi Music, Heart n Soul, Entelechy, Spare Tyre and Apples and Snakes and we have a wealth of partners to draw upon.

That wealth has created a 'lab' in which new ideas and practice have been tested and we are now ready to share our learning more widely. Our ground breaking Age Against the Machine festival drawing national and international visitors and interest with part of the programme being taken to Japan, provides an insight into what we can offer.

MANY ARTISTS CALL LEWISHAM HOME

Numerous artists from Goldsmiths and Trinity Laban have made their home here. The Borough has the 3rd largest provision of artist studios in London, a significant number of creative businesses and cultural organisations & residents with arts careers. Our 'Audience Spectrum' confirms this picture, and shows we have twice the number of 'Experience Seekers' than the average London borough. Our audiences are ready for something new and more challenging and our LBoC program will harness this potential, recruiting active citizens who will volunteer time to drive a grassroots movement of cultural activism with a lasting legacy.

LEWISHAM IS THE GATEWAY TO THE SOUTH EAST

The strategic location of Lewisham and excellent transport links will support wider engagement with LBoC than has previously been possible. Most of the borough is within 20 minutes of London Bridge, the DLR connects us to Canary Wharf and Tower Bridge and the East London Line to Croydon, Whitechapel and Islington. There are also excellent rail links into the Medway towns and the rest of Kent, drawing activists and audiences from neighbouring boroughs and beyond.

THE OPPORTUNITY TO BE LBOC COMES AT A TIME WHEN LEWISHAM IS CHANGING RAPIDLY

Thousands of new homes are being built and the Bakerloo line is coming to the borough. These changes take place with culture at their heart. The regeneration of Catford provides a model that we will build on with its culture based place-making using meanwhile space, street art, markets and events.

LBoC will also benefit from the recently opened Goldsmiths Gallery of Contemporary Art. The redeveloped Fellowship Inn and Beckenham Place Park will provide new cultural opportunities in the south. We will also build on the work of the Creative Enterprise Zone with its aims to better connect and amplify our creative community and support creative businesses to develop stronger roots and more sustainable practices.

LEWISHAM IS OFTEN DESCRIBED AS 'GRITTY'

We take that as a compliment, interpreting it as a reflection of our culture of standing up to inequality and campaigning for a better, fairer more sustainable society.

There is also a beauty to our borough that we want to share. This beauty comes from our many green spaces, cultural organisations and thriving independent neighbourhoods but also from our people, their

... , but we began to see and bring the people together, and we have seen a real creativity, diversity and resilience.

LEWISHAM IS A TALE OF TWO BOROUGHS

Straddling inner and outer London we lack the job opportunities of the former and the leafy affluence of the latter. Lewisham is young (31% aged 0-24) and diverse (170 languages spoken and 47% of residents from BME backgrounds, rising to 76% in the schools). However, alongside a wealth of opportunity exist stubborn inequalities, with high levels of deprivation and poor health outcomes in the north and south. We are the 48th most deprived authority and in the worst 25% of boroughs across all indicators.

The bottom line is that too many of our residents struggle. Deptford (north) and Downham (south) are amongst the most deprived areas in the country, with 90% of LSOAs in the bottom 20%. These areas have the highest percentage of residents with no qualifications and high numbers claiming ESA and Incapacity Benefit and will be particular targets of our LBoC activities.

THE LEWISHAM WAY

Our new corporate strategy published in February 2019 recognizes the considerable investment and growth that Lewisham has seen over the last decade but sets us a challenge of ensuring that all our residents get to share in the wealth and opportunities that London offers.

Since the borough's inception, we have fostered and developed a proud tradition of working alongside residents and community, voluntary and faith groups. We call this 'the Lewisham Way' and its part of what makes Lewisham different. The strength of our partnerships with organisations in the cultural sector have played an essential role in this. We will use LBoC to take this collaboration further focusing our energies on three of our corporate strategy priorities, policy areas where Lewisham is showing bold leadership amongst its peers.

FIRST IS THE PLEDGE TO BE A SANCTUARY BOROUGH, playing our part in the ongoing humanitarian crisis, welcoming those fleeing violence and persecution and protecting the rights of all migrants, asylum-seekers and refugees.

SECOND IS THE DECLARATION OF A CLIMATE EMERGENCY and the commitment to re-organise our work and priorities to deliver a carbon neutral borough by 2030.

OUR THIRD POLICY FOCUS, TACKLING POVERTY, DEPRIVATION AND INEQUALITY is at the heart of Lewisham Council's vision for a resilient, healthy and prosperous borough which led to the convening of a Poverty Commission. We will show the value of culture in better understanding the lived experience of our most marginalised communities

THE TIME IS NOW

Lewisham has the right heritage, exemplary experience and brilliant track record to be LBoC, the timing couldn't be better. We will build on our experience of audience engagement and social inclusion to deliver wider and deeper involvement in culture, particularly in the north and south of the borough. By being LBoC we can inspire the people of Lewisham and we can share with other boroughs what we have achieved. We can put culture at the heart of Lewisham and Lewisham in the hearts of Londoners - when we do it here, they will do it everywhere.

Explain how becoming the London Borough of Culture in 2021 or 2023 will help you achieve your ambitions and create long term change

Lewisham couldn't be more ready to be London's Borough of Culture. Our visionary festival Age Against the Machine, has heightened the borough's appetite for culture driven change and helped fuel the aspirations of #iamlewisham. With 70 events and audiences totalling over 7,000 people over 24 days and garnering media coverage in London and globally for its approach to ageing communities, we have been approached by authorities all over the UK for advice on arts and culture in social care.

Our bid to be London's borough of culture brings together ideas gathered through the many engagement activities that took place. People have also told their own stories of cultural engagement at www.iamlewisham.uk and to date a remarkable 5,135 people have backed the bid. This level of support gives us confidence that we can create a noisy programme of events, that presents Lewisham's pioneering creative credentials and can deliver real and lasting change.

The conversation with the borough began around the theme of Home. What makes Lewisham a home where everyone can thrive? This revealed a deeply rooted commitment to the borough that has coalesced around a cultural manifesto that picks up on the borough's history of activism and reflects our borough priorities:

We will protect this place we love

We are strengthened by our diversity

We will be happy here

We are Lewisham

The manifesto is a call to action. Our borough of culture will harness its energy and provide the stimulus for a movement of cultural activism that will deliver a whole community approach to change and provide a template for others to follow.

WE WILL PROTECT THIS PLACE WE LOVE

Lewisham Council has declared a climate emergency, committing to do everything in its power to make the borough carbon neutral by 2030. The urgency is all too evident, poor air quality is damaging the health of residents and we need to get better at protecting resources for the future. We are working on a range of cross-policy initiatives but we know that there is more to be done with Friends of the Earth placing Lewisham mid-table in the League of Local Authority Performance on Climate Change.

Lewisham will work in partnership with Goldsmiths University and the leading artists who have pledged support to them, highlighting the choices we make and their impact. With the Horniman's World Gallery we will explore the importance of everyday choices by examining their impact on areas of the world most affected by climate change as represented by our own diverse communities. We will devise a system of corresponding pledges and campaigns for individuals and organisations to sign up to.

Activities such as our Climate Carnival will provide opportunities for communities to develop creative solutions as they debate and tackle issues including traffic reduction, recycling, food consumption and production, fashion and the use of green space. A conference bringing together national and international academics and practitioners will challenge and inspire London in using culture to address climate change. Using creative approaches such as Battle of Ideas we will facilitate debate that gives voice to all and engages the whole spectrum of change makers with a particular focus on young people.

WE ARE STRENGTHENED BY OUR DIVERSITY

Lewisham has a proud history of welcoming people from across the world and of standing up to intolerance. We are a Sanctuary Borough, with a target of welcoming a further 100 refugee families, making us London's lead borough in refugee resettlement.

But we are not complacent and through LBoC we will keep challenging ourselves. New generations will be inspired by our legacy of activism such as the Battle of Lewisham, which played a key role in challenging the rise of the far right. We will further explore Lewisham's story exemplifying why so many communities have come to call Lewisham home and the cultural value this adds. A multi-media local history installation will be created working with Goldsmiths, University of London.

We will bring leading artists, public sector workers and communities together to explore how culture can support our Sanctuary Borough objectives. Encouraging everyday actions to change perceptions of refugees, telling the stories of migration, challenging prejudice and misconceptions and releasing the creativity of people / artists arriving in Lewisham from other countries

WE WILL BE HAPPY HERE

Our vision for Lewisham is also one of fairness and equality. In 2019, this is not the reality for many Lewisham residents who feel left on the outside, with no voice and limited by the circumstances that they were born into. We plan to work with leading artists to address concerns raised by Lewisham's recent Democracy Review and Poverty Commission around 'voice', employment and the high levels of deprivation in the north and south of the borough.

- A series of projects will connect artists with communities that struggle to be heard, giving voice to their needs and aspirations.
- Building on the work of the Lewisham CEZ, we will create new pathways to training and employment in the creative industries.

Our experience of Age Against the Machine has demonstrated how bringing artists, older people, adult social care staff, communities and policy makers together can deliver totally new perspectives and lead to fuller engagement in the co-production of public services. We will deliver a similar result for other services through LBoC.

WE ARE LEWISHAM

We will know that we have succeeded when:

As public services – we understand the vital role culture plays and are confident in using it to deliver the

social change we want. The legacy will be a new model of culture that better captures the lived experience of communities to improve service delivery and a more explicit inclusion of culture in our corporate strategy.

As communities – we have a better understanding of our histories, share our similarities and celebrate the diversity that strengthens us. The legacy will be a multi-media local history installation for Lewisham.

As a place – we are confident to welcome people from across London and the world to enjoy our vibrant localities and edgy, authentic cultural offer. The legacy will be a 100% increase in visitors.

As individuals – we have a better understanding of the issues affecting us and the actions we can take to make a difference. The legacy will be cultural changemakers across our Local Assemblies Programme, increased awareness of climate emergency, active engagement in solutions and tangible behaviour change.

As cultural organisations – we have a better understanding of the barriers young people face pursuing careers with us. The legacy will be a cultural career intervention for every Year 7 pupil delivered through a strengthened Cultural Education Partnership.

Celebrating creativity

Unapproved changes on 28/10/2019 by [REDACTED]

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will deliver against the need and catalyst for change that you have outlined in Making an Impact.

CULTURAL ACTIVISM

Our borough of culture programme will harness the passion and creativity of the cultural sector to campaign for change on three issues that matter to the people of Lewisham, London and the world. We will embed artists within public services that are charged with leading change to open up new ideas, stimulate debate and deliver creative solutions. We will invite artists to bring international perspectives. We will use our local strength in participatory and community arts practice to engage our residents and hear the voices of our most marginalised communities. We will challenge the status quo, develop new approaches and share our learning.

WE WILL PROTECT THIS PLACE WE LOVE

Lewisham has declared a climate emergency. Building on our tradition of activism, we will use culture to galvanise our residents to take action on climate change. We are proposing this part of the programme for a Cultural Impact Award and it is fully described in that section.

- Climate Commission – High Profile New Commission – We will join forces with the national Future Arts Centres Network, Without Walls and Julie's Bicycle to commission a large-scale outdoor performance/installation to premiere in Lewisham that will inspire and terrify us into action. We will draw upon Julie's Bicycle Tipping Point Commissions as inspiration combining their expertise in supporting the creative community to act on climate change with the Albany, Without Walls and Future Arts Centre Network's skill in commissioning high quality work. This large scale, stand alone commission will form a centre piece for our programme, it will be provocative and attention grabbing, to be sited in a high profile space to be agreed with the commissioned artist. A community and education programme will accompany the premiere, including a symposium with Goldsmiths University on the role for cultural organisations in citizen engagement around climate change.

WE ARE STRENGTHENED BY OUR DIVERSITY

Lewisham is proud to be a sanctuary borough defined by our history of welcoming people from across the world. We will use culture to better understand our histories, explore our similarities and celebrate the diversity that strengthens us:

- Artist of Change – artist embedded in our Sanctuary Borough Team – one of a series of artist residencies identifying changes people want to make and how to address them creatively. They will work as part of the team welcoming 100 families from areas of conflict by 2022. Our Artist of Change will link with Counterpoints Arts to mine their expertise in using culture to change perceptions of refugees. This residency will explore the role artists can make to the practical implementation of the 2018 UN Global Compact on Refugees.

- In Living Memory – A striking new story of Lewisham's past – anchored by activities to mark the 40th

in Living Memory – Re-examining New Cross Fire and Lewisham's past – commemorated by activities to mark the 50th anniversary of the New Cross Fire and Black People's Day of Action, the borough's diverse communities will reveal and share the untold story of post-war Lewisham. Led by Goldsmith's Dept of History, local people will collaborate with researchers, heritage organisations and creative practitioners to re-examine our recent past. New insights will be shared through pop-up exhibitions, creative interventions and new digital technologies including augmented and virtual reality. Mark Sealy MBE, Goldsmiths Alumni, British curator with a special interest in the relationship of photography to social change, identity politics and human rights will support the commissioning of new work that responds to Lewisham's story from a national perspective. The creative programme will also revisit Jay Bernard's Ted Hughes prize winning poem 'Surge' in which the winter of New Cross becomes the summer of Grenfell.

- Mass Dance – From Quadrille to Hip Hop – Jonzi D, 'Godfather of Hip Hop', Artistic Director of Breakin Convention – the international festival of hip hop culture and Sadlers Wells Associate Artist, will return to Lewisham where he started his dance training to guide this ambitious new commission. Lewisham is home to the UK's only BA Hons Degree in Diverse Dance Styles led by IRIE! Dance, who will be joined by Trinity Laban to recruit participants from schools, communities and professional dancers to create a large scale public performance and mass dance party at Convoys Wharf, exploring the impact of migration and diversity on South East London's dance scene.

- Revolution Through Music – celebrating our musical and activist heritage – back in the day Lewisham hosted 15 legendary Rock against Racism gigs. Our diverse, high profile music scene will play tribute to this legacy with events across the borough that use music to raise issues, bring people together and inspire change. Our Cultural Change makers will link the events with civic action initiatives to encourage participation in activities to improve community relations, campaign for change and promote active citizenship. Kate Tempest, Lewisham's most renowned musician and poet will be joined by poet social commentators Caleb Femi, Bridget Minamore and David J at the Broadway Theatre Catford. Steam Down Vision; Deptford's high-profile jazz collective will host a monthly residency at the Albany breaking down the 'fourth wall' between artist and audience with special guests e.g. Nubya Garcia, Poppy Ajudha and support slots from emerging artists. Midi music will bring us Deaf Raves, Heart n Soul will present their legendary, inclusive club nights and the Broadway Theatre will host Lewisham's first Vogue Ball. Mercury nominated Dave Okumu, will curate a concert in Beckenham Place Park of original arrangements of Protest songs with award winning musicians Nadine Shah, Beth Orton, Rosie Lowe, and Leyendekker. Young leaders will take cultural democracy to the streets – supported by Horniman Museum, Lewisham Music Hub and the Albany to curate their own events at participating venues and temporary stages in parts of the borough with low cultural engagement.

WE WILL BE HAPPY HERE

Lewisham is committed to developing a local economy that is fair and inclusive, creating places where everyone in the community can prosper and that our residents are proud to share with others.

- Artist of Change – artist in our Mayoral and Executive offices – understanding and interpreting the challenges of delivering fair and inclusive public services for Londoners. We will place an artist in the very heart of the council within the offices of our directly elected Mayor and CEO. They will have the opportunity to observe and comment on how a local authority continues to provide valued services in a demanding environment

- With One Voice – new perspectives on the place where we live – projects bringing artists together with communities that may struggle to find their voice, in order to understand their needs and aspirations for Lewisham. Projects include Spare Tyre Theatre Company working with adults with dementia to create an installation of a Utopian Lewisham; award winning makers of epic visual performance Nigel and Louise, working with 8 & 9 year olds to create a three dimensional map of Lewisham giving profound and surprising insight into ourselves, our families and our communities; Displace Yourself Theatre Company working with people struggling with addiction and homelessness to realise their creative potential and redefine their relationship with other communities and public spaces; Travis Alabanza working with our trans community to provide a safe space to create work by and for queer and trans people. These new perspectives will be shared with policy makers, academics, artists and community activists in a series of creative huddles that will stimulate new thinking about addressing community needs. This builds on the ground breaking work Lewisham has pioneered with artists, older people and adult social care services leading to ongoing collaboration on the design and delivery of services.

- Creative Futures – showcasing inclusive careers in creative industries – the creative sector has started to recognise and address the need to remove barriers to careers in creative industries for BAME and disabled young people. We will host a national conference to examine the gap in opportunities for young people, emerging good practice and provide a call to action to address inequality. Contributors will include SOLT, Yellow Earth Theatre, BECTU, Stephen Lawrence Centre, Heart n Soul, A New Direction and Creative & Cultural Skills. As our own contribution to this agenda we will ensure that every year 7 student will have a 'Creative Futures' intervention before GCSE choices. Creative careers workshops will be commissioned alongside a "Creative Careers week" supported by high profile mentors such as film director Steve

McQueen, grime artist Novelist and disability arts pioneer Pino Frumiento MBE.

WE ARE LEWISHAM

Our ambition is to engage the whole borough in our programme of cultural activism. Linking artists, community groups, workplaces and individual residents to help deliver our manifesto.

- Creative Challenge - 12 ways to become a cultural activist - Each month we will set our schools,

community groups, workplaces and residents a new creative challenge designed to inspire creative activism. We will invite high profile individuals such as Vivienne Westwood to set a challenge around sustainable fashion, work with national organisations including Mirror Newspaper's Next Generation project proposing a journalism challenge, local organisations Cockpit Arts delivering a 'mass make' and Apples and Snakes inspiring us to become poets. This part of the programme will be curated and supported by our team of Borough of Culture apprentices working across the borough to inspire participation and find unique ways to share the results.

- Creative Timebank - Not just the usual cultural volunteers - building on our timebanks tradition to ask residents to share creative skills with each other. People will be inspired to dust off forgotten musical instruments, dig out their water colour sets, untangle their knitting or share their passion for theatre with neighbours who need a little encouragement.

- Community Commissions - introducing communities and artists - Building on the success of Age against the Machine small grants programme, Artists and communities will be matched and supported to conceive projects that take their initial ideas to another level.

Outcomes and Outputs

Unapproved changes on 28/10/2019 by [REDACTED]

Complete and upload the outcomes and outputs table

 Outcomes and outputs.docx

If there are other outcomes that you want to see realised through your creative programme, outline them below

-

Monitoring and Evaluation

Unapproved changes on 24/10/2019 by [REDACTED]

Tell us how you will monitor and evaluate your project, including how you will measure your success against your project outcomes

The ambition for Lewisham's London Borough of Culture is both broad and deep: to develop new models for using culture to understand the lived experience of our communities; to establish a multi-media local history installation to better understand our histories; to strengthen further the links between communities and artists already established in Lewisham's first bid to be London borough of culture; to raise the aspirations of our young people; to increase visitors and investment to the borough; and to raise awareness of and achieve behaviour change around climate emergency and Borough of Sanctuary.

In order to monitor and evaluate progress against these ambitious goals, Lewisham will be drawing on its experience of monitoring its 2019 Creative Ageing Festival, and it will work with its adult education service who over the past five years have developed a triangulated approach to evaluating the outcomes of cultural interventions. The work will be further supported by Goldsmiths, University of London who will be our academic partner. We will also connect with the wider work being done by the Centre for Cultural

Value in Leeds.

This triangulation of monitoring and evaluation consists of using direct metrics (e.g. hard measurements of outputs, such as increased visitor numbers), alongside proxy metrics (e.g. an increase in investment after winning the bid), alongside qualitative measures (e.g. in depth conversations with a sample of school children), alongside universal metrics (e.g. the re-purposing of the 2-question adult education mobile

phone survey to visitors to the LBOC). The universal 'online' metric is ambitious, but achievable, and this will give us the volume of data needed to understand our successes. The triangulation of these different forms of metrics will give a more accurate assessment of our progress towards our goals: where there has been successful change, and where more effort needs to be made.

Evaluation will be built into the activities being delivered, and the expectation is that each project will include a Legacy & Progression element, ensuring that participants and audiences have the opportunity to actively reflect, engage, and take further their cultural experience, embedding cultural change, rather than participate as passive recipients of culture. This model is Evaluation For Change (rather than just evaluation of change).

It is critical to understand fully the outcomes we aim to bring about through being LBOC, and the levers we can create to ensure this happens. And so Lewisham will be using LBOC evaluation funding to develop further Lewisham's theory of change, which distinguishes between measures of direct outcomes (which are within our sphere of control) and measures of indirect outcomes (which lie outside our sphere of control).

As part of this theory of change, we will be drawing on Lewisham's own outcomes framework, which captures the outcomes of cultural and creative interventions and activities. This framework identifies six categories of outcomes (cultural/creative; health/wellbeing; employment/skills; integration/inclusion; core attitudes and attributes; and transitions over the life course). Each category of outcome has its own supporting metrics, drawn from nationally recognised robust and valid measures (e.g. the Active Lives Dataset or the Warwick-Edinburgh Wellbeing scaled), which will be used as appropriate.

Deliverability

Unapproved changes on 28/10/2019 by [REDACTED]

Describe how the project will be well managed

We are ready to become the next London Borough of Culture.

We will build on the delivery model we adopted for our Cultural Impact Award, scaling it up to deliver our ambitious year long programme. This will see an enhanced Culture Team within the council working with a group of specialist external delivery partners reporting to an advisory board of council, community and cultural representatives. The mix of in-house and external delivery will ensure the strong representative governance of a local authority is combined with the agility and expertise of external partners. The Culture Team will be led by our Director of Culture and Community Development, who has 30 years' experience within the arts and leading cultural programmes for Local Authorities. Our Events Producer who manages some of London's largest and longest running outdoor events will curate the major events with an external events delivery partner such as Emergency Exit Arts or Continental Drifts. Our Arts Officer will be seconded to Borough of Culture delivery and joined by two new Creative Producers who will be recruited to complement our in-house skills, bringing fresh ideas and perspectives. Lewisham has a well-established apprenticeship scheme and we will recruit a team of five apprentices to work within the culture team and with our specialist delivery partners. They will be supported to take the lead on their own sections of the programme with guidance from our experienced team.

We will be appointing delivery partners to take the lead on volunteering, media relations, education, heritage and parts of the artistic programme. They will provide specialist expertise, contacts and fundraising capacity. They will work with smaller organisations such as Sounds Like Chaos, Irie Dance, Hartslane Studios in order to build future capacity and use their industry contacts to attract high calibre

national and international artists to the programme.

The Advisory Board that we established to guide the delivery of Age Against the Machine provided challenge, provocation and insight. The board included older people, community organisations and our local cultural sector. It ensured that we tested our thinking on some of the more challenging aspects of the programme without compromising the artistic integrity or ambition. It also provided invaluable insight for audience development and delivered a strong connection between communities and artists. We will reconstitute our advisory board for our Borough of Culture Year retaining its current strengths but supplementing the board structure to add input from regional and national bodies.

In addition to the advisory board we will continue to engage with our network of cultural, community, education and public sector partners that all contributed to the development of this bid as well as with local residents via our Local Assemblies Programme, Positive Ageing Council and Young Mayors Programme. Our corporate, cross directorate borough of culture group that has worked to ensure that our bid is embedded across the council will continue to meet and cement the connections with public services and delivery of our legacy commitments.

Our mobilisation has already commenced. Prior to the January announcement we will prepare the recruitment of our additional team members, the specifications for our delivery partners, the terms of reference for our advisory board and a full stakeholder engagement strategy so that we are ready to go as soon as the announcement is made. We are confident that we can deliver in 2021 but equally happy to use the extra time to build an even more ambitious programme for 2023.

There are a number of ways that our LBoC programme will impact on our long term approach to delivering culture. We intend to use our year to deepen key partnerships, in particular our Cultural Education Partnership which has a good track record of linking artists with many of our schools but due to a number of changes in key posts has been less successful in building a strong relationship with the council's CYP Directorate. We will use the Creative Futures project as a focus to build and sustain that partnership with the ambition of working jointly to attract further external funding.

We will develop models of using culture to better understand the lived experience of communities in order to:

- Improve understanding between communities
- Improve policy makers and service providers understanding of community need

This builds on our partnership approach to the delivery of the Age Against the Machine Festival and our reconstituted Advisory Board will continue to provide oversight for this innovative way of working linked to the council's corporate strategies, priorities and commissions. Services across the public sector in Lewisham will consider culture as an essential tool for community insight.

We will share our learning on this approach with policy makers, academics, artists and community activists in a series of creative huddles that will stimulate new thinking about addressing community needs. We will also seek to challenge the sector nationally to further their understanding of inclusive practice in the arts and public service through our Creative Futures conference exploring barriers to entry into careers in the creative sector.

Our projects exploring the role that Culture can play in engaging communities in the Climate Emergency, will provide stimulus for local, national and international debate and shared learning.

We have set aside £100k in our budget for monitoring and evaluation. We understand the importance of reflection in ensuring innovation, quality and relevance. Lewisham has a long history of using design principles in our work which we will draw upon in our approach to delivering, evaluating and providing a legacy for our LBoC programme.

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?

Lewisham's LBoC will be an inclusive celebration of the diversity that is our borough. Tackling head on the barriers that communities face in accessing art and culture, it will provide a programme in which every resident can recognise themselves and will tangibly increase cohesion across communities. We are confident in making this statement for the following reasons:

Development of the bid

Our bid has been developed in a co-productive way – starting with the 2417 ideas that we were given as part of the 2017 LBoC consultation and working with local residents and organisations through a series of workshops across the borough, 1:1 meetings, themed events, discussions at forums and finally a small curating group formed from local organisations with programming experience. Throughout this process we have ensured that there has been engagement with the full range of equalities groups.

Lewisham has a strong network of organisations that support and challenge our approach to equalities, including the Stephen Lawrence Centre, Heart 'n' Soul, Lewisham Refugee and Migrant Network, Metro, Lewisham Pensioners Forum as well as the Lewisham Young Mayor and Advisors. These provide community leadership and best understand those they represent. Most have been directly involved in the development of our bid and will provide ongoing scrutiny.

Design & delivery of the programme

The programme speaks for itself and has been designed to positively promote an inclusive and cohesive approach with the bold statement “We are strengthened by our diversity” at its heart. Activities will be targeted to reach some of our most marginalised groups such as Spare Tyre Theatre Company working with adults with dementia to create an installation of a Utopian Lewisham and the Creating Together Project with Displace Yourself Theatre Company working with residents struggling with addiction and homelessness to realise their creative potential.

But we recognise that inclusive delivery of the programme will also be key and we will be working to the following principles:

- An age friendly approach. Working with Lewisham’s Positive Ageing Council, which has led on promoting an age friendly borough we will ensure that issues such as transport, accessibility, toilet availability, seating etc are taken into account.
- Pay what makes you happy. Piloted during Age Against the Machine we will ensure that where possible, cost is not a barrier to attendance of events.
- Geographical spread. Geography is key and for a range of reasons. Location of many events and activities has not been confirmed and we will ensure that these take place in all parts of the borough.
- Continued participative programming. The community commissions will provide the opportunity for us to continue to identify gaps, respond to issues raised and work with specific communities to develop new ideas.

Ongoing scrutiny and evaluation

The advisory board will include representation from diverse communities and equalities groups and will be involved in monitoring the success of the BoC programme against a range of criteria including equalities. The board will be supported by the Lewisham Equalities Working Group, which is made up of representatives of equalities organisations in the borough.

Ongoing evaluation, capturing data that includes equalities will be led by Goldsmiths University.

Budget

Unapproved changes on 28/10/2019 by [REDACTED]

Complete and upload the budget template

 LBoC budget FINAL.xlsx

Outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in-kind support and indicate whether these are confirmed or to be expected.

Lewisham Council will contribute a total of £735,000 cash match funding for our LBoC year. £500k of this is new investment in recognition of the step change that being LBoC will bring. The remaining £235,000 is from existing budgets that will be aligned to deliver the programme including our small grants fund, apprenticeship funding and contributions from public health, climate emergency and sanctuary borough

budgets.

We have sought contributions from other public sector partners of £115,000 (£65,000 of which is confirmed). These include housing providers and the Clinical Commissioning Group.

Lewisham Council will apply to Arts Council England for £100k and anticipate that our programme

delivery partners will make further applications totalling £120k. We will also be applying to heritage lottery for our In Living Memory project for £60k. We will work with our cultural partners to bid to a wide range of trust and foundations that have a history of supporting work in the borough.

Both Lewisham Council and our cultural partners have strong track records of generating earned income from box office, stalls, food and bar concessions as well as crowd funding donations and sponsorship. We have targets across all of these areas which we believe are deliverable.

Upload match funding evidence

Supporting letters.pdf

Describe how your project delivers value for money

Lewisham is a Living Wage Borough that believes in paying the recognised union rates for work and as such the budget has been constructed using appropriate industry standards. We listened to the advice of the round 1 LBoC winners and the GLA team and have put together a programme and budget that is ambitious but focussed and deliverable.

Our programme builds on our delivery model for our Cultural Impact Award drawing on expertise, contacts and skills of the council and its partners. Between us we have extensive experience of achieving funding targets through earned income on our large scale borough events and box office takings of our venues; attracting funding from trusts and foundations as well as public sector partners. Our match funding breaks down as follows:

- £735k - 23% - cash contribution from Lewisham Council
- £395k - 12% - other public sector (including lottery)
- £260k - 8% - earned income
- £325k - 10% - trusts and foundations
- £165k - 5% - In Kind

Giving a total match funding of 58%.

Within our budget we have only exemplified a small proportion of the in-kind support that our programme will attract. We have not included the in-kind programme support from Goldsmiths University and Horniman Museum or the large amount of volunteer support from our Local Assemblies Programme and the new network of Creative Skill Share volunteers. This significantly adds to the value for money of our LBoC proposal

Risk

Unapproved changes on 28/10/2019 by [REDACTED]

Project Risk Rating

Overall Project Risk Rating

GREEN - Low risk level

Explanation of Risk Rating

Explanation of Risk Rating

The bid has drawn on expertise from a wide range of sources, including from within Lewisham Council including elected and officer level, cultural organisations including internationally recognised and grass roots and has also been subject to an external challenge. The approach has been carefully thought through and although it is ambitious and adventurous, the strength of partnerships in Lewisham means that we are confident that it is deliverable and that risks can be managed

Project Risks

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	
Artist of Change	The Artists of Change will be placed within Council Services in order to achieve organisational change. The relationship between the artist, officers and politicians will be critical to the success of this project.	Outputs and Targets	8 Significant	6 Moderate	Open	
Low participation and audience - out of borough	We recognise that success depends on reaching beyond our own borders. We also recognise that currently Lewisham is not often seen as a destination. Lewisham Borough of Culture is designed to deliver a programme that speaks to all Londoners, UK and internationally and our transport links provide a unique	Outputs and Targets	6 Moderate	4 Low	Open	

TITLE	opportunity DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	

Change in Leadership	The Lewisham bid to become Borough of Culture, has very strong political backing from our elected Mayor. If there were to be a change of Mayor this support might be lost.	Reputation	3 Moderate	3 Moderate	Open
Match Funding	Ambitious but realistic match funding targets have been set including a minimum of £735,000 by Lewisham Council. As was demonstrated in our Creative Impact Award the likelihood is that a larger budget will be raised to add further programming to the year.	Financial	6 Moderate	2 Low	Open

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	
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Local Legacy	Legacy themes include: • Networks of activists and skill sharing established • Connection of communities and creatives • Long term opportunities in areas lacking cultural capital • Artists influenced organisational change in Lewisham Council • Culture influencing social change against themes	Outputs and Targets	6 Moderate	2 Low	Open	
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TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	
Low participation and audience - in borough	The impact of the programme is dependant on high participation of the boroughs residents from all parts of the borough and from all communities. Failure to effectively engage as a result of poor marketing or a feeling from some residents that "it is not for us" would therefore have a severe impact on the success of the year	Outputs and Targets	6 Moderate	2 Low	Open	
Local authority funding cuts to in-kind support	Delivery of the Borough of Culture relies on significant in-kind support, particularly from Council officers. Any cuts to these services would impact significantly on the resource available	Financial	3 Moderate	2 Low	Open	

Project Issues

Not provided

Cultural Impact Awards

Unapproved changes on 28/10/2019 by [REDACTED]

What is the need you are trying to address through this project and how will it create step change for your borough?

Lewisham Council has declared a climate emergency, committing to do everything in its power to make the borough carbon neutral by 2030. The urgency is all too evident, poor air quality is damaging the health of residents and we need to get better at protecting resources for the future. We are working on a range of cross-policy initiatives but we know that there is more to be done with Friends of the Earth placing Lewisham mid-table in the League of Local Authority Performance on Climate Change.

Lewisham will work in partnership with Goldsmiths University and the leading artists who have pledged support to them, highlighting the choices we make and their impact. With the Horniman's World Gallery we will explore the importance of everyday choices by examining their impact on areas of the world most affected by climate change as represented by our own diverse communities. We will devise a system of corresponding pledges and campaigns for individuals and organisations to sign up to.

Activities such as our Climate Carnival will provide opportunities for communities to develop creative solutions as they debate and tackle issues including traffic reduction, recycling, food consumption and production, fashion and the use of green space. A conference bringing together national and international academics and practitioners will challenge and inspire London in using culture to address climate change. Using creative approaches such as Battle of Ideas we will facilitate debate that gives voice to all and engages the whole spectrum of change makers with a particular focus on young people.

Describe the project activity/activities

We will protect this place we love

Lewisham has declared a climate emergency. Building on our tradition of activism, we will use culture to galvanise our residents to take action on climate change and further the debate on the role of culture within the climate movement.

- ARTIST OF CHANGE – artist installed in our climate emergency team – one of a series of artists embedded in the borough identifying changes people want to make and how to address them creatively. We will work with Tate Modern and Goldsmiths Centre for Contemporary Art to appoint an artist whose practice demonstrates their ability to engage with communities to produce high quality, provocative work. The artist will be drawing inspiration from the World Cities Culture and Climate Change Report, exploring creative solutions to air pollution, stimulating behaviour change, strengthening our Healthy Neighbourhoods. The work produced by our three Artists of Change will be widely shared and documented. We would expect this to include eye catching public spaces, online and through social media and also potentially in permanent local interventions depending on the nature of the works.

- CLIMATE HOME – a carbon neutral performance space - Led by Sounds Like Chaos, a radical young people's theatre company who have created works for the Albany, Battersea Arts Centre, Traverse Theatre and the Barbican working with Practice architecture whose clients include The Yard Theatre, Frank's Café Peckham, The ICA, Bloomberg and Manchester International Festival. The project will see young people co-design, build and perform in their own temporary theatre. It will prompt debate on the buildings of the future as well as providing a platform for young people's perspective on the climate crisis. They will be joined by other youth arts organisations such as Lewisham Youth Theatre, Second Wave, Lewisham Music Service and Montage as well as invited youth ensembles from outside of Lewisham.

- CLIMATE CARNIVAL – world's first 'tag' carnival - a vast mix of carnival, street parties and torch relays with electric powered floats and an array of alternative vehicles, the climate carnival will wend its way across the borough with each neighbourhood bringing their own interpretation of the climate emergency before 'handing over' to their neighbours for the next leg. Drawing inspiration from Notting Hill and Day of

the Dead, Artists will work with schools and communities in each neighbourhood to create their section of the carnival, commemorating extinct species, linking to communities across the globe to understand how they are affected, promoting positive action, as well as exploring the existential nature of the crisis. Street parties along the route will play host to invited guests including policy makers, scientists and artists who will join residents to share food, drink and debate. The Horniman Museum who have themselves declared a climate emergency will contribute their extensive expertise of bio-diversity and world cultures. Our Climate Carnival will show how culture can draw attention to issues, increase understanding, promote debate and stimulate action, bringing our communities with us.

List the outputs and outcomes that you aim to achieve through this project

Outcome 1: Lewisham's residents are empowered to respond and develop creative solutions to the climate emergency

- New networks of cultural activists, working together to address climate change with a Cultural Change Maker linked to each Local Assembly and an activist groups based in all 18 wards
- Increased number of 'active citizens' operating within communities 500 with specific targets developed around engagement of communities with low cultural engagement
- Climate Carnival engages 1000 creative participants
- Residents report better understanding and behaviour change in relation to the climate emergency. Baseline and target to be established.

Outcome 2: Increased cultural engagement and creativity across a diversity of the Borough population

- Small grants programme will deliver a diverse programme of 30 activities and events
- Events will engage a minimum of 10,000 people
- Participants and audiences will be representative of the cultural and geographical communities within Lewisham

Outcome 3: Increased resilience of the creative and cultural sector

- Lead delivery partner disseminates expertise through workshop programme for small organisations. 4 events supporting 40 organisations
- New collaborations and skill sharing partnerships are developed - 20 organisations

How will you monitor and evaluate the success of this project?

In order to monitor and evaluate progress against these ambitious goals, Lewisham will be drawing on its experience of monitoring its 2019 Creative Ageing Festival, and it will work with its adult education service who over the past five years have developed a triangulated approach to evaluating the outcomes of cultural interventions. The work will be further supported by Goldsmiths, University of London who will be our academic partner.

Evaluation will be built into the activities being delivered, and the expectation is that each project will ensure that participants and audiences have the opportunity to actively reflect, engage, and take further their cultural experience, embedding cultural change, rather than participate as passive recipients of culture.

Describe how this project will be well managed

We will build on our experience and learning from delivery of Age Against the Machine, operating with the support of Lewisham's Council's Cultural Development team alongside a commissioned delivery partner that avoids decisions and delivery being slowed down by public sector processes. The Council will take a lead in ensuring wide resident participation and in communications.

We will be appointing delivery partners to take the lead delivery of the artistic programme. They will provide specialist expertise, contacts and fundraising capacity. They will work with smaller organisations such as Sounds Like Chaos, Irie Dance, Hartslane Studios in order to build future capacity and use their industry contacts to attract high calibre national and international artists to the programme.

The Advisory Board that we established to guide the delivery of Age Against the Machine provided challenge, provocation and insight. The board included older people, community organisations and our local cultural sector. It ensured that we tested our thinking on some of the more challenging aspects of the programme without compromising the artistic integrity or ambition. It also provided invaluable insight for audience development and delivered a strong connection between communities and artists. We will reconstitute our advisory board ensuring that strong theme expertise is included

Data Protection and FoIA

Unapproved changes on 24/10/2019 by [REDACTED]

Have you read the GLA Data Protection and Freedom of Information (FoIA) statements in this guidance and GLA policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the FoIA 2000?

yes

Should we treat any financial information provided in the 'Budget' section of the application, as commercially sensitive information for the purposes of FoIA?

yes

Are there other specific pieces of information in your application which you consider to be exempt information for the purposes of FoIA?

no

Can we keep you informed of our work?

yes

Can we pass your contact details to organisers of marketing activities, conferences and training events?

no

OUTCOMES AND OUTPUTS

Please complete the below template to outline your project's priority outcomes, outputs and measurable indicators. Examples can be found in the sample template in the application guidance notes.

Programme outcome	Project outcome	Outputs	Measurable indicator	Baseline
Step change, practice and partnership				
A. Culture and creativity become embedded across Borough policy and strategy and become an integral part of life in the Borough	Strengthened partnership working between cultural, public sector and community organisations within Lewisham and with regional, national and international cultural organisations outside the borough.	A Cultural Advisory Board, with formal terms of reference, monthly meetings The creation of a new legacy strategy document.	The existence of the Cultural Advisory Board The existence of the legacy strategy document	An Advisory Board for the Age Against The Machine
	Key areas of Council strategy and policy influenced and work programmes shaped by culture	Artists of Change embedded in key parts of the Council's structure Cultural outcomes appearing in other strategy documents, including: Employment & Skills, Health & Wellbeing, Regeneration Culture explicitly written into the new corporate strategy	Three commissioned artists produce work that influence service delivery and public perceptions The existence of cultural outcomes in other council strategy documents The existence of the new corporate strategy, with culture written into it.	Cultural Outcomes implied but not explicit within Corporate Strategy.

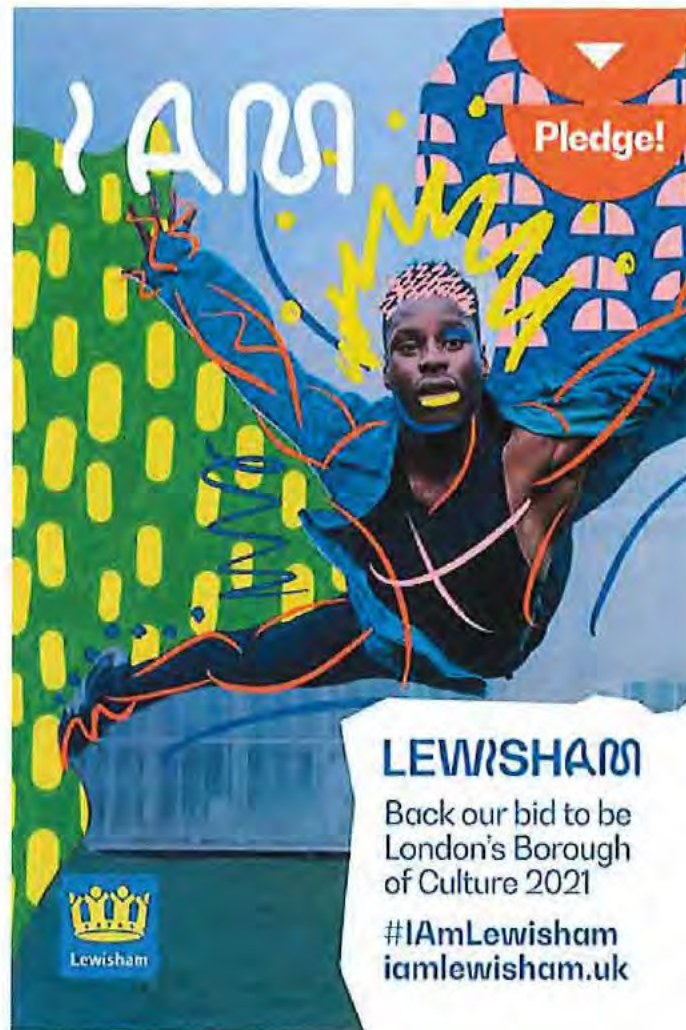
B. Delivery models and practice are involving and empowering for Boroughs, partners, residents and communities	Strong delivery partnership created with shared vision drawing on organisations strengths, individuals creativity and nurturing new talent.	Appointment of delivery partners to lead on themes including volunteering, communications, evaluation, education, and heritage outcomes.	6 lead delivery partners	Partnership delivery model used for our Cultural Impact Award to deliver Age Against the Machine
	Criteria for Selection of partners includes ability to involve and empower smaller organisations			
	Step Change in the use of evaluation with all organisations signing up to a shared Lewisham Cultural Outcomes Framework	The overall programme, and each individual event, will have an 'active evaluation' element, to promote longer term outcomes.	Number of organisations using shared cultural outcomes framework	Outcomes framework has been tested by Adult Learning Lewisham and adopted as an example of good practice by LGA.
C. New or developed partnerships enable Borough to fulfil ambitions	New networks of cultural activists, working together to address the bid themes	Local groups of activists identifying and promoting solutions	Activist groups based in all 18 wards	

	All Lewisham schools are connected to cultural organisations	Database of schools linked to specific cultural organisations. Programme of planned events connecting schools with cultural organisations	109 schools 4 events	
Delivery:				
D. Increased resilience of the creative and cultural sector	Lead Delivery partners (section B above) will work with Lewisham's small cultural organisations to magnify and build capacity for delivery, through expertise, fund raising advice and contacts.	Lead delivery partners disseminate expertise through workshop programme for small organisations.	6 events	
	Criteria for Selection of partners includes ability to involve and empower smaller organisations	Mentoring and skill sharing arrangements between organisations	20 organisations matched together	
E. Increased cultural engagement and creativity across a diversity of the Borough population	Community Commissions will deliver a diverse programme of activities and events	Events and activities taking place across the whole borough representing the communities in each ward,	Minimum 6 events in 18 wards = 108 events	
	Local residents actively engaged as co-producers	Creative producer group in each ward	Minimum 4 people in each group = 72 people	

	A new multi-media local history installation created to better understand our histories	Installation created	1 installation with capacity to move to multiple sites	
	Increased cultural participation with specific focus on communities in Lewisham with low engagement	Increased participation across a range of indicators	A minimum of 42 new commissions, 362 events, 220,000 audience members, 4,000 participants	Commission baseline research before the LBOC year starts
F. Improved social integration, social cohesion, and/or collective efficacy across the Borough	As a Borough of Sanctuary, we will work with people fleeing violence and persecution, to ensure their cultural connectivity across the borough.	Establishment of Artists of Change embedded in our Sanctuary Borough Team	Data shows 25% increased support and understanding of Sanctuary Borough	Commission baseline research before the LBOC year starts, to measure awareness of, and attitudes to, the Borough of Sanctuary approach.
	Greater awareness of and support for Borough of Sanctuary	Resident artist will create a work engaging residents in the 2018 UN Global Compact on Refugees		

	Residents will recognise themselves in the cultural programme we create and feel confident in celebrating and sharing their own culture	Performers and audiences reflect the cultural diversity in Lewisham	Monitoring data confirms this	
G. Increased number of 'active citizens' operating within communities	The creation of a borough-wide movement of cultural activism	Cultural Change Makers placed across Lewisham's Local Assemblies programme	18 Cultural Change Makers 1000 residents engaged 10,000 pledges to make positive choices in relation to climate emergency	Commission baseline research before the LBOC year starts, to measure awareness of climate emergency and provide a baseline.
	Increased awareness of climate emergency and active engagement in solutions.	Leading artists work with Lewisham to highlight choices and their impact locally and globally. Climate Carnival enables communities to understand creative solutions to the climate emergency.	Data shows 25% increased understanding & commitment to behaviour change in relation to climate emergency 1000 creative participants	

	Resident feel confident and empowered to share creative skills	The creation of a self-perpetuating network of creative skill sharing	500 members of the network	
H. Improved health and wellbeing for individuals and communities	Development of 'cultural prescriptions' embedded in Lewisham's social prescribing strategy	The creation of cultural prescriptions, enabling GPs and health practitioners to refer residents to cultural and creative activities to improve their health and wellbeing	200 Individual cultural prescriptions actively in use	
I. Improved perception of Borough as a cultural destination	Increased sense of pride in Lewisham amongst the borough's population	Events and activities celebrating local history and culture	25% increased pride in the borough	Commission baseline research before the LBOC year starts, to measure sense of pride in Lewisham and visitor numbers and provide a baseline.
	Increased number of visitors to the borough	Visitor numbers to the borough	100% increase	
J. Economic impact for the local area	Increased spending in the borough by visitors	Amount of increased spending	25% increase	Work with Central London Forward to establish baseline
	Cultural career intervention for every year 7 pupil, delivered through a strengthened Local Education Arts Partnership	Schools engaged in supporting the delivery (via LEAP) of cultural / career advice and guidance	500 pupils engaged	



I Am Lewisham film



<https://vimeo.com/immanentproductions/iamlewisham>

I Am Lewisham website

<https://iamlewisham.uk/>



Sadiq Khan & Justine Simons
GLA
Queen's Walk
London
SE1 2AA

28 October 2019

Dear Sadiq & Justine

I am delighted to be writing to you as we submit Lewisham's bid to be the next London Borough of Culture. People from around the world have made Lewisham their home, they bring their culture with them and in turn shape our borough around them, sharing their own styles of art, music, theatre and food. This bid is a celebration of that.

Lewisham is made up of lots of distinct neighbourhoods, surrounded by green spaces and parks. These unique characteristics of our borough shape the many hubs of art and culture that have nurtured generations of talent. Our creative potential in Lewisham is limitless, we have been at the cutting edge of arts and culture for decades and now the time has come for us to move to the next level and shine a light on this unique borough.

Winning the bid would mean everyone in the borough could paint themselves into the picture. In Lewisham we are strengthened by our diversity and I am particularly proud that this bid is a showcase of that.

We are very lucky to have cultural institutions in Goldsmiths University, Trinity Laban and the Horniman Museum – they have all enthusiastically played their part and are fully behind our bid. I am grateful to the many individuals and organisations that have worked with us to explore themes and have submitted ideas, alongside the thousands of residents who have told their story and backed the bid through our I Am Lewisham website and social media campaign.

As I write, Age Against the Machine, our Festival of Creative Ageing, has just come to a close. We organised nearly 70 events around Lewisham, with everything from flash mobs of older people dancing in shopping centres to a large scale commissioned piece involving a mass choir and intergenerational dance. It has been a remarkable series of events celebrating the talent in our borough, challenging people's perceptions of what it means to get older as well as provoking debate around some of the deeper questions. We are grateful for the opportunity afforded by your Cultural Impact Award, which has given us a taste of what Lewisham Borough of Culture will be like.

I'm so excited about what we can achieve together. We are ready.

Yours sincerely,



Damien Egan
Mayor of Lewisham



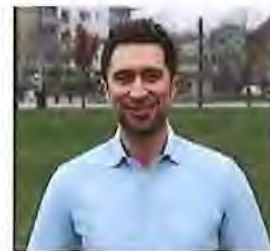
Damien Egan
Mayor of Lewisham

Mayor's Office
First floor, Laurence House
Catford
London SE6 4RU

damien.egan@lewisham.gov.uk
@damienegan
020 8314 6193



Sadiq Khan & Justine Simons
GLA
Queen's Walk
London
SE1 2AA



Damien Egan
Mayor of Lewisham
Mayor's Office
First floor, Laurence House
Catford
London SE6 4RU

damien.egan@lewisham.gov.uk
@damienegan
020 8314 6193

Dear Sadiq & Justine,

We can confirm that the budget of £3,230,000 for the Lewisham Borough of Culture bid as detailed in our application has been approved by our Mayor, Chief Executive and Chief Finance Officer.

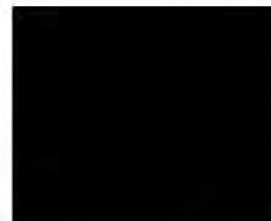
Yours sincerely,



Damien Egan
Mayor of Lewisham



Kim Wright
Chief Executive



David Austin
Acting Chief Finance Officer

Goldsmiths, University of London
New Cross, London SE14 6NW
www.gold.ac.uk
Tel +44 (0)20 7919 7171

Dear Sadiq Khan

I am delighted to have the opportunity to add my support to Lewisham's bid to become London Borough of Culture.

As you are aware, Lewisham is our home borough and this has been a vital part of our history here at Goldsmiths. While our reach is world-wide, we have a particular commitment to and active involvement in our local communities. Many of our alumni have made their home here and many of our students and staff live, work and contribute on many levels to the life of the Borough.

We have been enthusiastic partners in the new North Lewisham Creative Enterprise Zone. We opened our Goldsmiths Centre for Contemporary Art in 2018, thereby helping to bring world class exhibitions to Lewisham. We will open the Goldsmiths Enterprise Hub in 2021 which will support entrepreneurs from our local community as well as our students and we plan to increasingly develop on our specialisms in Creative and Cultural Entrepreneurship. Goldsmiths students and staff are also volunteers within the community for local charities and voluntary organisations like Action for Refugees in Lewisham, New Cross Learning, and our local community library.

A number of the Goldsmiths team have played an active part in helping to shape Lewisham's bid and we are excited at the prospect of supporting the delivery of the programme. We know that a successful bid will provide enormous opportunities for students, staff, and communities alike. We believe our involvement will bring a number of unique opportunities to the bid. We are able to harness global knowledge, economic, and social capital to work for the best interests of our local communities and the local economy. Through our presence and range of activities, we aim to continually increase the social, economic, physical, creative, cultural, and educational contributions we make to the Borough.

I am particularly pleased that the Lewisham bid includes a commitment to using culture to find innovative ways of addressing the climate emergency. In August this year, Goldsmiths declared a climate emergency and at the time I made it clear that this cannot be empty words. I truly believe we face a defining moment in global history and I am pleased that Goldsmiths can stand shoulder to shoulder with organisations across the Borough as part of this bid to call the alarm and take urgent action to cut carbon use and to find creative and cultural initiatives to bring this to life and engage communities at all levels.

I commend this bid to you as a crucial way in which culture can bring change within our local communities and help London play its part in addressing global issues.

Yours



Freepost RTGT-SBZU-TTJA

Phoenix Community Housing, The Green Man, 355 Bromley Road, London SE6 2RP

Email: info@phoenixch.org.uk | Telephone: 0800 028 5700



Dear Sadiq Khan,

I am delighted to write in support of Lewisham's bid to become London Borough of Culture. Phoenix Community Housing is more than just a housing association: we are about community, about people, about supporting our residents and about working together to improve our communities. The role of culture in helping us to do those things is hugely important and the possibility of playing our part in a year of culture is very exciting.

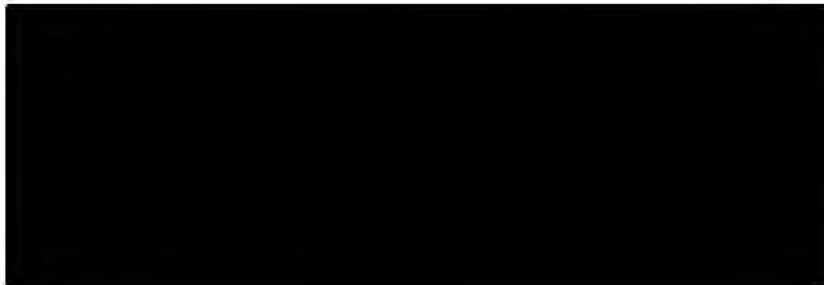
Earlier this year, with the help of a £4million grant from the National Heritage Lottery Fund, Phoenix reopened the once dilapidated Fellowship Inn. This was an important step in rebuilding community and returning some of what's been lost in this area of south Lewisham. The Fellowship re-born is no ordinary pub. It's a spacious, homely local but it's also got a vintage 86-seater cinema along with a live music, theatre and comedy venue. There's a café where the rat-infested basement used to be and there's a music hub and rehearsal space on the once flooded top floor.

The Fellowship is symbolic of our intention to use culture as a vehicle for change and that's why we can wholeheartedly back the bid for Lewisham Borough of Culture. The bid recognises the way that the south of the borough of Lewisham has often been left behind and sets out a vision for addressing inequality that unites us as a borough.

We know that our residents want to feel that there is a future that they can look forward to. They want to know that there will be training and employment opportunities and many of them are worried about the impact of the climate emergency. The challenge of bringing different communities together is also important to them. The Lewisham bid takes the concerns of our residents seriously and provides an opportunity for them to work together in cultural settings and find their own solutions.

Phoenix has worked with some great cultural organisations such as Greenwich and Lewisham Young People's Theatre (now known as Tramshed), Stitches in Time and Lewisham Music Hub and will continue to do so. But we know that as part of Borough of Culture, we can take things to the next level.

Yours,



3rd Floor
Laurence House
London

24th October 2019

Dear Sadiq Khan

Re: Lewisham's Bid to Be London Borough of Culture

I am very pleased to be able to write to you to give the full backing of Lewisham Clinical Commissioning Group to Lewisham's bid to be London Borough of Culture. We have been working in a genuinely cross-sector partnership for many years to improve every aspect of the health and well-being of Lewisham residents and we believe that this would be an opportunity to take things to the next level because of the contribution that culture can make.

We recognise that the integration of health and social care services across Lewisham, and London, will be strengthened by harnessing the power of culture and wider social action to engage communities in different and exciting ways. Without a borough rich in culture and community spirit, the changes we make will be less likely to have the impact we seek, with too many people continuing to struggle and accessing health services only at times of crisis or emergency. Arts-based approaches can help people to stay well, recover faster, manage long-term conditions and experience a better quality of life.

Across our partnerships we have a long history of investment in innovative practice that breaks down the barriers between the clinical and the cultural. The work of Age Exchange, Entelechy Arts, Heart n Soul, the Albany, Lewisham Youth Theatre, Sydenham Garden, to name but a few, is fully integrated into our wider network of provision. This is designed to ensure that people are supported to manage their conditions effectively while getting on with the main task of enjoying their lives. We link these services to those that need them through an inspiring network of community organisations including Voluntary Services Lewisham, Age UK and Rushey Green Timebank who work in partnerships such as Community Connections and Lewisham Local to harness the power of culture in the borough.

The recent *Age Against the Machine* had much to teach us about the health benefits of art and culture for people as they age and the power of co-production. Lewisham's Borough of Culture bid seeks to take this further by harnessing the power of activism to create wider change, with the potential for significant impact on health inequalities and on the threat to health coming from the climate emergency.

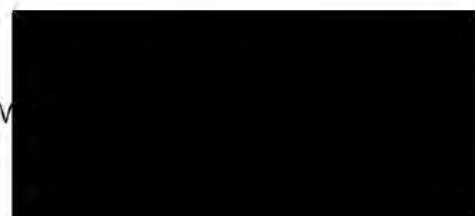
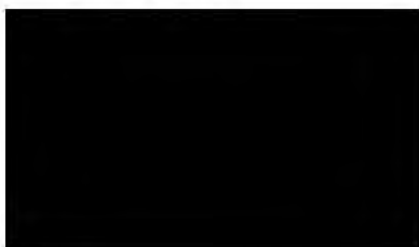
The opportunity to become London Borough of Culture comes at a unique and exciting time in the development of health and social care services and we have numerous best practice partnerships and services to highlight and expand through our programme. With Lewisham as



Lewisham
Clinical Commissioning Group

Borough of Culture we can share our learning and approach to ensure that the future of health and social care in London is grounded in and enriched by the incredible cultural diversity that is available to us.

Yours sincerely



Freepost RTGT-SBZU-TTJA

Phoenix Community Housing, The Green Man, 355 Bromley Road, London SE6 2RP

Email: info@phoenixch.org.uk | Telephone: 0800 028 5700



20.10.2019

Dear [REDACTED]

Re: London Borough of Culture

The 'Community Commissions' seems like the ideal way for us to realise some meaningful co-production opportunities with local artists and something we would be pleased to support.

We are in a position to put £15,000 into the pot of funding for the project. This would be made available on the understanding that it receives approval from Phoenix residents and is aligned to a project/projects directly benefitting our tenants and leaseholders. We would also ask that our residents have a role in the project development process, deciding the shape of the 'community commission' that is delivered in their area.

Regards,





20 October 2019

Dear Sadiq Khan,

I am delighted to be writing to you to give Deptford Challenge Trust's full backing to Lewisham's bid to become London Borough of Culture.

We will support the activity of the year to the best of our ability and the DCT Trustees have agreed to target 25% of their grants (£65,000) at activities aligned with the Borough of Culture bid during the relevant year.

I hope you will share my enthusiasm for Lewisham's bid and I look forward to welcoming the whole of London to celebrate our unique culture in the near future.

Yours sincerely





[Redacted]
Cultural Development Manager
London Borough of Lewisham
Laurence House
1 Catford Road
London SE6 4RU

Old Town Hall
Catford Road
SE6 4RU
020 3889 0640
getinvolved@lewishamhomes.org.uk

28 October 2019

Dear Sir/ Madam,

Lewisham Homes support Lewisham Council's bid to be London Borough of Culture

Lewisham Homes is the Council's Housing Company. We manage over 19,000 permanent and temporary homes on behalf of Lewisham Council, and are one of the biggest employers in the borough. We are excited to be supporting Lewisham Council's bid to be London Borough of Culture.

Lewisham is a fantastic borough with strong communities that work together to welcome, and celebrate, the diverse mix of residents who call it home. We work closely with the Council and our residents to deliver cultural community activities, projects and initiatives to showcase this and help bring communities together.

To reflect this, we have a £150,000 per year budget for community projects. We also have additional funding from our contractors through social value and grant funding from successful bids. Our residents help us decide how to spend this money. There is a strong focus on culture in our projects and we work in partnership with the Albany to deliver a number of activities.

Examples include our award-winning youth programme with the Albany. This includes the Love 2 Dance programme and Young Creatives programme which focus on helping young people to develop a career in the arts. We also have several projects around sustainability, fashion and building inter-generational relationships.

We look to bring culture into other aspects of our work, and our community groups. For example developing a Crafty Cooks project in conjunction with the award-winning Evelyn Community Store

We will actively support the Borough of Culture through promotion, communications and a range of cultural events for both staff and residents to be part of.

Yours sincerely,



Proposed Partners – weblinks

This list of proposed partners is not exhaustive. It seeks to illustrate the range, ambition, diversity and local authenticity of our proposed programme. There are many more partners that we did not have room to include in our bid that we are looking forward to working with.

Without Walls – leading commissioner of outdoor arts across the UK – www.withoutwalls.uk.com

Julie's Bicycle – national organisation advocating for the role of culture within climate change – www.juliesbicycle.com

Tipping Point – a series of artworks commissioned by Julies Bicycle conceived in the context of climate change, including As the World Tipped by Wired Aerial Theatre - <https://www.wiredaerialtheatre.com/productions/as-the-world-tipped> , <https://www.juliesbicycle.com/tippingpoint-commissions>

Future Arts Centres Network – national network of the UKs most innovative arts centres – www.futureartscentres.org.uk

The Albany – arts centre and hub for artists, communities and creative enterprise in Deptford – www.thealbany.org.uk

Sounds Like Chaos – a theatre company of teenagers – www.soundslikechaos.com , <https://www.thestage.co.uk/reviews/2017/fire-machine-review-battersea-arts-centre/>

Practice Architecture – London based architecture firm – www.practicearchitecture.co.uk

Lewisham Youth Theatre – established youth theatre organisation based in Catford – www.lewishamyouththeatre.com

Montage Theatre Arts – performing arts charity based in Lewisham offering activities from 3 years to adults – www.montagetheatre.com

Lewisham Music – registered charity and music education hub lead for Lewisham – www.lewishammusic.org

Second Wave – youth led arts organisation based in Deptford – www.secondwave.org.uk

Horniman Museum – nationally funded museum with internationally important anthropology and musical instrument collections – www.horniman.ac.uk

Emergency Exit Arts – pioneering outdoor arts company – www.eea.org.uk

Jonzi D – Artistic Director of Breakin Convention, international festival of Hip Hop Culture – www.breakinconvention.com

Irie! Dance Theatre – leaders of the UKs only BA Honours Degree in Diverse Dance Styles – www.iredancetheatre.org

Trinity Laban – conservatoire of music and dance – www.trinitylaban.ac.uk

Broadway Theatre – Grade II listed art deco venue with 800 seat main auditorium and studio space in Catford – www.broadwaytheatre.org.uk

Kate Tempest – spoken word performer, poet, recording artist, novelist and playwright – www.katetempest.co.uk

Caleb Femi – poet and director, former young people's laureate for London – www.calebfemi.com

Bridget Minamore – poet, critic and guardian journalist, passionate about womens rights and international politics – www.bridgetminamore.com

Novelist – grime artist, record producer and proud Lewisham advocate - <https://www.theguardian.com/music/2018/apr/15/novelist-guy-grime-mc-observer-review>

Steam Down – artists collective, winners of two Jazz FM awards, based in Deptford – www.steamdown.co.uk , <https://www.theguardian.com/music/2019/apr/25/steam-down-orchestra-review-jazz-collective-village-underground>

Nubya Garcia - london based saxophonist, composer and Trinity Laban alumni – www.nubyagarcia.com

Poppy Ajudha – south London singer and one of NMEs 100 essential new artists 2019 - <https://www.nme.com/news/music/poppy-ajudha-honour-barack-obama-favourite-artists-2454420>

The Midi Music Company – music education and talent development charity based in Deptford – www.themidimusiccompany.co.uk

Heart n Soul – award winning arts organisation working with people with learning disabilities – www.heartnsoul.co.uk

Dave Okumu – mercury nominated musician, honorary fellow of Goldsmiths University – www.daveokumu.com

Goldsmiths University of London – university based in New Cross with a reputation for creative, humanities and social sciences. Also home to Goldsmiths Centre for Contemporary Arts – www.gold.ac.uk

Mark Sealy – Director of Autograph Gallery, using photography and film to highlight issues of identity, representation, human rights and social justice – www.autograph.org.uk

Jay Bernard – poet and winner of Ted Hughes Award 2018 - <https://jaybernard.co.uk/home.html> , <https://www.theguardian.com/books/2019/jul/06/surge-by-jay-bernard-review-the-painful-echoes-of-britains-black-radical-past>

Counterpoints Arts – national arts organisation working with refugees and migrants – www.counterpointsarts.org.uk

Spare Tyre Theatre Company – leading UK participatory theatre company – www.sparetyre.org

Nigel and Louise – makers of wild, bold, visual performance - <http://nigelandlouise.com/web/>

Displace Yourself Theatre Company – devising theatre company that uses live performance to promote global equality – www.displaceyourselftheatre.co.uk

Stephen Lawrence Centre – education charity inspiring young people to succeed in the career of their choice – www.stephenlawrence.org.uk

Lewisham Education Arts Network – championing arts education in Lewisham – www.leanarts.org.uk

Cockpit Arts – social enterprise and business incubator for crafts people – www.cockpitarts.com

Apples and Snakes – national spoken word development organisation – www.applesandsnakes.org

Spread the Word – London writers development organisation – www.spreadtheword.org.uk

Hartslane Studios – experimental arts project space and initiators of projects that bring communities together – www.hartslane.org

Teatro Vivo – South London Theatre company working in non theatre venues – www.teatrovivo.co.uk

Deptford X – artist led festival based in and around Deptford – www.deptfordx.org

OPEN PROJECT SYSTEM

Sutton Saves The World, Borough of
Culture 2023

Status: Submitted

Project summary report

Project ID: **P15652**London Borough of
Culture 2021/23London Borough of Culture
2021/23

Project Details

Unapproved changes on 28/10/2019 by 

Project title

Sutton Saves The World, Borough of Culture 2023

Bidding arrangement

London Borough of Sutton

Organisation name

London Borough of Sutton

Programme selected

London Borough of Culture 2021/23

Project type selected

London Borough of Culture 2021/23

General Information

Unapproved changes on 25/10/2019 by 

Name of Borough

Sutton

Borough address

London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton SM1 1EA

Name of contact person

mary-report/15652

Position held

Assistant Director, Wellbeing

Directorate

Chief Executive's Directorate

Department/Business Unit

Wellbeing

Telephone number**E-mail address**

sutton.gov.uk

Contact with us

Unapproved changes on 25/10/2019 by

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

yes

Tell us their name(s) and which team(s) they work in

- Borough Engagement Officer, Culture and Creative Industries

- Principal Policy Officer, Culture and Creative Industries

- Senior Policy Officer, Culture and Creative Industries

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

no

Project Overview

Unapproved changes on 28/10/2019 by

State if you are applying to be the London Borough of Culture in:

2023

Tell us why you would prefer to be London Borough of Culture in 2023

We want to be Borough of Culture 2023 because Sutton's pioneering London Cancer Hub will then be operating and its worldwide exposure will give our Borough of Culture with a science twist an unstoppable momentum. As world eyes turn to Sutton, we will use the Hub's story and Sutton's unique cultural heritage as springboards to imaginatively and creatively explore the exciting and surprising connections between science, culture, everyday life and environmental responsibility.

Until then we will refine our ambitious proposals with local residents and organisations.

2023 and LBoC will see the start of #SuttonSavingTheWorld

How much funding are you applying for from the GLA in this application? (£)

1350000

How much will your programme cost in total? (£)

455000

Provide a summary of the proposed programme

Sutton. Amazing things happen here. In 2023 we will #OpenUpSutton to London and the world, introducing a step-change positioning culture at our heart. Rich in heritage and culture, Sutton is also a world-class centre for scientific research spearheading the defeat of cancer AND we have trailblazed in both public and private sector environmental innovation and responsibility. Our ambitious programme uniquely blending arts and science celebrates our sense of place, our world and future together.

A borough-wide events, activities and quirky one-off experiences programme will embody Sutton's people and explore our past, present and future, bringing together residents, schools, community groups and businesses.

Our plan to #OpenUpSutton in 2023 will be framed by three interwoven themes, each directly inspired by and celebrating our strong heritage of creativity, environmental awareness and scientific innovation. The working titles of the themes are:

Sutton Culture Under the Microscope

Sutton Saves the World

Sutton S.T.E.A.M.s Ahead

Making an impact

Unapproved changes on 28/10/2019 by [REDACTED]

Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award.

The LBOC award will capitalise on the world's eyes being on us as the Cancer Hub develops and as we #OpenUpSutton, attracting inward investment to make Sutton an even better, thriving place to live and work.

Sutton is often overlooked by people who don't live here, though a lot of our residents enjoy a high quality of life, describing it as 'a haven', 'neighbourly' and 'a place that cares'. Resident satisfaction with Sutton as a place to live has been consistently high (c.91%) since 2009. One of Sutton's best kept secrets is the developing London Cancer Hub, a collaboration between the Institute for Cancer Research and Royal Marsden Hospital. Just as our borough brings together the very different communities of Carshalton, Cheam, Hackbridge, Sutton (town), Belmont, Worcester Park, Beddington and Wallington, Sutton will come together in 2023 to celebrate its great science, fascinating heritage, cultural links and the way it welcomes and cares for people.

There are however needs and challenges for a lot of residents, specifically unusually high levels of unemployment among women, very low levels of literacy and education in some wards, a 'missing generation' of young working age 20-35 year olds, growing levels of people with learning disabilities, and comparatively high numbers of people aged 65+ experiencing social isolation. We will set out how Borough of Culture will help address these in the next section.

Rates of volunteering in Sutton are the highest in London, and as Borough of Culture we will grow and diversify that by working with key partners including Community Action Sutton and Volunteer Centre Sutton.

We already work closely with around 500 volunteers who actively support the Library Service, Heritage and Local Studies activities across Sutton but during 2023 we will offer more volunteering opportunities suit modern lifestyles, age ranges and aptitudes. This will range from creating, curating and delivering activities throughout the year, to intensive micro-volunteering or stewarding as part of one on events for the younger demographic and time poor. Research shows that volunteering can lead to involvement in other community activities so this is seen by the council to be a key aspect of 2023.

Our 2023 will use this thematic framework:

Sutton Saves The World

We take our environmental responsibility very seriously and we created the Sutton Life Centre a unique, state of the art educational and community facility and eco-garden promoting good citizenship, personal safety and the environment. In July 2019 the council declared a 'Climate Emergency', pledging to make Sutton carbon neutral as soon as possible.

We are rich in parkland and open spaces which continue to be the bridge between urban and rural living that has, for centuries, attracted people out of inner London to live and artists to create. There are 89 parks and open spaces across Sutton, totalling more than 430 hectares. 89% of our residents use parks and open spaces and 95% aged 25 to 34 use Sutton's parks compared to a national average of only 70%. Since 1990 we have hosted the volunteer-run Carshalton Environmental Fair promoting local living, sustainability and to celebrate local skills and talent.

Sutton is also home to world-renowned BedZED, the UK's first large-scale, purpose-designed mixed-use sustainable community comprising 100 homes, office space, a college and community facilities, all created with the aim of being carbon-neutral.

We will use this strand to further empower residents to save the world. We will galvanise our people so they know that their actions DO matter and they CAN make a difference. #SuttonSavingThe World

Sutton S.T.E.A.M.s Ahead

Sutton is at the forefront of scientific discovery, involved in groundbreaking medical research for over half a century. Leading scientists from around the world are already working in the borough as Sutton extends and develops the London Cancer Hub, a global centre for cancer innovation. More local and international scientists, researchers and technicians will come to Sutton as the Hub develops - the facility is already home to a workforce representing more than 30 countries. The transformative effect will be felt throughout our community and encompass our high street, town centre and district centres as 13,000 new jobs are created in construction, life sciences and supporting services. Sutton will be changing quickly in terms of its demographics and we will use Borough of Culture as a key element in how we manage this change positively - please see the next section for more detail.

As a result of the Hub, our growing, skilled workforce with a strong focus on Science, Technology, Engineering and Maths (STEM) subjects is important for our future. We will work with our schools to encourage more women and girls to take STEM subjects. We will work with teachers to explore how we can build Art into STEM studies (making it S.T.E.A.M) and explore the common ground between the disciplines. This will work to address the wide variations in attainment levels across Sutton. As Borough of Culture, we would creatively blend cultural activity and experiences with S.T.E.A.M. themes to provide a year of activity that will engage and inspire current and new Sutton residents. We will encourage residents, especially school pupils, to engage with S.T.E.A.M., its influences on culture and the world.

Sutton Culture under the Microscope

Sutton has a diverse and emerging grassroots arts scene - almost half (49%) of us regularly participate in culture. 6000 residents and arts groups representing thousands including Sutton Community Dance, Sutton Music Service, Sound Lounge and Sutton Writers 'backed the bid' and helped co-create it. We celebrate that there isn't one major arts venue within Sutton dominating creative thinking nor does the borough arts scene have to view itself through the lens of a single NPO that could limit local artistic expression. This results in flexible, unfettered creative expression and we will encourage and further nurture this through 2023 and help Sutton develop its own cultural expression. We will work with and provide small grants to groups via 2023 to directly support artistic commissions to build skills, capacity, reach and resilience within these local arts groups and leave a long-lasting place-specific legacy. We will launch this with a major SciFi-inspired (thanks to local man HG Wells) steampunk-style Science

Fact/Science Fiction-themed event exploring the links between science and culture, and bring the whole of Sutton together in celebration of its own burgeoning arts scene. This strand will nurture and strengthen the local arts scene from the bottom up.

Science directly influences culture and culture can give direction, context and meaning to science. We're

going to #OpenUpSutton in 2023, share this with London and the world and set about #SuttonSavingThe World.

Explain how becoming the London Borough of Culture in 2021 or 2023 will help you achieve your ambitions and create long term change

Capitalising on the worldwide attention that the developing London Cancer Hub will create, our year of cultural activity will #OpenUpSutton, provide the catalyst for residents, funders and local organisations to work more cooperatively to put culture at the heart of community life across Sutton. The health and societal benefits of culture are well documented and although 49% of our residents already actively participate in culture, through 2023 we will increase that to 75%. There's an absolute passion for us to be Borough of Culture - in less than six weeks over 6000 residents pledged to back this bid proving our desire to #OpenUpSutton and our self-belief that we deserve it and can deliver. We know how to reach all parts of the borough community, promoting the bid using postcards, banners, public events, social media while our cultural venues and council facilities.

We have a large number of supporting letters from local organisations representing over 10,000 residents and have spoken with over thirty local groups to determine their needs, ambitions and how 2023 could help them.

We have a long-standing commitment to culture - over the past twenty years we have bucked an unfortunate national trend and opened eight new libraries and multi-use cultural hubs. The council manages and has recently invested in museums and historic properties open to visitors, and actively support a number of friends and volunteer-run historic sites across Sutton - all these locations including Tudor houses, dovecotes, ponds and museums will play a role in 2023.

In September 2018 we published the Cultural Framework For Sutton, a guiding document articulating the council's ambition for culture to have an even greater role in Sutton's future. Residents, funders and local organisations will work together to realise the Framework to provide residents with the positive benefits of cultural activity but to also attract new residents, jobs and businesses and visitors from outside Sutton. The document also acknowledges that for the Borough to become a place known for and reflective of an inclusive and ambitious approach to culture we require a step-change to improve participation rates and develop a distinct cultural offer. 2023 will ensure that this important work happens, across the borough, more quickly and will precipitate a positive shift in cultural engagement across Sutton. Selection as London's Borough of Culture would provide an irresistible momentum that would maximise the impact of the strategy.

Sutton is ambitious in every way and we have always appreciated the importance of culture. Our 2023 plans are ambitious but are underpinned by clear values, an understanding of community need and the importance of working with local partners to achieve long-term and sustainable impact.

Our 2023 will:

Capitalise on London Cancer Hub publicity momentum and maximise 2023 reach globally, promoted using #SuttonSavingTheWorld.

Help people living here to understand that their actions really can make a difference to their community and the world. #SuttonSavingTheWorld.

Put Sutton 'on the map' for visitors, businesses, investors and prospective residents by offering a vibrant and exciting programme of events

Under the Sutton Saves The World strand we will build on Sutton's passion for the environment and use 2023 to get residents even more involved in Sutton's open spaces, the environment and their protection. We will use them for cultural, nature and conservation-inspired creative activities and citizen-science activities. For example, while Sutton's historic lavender fields will host artistic experiences, a major strand of activity will see literally thousands of Sutton residents of all ages undertaking environmental monitoring, species counting and then participating in creative responses to those experiences.

As part of the Sutton Culture Under The Microscope strand, improve literacy levels in borough wards that fall within the nation's 10% most deprived through working with the Sutton Writers Group on creative sessions

Using the Sutton STEAMs Ahead strand, address the high levels of unemployment among women

Using the Sutton S.T.E.A.M.s Ahead strand, address the high levels of unemployment among women, working with partners including Sutton's Women's Centre and Reed Business International to provide skills and confidence building opportunities to women and girls in local schools, using their Sutton forebears from the worlds of the arts and science as inspiration

Under the Sutton S.T.E.A.M.s Ahead strand and in partnership working with Royal Marsden Hospital, London Cancer Hub and other STEM-linked Sutton businesses to promote science, and creative responses to it, so that every school pupil (c 38,000) in Sutton engages in 2023 activities

Across all strands, through increased participation opportunities and intergenerational activities and working with Age UK and Sutton Carers Centre, address social isolation among older people

Across all strands, work with Sutton Mencap to provide cultural engagement opportunities including volunteering among the growing levels of people with learning disabilities

In the Sutton Culture Under the Microscope strand, work with local artists and arts groups helping them with small grants for commissions or support to become healthier and more resilient

Under the Sutton Culture Under the Microscope strand work with the Refugee and Migrant Network to ensure that when people come to live in Sutton, for whatever reason, and English is not their first language, they and their families feel welcomed and supported in their new home. Their contribution to Sutton is appreciated and welcomed. People who will be encouraged to work on creative responses - e.g. poetry, story writing and storytelling - in their own languages and from their own cultural perspectives. Everyone will have an opportunity to have their voice heard in 2023.

Stage a number of large mass-appeal events to showcase Borough of Culture and launch our commitment to support artists and arts group at a local level. Locations of the big events are to be decided but 2023 will be borough-wide so could include the wards of Belmont, Worcester Park and Beddington.

As part of the programme we will also create four apprenticeships which will promote culture as a career for the borough's younger residents as well as providing four young people with the opportunity to train on-the-job in areas of event management, communications and cultural learning. 2023 will set four young people on culture-related careers.

We will judge 2023 to have been successful when the engagement and participation momentum created by Borough of Culture is maintained and becomes the norm in terms of levels of cultural activity and output across Sutton.

Celebrating creativity

Unapproved changes on 28/10/2019 by [REDACTED]

Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your proposed programme will deliver against the need and catalyst for change that you have outlined in Making an Impact.

Three strongly interconnected themes woven together throughout 2023, directly inspired by and celebrating Sutton's strong heritage of creativity, environmental awareness and scientific innovation are:

Sutton Culture Under the Microscope

Sutton Saves the World

Sutton S.T.E.A.M.s Ahead

2023 will #OpenUpSutton, address need within Sutton, strengthen and reposition culture and ensure it remains at the heart of borough life long term.

Theme 1: Sutton Culture Under The Microscope

We will work with local artists and arts groups to help creative dreams become reality. We will support through grants and help them apply with surgeries and mentoring sessions. We will use our rich and varied creative past, from literary giant HG Wells to Pauline Boty, British Pop-Art pioneer, as inspiration. We will help local arts and creative groups thrive, offering organisational health checks, advising on resilience through fundraising, marketing, training and governance workshops. One of the major 2023 legacies will be a vibrant, solid, and resilient grassroots Sutton arts scene heading confidently into the future

One strand of creative activity will be inspired by the ground-breaking science fiction works of Sutton resident, HG Wells. His works included the classics *The Time Machine* and *The War of the Worlds* and featured future science and technology. These seminal works will inform creative responses from local artists considering our futures and that of the environment, how we can take control and make a difference #SuttonSavingThe World. There will be major HG Wells/Edwardian steampunk-inspired event under the creative banner Science Fact/Science Fiction - a theatrical promenade to a local park, with large and dramatic structural models, acrobats, and light displays.

Associated events will include:

SciFi Proms in the Park - open-air musical performances by local musicians

SciFi film festival with partner (e.g Secret Cinema) across multiple indoor/outdoor locations

Inspired by Sutton's Past on Glass archive photography project (10,000 glass negatives of local people and places from 1904-18), this artist-led Sutton Moment in Time activity sees everyone in the borough at a given pre-announced time be encouraged to use their smartphone, not to take a photo of themselves, but of ANOTHER resident. Not a selfie - a 'someoneelsie' capturing Sutton's caring spirit. Photos will be collated and turned into a giant mosaic artwork. We believe this has not been done before and could attract Guinness World Record interest

Inspired by Wells and his *Time Machine*, creative activities will include locals of all ages writing, drawing, creating their own visions of Sutton's future, perhaps with and without environmental management. They will be exhibited in venues across Sutton, online or performed at 2023 events. Copies will be included in a time capsule as a warning from the future in the event that a time machine is in fact built in Sutton.

Film-making competition, encouraging amateur intergenerational family or community groups to work together to make short films inspired by either SciFi B-movies OR Sutton and its story. Shown online and at 2023 events. Prize of camera and editing equipment supplied by local business sponsor.

Local children's invention or time machine design competition to be judged by an eminent scientist or astronaut from the International Space Station

Sutton heritage-inspired dance choreography/ performance using local group(s)

Workshops and courses leading to performances/participation in hero event

Time capsule activity - all local schools and community groups are provided with 'time capsule' containers to send their own messages 'to the future'

Theme 2: Sutton Saves the World

Sutton has a rich heritage of appreciating and working to protect its natural environment dating back to the dawn of the railway age when local landowners resisted approaches from railway developers. Early 20th Century activists campaigned against and won to reroute a proposed tramline around and not through Carshalton, past its famous ponds. Artists came to Sutton to work, inspired by its old world charm and many local painters captured views around the borough before they were lost. Despite the march of time, Sutton retains hundreds of hectares of open spaces and even historic lavender beds dating from the time when lavender oil production was a major local industry. Hundreds of local people regularly volunteer to help with community garden and park projects.

Sutton has very strong environmental credentials and is home to the world-famous pioneering BedZED eco-community. We take environmental responsibility very seriously and created the Sutton Life Centre - a state of the art educational and community facility and eco-garden uniquely promoting good citizenship, personal safety and environmental awareness. We also introduced cutting-edge decentralised energy networks and the Energy Recovery Facility opened in 2018. In July 2019 we declared a 'Climate Emergency', pledging to make Sutton carbon neutral.

Our second 2023 theme, Sutton Saves the World, will deliver a wide-ranging programme of environmentally-themed cultural activities to showcase issues and opportunities, increase awareness, engagement and activity whilst driving intervention and action at a local level.

As the hero event for this theme we will stage a major environment-inspired creative and cultural festival to attract the rest of London. Music, dance, drama, art, poetry will come together as a means of highlighting environmental issues and opportunities. While creative detail may not be finalised, the event ethos is clear - it cherishes the environment, promoting green living through workshops and activities. Single use plastics will be shunned and the event will be entirely solar or wind powered. Local solar power company partners will provide power.

The event will be complemented by a programme of activities under the banner 'Lavender Fields Forever' inspired by Sutton's famed historic lavender fields. Artist-led immersive sensory experiences inspired by the fields on summer evenings when the fields are most fragrant would appear across the borough. Sessions would be specifically developed for local people with learning disabilities. Linked sensory and tactile activities would take place in the community in care homes and similar facilities.

Sutton's has inspired artists and writers for centuries and the owners of a number of pioneering photographic businesses lived in Sutton, so we will introduce a borough-wide photography project for 2023. This would use archive photos (including the Past on Glass collection from 1904-18) in our care as the basis of a Sutton Then and Now initiative. Especially suited to intergenerational activity, this will get people out in the borough recording the Sutton of today for future historians. This would work well to help people from other countries to learn more about their new home.

Other strands of activity will include: poetry-coaching sessions and performances in local allotments; Song of Sutton - facilitator working with local schools/young people to create a Sutton-specific soundscape; development of community seed banks for local people to grow their own artist materials - poppies, buttercups, daisies, geraniums, dandelions and cornflowers for example all make bright colours, while leaves make various greens.

Theme 3: Sutton S.T.E.A.M.s Ahead

As we have outlined above, Sutton has incredibly strong ties to the world of science as the new world-class London Cancer Hub develops here. This strand of events and activity is intended to nurture increased awareness of science and its place in the world, inspire future scientists and encourage creative responses to the world of science and work going on here today. As an example of this, renowned sculptor [REDACTED] has already agreed to create, free of charge, a major new science-inspired work. He will work with the community to ensure it reflects them, their lives and Sutton.

This strand of activity has two major outputs. One is very ambitious, to celebrate Sutton's growing reputation for scientific excellence and address the disparity in attainment levels across the borough. EVERY school child (over 38,000 in 2019) will have the opportunity to be a scientist for a day and this could take many forms. Primary and secondary pupils will undertake science-based observation and monitoring of the local environment e.g. species counting, water quality monitoring, all providing vital baseline data against which future environmental change can be measured. Pupils will then engage in S.T.E.A.M.-inspired creative activity helped by local artists.

This initiative will be inspirational and perhaps, life-changing for participants who may pursue paths in science or the arts. Many sessions will be run by science volunteers who are Cancer Hub or Royal Marsden staff. The 2023 legacy will be that the programme will continue post 2023 as more of the 13,000 Cancer Hub employees volunteer to maintain the momentum. The cultural legacy will be that the pupils will be inspired to continue their artistic expression with local arts groups. .

In partnership with the Institute of Cancer Research, we will develop a travelling interactive science roadshow to visit Sutton schools. The roadshow will also attend street science events across Sutton, building on the success of the annual science-inspired Big Bang Fair.

The hero event for this theme will celebrate how science influences culture and culture gives direction, context and meaning to science. It will be a large outdoor community co-curated science-inspired laser and light show event, supported by the science roadshow. The annual winter illuminations will reflect this 2023 theme across the borough.

An artist-led drone aerial photo and film shoot in St Helier, a ward with deprivation issues, will engage hundreds of residents who, by wearing colour coordinated t-shirts will take part in a movement representation of a tumour being destroyed by treatment developed here. If staged on World Cancer Day (annually in February) we would expect worldwide media exposure.

Sutton is ready to be Borough of Culture 2023 and build on the momentum and exposure of the London Cancer Hub. As a council we are fully committed to this initiative. Our partners, local businesses and residents robustly support this bid.

#SuttonSavingThe World

Outcomes and Outputs

Unapproved changes on 28/10/2019 by [REDACTED]

Complete and upload the outcomes and outputs table

📎 Sutton Borough of Culture bid - Outcomes and Outputs.xlsx

If there are other outcomes that you want to see realised through your creative programme, outline them below

-

Monitoring and Evaluation

Unapproved changes on 25/10/2019 by [REDACTED]

Tell us how you will monitor and evaluate your project, including how you will measure your success against your project outcomes

We appreciate that evaluation is pivotal to the success and long-term impact of 2023 and formative and summative evaluation will wherever possible be built in to each strand of 2023 activity so we can learn and reflect. We expect to and want to learn at each stage of 2023 so we can refine as we go for maximum impact on people and communities.

Planning in measuring outcomes and impacts at the start of the project not only shows how all elements work together and link towards end goals but also provide clarity and milestones to collect data throughout the project ensuring consistency and open communication with all of the key project team members and partners.

This work is important and we have allocated a healthy budget for it. An external specialist evaluation consultant will be appointed to work with the 2023 team from mid 2022 to develop a realistic and achievable framework to guide the performance measurement of 2023 and ensure that the outcomes of the events and activities can be robustly monitored and reported on. Our evaluation work will in fact begin in advance of 2023 to gather, wherever possible, essential baseline data against which targets for the year can then be measured.

Training (by the external consultant) of our staff, volunteers and local arts and community groups in the gathering of the right qualitative and quantitative data, and its interpretation will be one of the most important legacies of 2023. Our approach to evaluation will help build capacity and create a culture of continuous improvement which can become standard in the Sutton cultural sector beyond the project. The external evaluation specialist will however undertake independent analysis of data at key points during and after 2023 and lead on the overall evaluation for 2023 on the council's behalf.

Our evaluation specialist will work with the Audience Agency and ensure that our work adheres to their guidance and utilises their toolkits while also providing the right information at the right time for GLA. The information gathered through this strategy will provide a wider impact assessment and support our legacy planning for 2023.

Evaluation planning, monitoring and reviews at key points in the life of the project will provide assurance that all elements are linked to the intended outcomes thereby increasing the chance of successful delivery

approaches, would follow a Theory of Change model to evaluate the changes which have occurred as a result of inputs of funds, resources, time, expertise and assets. A strategic whole project approach to evaluation will be adopted prioritising it as part of the process and delivery of the project.

Broad headings for our evaluation will be:

Project management
Themes and interpretation
Learning
Training
Audience development and experience
Volunteer development
Partner experience

We expect to do this via self-completion surveys, interviews, focus groups, simple voting mechanics at public events, online surveys but this will be decided in 2022.

We are committed to robustly evaluating 2023 and embedding resulting learnings and more comprehensive evaluation in our work and that of the cultural sector in general across Sutton. This will be a significant legacy for Sutton's Borough of Culture 2023.

Deliverability

Unapproved changes on 28/10/2019 by [REDACTED]

Describe how the project will be well managed

The council are adept at delivering major projects and achieve this through stringent project management and appropriate resourcing. We will deliver 2023 using a mix of highly experienced senior council officers and new posts created specifically for the delivery of Borough of Culture 2023.

A detailed Risk Register would be developed around the delivery of 2023 and would be managed by and reviewed by the Delivery Group at least every two weeks. Any 'red flags' would be immediately notified to the 2023 Board for action.

We will ensure the right team is in place to deliver 2023 through a two-tier management system. The 2023 Board meeting monthly chaired by the council's Chief Executive, will be made up of the following posts: Director - Environment, Housing and Regeneration; Director of Resources (Finance); Assistant Director - Wellbeing; Assistant Director - Economic Renewal and Regeneration; 2023 Creative Director (post created specifically to lead creative aspects of 2023). This group will be advised by: Cultural Advisory Group and Science Advisory Group, both comprised of experts, partners and members of the community.

The 2023 board will direct the council's approach at a strategic level and will delegate tactical decision making and practical matters to the 2023 Delivery Group, chaired by the Assistant Director - Wellbeing who will provide the link between the two fora.

The 2023 Delivery Group meeting fortnightly (weekly when 2023 programme demands) will comprise Assistant Director - Environment and Community Safety; 2023 Executive Producer (new post to lead on delivery of 2023); Head of 2023 Communications (new post); Head of Commissioning, Insight and Improvement; Head of Cultural Services; Assistant Director - Education and SEND; Head of Economic Renewal and Regeneration; 2023 Events Manager (new post); Assistant Director - Resources Directorate (Finance). External consultants (e.g. evaluation) will report to Assistant Director - Wellbeing. New 2023 posts of Skills Development Manager, Volunteer Manager, Community Partnerships Officer, Cultural Education Partnership Officer will report directly to the Executive Producer. This group will be tasked with making 2023 happen on the ground and ensuring it delivers against objectives. The group will ask for advice from the established Citizen Commissioners and Youth Commissioners, especially in making

decisions about grant making for local artists and arts groups.

In addition, as part of the programme we will also create four apprenticeships which will promote culture as a career for the borough's younger residents as well as providing four young people with the opportunity to train on-the-job in areas of event management, communications and cultural learning.

Sutton Project Management Approach

Our project management approach is intended as a resource staff can use when they require guidance on running projects. It is updated periodically in line with feedback received from those who use it and in line with lessons learned from our project management practice.

The primary aims of the Sutton approach to project management are to:

- help more projects deliver on time, to budget and at the quality needed to deliver the desired outcomes for Sutton
- facilitate learning by capturing and sharing learning between projects and
- ensure that those involved in projects have access to the techniques, processes and templates needed to deliver projects in a controlled and transparent way, appropriate to the level of the work involved.

Support and training on project management is provided corporately to ensure that those involved in projects in Sutton are equipped to deliver what is needed with confidence. In addition, consultancy-style support is available to Sponsors of Portfolio level (our highest level) projects on request.

Key principles

1. Make sure your project has a clear definition and direction.
2. Plan comprehensively.
3. Have the right training and tools.
4. Keep relevant parties well informed.
5. Manage risks and issues.
6. Be resilient: unexpected things may happen.
7. End properly: make sure process is well documented and filed.
8. Celebrate success.

Typical roles and responsibilities for Sutton projects are:

Project sponsor / Senior Responsible Officer (SRO)

Initiates a project and is the team's most senior member

- ensures that the project is relevant to the Department and in line with the Business Plan. This is particularly important to support the spending proposals for capital projects.
- helps in setting objectives and constraints
- may provide resources
- is the project figurehead

Project manager

Responsible for achieving the project's overall objectives and leading the Project Team

- produces a detailed plan of action
- motivates and develops the Project Team
- communicates project information to stakeholders and other interested parties
- monitors progress to keep the project on track

Project team member

Assists the Project Manager and has actions to carry out from the project plan

- contributes to examining feasibility and planning.
- lends technical expertise when needed or performs a specialised role
- takes responsibility for completing specific activities as set out in the plan

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

address integration and the needs of specific groups who might find it harder to engage and participate?

Our Approach to Equality and Diversity

Our vision is to build a community in which all can take part and all can take pride. This vision can only be realised through a true commitment by the council and Sutton's residents to promoting diversity and ensuring that we recognise and celebrate difference within the context of fairness and equality. Our 2023

bid has equality and access for all at its heart and will be a powerful manifestation of our commitment in these areas.

We know our borough is becoming more diverse and we anyone coming to live or work here to feel welcomed, respected and valued. Under our bid's Sutton Culture Under the Microscope strand we will work with the Refugee and Migrant Network to ensure that when people come to live in Sutton, for whatever reason, and English is not their first language, they and their families feel welcomed and supported in their new home. People who will be encouraged to work on creative responses - e.g. poetry, story writing and storytelling - in their own languages and from their own cultural perspectives.

We understand that as a public body, community leader, a service provider, a major employer and a commissioner of goods and services, the council has a clear social and statutory responsibility to prevent discrimination and advance equality.

Our Equality and Diversity Framework explains the Council's commitment and approach to eliminating unlawful discrimination, harassment and victimisation, advancing equality of opportunity, and fostering good relations in Sutton over the next 4 years. It sets out:

- the governance arrangements for equality and diversity within the Council
- the roles and responsibilities for equality and diversity in Sutton
- overarching principles governing the Council's approach to equality and diversity
- the objectives the Council aims to achieve within the next four years.

The Equality and diversity framework complements and reflects the key priorities set out in London Borough of Sutton's Corporate Plan 2018-2023 and its commitment to being an Open Council.

Budget

Unapproved changes on 28/10/2019 by [REDACTED]

Complete and upload the budget template

 Sutton LBOC Bid - FINAL budget.xlsx

Outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in-kind support and indicate whether these are confirmed or to be expected.

Match funding of 25%, £337,500 to come from earmarked Council reserves, agreed unanimously at Council Environment and Neighbourhood Committee 17/10/19

Remaining 5% match of £67,500, funding in kind using existing Sutton Community Fund for £95000 from 2022 to 2024.

Other Council funding identified:

- Borough illuminations £100k
- National Graduate Trainee Programme £208,160
- Local committee funding £350,000.

We are confident that the focus and quality programme of events planned will attract other major funders

e.g. NHLF

Main partners are fully supportive of our bid, want to be more involved and we anticipate financial support to scale-up our proposals.

World famous sculptor [REDACTED] has already pledged a sculpture, approximate value of £200,000. He will theme the sculpture through community consultation to ensure it is not only a legacy for the Borough but comes from the people's hearts, minds and imagination in interpreting science through art.

The London Cancer Hub is already bringing global companies into Sutton, including pharmaceutical and other science related companies. We are confident they will invest in the transformative cultural partnership and legacy that becoming 2023 would bring.

We anticipate a total budget of £4.55m and consider this to be absolutely achievable given the unique and transformative plans we've set out working across the Borough with partners and the community.

Upload match funding evidence

- 📎 Declaration Letters and letters of support Sutton 2023.pdf
- 📎 Sutton 2023 bid links to supporting information.pdf

Describe how your project delivers value for money

2023 will deliver excellent value for money because:

It will have long-lasting impact and not be a one-off. Within our Cultural Framework for Sutton, 2023 will accelerate our desire to position culture at the heart of borough life and, as part of a longer-term well-resourced strategy, will offer the maximum return on investment.

Sutton 2023 will see us build on previous investment in cultural activity, prioritising areas of need within our borough where we know we can maximise the positive impact of Borough of Culture.

All elements have been proposed based on previous experience of what works within Sutton, areas of need and extensive consultation with the community and partners - we know there is a real appetite for our proposals.

Building on our reputation as the London borough with the highest levels of volunteering and with a heritage of collaboration, we will deliver a programme that is both designed and delivered by our community working together - residents, businesses, community groups and schools. Our carefully considered project management structure with an emphasis on skills development and volunteer management has been designed with this in mind and aims to create real impact WITH our people rather than for our people.

2023 will directly engage almost 40,000 school pupils within the borough, showcase the positive effects of cultural engagement, offer volunteering opportunities for hundreds of residents and address the real issues of literacy, skills deficits, integration and isolation. We will also empower our residents and visitors to help as #SuttonSavesTheWorld. We believe our carefully thought-through and evidence-based proposal offers excellent value for money to all potential supporters.

Risk

Unapproved changes on 25/10/2019 by [REDACTED]

Project Risk Rating

Overall Project Risk Rating

AMBER - Moderate risk level

Explanation of Risk Rating

The Council maintains a corporate, risk management framework, which considers all risks such as health and safety, performance, business continuity, emergency planning. Corporate risks are scored and reviewed quarterly, ensuring that mitigating actions are in place to enable decision taking whilst reducing exposure to risk. This model of risk management is replicated within each Directorate. This approach and expertise has been applied in assessing and managing the risks associated with becoming the London Borough of Culture 2023. In terms of political change in 2022, the administration in Sutton has not changed in almost 40 years and holds a significant majority position. The Sutton Bid has been endorsed by Committee, by the opposition party, and this includes full commitment to the plans and finances involved.

Project Risks

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	
Not securing partnership funding target	There is a significant amount of partnership funding still to raise and the risk, therefore, that the full programme of activities cannot be realised.	Financial	6 Moderate	4 Low	Open	
Lack of buy in from Sutton's artistic community	The artistic community does not support the programme, and take up is low.	Outputs and Targets	6 Moderate	4 Low	Open	
Unable to develop strong community partnerships	Community support for the project does not materialise.	Outputs and Targets	6 Moderate	4 Low	Open	
Loss of key project team members	Project team members depart part-way through the project, risk to project knowledge and timetable.	Capacity	4 Low	4 Low	Open	

TITLE	DESCRIPTION OF CAUSE AND IMPACT	CATEGORY	INITIAL RISK RATING	RESIDUAL RISK RATING	STATUS	
Political changes risk strategic support	Political changes, in potential General Election and 2022 Local Elections risk a change in administration.	Other	4 Low	4 Low	Open	
Adverse publicity/complaints	Adverse publicity / complaints from residents or businesses about events.	Reputation	4 Low	4 Low	Open	
Accidents at events	Accident occurring that mean event needs to be shut down, public or staff/team injured, and negative publicity received.	Health and Safety	6 Moderate	1 Low	Open	
Not securing high calibre project staff	Could have a significant impact on the quality and timescale of the programme	Capacity	4 Low	1 Low	Open	

Project Issues

Not provided

Cultural Impact Awards

Unapproved changes on 25/10/2019 by [REDACTED]

What is the need you are trying to address through this project and how will it create step change for your borough?

Sutton is often overlooked by people who don't live here, though a lot of our residents enjoy a high quality of life, describing it as 'a haven', 'neighbourly' and 'a place that cares'. Resident satisfaction with Sutton as a place to live has been consistently high (c.91%) since 2009. One of Sutton's best kept secrets is the developing London Cancer Hub, a collaboration between the Institute for Cancer Research and Royal Marsden Hospital. Just as our borough brings together the very different communities of Carshalton, Cheam, Hackbridge, Sutton (town) and Wallington, Sutton will come together in 2023 to celebrate its great science, fascinating heritage and cultural links.

We want to capitalise on Sutton's reputation as a place for pioneering science and use that to address key needs among residents, specifically unusually high levels of unemployment among women and very low levels of literacy and education in some wards. We also want to showcase Sutton to other Londoners and welcome them to our borough.

Sutton is at the forefront of scientific discovery, involved in groundbreaking medical research for over half a century. Leading scientists from around the world are already working in the borough as Sutton extends and develops the London Cancer Hub, a global centre for cancer innovation. More local and international scientists, researchers and technicians will come to Sutton as the Hub develops - the facility is already home to a workforce representing more than 30 countries. The transformative effect will be felt throughout our community and encompass our high street, town centre and district centres as 13,000 new jobs are created in construction, life sciences and supporting services.

We want to give all of our residents the confidence to be part of that team, now or in the future.

Our growing, skilled workforce with a strong focus on Science, Technology, Engineering and Maths (STEM) subjects is important for our future. We will work with our schools to encourage more women and girls to take STEM subjects, and embrace opportunities for studying from an integrated S.T.E.A.M. perspective that builds Art into STEM studies (making it S.T.E.A.M) and explore the common ground. This will work to address the wide variations in attainment levels across Sutton. As Borough of Culture, we would creatively blend cultural activity and experiences with S.T.E.A.M. themes to provide a year of activity that will engage and inspire current and new Sutton residents. We will encourage residents, especially school pupils, to engage with S.T.E.A.M., its influences on culture and the world.

Describe the project activity/activities

As we have outlined above, Sutton has incredibly strong ties to the world of science as the new world-class London Cancer Hub develops here. This programme of events and activity is intended to nurture increased awareness of science and its place in the world, inspire future scientists and encourage creative responses to the world of science and work going on here today. As an example of this, renowned sculptor [REDACTED] has already agreed to create, free of charge, a major new science-inspired work. He will work with the community to ensure it reflects them, their lives and Sutton.

This strand of activity has two major outputs. One is very ambitious, to celebrate Sutton's growing reputation for scientific excellence and address the disparity in attainment levels across the borough. EVERY school child (over 38,000 in 2019) will have the opportunity to be a scientist for a day and this could take many forms. Primary and secondary pupils will undertake science-based observation and monitoring of the local environment. This will take the form of species counting, habitat creation, water quality monitoring in local bodies of water, air quality monitoring or taking detailed daily weather readings, all providing vital baseline data across the borough against which future environmental change can be measured. Pupils will then engage in S.T.E.A.M.-inspired creative activity helped by local artists and arts groups so that our communities will be experiencing arts and culture through science.

We firmly believe that this initiative will be inspirational and in many cases, life-changing for participants who could then pursue paths in science or the arts. Many sessions will be run by science volunteers who work at the Cancer Hub or Royal Marsden. The cultural legacy will be that the pupils will be inspired to continue their artistic expression with local arts groups.

In partnership with the Institute of Cancer Research, we will develop a travelling interactive science roadshow that will visit Sutton schools. In addition to the formal learning activity, it will also feature in a number of pop-up street science events across the borough that will build on the success of the annual science-inspired Big Bang Fair.

The hero event for this theme will celebrate how science influences culture and culture can give direction, context and meaning to science. It will be a mass appeal community co-curated science-inspired laser and light show event in one of the borough's open spaces, supported by the science roadshow detailed above. The annual winter illuminations will also reflect this theme of culture AND science across the borough.

To further celebrate the work going on here today we propose an artist-led drone aerial photo and film shoot in St Helier, a ward with deprivation issues, engaging several hundred local people who, perhaps by wearing colour coordinated t-shirts will take part in a movement representation of a tumour being destroyed by treatment developed in Sutton. If staged or released on World Cancer Day (annually in February) we would anticipate worldwide media exposure and see this a key launch event.

List the outputs and outcomes that you aim to achieve through this project

We want more people across the Borough of Sutton to participate in culture and we will use the momentum of the Cancer Hub development to engage them across the year of activities.

We want to work more closely with working Royal Marsden and the London Cancer Hub on community science and culture-linked initiatives, in both formal and informal learning situations. Specifically we will develop of arts and cultural activities with these partners within the community.

We want to showcase Sutton and attract 15,000 people from outside the borough who will engage with events in the year. We expect the large science-inspired lights and laser show to be especially attractive to outsiders.

We want to directly engage with all 69 schools (primary and secondary) across the Borough of Sutton.

We want 10,000 local people engaged in science and science culture-inspired activities at public events as part of the year's programme.

Pupils' interest in STEM subjects will increase as a result of their engagement.

Women's confidence to pursue employment will be boosted as a result of their engagement with the programme of activities.

How will you monitor and evaluate the success of this project?

We appreciate that evaluation is pivotal to the success and long-term impact of a year long initiative such as this. Formative and summative evaluation will wherever possible be built in to each strand of activity so we can learn and reflect. We expect to and want to learn at each stage of the process so we can refine as we go for maximum impact on people and communities.

This work is important and we have allocated an appropriate budget for it. An external specialist evaluation consultant will work with us to develop a realistic and achievable framework to ensure that outcomes of the events and activities can be robustly monitored and reported on. Our evaluation work will in fact begin in advance to gather, wherever possible, essential baseline data against which targets for the year can then be measured.

The consultant will work with us and within Audience Agency guidance to ensure that the right qualitative / quantitative data is gathered and undertake independent analysis of data at key points during and after the year of activity.

Evaluation planning, monitoring and reviews at key points will provide assurance that all elements are linked to the intended outcomes thereby increasing the chance of successful delivery.

We will use self-completion surveys, interviews, focus groups, simple voting mechanics at public events, online surveys but this will be finalised in 2022

Describe how this project will be well managed

The council are adept at delivering major projects and achieve this through stringent project management and appropriate resourcing. We will deliver this project using a mix of highly experienced senior council officers and new posts created specifically for the delivery of the project.

A detailed Risk Register would be developed around the delivery and would be managed by and reviewed by the Project Delivery Group at least every two weeks.

We will ensure the right team is in place to deliver the project which will be led by a Project Delivery Group, chaired by the Assistant Director - Wellbeing.

The Project Delivery Group meeting fortnightly (weekly when the programme demands) will comprise Assistant Director - Environment and Community Safety; Programme Manager (new post responsible for two PT learning posts); Head of Commissioning, Insight and Improvement; Head of Cultural Services; Assistant Director - Education and SEND; Head of Economic Renewal and Regeneration; Assistant Director - Resources Directorate (Finance). External consultants (e.g. evaluation) will report to Assistant Director - Wellbeing.

Data Protection and FoIA

Unapproved changes on 24/10/2019 by [REDACTED]

Have you read the GLA Data Protection and Freedom of Information (FoIA) statements in this guidance and GLA policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the FoIA 2000?

yes

Should we treat any financial information provided in the 'Budget' section of the application, as commercially sensitive information for the purposes of FoIA?

no

Are there other specific pieces of information in your application which you consider to be exempt information for the purposes of FoIA?

no

Can we keep you informed of our work?

yes

Can we pass your contact details to organisers of marketing activities, conferences and training events?

no

London Borough of Culture - Sutton
Master budget template
<i>Please add/delete lines as required. Only complete the year columns that are relevant to your application.</i>

	2020/21	2021/22	2022/23	2023/24	Total
INCOME					
Greater London Authority (LBOC award)	0.00	0.00	1,350,000.00	0.00	1,350,000.00
Greater London Authority (other grants)	0.00	0.00	0.00	0.00	0.00
Local Authority - Reserves (secured)	0.00	0.00	337,500.00	0.00	337,500.00
Local Authority - National Graduate Training Programme			104,080.00	104,080.00	208,160.00
Local Authority - Sutton Community Fund (distributed by Community Action Sutton) unsec			45,000.00	50,000.00	95,000.00
Local Authority Income (unsecured/further fundraising)	0.00	0.00	0.00	0.00	0.00
Local Authority - Local Committees (unsecured)	0.00	0.00	150,000.00	200,000.00	350,000.00
Local Authority - Borough illuminations (unsecured)	0.00	0.00	100,000.00	0.00	100,000.00
Local Authority - NCIL funding (unsecured)	150,000.00	0.00	0.00	0.00	150,000.00
Local authority - Section 106 (unsecured)	150,000.00	0.00	0.00	0.00	150,000.00
Local Authority - Big Bang (unsecured)	0.00	0.00	20,000.00	0.00	20,000.00
National Lottery Grants	0.00	0.00	0.00	0.00	0.00
Earned Income - e.g Generated Income	0.00	0.00	0.00	0.00	0.00
Business donations (unsecured)	140,000.00	250,000.00	250,000.00	150,000.00	790,000.00
Trusts and Foundations (unsecured)	140,000.00	257,381.00	250,000.00	150,000.00	797,381.00
Cultural Impact Awards project income <i>(detail on next sheet)</i>	0.00	0.00	0.00	0.00	0.00
Total Income	£580,000.00	£507,381.00	£2,606,580.00	£654,080.00	
In-kind (no more than 5% match funding)					
Sculpture Commission from	0	£0.00	£200,000.00	£0.00	
Total in-kind	0	£0.00	£200,000.00	£0.00	
Total Income + In-kind support	£580,000.00	£507,381.00	£2,806,580.00	£654,080.00	£4,548,041.00
EXPENDITURE					
Project management / staffing costs					
Creative Director					
Exec Producer					

Programme Manager					
Head of LBoC COmmunications					
Events Manager					
Skills Development Manager (					
Volunteer Manager FTE					
Cultural Education Partnership Coordinator					
Community Partnerships Officer 0.5 FTE					
Total project management / staff costs	0.00	0.00	395,137.50	396,137.50	791,275.00
Artists' fees and commissions					
Community Arts Grant Funding Programme	0.00	0.00	150,000.00	150,000.00	
Community Infrastructure Funding Programme	0.00	0.00	60,000.00	40,000.00	
Total artists' fees and commissions	0.00	0.00	210,000.00	190,000.00	400,000.00
Project expenditure (artistic spending)					
Strand 1: Sutton Culture Under the Microscope	0.00	0.00	0.00	0.00	
Hero Event		0.00	140,000.00	60,000.00	
Literature Festival		0.00	30,000.00	10,000.00	
Filmmaking workshop		0.00	14,000.00	6,000.00	
Strand 2: Sutton Saves the World	0.00	0.00	0.00	0.00	
Major Environmental Event (venue tbc)			10,000.00	50,000.00	
Lavender Fields sensory experience			10,000.00	40,000.00	
Photography Project			0.00	10,000.00	
Strand 3: Sutton S.T.E.A.M.s Ahead	0.00	0.00	0.00	0.00	
Lumiere/ laser show			50,000.00	150,000.00	
Big Bang event			0.00	70,000.00	
Science roadshow / Lab in a Lorry			125,000.00	125,000.00	
Drone Shoot St Helier's Park			0.00	5,000.00	
Sculpture Commission (NFG in kind)	0.00	0.00	200,000.00	0.00	
Borough of Culture themed winter illuminations	0.00	0.00	0.00	100,000.00	
Total project expenditure	0.00	0.00	579,000.00	626,000.00	1,205,000.00
Community engagement / partnership development					
Young People's Cultural Advisory Board	0.00	0.00	8,000.00	6,000.00	

Citizen Commissioners	0.00	0.00	8,000.00	6,000.00	
Science Advisory Group			6,000.00	4,000.00	
Cultural Advisory Group			6,000.00	4,000.00	
Volunteer training programme		0.00	75,000.00	75,000.00	
National Graduate Training Programme Apprentices x 2 Event Assistants 18 months (					
Officers 18 months					
Community and artists skills development and mentoring	0.00	0.00	75,000.00	125,000.00	
Total community engagement costs	0.00	0.00	282,080.00	324,080.00	606,160.00
PR and Marketing					
Website	20,000.00	8,000.00	8,000.00	5,000.00	
Marketing (pre promotion, capture of events)	5,000.00	30,000.00	50,000.00	50,000.00	
Fundraising (external consultant)	15,000.00	30,000.00	30,000.00	5,000.00	
Total PR and marketing	40,000.00	68,000.00	88,000.00	60,000.00	256,000.00
Monitoring and evaluation					
Disemination of learning				10,000.00	
Toolkit development				30,000.00	
External evaluation consultant and training sessions for staff and volunteers	0.00	0.00	50,000.00	50,000.00	
Total monitoring and evaluation	0.00	0.00	50,000.00	90,000.00	140,000.00
Overheads					
Nominal figure Council	0.00	0.00	30,000.00	40,000.00	
Community group overheads	0.00	0.00	70,000.00	100,000.00	
Total overheads	0.00	0.00	100,000.00	140,000.00	240,000.00
Cultural Impact Award project costs					
<i>Please complete second sheet with details of project costs</i>					
Total Cultural Impact Award costs	0.00	0.00	0.00	0.00	0.00

Contingency @ 15%	6,000.00	10,200.00	255,632.00	273,932.00	
VAT (non recoverable + partners)	4,000.00	6,800.00	170,421.00	182,621.00	
Total expenditure per year	50,000.00	85,000.00	2,130,270.50	2,282,770.50	
Total expenditure					£4,548,041.00
Operating Surplus (Deficit)	£0.00	£0.00	£0.00	£0.00	

London Borough of Culture - Sutton
Cultural Impact Award budget template
<i>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.</i>

Please note that the council will go out to market as appropriate.

	2020/21	2021/22	2022/23	2023/24	
INCOME					
Greater London Authority (CIA award)	0.00	0.00	200,000.00	0.00	
Local Authority - Borough illuminations (unsecured)	0.00	0.00	100,000.00	0.00	
Local Authority - NCIL funding (unsecured)	110,000.00	0.00	0.00	0.00	
Local authority - Section 106 (unsecured)	110,000.00	0.00	0.00	0.00	
Local Authority - Big Bang (unsecured)	0.00	0.00	20,000.00	0.00	
Business donations (unsecured)	10,000.00	15,052.20	20,000.00	0.00	
Total Cultural Impact Award project income	230,000.00	15,052.20	340,000.00	0.00	
In-kind (no more than 5% match funding)					
Sculpture development	0.00	10,000.00	0.00	0.00	
Total in-kind		£10,000.00			
Total Income + In-kind support	£230,000.00	£25,052.20	£340,000.00	£0.00	£595,052.20
Cultural Impact Award project costs					
EXPENDITURE					
Sutton S.T.E.A.M.s Ahead					
Lumiere/ laser show	0.00	0.00	20,000.00	80,000.00	
Big Bang event	0.00	0.00	0.00	50,000.00	
Science roadshow	0.00	0.00	14,000.00	18,000.00	
Drone Shoot St Helier's Park	0.00	0.00	0.00	5,000.00	
Sculpture development (NFG in kind)	0.00	0.00	10,000.00	0.00	

Borough of Culture themed winter illuminations	0.00	0.00	0.00	100,000.00	
	0.00	0.00	44,000.00	253,000.00	297,000.00
Project management / staffing costs					
Programme Manager [REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	
Learning Officer ([REDACTED])	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	
Total project management / staff costs	0.00	0.00	90,510.00	90,510.00	181,020.00
PR & Marketing	0.00	5,000.00	10,000.00	10,000.00	
External evaluation consultant and training sessions for staff and volunteers	0.00	0.00	10,000.00	10,000.00	
Total Cultural Impact Award project costs	0.00	5,000.00	154,510.00	363,510.00	523,020.00
Contingency @ 10%	0	500	15451	36351	52302
VAT (non recoverable + partners)	0	550	3545.1	15635.1	19730.2
Total expenditure per year	0.00	6,050.00	173,506.10	415,496.10	
Total expenditure					595,052.20
Operating Surplus (Deficit)	£0.00	£0.00	£0.00	£0.00	

Outcomes & Outputs for Sutton Borough of Culture 2023

Programme outcome	Project outcome	Outputs	Measurable indicator	Baseline
Step change, practice and partnership				
A.Culture and creativity become embedded across Borough policy and strategy and become an integral part of life in the Borough	The Council's Cultural Framework For Sutton strategy is revised in line with experience as Borough of Culture	Revised strategy document developed reflecting 2023 evaluation and activity step-change to guide borough to 2033 and beyond.	Current strategy reviewed, updated and adopted by March 2024	NA
	Increased per-capita cultural engagement across the borough	More people are participating in cultural activity	Baseline engagement levels are quantified across all wards of the borough so they can be accurately benchmarked to assess 2023 impact. Currently 49% of our residents already actively participate in culture, by the end of 2023 we want to increase that to 75%. Over 150K residents will engage with events throughout the year. 50K people from outside the borough will engage with events.	Resident surveys before and after 2023 in all wards Evaluation of all activity strands throughout 2023 to determine engagement
B.Delivery models and practice are involving and empowering for Boroughs, partners, residents and communities	Community-led artistic initiatives are delivered across the borough	Projects selected by the community, and co-production and collaborative activities delivered between artists and the community. Young People's Panel and Citizen Commissioners shortlist Community Artistic Fund recommended recipients.	A minimum of 30 community projects delivered.	N/A - gather baseline data of artists and artistic organisations within the borough in 2022.

C.New or developed partnerships enable Boroughs to fulfil their ambitions	Closer working with Royal Marsden and Cancer Hub on community science initiatives, both formal and informal learning	Development of arts activities with Royal Marsden and ICR within the community	Lab in the Lorry - 69 schools directly engaged 10K local people engaged in science and science culture-inspired activities at public events.	Baseline data - to be collected from ICR and Royal Marsden
Delivery:				
D.Increased resilience of the creative and cultural sector	Local arts groups and artists are empowered to create, deliver, promote and share their cultural experiences within their borough and more widely; residents are inspired to engage with the offer in their borough; More spaces are available for a diverse range of quality cultural activity the borough and supported through e.g. lights and small PA grants; local businesses understand the value of the cultural offer and provide support.	Grant scheme offering development support to local groups launched Community Artistic Fund Programme launched	Min 20 organisations and local arts groups are mentored / receive minor grants for kit at their locations. Min 30 local, or neighbouring borough artists receiving funding and mentoring support. Local business financial or inkind support to the creative and cultural sector increases	All organisations complete surveys/interviews before and after interventions /support so their distance travelled can be quantified.
E.Increased cultural engagement and creativity across a diversity of the Borough population	Community-led collaborations increase engagement from a wider range of people in the borough.	All 69 schools engaged. Community groups engaged through the Community Arts Grant Funding Programme	69 schools participate directly c.38K pupils reached indirectly 6 Committees distribute Community Arts Programme Grant across the whole of the borough. Increase participation from diverse groups by 25% compared to baseline.	Baseline data about engagement from diverse audiences to be collected in 2022 then impact assessed against evaluation of all 2023 strands

F.Improved social integration, social cohesion, and/or collective efficacy across the Borough	Residents value and have pride in where they live, through a better understanding of the borough, its natural and urban environment, heritage and unique cultural offer	Groups working together to develop activities. Residents coming together through events and activities.	Improved sense of belonging and sense of place 50% increase on baseline: - of improved sense of belonging from residents. - greater understanding of natural environmental - awareness of events and activities in the borough.	Baseline data gathered through residents surveys and compared during and post 2023
G.Increased number of 'active citizens' operating within communities	Working with Sutton volunteering coordination and championing bodies, volunteering increases further across the borough and from a wider range of people	Volunteering opportunities are embedded across all activities as part of the programme, with Citizen Commissioners and Youth Panel helping to make strategic decisions; volunteering opportunities as stewards and activity delivery.	15 Citizen Commissioner members 15 on Youth Panel 1000 volunteers engaged as part of the project. 50% continue to volunteer after the year ends. Diversity of volunteers improves	Baseline data to be captured in 2022. 2023 volunteers all consulted at start to establish their skills, attitudes and compared to distance travelled at end of 2023. Training for volunteers will, like all elements of 2023, be evaluated.
H.Improved health and wellbeing for individuals and communities	To make a difference to individual people, providing contentment, enjoyment and self confidence - providing strengthened resilience. Working with key organisations and groups within Sutton.	Residents identify they have built new social connections, loneliness has reduced, have had opportunities to volunteer, and learned something new.	5000 local residents have volunteered time as part of 2023 Surveys demonstrate residents feel more connected to their area and to each other, and have learned something new about themselves and where they live.	Baseline data to be captured in 2022 and compared with data captured in 2023.

I.Improved perception of Borough as a cultural destination	The creative sector becomes more established, with more cultural visits taking place within the borough.	People from outside Sutton exhibit a major shift in perspective about Sutton and culture	50% increase in those non-resident agreeing with statement "Sutton is a great cultural destination"	Baseline data to be captured in 2022 among visitors, non-residents on high streets etc then again at the end of 2023 and again annually
J.Economic impact for the local area	Economy of Sutton is boosted through the project.	Increased number of visits to venues and eventsfrom outside of the area. Increased enquiries to Opportunity Sutton.	Visits by non-residents increase by 30%. Increase in enquiries to open a business in the area by 20%	Baseline data gathered in 2022 then compared at end of 2023.

Sadiq Khan
Mayor of London
City Hall
London
SE1 2AA

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices, St Nicholas Way,
Sutton SM1 1EA

[REDACTED]@sutton.gov.uk
[REDACTED]

Date: 25 October 2019

Dear Mayor of London,

Please accept this declaration of my agreement to the proposed budget, included with the formal bid application form, to deliver the London Borough of Culture proposal from Sutton Council.

Yours sincerely,

[REDACTED]

Helen Bailey
Chief Executive

Sadiq Khan
Mayor of London
City Hall
London
SE1 2AA

[REDACTED]
Strategic Director of Resources
London Borough of Sutton
Civic Offices, St Nicholas Way,
Sutton SM1 1EA

[REDACTED]
Date: 25 October 2019

Dear Mayor of London,

Please accept this declaration of my agreement to the proposed budget, included with the formal bid application form, to deliver the London Borough of Culture proposal from Sutton Council.

Yours sincerely,

[REDACTED]
Strategic Director of Resources

Councillor Ruth Dombey

London Borough of Sutton

Leader of the Council

Liberal Democrat Councillor for Sutton North Ward



Address: Leadership Office, Civic Offices, St Nicholas Way, Sutton SM1 1EA

Telephone: 020 8770 5406

Email: ruth.dombey@sutton.gov.uk

Sadiq Khan

Mayor of London

City Hall

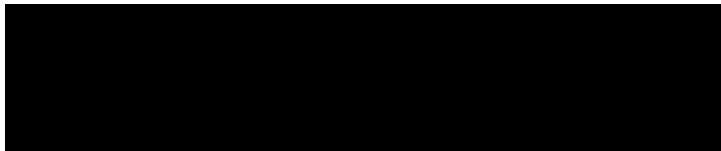
London SE1 2AA

25 November 2019

Dear Sadiq,

Please accept this declaration of my agreement to the proposed budget, included with the formal bid application form, to deliver the London Borough of Culture proposal from Sutton Council.

Yours sincerely,



Councillor Ruth Dombey

Leader of Sutton Council



Letters of Support



Greater London Authority
City Hall
The Queen's Walk
London
SE1 2AA

23 October 2019

Dear Sir or Madam

As Chief Executive of The Institute of Cancer Research, London, I am delighted to offer my support for the London Borough of Sutton's application to be London Borough of Culture in 2023.

We work closely with the London Borough of Sutton and have been impressed by its energy and vision. Sutton has a rich heritage of pioneering scientific research and discovery, innovation and sustainability, and is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science. We already play an important role in the cultural life of the borough, and would be excited to be active participants in the London Borough of Culture programme, and to help put Sutton on the map as a world-class destination for scientific endeavour.

The Institute of Cancer Research (ICR) is the world's leading academic centre for the discovery and commercialisation of cancer drugs, and together with its close partner The Royal Marsden NHS Foundation Trust is Sutton's biggest employer. We are partners with the London Borough of Sutton on a unique development called The London Cancer Hub, which is creating a global centre for cancer innovation in Sutton – bringing together academic researchers, clinicians, technology transfer specialists and a community of innovative companies.

The ICR is strongly committed to sharing our scientific findings with the local community through public engagement. We have worked with the London Borough of Sutton on a wide range of local activities – participating in the Big Bang Festival in Sutton, giving hands-on science demos in the high street, co-creating a photography exhibition with the London Borough of Sutton, and giving science talks in the library and to community groups. We are also closely networked with local schools, organising talks and open days, and building strong links with Harris Academy Sutton, the new specialist science school on the site of The London Cancer Hub.

The Institute of
Cancer Research

Registered office:
The Institute of Cancer Research
Royal Cancer Hospital
153 Old Brompton Road
London SW7 3BP

A Charity, Not for Profit
Company Limited by Guarantee
Registered in England No. 5341117
VAT Registration No. 645 6281 00



THE QUEEN'S
ANNIVERSARY PRIZES
Presented by the Queen's Anniversary Prizes Committee
2017



2 of 2

We are strongly supportive of the London Borough of Sutton's plans to regenerate Sutton town centre and its focus on science in the borough. We support too its plans to showcase how science and culture interact, and are keen to play a central role. If the Council was successful in becoming London Borough of Culture, the ICR would work with it on a programme of cultural activities such as, for example, setting up a public engagement hub in a vacant shop on Sutton high street, and fitting out a science battle bus to travel round the borough visiting schools and cultural events.

Sutton is a wonderful borough with a vibrant local culture and ambitious future plans. Becoming London Borough of Culture 2023 would be hugely beneficial for our community – helping ensure the Council's and ICR's joint aspirations have a lasting and cohesive impact on the people, neighbourhoods and organisations of Sutton. I strongly commend this bid to you and look forward to your support.

Yours faithfully

A large black rectangular box redacting the signature of the Chief Executive and President.

Chief Executive and President

The ROYAL MARSDEN
NHS Foundation Trust

Our Ref: CP/DF8206

24th October 2019

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton, SM1 1EA

The Royal Marsden
Fulham Road
London SW3 6JJ

www.royalmarsden.nhs.uk

Dear Helen,

Re: Sutton London Borough of Culture Bid 2023

I am delighted to write on behalf of The Royal Marsden NHS Foundation Trust in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in ground-breaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

The Royal Marsden has worked closely with The London Borough of Sutton throughout its history, and most recently on the London Cancer Hub. Working in partnership is key to producing world-class science, treatment and care for cancer patients and we are proud to have such a strong partnership which enables us to accelerate that work.

We very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. We wish you every success.

Yours sincerely

[Redacted Signature]

Chief Executive



For a future beyond cancer
www.royalmarsden.org

Councillor Ruth Dombey

London Borough of Sutton

Leader of the Council

Liberal Democrat Councillor for Sutton North Ward



Address: Leadership Office, Civic Offices, St Nicholas Way, Sutton SM1 1EA

Telephone: 020 8770 5406

Email: ruth.dombey@sutton.gov.uk

Sadiq Khan

Mayor of London

City Hall

London SE1 2AA

25 November 2019

Dear Sadiq,

Sutton Saves the World - London Borough of Culture 2023

I am delighted to endorse Sutton's bid to be London Borough of Culture in 2023.

2023 will be a year of groundbreaking initiatives for us. The London Cancer Hub, which has been developing in our borough for over fifty years, will have a new and highly visible presence. It will be attracting science and scientists from all over the world into our friendly, open, green and pleasant borough.

Being the London Borough of Culture 2023 will not only allow us to take advantage of this "once in a lifetime" opportunity, but will ensure that all of our residents can benefit from and celebrate the cultural and creative opportunities that it brings.

Sutton is already one of the best places in the United Kingdom to live, work and bring up a family. We have a culture which is neighbourly and supportive, but by showcasing the international nature of the world-class science that is undertaken here, we can make our community even more proud to be diverse, welcoming, supportive and caring.

Sutton is rich in culture and takes huge pride in its culture, heritage and educational excellence. We will build on all of these in ways which are truly unique. I am excited that we will be using our year of culture to make great Sutton characters like HG Wells, Pauline Boty and the Elizabethan Carew family come alive for our residents in ways that really connect to their daily lives.

We have maintained our support for culture in our spending plans and in our services. This bid will allow us to take that to the next level and we have put aside the budget to do so.

To this end, I am delighted that our three themes encapsulate what is great about our borough and our bid:

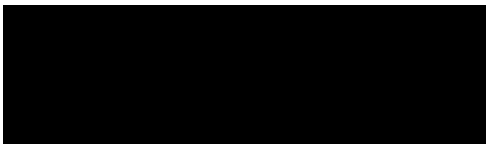
- Sutton under the Microscope
- Sutton saves the world
- Sutton S.T.E.A.M.s ahead

Our community has supported the Council's determination to be environmentally aware and culturally diverse. Making the links with science and culture means that we can reinforce the message and understanding that what individuals do every day, can 'Save the World'.

Sutton has long prided itself on partnership. It is the way that we get things done in Sutton. Not only will the Council invest in culture, but partners ranging from the Institute of Cancer Research to local schools and our business organisations will invest and support us in the work.

Being successful will give us a strong and lasting legacy. Our community will feel more invested in itself, in the environment and in the amazing science that takes place here. Our schools will have links and relationships which mean that they will be growing the scientists of the future. Everyone will have a sense of place, of purpose and of a common endeavour to make Sutton the place that combats cancer and "saves the world."

Yours sincerely,



Councillor Ruth Dombey
Leader of Sutton Council

Sadiq Khan
Mayor of London
City Hall
London
SE1 2AA

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices, St Nicholas Way,
Sutton SM1 1EA

[REDACTED]@sutton.gov.uk
[REDACTED]

Date: 25 October 2019

Dear Mayor of London,

I write to pledge my support for the London Borough of Sutton's bid to be London Borough of Culture 2023.

I have been excited and impressed that in the last few weeks alone over 6,000 people and organisations have pledged their support for our bid. This is even more impressive as we are looking ahead to 2023.

The bid has strong support across the Council and our partners. In Sutton, partnership is key to everything we do and I am confident that all our partners will work together to deliver the exciting programme of activity envisaged in the bid. I can promise that the whole council will work together to support this.

The Culture of Sutton is vitally important to us as an organisation. A high proportion of our staff live in the borough as well as working for the Council. They value the culture of care, concern and neighbourliness which is a hallmark of this place, and is one of the features which we want to emphasise and reinforce through our year-long programme of activity and beyond.

The Council seeks to empower and support individuals and communities in the borough. For that reason, our aspiration that people will really feel that "Sutton saves the world" and that individual actions really matter is really important, as already demonstrated in our pledge to make Sutton carbon neutral.

The Council has also been unafraid to invest in and to support the things that make Sutton great, notwithstanding the challenges of recent years. Our partnership with the Institute of Cancer Research is unique and our investment in land and buildings means that the people of Sutton can take pride in gifting to the world the ability to cross new frontiers in the fight against cancer. The Borough of Culture is a fantastic opportunity to showcase, together with our community, their part in this titanic struggle.

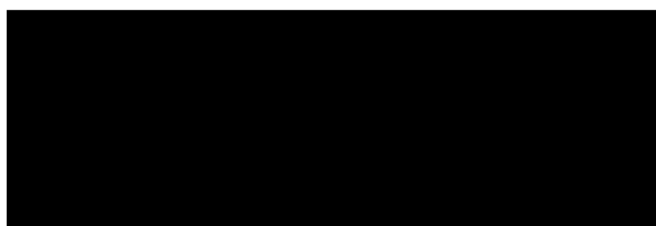
In putting together our bid and our plan for 2023, we have thought hard about the way that the culture of Sutton can be used to make people proud of the place where they live and the things that happen here; the way in which culture is interpreted and is about the “way we do things around here”; and about the legacy we leave for the children and young people who are educated here. For that reason, our bid is based on these three exciting strands:

- Sutton Culture under the Microscope
- Sutton Saves the World
- Sutton S.T.E.A.M.s Ahead

We have worked hard to develop a bid that brings together all these facets. It is ambitious but properly costed, innovative and exciting whilst making sense to our local community and the people who serve it. We are confident that our plans will draw people from across London into the borough to take part in a year-long celebration and which will leave a real legacy for future generations.

I am hugely excited about this bid and very much look forward to delivering this groundbreaking programme.

Yours sincerely,



Helen Bailey
Chief Executive



subsea 7

Subsea 7
40 Brighton Road
Sutton
SM2 5BN

www.subsea7.com

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

Date: 14 October 2019

Dear Helen

Sutton London Borough of Culture bid 2023

I am delighted to write on behalf of Subsea 7 in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in ground-breaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

We have been resident in Sutton for over 10 years and have invested heavily into the area by purchasing land to build our own, state of the art, modern office building. We have over 500 people permanently based at our site, many of whom live locally. We want to grow our business further still and become the employer of choice in a highly competitive market. A successful bid will help us to achieve this by attracting more people to the area which, in turn, will enable us to raise our profile.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that our creative aspirations have a lasting and cohesive impact on its people, communities, neighbourhoods and organisations, of which we are in full support.

I very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. I wish you every success.

Yours sincerely



Facilities Manager
Global Projects - London

Sealed to Surface

Subsea 7 Limited
Registered in England and Wales No 04316595
Regd. Office, 40 Brighton Road, Sutton, SM2 5BN



Community Action Sutton

Building Stronger Communities

22 October 2019

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

Dear Helen

Sutton London Borough of Culture bid 2023

I am delighted to write on behalf of Community Action Sutton in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in ground breaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

Community Action Sutton has been proud to work with the London Borough of Sutton in creating more diverse and inclusive communities and a successful bid would enable us to continue to work together but with an emphasis on new ideas and innovations.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that our creative aspirations have a lasting and cohesive impact on our people, communities, neighbourhoods and organisations, of which we are in full support.

We very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. We wish you every success.

Yours sincerely

CEO

Granfers Community Centre 73-79 Oakhill Road Sutton SM1 3AA
www.communityactionsutton.org.uk | enquiries@communityactionsutton.org.uk | Tel: 020 8644 2867
Company limited by guarantee no: 03336660 | Registered charity no: 1063129
(registered in England & Wales)

ecolocal

Helen Bailey Chief Executive London Borough of Sutton Civic Offices St Nicholas Way
Sutton SM1 1EA

14/10/19

Dear Helen

Sutton London Borough of Culture bid 2023 EcoLocal are delighted to support Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical **research** and **discovery**, innovation and sustainability, Sutton is uniquely placed to deliver a **creative** programme which brings together its people through arts, technology and science activity.

EcoLocal have been working **with** local communities in the London Borough of Sutton since 1986. We have engaged **with** all sectors of society people with disabilities through our inclusive cycling programme, people **with mental health** problems through our therapeutic gardening, families through our local events, children **via** school education programmes on food growing, climate change, energy saving, recycling etc, young and **older** people through our intergenerational projects on local heritage, micro businesses, food producers and crafts people through our local markets, local **community groups** through our networking activities and events.

If Sutton were to be successful in its bid **to be** the London Borough of Culture 2023, this would **be a huge** boost to the community; enabling more people to volunteer and take part in local activities. It would be a golden opportunity at this

crucial period of time to engage people in the climate emergency we face, and to help people find out how they can play their part to make a difference.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that our creative aspirations have a lasting and cohesive impact on the communities we work with.

We very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. We wish you every success.

Yours sincerely



EcoLocal, The Lodge, Honeywood Walk, Carshalton SM5 3NX

Tel 020 8404 1522 [email: info@ecolocal.org.uk](mailto:info@ecolocal.org.uk) www.ecolocal.org.uk EcoLocal is the working name of the CEI Registered Company No 4137305 Registered Charity No 1087782

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POST
STRIVE

W

LED PEOPLE

KIPPA BID LTD
Unit 2 Wealdstone Road,
Kimpton Industrial Park,
Sutton, Surrey, SM3 9QN
8th October 2019

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

Dear Helen

Sutton London Borough of Culture bid 2023

I am writing on behalf of www.kippabidltd.co.uk in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative program which brings together its people through arts, technology and science activity.

As the first BID in the Borough, established in 2009 we have over many years made a huge difference to our Industrial Park, local residents and the local SNT Police team by providing them with a car. This has been possible by working closely with the LB Sutton and our many partners. If successful this would give the Borough the opportunity to put on events on a much larger scale than they do now as Sutton is ambitious in its plans for the future this would ensure that our creative aspirations would have a lasting and cohesive impact on all communities, organisations and business across the Borough.

As a Business Improvement District spending over 40% of our annual income keeping the Kimpton Industrial Park and the local community safe we very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. We wish you every success.

Yours sincerely





Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

October 21st 2019

Dear Helen

Sutton London Borough of Culture bid 2023

I am delighted to write on behalf of **Refugee and Migrant Network Sutton (RMNS)** in support of Sutton's bid to become London Borough of Culture 2023."Crafty Eng

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

RMNS is a small local charity offering immigration advice, English Language classes and friendship to newly arrived residents in Sutton. We are a microcosm of the culturally diverse LBS with 32 countries represented among our language students and advice clients. We are committed to playing our part in increasing social cohesion by exploring our various cultural heritages and fostering curiosity, understanding and respect. We would value support to deliver more activities which develop language skills in a creative way- for example, in the past "A Good Yarn" focussed on storytelling and finger knitting and "Crafty English" combined language, art and pottery and led to an exhibition of RMNS students' work in Sutton Library.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that its creative aspirations have a lasting and cohesive impact on its people, communities, neighbourhoods and organisations, of which we are in full support.

We very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. We wish you every success.

Yours sincerely



Granfers Community Centre 73-79 Oakhill Road Sutton Surrey SM1 3AA
Tel: 020 8644 4374 e-mail: office@rmns.org.uk www.rmns.org.uk
Registered Charity no: 1150500 Charitable Company no: 0803080





Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

Friday, October 11, 2019

Dear Helen,

Sutton London Borough of Culture bid 2023

We look forward to meeting with you in the near future and write this letter to offer our full support to the LBS bid to become London Borough of Culture 2023. We are also writing to introduce you to Sutton Community Dance (CIC).

Known as SCD, we are a new not for profit community business aspiring to help citizens of Sutton grow their wellbeing through participating in dance. We are focused on working with people from all age groups (from 6 months old to over 100 years young) and all backgrounds, helping each other to be better connected within and to our community. We began operating as SCD at the start of September, having speedily transformed the formerly vacant Mothercare space in the St Nicholas Centre. We are operating within the context of a 6-month licence which we hope is renewed for a second term with the landlords of St Nics.

Having read about the bid over the last few weeks and spoken to a small number of LBS staff we are keen to do all we can to support this bid within and through the work of SCD. We believe success with this bid can further help bring important funding, profile and – just as important – public pride in our Borough. We also believe the time is now for Sutton to grow in ambition and aspiration as a vibrant place to live, work and belong.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity. At SCD dance is our vehicle and we love using the gift of dance in connection with other art forms to help people find meaningful ways of expressing themselves AND connecting with each other. We love seeing adults return to dance having stopped when they reached their teens. We love working with our 'Dance Inc' classes to ensure we are fully inclusive whatever someone's physical or intellectual difference. We particularly use the visual arts to help our diverse membership participate in community arts and we are currently hosting the Big Draw.

Since our launch during the first week of September we've enrolled 350 people into our monthly dance classes, launched our 52 classes and already grown the number of people regularly visiting St Nics and the town centre. Our membership is a very diverse group of 'members' from all age groups. 85% of our members live within the Borough and come from across the Sutton postcodes and income levels. A significant number of our members have additional needs.

We are fully behind the strategic direction of Sutton and we are very keen to ensure SCD plays its part in helping to put Sutton on the map as a great place to live, work and play – for all.

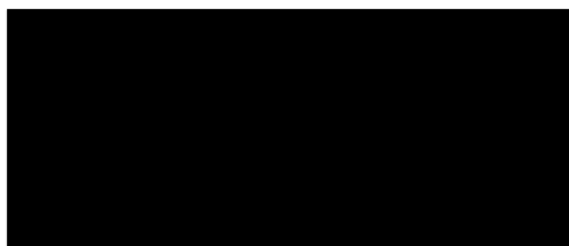
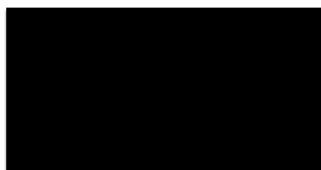
Having had only brief conversations and our own initial thoughts about how we could tangibly support the bid, we would love to be able offer the hosting of events within our space as well as directly supporting events, leading workshops, shaping performances – anything that could help and which we would tie in with the theme. We can also, as appropriate, support with media, imagery and community engagement.

We believe in Sutton, its people, its history, arts and culture. We are doing our best at SCD to counter some of the negative perceptions a small number of people have of Sutton and playing our part to help bring positive new life to the town centre. We think now really is the time for Sutton to have its rich cultural tapestry recognised and we believe the funding inflow from the bid could help make a lasting difference.

We very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery together if helpful.

We wish you and the team every success.

Yours sincerely





24 Denmark Road
Carshalton
Surrey
SM5 2JG



www.suttonmusicservice.org.uk

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

Friday 18th October 2019

Dear Helen,

Sutton London Borough of Culture bid 2023

I am delighted to write on behalf of Sutton Music Service, part of Cognus Limited, in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

Sutton Music Service is the lead partner in the Sutton Music Education Hub and are tasked by Arts Council England (ACE) and the Department for Education (DfE) to deliver the core and extension roles of the National Plan for Music (2011). We aim to help every young person in the London Borough of Sutton to make, be inspired by and to celebrate the music they love. It is the job of the Sutton Music Hub to deliver this vision and coordinate all the people, partners and resources needed to consistently strive to reach this aim.

In the past year we have delivered Whole Class Ensemble Tuition (WCET) to 2400 pupils in 16 of Sutton's primary schools. We provide large scale performance opportunities for pupils and deliver peripatetic music lessons. The Music Education Hub provides teachers, including EYFS, primary and secondary, with Continuing Professional Development (CPD) opportunities, and works with the schools to develop their music provision through our School Music Education Plan (SMEP).

Sutton Music Service runs the boroughs bands, orchestras and choirs. We have over 400 talented young musicians that rehearse with us each week.

A successful bid would create opportunities for even more young people to benefit from making and exploring music. It would be an opportunity to bring organisations together with common goals and encourage us to work strategically with each other for the development of culture across the borough.



Registered in England and Wales No. 10276456. Registered office: 24 Denmark Road, Carshalton, Surrey, SM5 2JG

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that our creative aspirations have a lasting and cohesive impact on our people, communities, neighbourhoods and organisations, of which I am in full support.

I very much hope that the bid will be successful and look forward to hearing more about how I can work together on its delivery. I wish you every success.

Please do not hesitate to contact me should you require any more information about the work of Sutton Music Service or if you feel that I could personally help to support the bid in some way.

Yours sincerely



Head of Sutton Music Service, Cognus Limited



Registered in England and Wales No: 10276456 Registered office: 24 Denmark Road, Cansington, Surrey, SM5 2JG

Soundbox Group Ltd
Unit 4, Pandora House
41-45 Lind Road
Sutton
SM1 4PP

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

16/10/2019

Dear Helen,

Sutton London Borough of Culture bid 2023

I am delighted to write on behalf of Soundbox Group Ltd in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

As an already established recording studio we are deeply rooted in the music industry at a professional level. We try to help bridge the gap between young people looking for opportunities in music and professionals already established in the industry. For example, we took in an intern a few years ago who now works in sound for ITV. We have a bigger vision, already in motion, for a bigger premises to help bring more arts to the high street and have already had many in depth discussions with Sutton Council about how we can work together to make this happen. This would include live music, dance and music technology.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that our creative aspirations have a lasting and cohesive impact on the people, the communities, neighbourhoods and organisations, of which I am in full support.

I very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. I wish you every success.

Yours sincerely



Chief Executive Officer
Soundbox Group Ltd



Spencer Nursery School
Spencer Road
Mitcham Junction
Surrey
CR4 4JP

Website: www.spencernurserieschool.org.uk
Email: office@spencernurserieschool.org.uk

*The Federation of
Hackbridge Primary School and Spencer Nursery School*



Hackbridge Primary School
Hackbridge Road
Wallington
Surrey
SM6 7AX

Website: www.hackbridgeprimary.sutton.sch.uk
Email: office@hackbridgeprimary.sutton.sch.uk

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

15th October 2019

Dear Helen

Sutton London Borough of Culture bid 2023

I am delighted to write on behalf of Hackbridge Primary School in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

We have worked with several schools across Sutton on science events and on raising our pupil's aspirations about their future. We would very much want to engage with more events and work together with Sutton to find ways to engage our parents/community more.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that its creative aspirations have a lasting and cohesive impact on its people, communities, neighbourhoods and organisations, of which we are in full support.

We very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. We wish you every success.

Headteacher



Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

17th October 2019

Dear Helen

Sutton London Borough of Culture bid 2023

[REDACTED] am delighted to write on behalf of The Sound Lounge in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

The Sound Lounge is a grassroots music venue, aiming for carbon neutral status, which is community-led at every level. It is an integral part of Sutton borough's high-street regeneration programme. We offer culture through a weekly programme of art & music for local people, including folk & roots music, fringe theatre, spoken word and other performance. During the day we use our plant-based café and performance space for a programme of community sessions to engage some of the borough's hard-to-reach communities. These include:

- Facilitated Youth Music sessions for 16-24year olds who do not have access to instruments or formal music lessons, to explore any curiosity about music and establish a supportive, creative, co-learning community.
- Friendship Coffees – each week, a free hot-drink-and-stay for any person suffering from social isolation. No referral required; only a willingness to share a space to nurture a more resilient, cohesive community.
- Shake 'n' Sing – weekly makaton, music and percussion workshops for pre-school children and their carers. These free sessions are for all people of all backgrounds.

Community Interest Company No.: 09594382
216-220 Sutton High Street, SM1 1NU



- AQA accredited barista & sound engineering training – for any local person suffering from disadvantage (disadvantage can include but is not exclusive to: single parent, long-term unemployed, ex-offender, learning disability, young person in care).

In addition to the above The Sound Lounge is proud to be partnering with Sutton's Integrated Youth Services (IYS) based at The Quad in St. Helier where some of our most deprived communities are situated. The IYS works with the borough's most vulnerable young people: those in care, young offenders, young people who are carers themselves, young people at risk of exclusion and young people not in education, employment or training. We are working on a seed-to-service programme setting up allotments in the gardens of the Quad, teaching the young people how to grow food that we will use in the plant-based kitchen of The Sound Lounge. We will be running food training at The Quad to teach the young people the hospitality and kitchen skills required in a way that practices responsibility to our planet, with a view of taking on those who show promise in apprenticeships and/or employment posts.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that our creative aspirations have a lasting and cohesive impact on our people, communities, neighbourhoods and organisations, of which we, at The Sound Lounge, are in full support.

I very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. I wish you every success.

Yours sincerely



Co-founder of The Sound Lounge





St Nicholas Way, Sutton
Surrey, SM1 1EA
Tel: 020 8289 4700
www.suttoncollege.ac.uk
enrol@suttoncollege.ac.uk



Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

Friday, 11 October 2019

Dear Helen

Sutton London Borough of Culture bid 2023

I am delighted to write on behalf of Sutton College Adult Education in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in ground breaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

Sutton College has over 8,000 enrolments a year, reaching out to the Sutton community delivering over 1,000 courses a year. We have a very well established programme of courses including a thriving Arts and Crafts provision, which over the years has produced excellent artists, potters and crafts people. Our learners have exhibited and have been

SUPPORTED BY
MAYOR OF LONDON



Sutton United Football Club

www.suttonunited.net | email: secretary@suttonunited.net
Sponsored by: Drew Smith Limited



Members of: The Football Association, Surrey County FA, Vanarama National League,
Ryman Youth League, The Football Conference Youth Alliance League

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

Date 10 October 2019

Dear Helen

Sutton London Borough of Culture bid 2023

We are delighted to write on behalf of Sutton United FC in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

We have worked with LBS on a number of projects and as our Landlords they are always very supportive of our expansion plans and projects that involve the local community.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that our creative aspirations have a lasting and cohesive impact on people, communities, neighbourhoods and organisations, of which we are in full support.

Sutton United Football Club, The Borough Sports Ground, Gander Green Lane, Sutton, Surrey, SM1 2EY
Tel: 020 8644 4440

Registered in England, No. 519334 Registered Office: The Borough Sports Ground, Gander Green Lane Sutton Surrey, SM1 2EY

We very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. We wish you every success.

Yours sincerely



Business Development Manager
Sutton United FC
Knights Community Stadium
Gander Green Lane
Sutton SM1 2EY



Website: www.suttonunited.net

Sutton Writers

[REDACTED]
Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

11th October 2019

Dear Helen

Sutton London Borough of Culture bid 2023

I am delighted to write on behalf of Sutton Writers in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

We have worked closely with LB Sutton on several projects, including the production of two books, for which our authors wrote the material. We have run courses and workshops for schools, with groups ranging from 180 11 and 12 year olds, to sixth form. We have also run courses to encourage less advantaged people who want to write, for instance recently discharged female prisoners. Sutton Writers is ambitious to grow awareness and participation about creative writing, based on desire, not expertise. We have participated in literary festivals elsewhere – it is past time for Sutton to have its own, and a successful bid would help to make this happen.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that our creative aspirations have a lasting and cohesive impact on our people, communities, neighbourhoods and organisations, of which we are in full support.

I very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. We wish you every success.

Yours sincerely

[REDACTED] Chair, Sutton Writers



vcsutton.org.uk
31 West St, Sutton, SM1 1SJ
020 8661 5900
hello@vcsutton.org.uk

We're the go-to people for volunteering in the London Borough of Sutton

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

18th October 2019

Dear Helen

Sutton London Borough of Culture bid 2023

I am delighted to write on behalf of Volunteer Centre Sutton in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

As the leading provider and supporter of volunteering in the borough the bid for London borough of Culture, would enable us to enhance and develop volunteering within these areas, opening up diverse opportunities for everyone within the arts. We have worked in the past with arts groups, local drama, ecological amongst others offering cultural volunteer roles, however this would programme would enable us to fulfil our mission to truly 'inspire community' and reach out into new areas.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that our creative aspirations have a lasting and cohesive impact on our people, communities, neighbourhoods and organisations, of which I am in full support.

I very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. I wish you every success.

Yours sincerely



Chief Executive



Volunteer Centre Sutton is the operational name of Sutton Borough Volunteer Bureau
Registered Charity No. 1048978 | Company limited by guarantee in England and Wales No. 3088644

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

22nd October, 2019

Dear Helen

Sutton London Borough of Culture bid 2023

We are delighted to write on behalf of the parish church of St Mary the Virgin in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

We have been liaising with the Honeywood Museum in Carshalton and with the local schools in Beddington as part of our National Heritage Lottery Fund bid, creating opportunities to welcome the local community to develop opportunities for them. All have offered us a great deal of support.

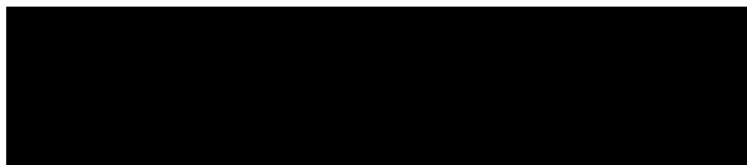
Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that our creative aspirations have a lasting and cohesive impact on our people, communities, neighbourhoods and organisations, of which we are in full support.

We very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. We wish you every success.

Yours sincerely



**St Mary
Beddington**
Church Road, Wallington
stmarysbeddington.org.uk
Rector: Revd Andrew Fenby





Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

25th October 2019

Dear Helen

Sutton London Borough of Culture bid 2023

I am delighted to write on behalf of Arts Network Sutton in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

Arts Network Sutton was set up to promote, champion and act as a voice for the diverse range of arts in the borough. We give out grants to local arts groups for community-based projects, have events to facilitate networking between different branches of the arts and publicise those events and others on our website.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that our network's creative aspirations have a lasting and cohesive impact on its people, communities, neighbourhoods and organisations, of which we are in full support.

Arts Network Sutton very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. I on behalf of the ANS executive committee and the network wish you every success.

Yours sincerely



Arts Network Sutton



Reed Business Information
Quadrant House
The Quadrant
Sutton
Surrey SM2 5AS

Web: www.reedbusiness.com

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

25th October 2019

Dear Helen

Sutton London Borough of Culture bid 2023

I would be delighted to write on behalf of Reed Business Information in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

As a local large employer based in Sutton for 42 years, we have always prided ourselves as a company that gives back to the community. We have focused on a number of local initiatives with the community, including our annual Marsden march fund raising for the Hospital, partnering with local schools to run technology days for local school children, to inspire the next generation into technology and as each employee has 2 volunteering days we have partnered various local initiatives including Sutton food bank, Stripey Stork and Rainbow Trust. We also have a large number of Diversity Forum groups (Pride, BAME, Women in Tech, Religion groups to name a few) run by our employees who would love to be involved in the Borough of Culture programming, should we be successful in our bid.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that its creative aspirations have a lasting and cohesive impact on our people, communities, neighbourhoods and organisations, of which I in full support.

Reed Business Information
Registered in England No. 151537
Registered Office: Quadrant House, The Quadrant, Sutton, Surrey SM2 5AS

I very much hope that the bid will be successful and look forward to hearing more about how I can work together on its delivery. I wish you every success.

Yours sincerely,

[Redacted Signature]

Director of Diversity and Inclusion, Reed Business Information



[REDACTED]

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

Date 25/10/2019

Dear Helen

Re: Sutton London Borough of Culture bid 2023

We are delighted to write on behalf of the Africa Caribbean Development Foundation in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in ground breaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

Africa Caribbean Development Foundation have in the past years pioneered various arts and performing arts activities in Sutton with Sutton Life Centre, Sutton Library and Sutton Black History Group. Together we were able to in tune the minds of several young people and developed their confidence skills and abilities for better productive and more prosperous alternatives. Many are now currently some of the biggest names in the arts, culture, music and performing arts industry.

Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that our creative aspirations have a lasting and cohesive impact on young people, communities, neighbourhoods and organisations of which are in full support.

ACDF very much hope that this bid will be successful and look forward to hearing more about how we can work together on its delivery.

Best wishes for a successful bid

Yours sincerely

[REDACTED]

Director/Advisor



Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

19/10/2019

Dear Helen

Sutton London Borough of Culture bid 2023

We are delighted to write on behalf of Sutton Film Makers in support of Sutton's bid to become London Borough of Culture 2023.

Through its rich heritage in groundbreaking medical research and discovery, innovation and sustainability, Sutton is uniquely placed to deliver a creative programme which brings together its people through arts, technology and science activity.

We have successfully engaged with Sutton on many occasions as filmmakers. This includes filming for archive purposes as well as recording massive Festivals that celebrated culture within the borough in the past. We filmed and showed the Imagine Festival (all 28 local Sutton arts and dance participant groups (being filmed individually) and produced DVD's of a collage of the events that took place over a prolonged period.

We have filmed short documentaries about mental health within the borough as well as filming for other charities.

In the past we have organised the Young Carers in Sutton to be able to make a film in a day. A James bond spoof with the blessing of the Barbara Broccoli or Eon Productions group who helped with supplying some of the prizes and awards. James Bond signed photos etc. This was premiered on the main screen at the Empire Cinema Sutton with an excellent attendance.

We have trained local ethnic minorities associations in editing of video and assisted them in making films for their community. Sutton Filmmakers hold our doors open to all diversities to make film.

Further we have organised hands on training of young persons funded by the Sutton Council and the Lottery heritage fund over a six-week course enabling them to film recent successful projects. The latest being the £3.6 million rejuvenation of Beddington Park over a period of time.

We came in on budget and on time. We arranged a small award ceremony for the teenagers involved.

A successful bid to create and run a successful film festival and competition would be our aim.

It would include some 22 local schools as well as any other interested arts groups, adult groups or those who would wish to enter a short film based on the theme of science fact/science fiction into the festival. We would provide industry professionals who specialise in basic tuition in the form of training. Open to invited groups and schools; a unique opportunity for all who would wish to enter the project. These classes would include Direction, TV Presenting & Interview techniques, Lighting, Sound, Camera Operation & Editing. The classes would take place on separate dates at a weekend or in the early evenings.

We would further arrange for the class venues as well as the main venue where the Festival of Film could be shown. This could be Sutton's own cinema, or the Life Centre or indeed a school hall subject to budget restrictions. We would look for a local celebrity to do the awards. Tim Vine the comedian comes to mind. A limited number of prizes would be awarded.

For Sutton Filmmakers this would mean a lifeline that would allow us to continue supporting our community and to enable us to purchase equipment for the use of Sutton's future and budding filmmakers.

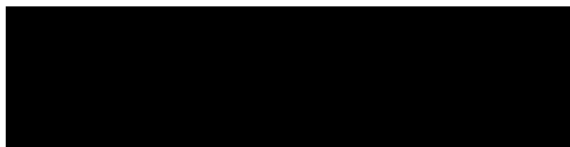
Sutton is already ambitious in its plans for the future but becoming Borough of Culture 2023 would ensure that the communities creative aspirations have a lasting and cohesive impact on our people, communities, neighbourhoods and organisations, of which Sutton Filmmakers are in full support.

We would also like to work in conjunction with your communications team in respect of the marketing for our part of the event and have a small dedicated team in place.

Past experience leads us to believe that this project would need in the region of £10,000 to bring it all together and be a success of the Borough of Sutton. But at this stage it is only a guideline.

We very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. We wish you every success.

Yours sincerely





Phoenix Concert Band

25 October 2019

Helen Bailey
Chief Executive
London Borough of Sutton
Civic Offices
St Nicholas Way
Sutton
SM1 1EA

Dear Chief Executive

Sutton London Borough of Culture bid 2023

I am delighted to write on behalf of the Phoenix Concert Band in support of Sutton's bid to become London Borough of Culture 2023.

Sutton is well placed to deliver a creative programme which brings together its people through arts, technology and science activity and the band would be delighted to play a role in that programme.

The Phoenix Concert Band is an amateur, adult band which has been based in the centre of Sutton since its formation over 20 years ago. We have worked with many local community organisations, including playing at the Mayor's Christmas Charity Concert last year. For several years we have provided a nucleus of players at Christmas to raise money for the Mayor's charities by playing in Sutton Town Centre. We have also developed relations with churches in Sutton, eg to perform for senior citizens at the Sutton Quakers and, last year, at the annual Remembrance service at St Barnabas. We rehearse at Christ Church in Sutton and perform annually there.

A successful bid would, amongst other things, provide an opportunity to develop the borough's musical pedigree and we would be keen to play a part, eg by arranging workshops or other events to help bring music to a wider audience and encourage greater participation. We would also hope that a successful bid would enable Sutton to invest in permanent infrastructure, such as a bandstand, to provide a lasting benefit to Sutton's musical activities.

Becoming Borough of Culture 2023 would provide the opportunity for a step change in Sutton's cultural life and ensure that its creative aspirations have a lasting and cohesive impact on the community, something which has our full support.

We very much hope that the bid will be successful and look forward to hearing more about how we can work together on its delivery. We wish you every success.

Yours sincerely

A solid black rectangular box used to redact a signature.

Chair
Phoenix Concert Band



Links to Supporting Information

Letters of support including major partners Royal Marsden and Institute of Cancer Research



A short video created to explain how people can back Sutton's bid



Brochure setting out our ambition for Sutton as Borough of Culture 2023



Photos of Sutton culture and Back the Bid events



Copy of the *Ambitious For Sutton* strategy



Copy of *The Sutton Plan*



Copy of *A Cultural Framework For Sutton* document

