

From: [Hazel Durrant](#)
To: [High Street Fund](#)
Subject: Create London Old Manor Park Library High Street Fund Bid
Date: 30 November 2014 16:31:32
Attachments: [2014 high street fund CL Old Manor Park Library Form.docx](#)
[ManorParkLibrary_HighStreetFund_Appendix.pdf](#)
[High Street Fund Programme Table - Manor Park.xls](#)
[Old Manor Park HSF Final Budget301114.xlsx](#)
[Newham letter of support HSF.pdf](#)
[Scan 35.jpeg](#)

Dear Sir/Madam

Please see the documents for a bid from Create London for the High Street Fund.

Attached are documents which include:

1. The Application form
2. The Excel sheet for the project milestones
3. LBN Chief Executive Letter of Support
4. A scan of my signature for page 12 of the form
5. A detailed budget
6. Supporting information with Appendices detailing:
 - o Engagement Strategy
 - o Suggested Architects for the Redevelopment and their Biogs
 - o Evidence of Need for Artist Studios and Creations Hubs
 - o Photos of the Old Manor Park Building
 - o Site Plans
 - o Interior renderings
 - o Spatial Policies Maps
 - o Arts Council England's analysis of Cultural Engagement (London Boroughs)

Please come back to me if there any issues in regard to this submission.

Kind regards

Hazel

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Hazel Durrant



Head of Development

Create London

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www.createlondon.org

High Street Fund
Large projects application form



This form should be used when applying for funding above £20,000.

Please complete as fully as possible, describing how all relevant issues have been considered. Failure to complete the application may preclude its assessment.

Include your application form and any additional documents that will allow you to most clearly communicate your ideas. We will accept up to 12 pages of supporting information – you should provide links to further reports or studies. Please keep all descriptions as succinct as possible and list all supporting information you are including with your application and proposal.

**Applications must be received by
midday on Monday 1 December 2014.**

Submit all application material to
highstreetfund@london.gov.uk

The prospectus and supporting information can be downloaded from
www.london.gov.uk/highstreetfund

If you require further information, clarification or have any queries, please contact us at highstreetfund@london.gov.uk

High Street Fund
Regeneration Team
Greater London Authority
City Hall, The Queen's Walk,
London SE1 2AA

Alternatively, check www.london.gov.uk/highstreetfund/faqs to read or submit frequently asked questions.

Your submission will be assessed based on your performance across each section of the application form which are weighted as below:

1. Project description (40 per cent)
2. Deliverability (20 per cent)
3. Opportunity for growth (20 per cent)
4. Value for money (20 per cent)

Each question will be scored as follows:

- Excellent – 5
Outstanding response, exceeds expectations, adds value, full confidence
- Good – 4
Good response, which meets all requirements and gives some confidence
- Acceptable – 3
A satisfactory response, which meets the basic requirements
- Poor – 2
Only some of the requirements met
- Very poor – 1
Unacceptable, an unsatisfactory response
- No submission – 0
No information is provided

If you score 1 or 0 on any question, your application may not be considered for funding at this time.

The final score will be used by the panel to assist their decision on which projects are to be recommended for funding.

High Street Fund Large projects application form

Contact Details

Name of organisation: Create London

Type of organisation: Company limited by guarantee and registered charity

Registered company or charity number: Company Registered in England and Wales No: 7586759 Registered Charity No: 1146063

Address: Barbican Centre, Silk Street, London, EC2Y 8DS

Name of contact person: Hazel Durrant

Position held: Head of Development

Telephone number: 0207 382 7284

E-mail address: hazel@createlondon.org

Other organisations involved: Bow Arts Trust and London Borough of Newham

Are you related to or do you have any contact with any elected GLA officials or members of our staff? Yes ☐ No ☐

If yes, please tell us about your relationship with them and their name (or names) and which team they work in: We have had contact and phone conversations with the Regeneration and Culture Teams at the GLA including: Jamie Dean, Sarah Considine, Chenine Bhatena (Culture), Alison Mayer and Elizabeth North (Regeneration). Create is involved with them in a professional capacity in view of helping to meet the GLA's objectives for regeneration, cultural and employment policies and programmes.

Meeting Equality Aims

Please describe how your proposed actions reflect your duties under the Equality Act 2010.

Create London in partnership with Bow Arts Trust (Bow Arts) is working with London Borough of Newham (LBN) to deliver a major redevelopment project for the Old Manor Park Library on the Romford Road, one of the most diverse and currently, economically disadvantaged areas in the borough. To facilitate this regeneration and reanimation project LBN have provided start-up funding towards capital costs, studio subsidy and leasing agreements so that Create and Bow Arts can provide a resource for artists, creative practitioners and those living locally who are least engaged and involved in community life.

The London Borough of Newham has developed an Equality and Cohesion Plan, which sets out how they will meet their legal duty, under the Equality Act 2010, to promote equality, eradicate unfair discrimination and support diversity. All of their partners, grantees and contractors, including Create are required to meet the aims their plans and to incorporate these policies into all areas of their provision.

Incorporating inclusive design and improving accessibility to high streets and accessibility

Overview – The Old Manor Park Library

Create and Bow Arts have been working with LBN over the past year to develop a suitable proposal and approach to reopen and animate the Grade II listed Carnegie library in Manor Park, vacant since the library moved to a new modern building nearby in 2012. The objective is to create a new community and neighbourhood resource, on the A118 high road, a major route into central London and out towards Essex, that presents a new and contemporary use for a listed building supported by a robust and sustainable business plan. The redeveloped building will be a new space for artists and creative businesses and will be designed and programmed taking into account both the community setting and the needs and concerns of local residents and businesses.

The redeveloped site will provide affordable studio/workspace for the benefit of local artists, creative practitioners and makers, and will be a place for young creative enterprises to thrive. The building will have a prominent role in animating the local area, providing a new purpose for this part of the high street and increasing footfall bringing the area to life and giving it a better sense of place. The building will also be utilised to deliver high quality accessible education and training programmes, talks and seminars, meeting spaces and will programme a range of cultural events to cater for the needs and interests of the area's diverse population.

Create is a highly regarded arts organisation and social enterprise with a proven track record for delivering projects and programmes that engage hard-to-reach and diverse communities. The strength of their existing partnerships, stakeholder relationships and influence with local authorities, statutory agencies and development bodies has been built upon the novel approaches they have employed to involve communities that are marginalised and socially and economically disadvantaged. Create's projects provide the specific resources and skills that empower people to change their lives. Our projects vastly improve people's lives, their neighbourhoods and community spaces, provide new and high quality workspace and artists' facilities, and produce resources and programmes that reanimate and improve the efficiency of and effectiveness of high streets/public areas, making them more attractive places for people to go to and for residents to enjoy.

In the last year alone Create has delivered a range of successful socially engaging cultural projects to the value of £2m for the Growth Boroughs. For these projects and commissions, designed to stimulate social and economic regeneration, Create was able to actively engage 58,927 audiences and beneficiaries. Working with the Growth Boroughs, we have a specific remit to engage hard-to-reach members of the community and those facing particular social and economic obstacles that would enable them to reach their full potential.

Create and Bow Arts are two leading and experienced cultural place-making charities that have managed highly successful projects across east London for many years. These two organisations have come together to form a new partnership to share their professional experience and enhance this project's delivery options. Both organisations utilise a social enterprise framework to create successful enterprise hubs that are either project or workspace driven. The strength of the two organisations lie in their crossovers and in their differences. Create supports project based cultural enterprise, community engagement and job creation whilst Bow Arts focus on workspace, education and training.

Bow Arts is one of the largest artist workspace providers in the UK providing over 400 artist workspaces and live-work accommodation. Over the past 20 years it has been recognised for its innovative and award-winning education programme that works in over 70 schools across east London, supporting thousands of young people in some of the most deprived areas of London every year. Bow Arts is a social enterprise, investing around £750k a year into local communities through its education and cultural programmes which reach an annual audience in excess of 30,000. The Charity network manages the London's Artist Quarter, Artist Studio Finder, is a founder of The National Artist Federation of studio Providers, sits on the GLA Cultural workspace commission and is an Arts Council National Portfolio Organisation.

Awarded a PQasso level 2 Kit mark in 2012, Bow Arts was complimented by the quality commission and Arts Council for its innovative management and excellent governance. The organisation's workspace provision is extremely well regarded by young creative practitioners and its studios have achieved 98% occupancy for the last 20 years.

Incorporating high quality, inclusive and rigorous design are essential elements that will be integrated into the plans for creating a place that is engaging, safe, functional and attractive, and also to present a more diverse offer to consumers. Create and Bow Arts through their collective experience know that a careful and imaginative transformation of this beautiful listed building will produce a new space for creativity and enterprise that will maintain its value for the long-term and will become a significant asset, transforming the Manor Park area and supporting the growth of nearby businesses.

High quality design will be at the centre of this transformation of the Old Manor Park Library building and Create and Bow Arts are dedicated to working with a highly imaginative and socially engaged design practice to develop and deliver the internal configuration of the studios and public facing spaces. A strong brief reflecting the specific desires for flexible workspaces that can accommodate a variety of creative practitioners needs will be set by the Create/Bow Arts partnership and responded to by a shortlist of up to four emerging architectural practices. Those practices that we are keen to consider are: We Made That, The Decorators, GRUPPE, Studio Weave, Office S&M and Delvendahl Martin. These studios have been chosen for their past

experience in creating progressive and imaginative projects of this scale and for their approach to working with diverse communities and on similar high street projects.

The design brief will encourage practices to respond to the local context and suggest ways that local contractors, suppliers and/or community members can become involved in the transformation process. The choice of materials will also be highlighted – encouraging a sustainable and flexible approach to designing the space that allows for reconfigurations as required and as we being to monitor how the building works and what tenants require. Visually communicating the activities and tenants will also be integral to the brief and designers will be asked to showcase how the project will ‘talk’ to those passing on the high street and invite them to step inside this new community asset.

There will be space for up to 20 studio spaces and a public facing gallery/project space that will include a small café allowing the general public to access the building on a regular basis and engage with the tenants and the life of the studios.

In addition, a graphic design practice will be employed to develop and establish a strong identity for the studios that will speak to a creative audience but remain accessible to the general public. This brand will be used across all publicity material and will inform signage on the interior and exterior of the building. Studios that we would consider working with include Kellenberger White, Europe and Hato Press. These studios have demonstrated that they can work on public facing projects that appeal to a wide variety of stakeholders but that have creativity at their heart.

To ensure that plans for the development of the building respond to local need and incorporates the views of the local community Create, Bow Arts and LBN will instigate the following:

- Establish an advisory board consisting of: A local artist, community leader, tenant's association, traders association, a local school and a youth provider who will sit on a newly formed advisory group for the set-up and design of the new space.
- Host a series of ‘open house’ events to communicate clearly with the local community about the project, soliciting feedback and explaining how they can become involved. This will happen within the Old Manor Park Library building as the first step to showcase that this building will be accessible to all and will involve the advisory board amongst other key local stakeholders such as local enterprises, shop keepers, artists and residents. These workshops will allow Create and Bow Arts to properly assess local needs and define the offer and design brief accordingly. This is an approach that Create has successfully taken for a new Soft Play area for the new Abbey Lane Leisure Centre in Barking. We will also use lessons from models that Create have developed for the Rose Lipman Building in Hackney and the Blackhorse Workshop in Waltham Forest and Bow Arts in Stratford, all of which are operating at full capacity and are achieving significant local engagement outcomes.
- Create a transparent and easily accessible application process for becoming a studio holder at the Old Manor Park Library.
- Work with the Cabinet leads, Cllr Ken Clark (Building Communities and Public Affairs), Cllr David Christie (Small Business Programme and Local Enterprises), Cllr Ian Corbett (Environment and Leisure) and Cllr Salim Patel

(Community Lead for Manor Park) to draw on their community links and expertise in view of understanding the needs of local people and to benefit from their relationships with community leaders, businesses and residents.

- Establish a clear marketing plan for the project that takes into account both local and London-wide audiences. This will allow the project to resonate with a variety of different stakeholders in Manor Park and its surrounding areas including Forest Gate, Stratford, Barking & Dagenham, Walthamstow and Bow – all areas that have established or burgeoning creative communities.

Improving accessibility to the High Street

The animation of high streets and the partners' objective to make shopping areas more attractive, frequented and productive lies at the heart of this capital redevelopment project. It also meets the core mission of the Growth Boroughs Unit in meeting convergence objectives to stimulate growth, prosperity and community cohesion.

Create and LBN's commitment to delivering convergence means that we aim to help to close the gap between east London and the rest of the city, with the final aim that "within 20 years the communities that host the 2012 Games will have the same social and economic chances as their neighbours across London". This is part of a convergence framework supported by the Mayor of London, which we have signed up to and which underpins all of our work.

The Old Manor Park Library holds these convergence objectives at the heart of its delivery, in its development and for its programming. Create, Bow Arts and LBN will implement the following in order to improve the accessibility of the high street where the Grade II Listed library is situated.

The Old Manor Park Library development will:

1. Be a high profile and landmark hub that all of the community will have access to and use. We will keep prices for studio hire and meeting rooms below the market rate and work to give particular discounts to Newham residents.
2. Bring increased footfall and renewed interest to the high street with nearby retailers benefiting from more customers and new business.
3. Look to work with local suppliers in the immediate Manor Park vicinity as much as possible in the transformation works – this will also form a part of the design brief to the appointed architectural practice.
4. Work with local food providers to cater at relevant activities and events.
5. Involve training opportunities for local residents in the transformation process as much as possible allowing for local jobs creation.
6. Be a place that a wide range of community groups can use as a resource for meetings, celebrations and as a place to entertainment. As well as taking part in regular artistic activity, residents will be able to use the space for weddings, community celebrations and community led events.
7. House a small café facility on the ground floor of the building, providing a regular 'open window' for visitors to the building and for passers by on the high street.
8. Promote collaboration between creative tenants and high street businesses to offer discounted services or free advice sessions as required.

Create will run, in partnership with artists based at the building, a significant public programme designed to generate increased footfall from local people and to attract external visitors. Activities will include:

- Live performances
- Regular classes delivered by the tenants of the building
- Children's art classes
- Craft and making classes
- Film screenings
- Exhibitions and projects delivered by leading artists
- Talks and seminars
- Education and training drop-in sessions
- Sessions with nearby University of East London students
- Training and employment placements to help with the running of the building
- A café facility
- Meeting space for local groups, clubs and societies
- Create Jobs (vocational and employment programme working with 18-25 year olds) will provide advice sessions for local young people.

To generate interest in the newly developed building Create will:

- Provide free events and subsidised tickets for local people with an outreach programme to ensure that hard-to-reach groups benefit from this
- Provide family workshops and activities connected to the arts and an exhibition programme that would appeal to all members of the community as well as traditional art audiences
- Ensure that the workforce is strengthened by local young people undergoing vocational training, work placement and temporary employment opportunities related to running the building and the events programme. These young people will be recruited, trained and supported by Create Jobs, a programme run by Create and A New Direction. The programme specialises in raising the aspirations of NEETs and works to find young people jobs
- Ensure that the main hall can be used by local communities for a range of activities and events
- Run a volunteer programme to support activities in the building and ensure that a range of local people can take an active role in supporting and adding to the long-term success of the building. Work with groups of local volunteers to manage run an Open Studio programme creating access for local people to contemporary artist and crafts people.
- Deliver a high profile press campaign to profile the project locally and across London
- Work directly with local schools, young people and teachers to raise attainment and aspiration and ensure Carnegie's legacy is incorporated into the Manor Park arts centre is the focus for this activity.

Create will work with the borough's Community Neighbourhood, Regeneration and Property teams to draw on mapping and community consultation data to incorporate any concerns and insights from the local community into the management and delivery of services from the Old Manor Park Library.

London Borough of Newham – Fair and Equitable Distribution of Funds

General Spend

Purchasing, risk management and financial regulations exist to try to ensure that the council do things correctly and cost effectively. Therefore, they play an important role in delivering value for money.

There are exemptions that can be sought for creative commissions but the standard rules for the council are that for contracts ranging from £5k to £50k three quotes should be sought and over £50k a formal tender process would be undertaken.

Applying the financial regulations contributes towards effectiveness through transparency of decision-making and the application of good practice (for example, the person administering grants and payments must get the order approved by a senior officer so that at least two people are involved to make fraud far harder to commit.)

As part of the council's commitment to be open and transparent, each month LBN publishes a report that lists payments made to our suppliers with a value of more than £500.

Procurement Strategy

The main aim of this strategy is to ensure that when the council makes Procurement decisions it does so with due regard for the council's key priorities. The council wishes to ensure the money it spends on external provision delivers additional benefits for the area through stimulating the local economy, where possible, and ensuring that, where appropriate, the council uses alternative procurement methods to achieve the desired outcomes and drive efficiency.

The purpose of the procurement strategy is to demonstrate measurable improvements in procurement practice, whilst ensuring that Newham residents and other stakeholders are placed at the centre of commercial decisions that support organisational effectiveness and community services.

The council will work within the Regulatory framework to explore the opportunities available to assist its local economy through processes such as two stage tendering for large construction contracts and the use of the "small lots" exemptions for larger pieces of work, which offer some opportunities for SME supply. The council will work with SMEs to develop any gaps in their ability to bid for our work, such as the council's requirements on equalities, sustainability and a fair wage.

LBN would also look to utilise different forms of enterprises (within the rules) where they provide better value for money than current in house provision.

The four themes that translate into the strategic aims of the procurement strategy are as follows:

- Value for Money
- Economic Sustainability
- Community Benefit
- Innovation and Partners

The intended outcomes are to contribute to the council's Sustainable Community Strategy by:

- Ensuring the council uses its purchasing power of the borough to boost the local economy
- Being diverse and innovative
- Minimising the impact on Newham's environment and help reduce climate change through purchasing
- Meeting peoples needs and expectations
- Collaborative working to generate investment and provide services that will make Newham a place where people choose to live, work and stay.

The council ensures that all contractors and sub-contractors abide by these rules.

Interest in support

Please indicate if you are interested in help and advice from our Specialist Assistance Team and describe what support you might require.

If successful we may seek advice around supporting our marketing workshops for small businesses and traders.

Supporting information

Please list the supporting information you are including with your application. Be sure to attach separate documents if necessary.

Engagement Strategy

Suggested Architects for the Redevelopment and their Biogs

Detailed Budget

Evidence of Need for Artist Studios and Creations Hubs

Photos of the Old Manor Park Building

Site Plans

Interior renderings

Spatial Policies Maps

Arts Council England's analysis of Cultural Engagement (London Boroughs)

Endorsement

Please attach a letter from the chief executive of the borough in which you are applying for support, confirming that the council is supportive of the project. An original signature is required. Scanned copies are acceptable.

Data protection and freedom of information

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at www.london.gov.uk

We also have a Freedom of Information policy which is also available from our website at www.london.gov.uk

By signing this application form, you agree to the following:

- A.** We will use this application form and the other information you give us, including any personal information, for the following purposes.
- To decide whether to award your proposal support.
 - To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
 - To hold in our database and use for statistical purposes.
 - If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.
- B.** You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.
- ☐ Tick this box if you consider that we should treat your proposal as confidential information

☐ Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information

☐ Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write 'letter included' below.

C. You agree that we can keep you informed of our work and pass your contact details to organisers of marketing activities, conferences and training events.

☐ Tick this box if you do not want us to keep you informed of our work.

☐ Tick this box if you are happy for us to pass your contact details to organisers of arts marketing activities, conferences and training events.

Declaration

To the best of my knowledge, I confirm that the information supplied on this form is correct and complete. If successful, this organisation will use the funding only for the purpose shown in this application.

Signed: .

Name: Hazel Durrant

Position: Head of Development

Date: 30 November 2014

1. Project description (40 per cent)

1.1. Place

Describe the place for which you are seeking support (up to 1 side of A4).

Poverty in Newham is high and life expectancy is lower than the London average; the borough has a very young and highly diverse population and high levels of population churn compared to London as a whole.

Manor Park – an overview

Manor Park is defined by the Romford Road and High Street North that cut through this area – there is a library, a planned new health centre and a series of independently owned shops. Apart from one Boots pharmacy there are very few chains in the area. It is accessed by rail with Manor Park railway station running 6 services an hour to London Liverpool Street (stopping also at Stratford) – a journey that takes on average 15 minutes. Woodgrange Park over ground is also in close proximity with services stopping at Walthamstow and Blackhorse Road both of which are existing creative centres.

The area immediately around the Old Library on the Romford Road is characterised by independent retailers, cafes, restaurants, a Mosque and the nearby University of East London. There happens to be a Boots next door to the library which is the only large chain on the high street. Manor Park is on the scheduled Crossrail 1 route – scheduled for completion in 2018/19. This new transport line is expected to lead to changes in the area allowing more people to access Manor Park quickly and easily from across London. New investment and development interest is also expected as a result bringing new residents.

Manor Park is east of Forest Gate, an area that has an active creative community though at present there is little or no provision for creatives to work or exhibit their work. Much of the cultural provision in Newham is focused in Stratford, which will intensify with plans for a new cultural centre of Queen Elizabeth Olympic Park. The resources for emerging creative practitioners in the smaller town centres and high street locations is minimal and in Manor Park currently non-existent. By creating such a space it is believed that a new public facing asset will be opened on the high street that will interact in different ways with various community stakeholders and businesses enhancing not only the visual appeal of the high street but also contributing to artist led socially engaged work in this area.

Manor Park

- There are 37,959 residents, representing 13.57% of the borough's overall population
- 38% of residents are under 25 years and 31% are under 40 years old
- 66.4% of the population is from BAME ethnic groups
- 87.4% of the population state they practice a religious faith, for example: 37.5% of Manor Park's residents practice the Muslim faith; 33.5% of residents practice the Christian faith; and 12.6% of the population practice no religion.
- The life expectancy for men is 5 years lower than the national average

- The GLA Claimant Rate is 9.97% and the average household income is £22,794
- 28% of residents live in social housing; 28% of all residents represent families with dependent children; 9.2% are made up of a single adult with dependent children and 4.9% of homes have three generations within the same household
- Liveability: 74% of residents are satisfied with their local area and 29% believe that the area has got worse
- 47% of residents are intimidated by teenagers roaming the streets
- 88% of respondents in Manor Park agreed that people respect ethnic differences between people, and 78% felt proud to live in their local area, both higher than the Newham average. Residents in Manor Park are more likely to think they can influence decisions in their local area than elsewhere in borough.

LBN will support us using their Community Neighbourhood Model, which involves formal and informal meetings, surgeries, direct consultation with households, local engagement and networking events and workshops and presentations at the active Manor Park Library and the Jack Cornwall Community Centre.

Meeting local core and local objectives

As with other areas in Newham (Stratford City, Royal Docks, Canning Town and Custom House) LBN wants to facilitate the development of new high-grade commercial, retail and leisure space within other target areas, such as Manor Park. As has been seen with Stratford City and Royal Docks, in particular, improved infrastructure, community facilities and transport routes act to attract new businesses and increase commercial activity to stimulate growth and facilitate community cohesion and resident satisfaction.

This project meets the council's long-term objectives to:

- Secure investment across the regeneration arc and the long-term economic benefits from hosting the Olympics
- Ensuring the conditions for continued investment in the borough
- Maximising the benefits of investment for residents and businesses including employment opportunities arising from regeneration
- Reinvigorating town centres to complement the major development areas.

1.2. Project

How much are you asking for? £193,534, exclusive of VAT

When will the project begin? March '2015

When will the project complete? August '2016 but we aim for this to be a long-term project, as achieved with the Blackhorse Workshop and the Rose Lipman Building.

Describe the activity for which you are seeking support (up to 1 side of A4).

We want to reopen, renovate and reanimate the disused Grade II Old Manor Park Library, creating a new vibrant hub for artists, creative businesses and the community - with an extensive public programme that involves the whole community, delivered by artists and practitioners occupying the building's affordable studios.

This is a new kind of creative workspace – one that is open to, and that actively involves, the local community and one where all the tenants are part of an ambitious curated public programme. The ambition and motivation for the project reflects the original aspiration for the building as set out by Carnegie in the early twentieth century – to empower communities, to be a focus for improving the lives of people in Manor Park, to connect the community, to create a symbol of ambition and to support growth and prosperity in the area.

We will deliver this project by working in partnership with LBN and Bow Arts, both of which will bring specific expertise and valuable local knowledge, and will use their extensive networks to ensure the project's long-term success. The council has agreed a lease for the building for an initial seven years and is to support the project with additional funding. The aim is to embed the new venue into the local community, reopen and design the heritage building as a local asset and create a major creative and cultural resource in Manor Park, an area of the borough with disproportionately low levels of deprivation and cultural engagement.

Affordable workspace is crucial to the development of artists' careers, but the high cost of housing in London, combined with the joint demands of live and workspace, can severely limit the time that artists can devote to their creative practice. If London is to remain a vibrant global creative powerhouse, allowing artists to bring innumerable social and economic benefits to areas of deprivation, then we need to provide the resources to allow them to thrive. Manor Park has very few artists working in the area but it is well connected and will be even more so with the forthcoming Crossrail train link thus we think this will be an attractive and affordable place for artists to work in a way that will be transformative. We want to support artists to come to live and work in the area, but do so in a way that directly benefits local residents and small businesses.

This project will produce a high quality community space and café on the building's ground floor and produce 20 new affordable studios for local artists, creative businesses and makers, who will contribute to a public programme. The new space will be unique and will offer a different model having an 'open front door' policy. Create will run the public programme, prioritising artists who express strong interest or have proven track records in delivering community-focused work and working with diverse communities.

This new project will develop our practice and that of Bow Arts in east London and set new precedents for integrating artists into deprived communities to share skills and deliver projects. We believe that demonstrating the value of artists to deprived areas could influence sector-wide change and facilitate the development of this kind of project in other parts of Newham and wider London.

Income from the studios and the new community café will contribute to the centre's sustainability, and the project will create an enterprising and virtuous circle:

- the local population benefits from increased access to art, a community space (for hire by local clubs and residents) a café and a public programme of events

- the borough benefits from the reanimation of the disused, listed building. It also sets a precedent for the imaginative use of other disused heritage assets across London
- local artists, charities and small creative enterprises benefit from affordable studios, a local community space, a place to facilitate the development of local networks and increased arts investment and interest in Manor Park in east London
- The high street and surrounding area benefit from a new landmark building and an influx of artists, creative businesses and visitors
- Small local businesses benefit from a greater profile and new customers.

1.3. Objectives

What do you hope to achieve by the proposed project and how does it match the fund objectives (up to 2 sides of A4)?

Meeting the Mayor of London's Ambitions

The redeveloped building will:

- Make the high street feel more welcoming and will be designed internally and externally to draw the local community and external visitors, making this a new place to value and visit
- Reinforce the usability, relevance and attractiveness of the listed building with high quality design, sensitive street lighting and signage to identify the new space
- Make the area feel more distinctive by enhancing and animating the Grade II Listed library and giving it a new purpose, linked to creativity and community growth
- Provide a place for budding entrepreneurial creatives and makers to trade and to develop their businesses
- Be a central hub from which diverse members of the local community can influence plans for physical and social change
- Diversify the high street offer giving local people and visitors more and new reasons to visit and spend time there and to help local businesses to be sustained and to thrive
- Reanimate an unoccupied Grade II Listed building giving it a new lease of life and a useful purpose that is closely tied to its historic origins of empowering local people through learning, meeting and ambitious design.
- Produce new workspaces (studios and offices), a new café and an exhibitions space, event and performance space to create a broader appeal for Manor Park and the borough and to attract local people to become involved in the arts and promote inward tourism
- Promote growth on the high street that responds to the implications of costly offices and workspace, recognising the emergence and growth of the tech and maker economy; providing models that establishes local buy-in and supports high quality and practical capital developments.

Stewardship

- The project will involve local people in the planning stages, the design process, as employees, as occupants of the some of the studios and as volunteers helping to the run the community hub
- We will appoint an Onsite Programme Manager to work with local people and stakeholders throughout the project's lifetime and to consult local people on the nature and suitability of the event programme and activities in the halls and meeting spaces
- There will be regular consultation and input, through the community advisory group so that there is ownership and involvement in the planning and long-term management of the space.

Occupy empty space

- The disused space will be brought back to life and with a full arts, community and cultural events programme and workspace for creative businesses. It will have a year round, full programme drawing in all members of the local community and local.

Increase footfall

- The new community and creative hub is aiming to attract 22,000 people annually to the Old Manor Park Library building increasing local people's use and involvement in the building and attracting visitors for exhibitions, talks, cultural events, weddings and celebrations. Local businesses will benefit from visitors regularly going to the building.
- It is a landmark building and its reanimation will help to provide a new identity for Manor Park; interventions of this nature would be unusual and transformative for the area. A large-scale successful project as described will have the purpose of attracting national media attention and generating local interest. Create has achieved national and international press for its social and economic regeneration and so putting a positive spotlight on the area is an objective we aim to achieve. Through marketing, press and PR we will bring this project to the wider attention of other residents living elsewhere in the borough, external visitors and the creative sector. In bringing new people to the area and to the building, we can help to make Manor Park a new destination for arts audiences, to support existing businesses and to attract new homebuyers.

Growth

- The new space will produce 20 new studios/workspaces for artists and businesses to develop and thrive
- It will create new meeting and creative space on the ground floor, along with a café facility that will act as a community resource facilitating further cultural engagement, particularly for those facing social and economic deprivation
- The Old Manor Park Library will have a business model that generates income supporting local businesses, creating jobs and bringing new customers to the high street to sustain and bring income to local traders. This project offers a tried and tested model that can kick-start the local economy, fostering growth and regeneration
- This project will make the area more attractive to other businesses that are looking to relocate to the area, and to developers that are looking at potential sites for commercial buildings or for social housing. Such developers usually view thriving cultural hubs in a neighbourhood as an indicator of a healthy and growing economy.

- This project is strategically timed to work with expected change in the area resulting from Crossrail 1 and will allow for a strong platform to consult and solicit community feedback and/or input on future developments in the area.

Strengthening and revitalising local businesses

- We will provide new and affordable space for local businesses and groups as a way of supporting the development, reanimation and sustainability of the high street. We will implement methodologies learned from successful models, such as the Rose Lipman Building and the Blackhorse Workshop, to shape the business plan for the new enterprise. Create and Bow Arts will work with LBN to develop plans to support long-term sustainable growth.
- Surrounding businesses will benefit from the added footfall and people's wider awareness of the area and their services or products.

Improvements to existing resources

- We are improving on and implementing high quality, sensitive design approaches working with innovative architectural practices and studio providers. They have the skills and methodologies to improve on the internal spaces within the Grade II listed Passmore building and to produce a modern building that is fit for purpose and works efficiently and effectively as a social enterprise and community resource.

Contributions to wider strategies

The project:

- Supports Newham's Core Strategy Plan which lays out its commitment to securing investment across the regeneration arc and meeting the long-term economic benefits from hosting the Olympics
- Ensures the right conditions for continued investment in Newham, outside of Stratford
- Maximises the benefits of investment for residents and businesses, including employment opportunities arising from regeneration for LBN
- Reinvigorates town centres to complement the major development areas for London Borough of Newham
- Supports the Arts Council's commitment to ensure that there is more investment into areas where cultural engagement is at the lowest level
- Meets Federation of Artist Studio Providers, the GLA's and ACE's commitment to providing more affordable workspaces for creative industries
- Supports the GLA's aims to support and strengthen business and trade associations.

Involvement of local people

Create has been working for some time with LBN's officers and Community Neighbourhood teams to ensure that we meet the needs of local people. Bow Arts has one of the country's leading 'artists in schools' education programmes, which couples world-class artists with schools, and have been working with schools in the borough for some years. Create will also draw on relationships with residents that have been involved in other social engagement projects that we have delivered over the last four years in Newham and surrounding areas, and the council's Manor Park Community Neighbourhoods team will utilise its wide connections with local people to support the project.

1.4. Outputs and outcomes

Choose appropriate outputs and outcomes from the list and quantify the level of impact your project will have.

Programme wide

There will be:

- A minimum of 15 jobs will be created across the lifetime of the project, those for the artists, office staff, venue and event management staff
- A minimum of 10 training opportunities will be created through the Create Jobs programme which is run by Create and A New Direction. This a job creation and vocational training programme that is for local young people, aged between 18 and 25 years, wishing to develop a career within the creative industries
- 1 new start-up created, i.e. the new resources of studios, creation and community spaces that the redeveloped Old Manor Park Library will bring
- A total of £213,041 matched funding (exclusive of VAT) from London Borough of Newham, Create London and Bow Arts
- 20 local businesses/traders will be supported through the creation of the hub and the new customers the project will bring. They will also benefit from marketing workshops that Create and partners will provide
- 2,374 square metres of public realm will be improved
- 1 empty building brought back into life
- 180 local events and celebrations will be delivered over the course of a year.

Proactive stewardship

Number of business associations supported: 20 local traders and creative businesses will be supported to grow and thrive.

Number of town centre strategies adopted: There will be three strategies involved, that of LBN, the GLA and the Growth Boroughs. We are using a joined up approach to maximise resources and to meet objectives that will have benefits for local people and the region for decades to come.

Stimulating activity

Number of events held: There will be 180 held annually. There will be community events, performing arts and art exhibitions and business trader meetings.

Number of buildings or public realm improved: One, the Old Manor Park Library and surrounding area.

Increased footfall: 22,000 through community hires, community engagement programme, art projects, exhibitions and theatrical events, creative businesses and artists studios.

Occupying empty space

We will decrease the vacancy rate by having:

- 20 new artists studios
- New workshop rooms for art and adult creative learning sessions

- 1 meeting room//lounge area/project space/community celebration space
- 1 reception areas
- 1 kitchen
- 1 main office
- 1 cafe area

There will be 2,374 square metres of vacant floor space re-occupied

Accommodating growth

There will be 2,374 square metres of new and improved commercial and workspace produced through the project.

2. Deliverability (20 per cent)

2.1. Team

Anticipated lead delivery organisation/s: Create London and London Borough of Newham

Other participating organisations: Bow Arts Trust, the Barbican and East London Business Alliance along with a variety of local businesses, artists and community groups.

How will the project be managed (up to 2 sides of A4)?

Resources and support available

- LBN will make available the resources and expertise of the regeneration and Community Neighbourhood team to work with Create and Bow Arts to deliver the project
- A project team will be set up to include Create and Bow Arts designated staff members and relevant LBN officers, that will work with the selected design team to set the brief for the capital programme and timeline.

Roles & Responsibilities

- London Borough of Newham is the commissioner and will set the project management framework and manage payments
- Create London is the lead project delivery agency: responsible for the overall project management and responsible for ensuring all elements of the design and capital programme remain on track and to agreed standards
- Bow Arts is the secondary delivery agency responsible for studio and space management and the day-to-day management of the capital work

Partnership Funding

LBN will: pay for the building costs; provide subsidy for the building's lease; support the project management framework, and the community engagement development programme. The council will commission Create to deliver the project and to give specific insight and take leadership for the delivery of the project's overall objectives. Since 2011 LBN has successfully delivered projects in partnership with Create for commissions to the value of £400,000, including a major David Bailey retrospective in the Royal Docks (2012), You Me Bum Bum Train in Stratford (2012) and Your Ad Here in and around the Olympic Park (2014). The council also delivered projects with Bow Arts worth in excess of £250,000 with the creation of the Stratford Studios (2013) and the Manor Park Consortium Arts Project (2012-14). As was the case, with aforementioned successful projects, we will devolve the day-to-day responsibility of the project to Create and Bow Arts. LBN will be the accountable body responsible for the financial and legal aspects of the project. There will be contractual arrangements laying out legal and project responsibilities and payment schedule in relation to agreed milestones.

Create, London Borough of Newham and Bow Arts have extensive experience of delivering complex cultural and social regeneration projects and ensuring they stay on time and within budget.

The council will ensure that we appoint a designated project manager to work with Create and Bow Arts and this partnership will meet with the appointed design team to deliver the project objectives.

Create will lead on the project management, ensuring that milestones and outcomes are delivered and in a timely manner. Working with LBN, we will set up an advisory group, ensuring clarity of purpose and the appropriate delegation of roles.

The advisory group will include Manor Park's Community Neighbourhood Manager, local community leaders including a representative from the Manor Park School Consortium and other council officers and will oversee areas including: delivering the capital project's vision, financial planning and management, beneficiary engagement and audience development, event management, marketing, press and PR, volunteer management and securing work placements. The advisory group will meet weekly during the development phase and bi-monthly once the event and management programme is finalised. We will have dedicated project manager and curator working on the project from February 2015.

Partnership arrangements

This will involve:

- The newly appointed Onsite Programme Manager
- LBN Regeneration, Property Services and the Community Neighbourhoods Manager for Manor Park, Shabana Qadir; contributions from LBN Councillors: Cllr Ken Clark (Building Communities and Public Affairs), Cllr Salim Patel (Community Lead for Manor Park), Cabinet lead, Cllr David Christie (Small Business Programme and Local Enterprises) and Cllr Ian Corbett (Environment and Leisure)
- Create's designated project manager and Hadrian Garrard (Director)
- Bow Arts' Assistant Director and Head of Property, Michael Cubey
- Representation from local traders and community organisations

A number of processes would be put in place to track the programme. These include creation of a critical path for the project, roles and responsibilities for all associated partners involved in delivering the specific project. Regular production and status meetings will be held with LBN and Bow Arts and other project stakeholders, ensuring that any issues that could potentially impact on the redevelopment process are quickly identified and managed accordingly.

Create has a six year track record in managing a complex group of stakeholders to deliver projects in the public realm. These have included local authorities, the LLDC, public and private funders, the Barbican, the GLA, London 2012 and a range of cultural and community organisations. They understand the time, skill and expertise needed to manage these eclectic groups and a core part of the Growth Boroughs' and Arts Council's agreements require them to manage networks of diverse stakeholders: have demonstrated that they can do this successfully.

Bow Arts is a charity with a 19-year history of providing affordable workspace for a wide range of visual artists and creative practitioners. Bow Arts provides practical support and encouragement to start-up creative businesses by managing a large

network of creative workspace and accommodation, alongside a dynamic programme of innovative arts and creative activity as part of to London's burgeoning cultural life. They are currently providing over 400 artists and young creative businesses with practical work spaces spread across their six sites: consisting of self-contained units, semi-open plan units, shared and group units as well as live/work accommodation.

Hadrian Garrard is the Chief Executive and Artistic Director of Create London and was the London 2012 Creative Programmer for the 2012 Host Boroughs. He has been part of the Mayor of London's Cultural Quarters Group and leads on culture for the Growth Boroughs Strategic Regeneration Framework. Hadrian is directly involved in strategy and policy-making, ensuring culture is embedded in the long-term legacy planning for east London. Before joining the Host Boroughs and working on the Cultural Olympiad, Hadrian worked on the 2012 cultural strategy for the London Borough of Hackney and was involved in the redevelopment and opening of the Hackney Empire Theatre in 2002.

Michael Cubey is Bow Arts' Assistant Director and Head of Property. With over 15 years of experience of working in the artists' studio sector, Michael has previous experience at Cable Street Studios (Chief Executive), and SPACE (Director of Property). Michael has managed major capital development programmes and delivered nationally recognised property management; he also runs lively artistic programmes with Bow Arts' sizeable and skilled community of artists. He is also a practising fine artist.

2.2. Milestones

Clear, achievable milestones (key stages in the delivery of the project that will demonstrate progress) should be provided in the Excel spreadsheet (*2014 high street fund programme table.xlsx*) available from www.london.gov.uk/highstreetfund.

The estimated project start date should include all planning and preparation time you need. All spend must be completed on or before 30 March 2016.

Additional comments: All of the aforementioned milestones and outcomes are detailed on the attached Excel sheet. Please note that all of the costs that we have submitted are exclusive of VAT.

2.3. Risks

Provide a description of the key risks associated your proposed actions.

Risk 1: That the deliverables and milestones fall behind schedule

Mitigating Risk 1:

1. There is a project management team with QS, Architect and Project Manager.
2. This team will work with the appointed artist(s) to ensure that all fabrication deadlines are met.
3. There are costs and completion penalties in place for the architectural team.
4. Create's project manager will also have an engagement and event project schedule that will guide the work of all parties and define of all roles, responsibilities and project deliverables.

Risk 2: Cost control that the project costs does exceed the specified budget.

Mitigating Risk 2:

1. LBN's Property Services, Michael Cubey, Bow Arts' Assistant Director and Head of Property, Create's Project Manager and all other members of the construction team will work to a strict project and cost plan.
2. There will be a tendering process for the build phase to ensure best price and high quality fabrication.
3. We are working with creative practitioners and the building staff who have work on similar projects before.

Risk 3: Cost control: The new building is not fit for purpose and new facilities do not meet the needs of the beneficiaries.

Mitigating Risk 3:

1. The plans for the Old Manor Park Library came out of discussions with LBN officer, feedback from local residents, economic development data, Arts Council and GLA research on creative workspace, advice and expertise from experience organisations such as Bow Arts, as well as recommendations from regeneration strategists within local, central and European government.
2. There will be continual discussions between the local community working with all stakeholders the community development and engagement programme that Create and Bow Arts shall undertake with residents throughout the build phase through to delivery stage.
3. LBN is choosing to work with Create, as they and their partners, are renowned for delivering high quality and highly commended cultural and regenerative projects in Newham and other areas of east London.
4. We will apply learning from the delivery of other similar projects delivered elsewhere in the borough and the other Growth Boroughs looking at economic impact data and analysing evaluation reports.
5. The Community Neighbourhoods Manager for Manor Park, Shabana Qadir will sit on the advisory group feeding in community needs and ideas and selecting experienced and interested community members to inform the design and community development plan.
6. There will be clear and comprehensive engagement and community development outcomes for the commission that will be reviewed at the advisory group and production meetings. The advisory group's guidance will be reviewed, moderated and fed back to the project management and architectural team at each step of the pre-production, fabrication stages and launch and operational stages.

Risk 4: Slip, Trips and Falls - Workers and visitors at risk of injury if they slip or trip

Mitigating Risk 4:

1. The capital project manager will ensure that all capital works meet HSE and LBN's own safety regulations. The flooring throughout the complex will have surfaces suitable for the environment and specific public use and will be correctly fitted and properly maintained. Where necessary, usable handrails will be installed. There will be sufficient lighting to ensure that the visibility is good enough for employees to see hazards. Any structural obstructions will be clearly marked.
2. Health and Safety personnel will sign off the capital works prior to the building's public opening. All areas will be assessed for risk as part of the building's snagging process.

Risk 5: Low attendance - that the building will be unused or not to its full capacity.

Mitigating Risk 5:

1. The redeveloped Grade II Listed building will be modernised and will provide new facilities at affordable and subsidised costs replacing poor, out-dated spaces that had once been regularly used by the local community. The new design, studio spaces and integrated event and engagement provision will give the building new purpose and relevance to local communities.
2. There will be a newly appointed Onsite Programme Manager who will work with all members of the community and key stakeholders to implement a community development and engagement programme. They will embed themselves within the community to develop meaningful relationships so that local people can take an interest in and will value the new resource
3. We will work with Community Neighbourhoods Manager for Manor Park, Shabana Qadir, to ensure that we connect to and inspire existing local groups and community organisations to take ownership of the building with a series of free and subsidised activities which would engage those on low incomes
4. We will work with respected leaders from faith groups, womens groups, youth providers, hobbyists and other local representatives to act as advocates for services that the resource will provide.
5. We will work with local businesses and traders to draw in their customers and for us to provide them with new customers.
6. We will use historical data about successful models and programmes run elsewhere in the borough and apply this to the delivery plan for new facilities, studios and events spaces. We will apply tried and proven methodologies that have led to the success of the Rose Lipman Building in Hackney, the Blackhorse Workshop in Waltham Forest and the Barking Bathhouse in Barking and Dagenham. Create's partner Bow Arts will also bring to bear nearly 20 years of community development in east London and Newham in particular. LBN has a good understanding of local needs and with Create and Bow Arts' track record for meeting the needs of hard-to-reach and diverse communities, we are confident there will be a high demand and sufficient numbers for the new space.

Risk 6: Complex partnership working - confused lines of command and delegation of responsibilities

Mitigating Risk 6:

1. We have extensive experience of delivering complex arts projects and ensuring they stay on schedule and within budget. A number of processes will be put in place to track the programme: these include creation of a critical path for the installation, which will be sent out to all associated parties involved in delivering the commission. Regular production and status

meetings will be held with the Project Team and LBN's officers and all other stakeholders to ensure that any potential issues that could potentially impact on the redevelopment process, the new community resource and engagement programme delivery process are quickly identified, dealt with and managed accordingly.

2. Our partner, the council, has been successfully delivering projects with a diversity of stakeholders for many years. More latterly LBN has delivered large-scale six to seven figure projects in view of Olympic legacy, sub-regional regeneration framework plans, and with the Mayor of London's convergence and ParkLives initiative and community development initiatives with LLDC.
3. We will use models and learning from previous multiple stakeholder delivered projects, with suitable measures in place and a robust project planning framework to ensure transparency and facilitate harmony.

3. Opportunity for growth (20 per cent)

3.1. Why is the project needed and why should the Mayor provide support (up to 1 side of A4)?

Why Mayoral Intervention is needed

1. This capital redevelopment project meets all of the GLA's core objectives for the High Street Fund as detailed within this application: Welcoming, Distinctive, Diverse and Growing high streets
2. It brings considerable matched funding to allow LBN and Create to maximise the value for money delivered by the project
3. We have a long-term commitment to the area and working and to investing in projects that can be self-sustaining in the long-term and which will act as catalysts for further inward investment
4. LBN has proposed a seven-year lease for the new building, with a minimum initial period of three years and see this as a long-term regeneration project ensuring that there is a legacy
5. With increasing cuts to local government LBN has made a commitment to 'funding smarter' and where possible draw funding from other sources
6. The High Street Fund would allow Create and LBN to increase the ambitions for the capital redevelopment of the Old Manor Park Library creating an attractive creation hub to kick-start other commercial, social and community regeneration
7. It meets regional and national objectives e.g. those of the DCMS, the Arts Council and NFSAP about the importance of high quality studio and workspace.

Evidence and the Need for Artists' Studio and Creation Hubs in Areas of Deprivation

The Issue

The need for artists' studios and creation hubs for the sake of artists themselves is well-established: they *'make a vital contribution to the development of art and artists' careers¹'* and *'the recognition of the importance of affordable studio spaces and facilities for the research, development and production of artistic practice is essential.'²*

However, there are fears that artists are being priced out of London by rising rates, to the extent that this is being investigated by the Mayor of London's Office. It has been acknowledged that artists are *'the pioneers of regeneration'* as they *'go where others don't...But they're also victims as they get priced out.'³*

Contribution to Regeneration

The importance of the resolution of this is centred upon the fact that artists not only add cultural and economic benefit to an area, but are also an important tool in aiding regeneration in areas of deprivation: for instance, the NSASP evidence states that

¹ <http://www.acme.org.uk>

² <http://www.nfasp.org.uk/staff/naomi-dines-studio-manager-occupation-studios-london>

³ <http://www.independent.co.uk/arts-entertainment/art/news/mayor-to-investigate-as-artists-fear-being-driven-out-of-london-by-rising-costs-of-studio-space-9120150.html>

*'in recent years there has been a growing recognition of the value of affordable studio providers...the majority of studio organisations provide direct benefit to the public, including open studios events, education and outreach programmes and public art projects.. [they also] achieve substantial social benefit through their work with many different local, regional and national organisations and agencies - in education, training and community development - to encourage creativity, individual development and address social exclusion, offender, health and learning issues. The NFASP 2010 Survey reveals that 75 per cent of all studio organisations provide activities that benefit the public.'*⁴

Please see Appendix for full evidence in support of this proposal

⁴ <http://www.nfasp.org.uk/resources/affordable-studio-providers>

4. Value for money (20 per cent)

4.1. A breakdown of the project costs and how these are linked to the milestones should be provided in the Excel spreadsheet (*2014 high street fund programme table.xlsx*) available from www.london.gov.uk/highstreetfund.

4.2. Describe how your project delivers value for money.

Newham's Core Strategy

The Old Manor Park Library capital redevelopment will act to change the overall impression of dereliction and decay within the borough.

This project will add to portfolio of other major investments that the borough has secured since the Games including Queen Elizabeth Olympic Park, Westfield Stratford City, the Crystal - Siemens' innovation hub for sustainable technologies, the ExCeL Exhibition Centre and the new development opportunities on the Royal Docks. All of these have contributed to changing the perception of the borough and to turning around its fortunes in view of: stimulating the visitor economy, increasing inward investment, creating new jobs and making the borough a destination for new tourists, consumers and potential house buyers and for home rentals.

Decades of investment into transport infrastructure now mean that Newham boasts some of the best transport connections across the capital, bringing the world to our fingertips. With every major European city within two hours of London City Airport, unrivalled rail connections, and Crossrail on its way in 2018, Newham is a place of unprecedented connectivity and opportunity. Manor Park will see most change around the new Crossrail station, which will gradually redefine and reinvigorate Manor Park local centre, creating a more significant focus to the area for the local community. Associated regeneration benefits and smaller 'windfall' sites such as the new project will contribute to improvements in the public realm, including conservation and enhancement of heritage assets, both along key routes where it can contribute to legibility, and for the nearby residential areas where it can contribute to the desirability of the area to live. Most change and innovation will be focused along the A118, a key route where character and enclosure has been eroded. The Old Manor Park Library redevelopment will stand as an exemplar for other developments to follow.

The spatial strategy for Newham's neighbourhoods proposes the creation of a network of new places and employment hubs, together with new transport infrastructure to sustain employment growth; working with Create London and Bow Arts, and with the High Street Fund grant, LBN feels that it can do so in an efficient and effective way that gives our residents best value for money.

The project adds value to the council's plans for Town and Local Centres to be vibrant, vital and valued as components of local neighbourhoods and the borough as

a whole.

To this end, proposals that address the following matters to secure this will be supported:

1. Ensuring routes to and from local areas and local transport nodes and across the centre are convenient, attractive and feel safe, creating them or enhancing them where necessary
2. The importance of a high quality, accessible public realm and a series of features and public spaces that complement the centre's commercial offer
3. Diversifying uses, encouraging the location of services and flexible community spaces, 'meanwhile' uses, visitor and cultural attractions and facilities, and the creation of residential dwellings in such centres as appropriate to their size, to add to their activity levels
4. Maintaining a robust retail core whilst ensuring a variety of unit sizes, and in larger centres, markets to provide choice and meet local needs;
5. Preventing non-retail uses (particularly hot food take-aways) from clustering excessively or reaching disproportionate levels within the centre and at or adjacent to (outside the boundaries) its gateways
6. Ensuring new developments are designed to respond to strengths and weaknesses of local character and are scaled and otherwise designed to achieve integration and coherence with the better aspects of the centre contributing to distinctive identities in line with Policies SP1, SP3 and SP5
7. Managing the town centres as part of a clearly defined network and hierarchy (in line with Policy INF5), encouraging consolidation of commercial uses within their boundaries, and responding to the visions for individual centres as set out in Spatial Policies S1-6.

The funding that the High Street Fund represents means that we can maximise our own investment increasing the outcomes and outputs exponentially.

London Borough of Newham – Cost Efficiencies

Through its 'Value for Money – Mayor's Framework for Cost Effectiveness', the borough adheres to the best value regime, which was designed by central government to improve local public services. Under legislation, best value authorities, London boroughs, police authorities, fire authorities, county and district councils - must:

'make arrangements to secure continuous improvement in the way in which they exercise their functions, having regard to a combination of economy, efficiency and effectiveness' (Local Government Act 1999)

In order to deliver continuous improvement, all best value authorities, including LBN, must continually carry out reviews of their functions. The London Borough of Newham reviews all systems regularly. The primary purpose of the best value reviews the council undertakes is to deliver credible recommendations and action plans that will be implemented and, most crucially, will result in sustainable, significant improvements in the area reviewed. Every best value review will make a difference and result in change that will lead to improvements in outcomes across all of our services and provision for our residents.

Within the London Borough of Newham, the duty of best value applies to all its functions exercised through the Mayor. The duty of best value does not extend to the Council and its functions.

Create London – Value for Money

Analysis of costs and efficiencies:

We implement a robust budget development process using lessons and analysis of previous project budgets to accurately predict costs and risks. When developing multiyear budgets we include calculations for project growth and inflation.

We analyse and compare all budgets to identify areas of efficiencies – collaborating with an artist(s) or supplier(s) across a range of projects or over a number of years allows us to negotiate better rates and prices. Examining our staff allocation and use of internal resources supports us to ensure we are cost effective and work efficiently. We have a strong procurement culture that ensures we use competitive processes to achieve best value.

We work in partnership with other organisations to maximise outputs through shared activities, resources and funding. We secure pro-bono support and in-kind contributions to help drive down costs – e.g., legal advice from CMS Cameron McKenna LLP.

Fair Payment to Staff:

We check market rates to maintain a fair rate of pay to artists, creative practitioners, interns, work placements and occasional staff. For entry-level staff, we make sure that they are paid the London Living Wage or the equity minimum. We review our rates annually and adjust them accordingly. Knowing that cash-flow may be an issue for sole traders and micro-businesses we work with our accounts department to ensure prompt payment.

4.3. Describe if the project complements any wider initiatives.

Financial and in-kind support

1. London Borough of Newham will provide £70,960 of matched funding
2. Create will provide £69,700 of matched funding. This will include creative guidance, engagement strategy, marketing press and PR and event programming
3. Bow Arts will provide £72,414 of matched funding

Please see the detailed budget appendix for more information. All matched funding is exclusive of VAT.

London Borough of Newham's Strategic Plan

Newham's Core Strategy sets out their plans for making the most of the space and opportunities for the borough. It aligns with their values and vision to make Newham a place where people choose to live, work and stay. The following elements of the strategic plan detail policies that this proposal aligns to.

Investment in the New Economy

The continued shift in the borough's economy away from traditional industrial activity to one based on services and higher value industry, focused on Olympic Legacy opportunities and making full use of under-utilised land and excellent transport connections will be promoted and facilitated.

To this end, development proposals which respond appropriately to the following contributors to inward investment and economic competitiveness will be supported:

1. Delivery of a supply of land, premises and successful places capable of attracting innovative and high value added companies, reflecting London's strongest and dynamic economic growth sectors including:
 - Business and financial services
 - Retail
 - The visitor economy, cultural and creative industries
 - High-technology manufacturing and green enterprise
 - Education
 - Construction
2. Continued development and promotion of the Arc of Opportunity and employment hubs elsewhere as high quality business environments with a high standard of supporting infrastructure, capable of competing as one of London's prime locations for economic development with particular strengths as follows.

LBN's Community Policies

The project supports the council to ensure that a suitable range of community facilities are provided to meet existing and forecast demand by:

1. Ensuring development is supported by appropriate facilities to meet local needs
2. Ensuring all community facilities are located in places that are or will be accessible by a range of means of transport, including walking and cycling, and that development itself is accessible to all
3. groups, prioritising town and local centre sites where compatible with Policy SP6
4. Retaining or re-providing community facilities where a local need exists, that can be clearly demonstrated
5. Ensuring all new community facilities are inclusive and open and available to all members of the local community
6. Co-locating facilities and services
7. Entering into joint venture arrangements where co-funding is considered to be the best and most cost effective means of delivering services;
8. Encouraging the provision of services by social enterprise and third sector organisations.

LBN's Skills and Access to Employment

This capital redevelopment project will help ensure that more Newham residents access work and share in the increasing wealth associated with the expanding local and London-wide economy.

It will do so in the following ways:

1. Improvements to education, skills and training provision, in particular those directed at the growth sectors in the local economy. This will be through the Create Jobs programme
2. Removal of barriers to work for Newham residents
3. Promotion of local labour agreements to enable Newham residents to develop skills and secure employment arising from the regeneration of the borough;
4. Support for the provision of childcare facilities close to homes and places of employment;
5. Support employability projects established by the Council and other partners where they are working successfully
6. Provides training facilities in Town and Local Centres or elsewhere where there is good access to public transport and other services commensurate with the type of training
7. Training facilities will be supported in office (B1(a)) premises, subject to them not displacing employment uses.

LBN's Heritage and Successful Place-making Assets

The value of heritage and other assets (natural, cultural, architectural, and infrastructural) which contribute to local character and successful places will be recognised by protection, conservation, and enhancement of the assets and their settings.

To this end, proposals must address the following in their concept, design and implementation:

1. An approach to urban design that recognises the strengths and weaknesses of local character and seeks to contribute positively to the composition of the townscape, achieving better integration and enhancement of new and old, natural and built environments, infrastructure and living environments
2. The need to conserve and enhance designated and non-designated heritage assets, with any change to them based on an understanding of the nature of their significance and the contribution of their settings to that significance, seeking to increase their presence and encourage wider appreciation, ownership of, and access to them
3. The need for innovation to realise the value of assets and secure viable, sustainable and appropriate futures for them, particularly where they are under-performing, reconciling this with the sensitivity to change presented by many (see also Policies SC4, INF6 and INF7).

Quality Movement Corridors and Linear Gateway

The streets listed below will be the subject of public realm and regenerative improvements that reinforce their role as high quality movement corridors and linear gateways. To this end, proposals that address the following matters will be supported:

1. The desirability of reclaiming the streets for people through introducing active frontage to their edges that stimulates social activity and interaction along them;

2. The importance of consolidating ribbon developments of commercial and community uses into defined local and Town Centres and Local Shopping Parades, and in the case of hotels, in Stratford Metropolitan and the Royal Docks in line with Policies J1
1. (E5, E6, E9, E10 and E11), INF5, INF8 and SP6
2. The general principles of good urban design expressed in Policies SP1 and SP3 and SP5, ensuring they are extended to edge treatments to positively contribute to the street scene and way-finding
3. The particular need in these environments to enclose the street and reduce the noise and air pollution impacts of passing traffic, without creating a 'tunnel' effect, maintaining the building line excepting overriding good design or highways considerations
4. The need to significantly raise and easily maintain the quality of the public realm, with particular attention to de-cluttering, inclusive access, continuity of footways and materials, the value of tree planting to improve amenity and the desirability of introducing public art at appropriate locations
5. The importance of facilitating the smooth and efficient but safe movement of traffic in the context of an overall shift to sustainable transport in line with policy INF2.

Key Movement Corridors and Linear Gateways:

Albert Road/Factory Road
 Barking Road
 Carpenter's Road
 Densham Road/Portway/Plashet Road/Plashet Grove
 Forest Drive/Station Road
 Green Street
 Hermit Road/Grange Road/Upper Road/Clegg Street/Stopford Road
 High Street North and South
 Katherine Road
 Leyton Road/Angel Lane
 Leytonstone Road/The Grove
 Manor Road
 North Woolwich Road/Connaught Bridge
 Olympic Legacy Streets - Bridge Road; Celebration Avenue; Honour
 Lea Avenue; International Way; Penny Brookes Street; Montfichet
 Road; Temple Mill Lane; Olympic Park Avenue; Warton Road;
 Westfield Avenue
 Prince Regent Lane
 Romford Road
 Ron Leighton Way
 Royal Docks Road
 Royal Albert Way
 Stratford High Street
 Stratford Gyratory (Great Eastern Road, Broadway)
 Silvertown Way and Silvertown Viaduct
 Stansfield Road
 Strait Road
 Tollgate Road
 Upton Lane/Woodgrange Road/Woodford Road
 Victoria Dock Road
 West Ham Lane /Broadway/Plaistow Road/Plaistow High
 Street/Greengate Street
 Woolwich Manor Way/Pier Roa

Decisions to award funding are subject to a formal decision making process. You must not place any reliance whatsoever on the support of the GLA until formally notified in writing and your authorised signatories have executed and returned a funding agreement with which you will be provided by the GLA should your application prove successful.

Accordingly, any expenditure that you incur and/or to which you commit (including that which you have incurred or committed to in relation to the preparation of your proposal for support) prior to formal notification and execution and return of the funding agreement is incurred and/or committed entirely at your own risk.

If you require communication support to help you fill in your application, please contact our Public Liaison Unit to find out about how we can help.

Public Liaison Unit
Greater London Authority
City Hall
London SE1 2AA

Telephone 020 7983 4100
Minicom 020 7983 4458

Create London High Street Fund Application: Old Manor Park Library Appendix – Supporting Information



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Old Manor Park Library: Site Photos

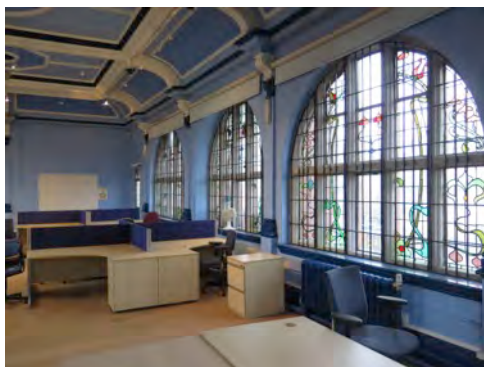
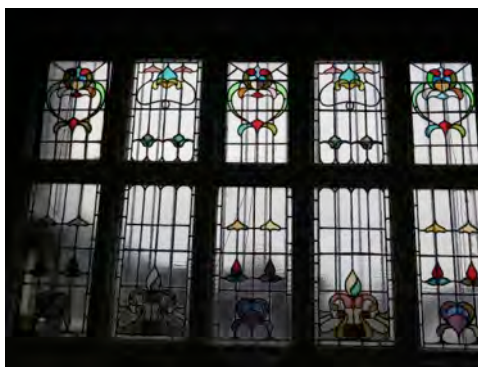
Exterior View



Interior View



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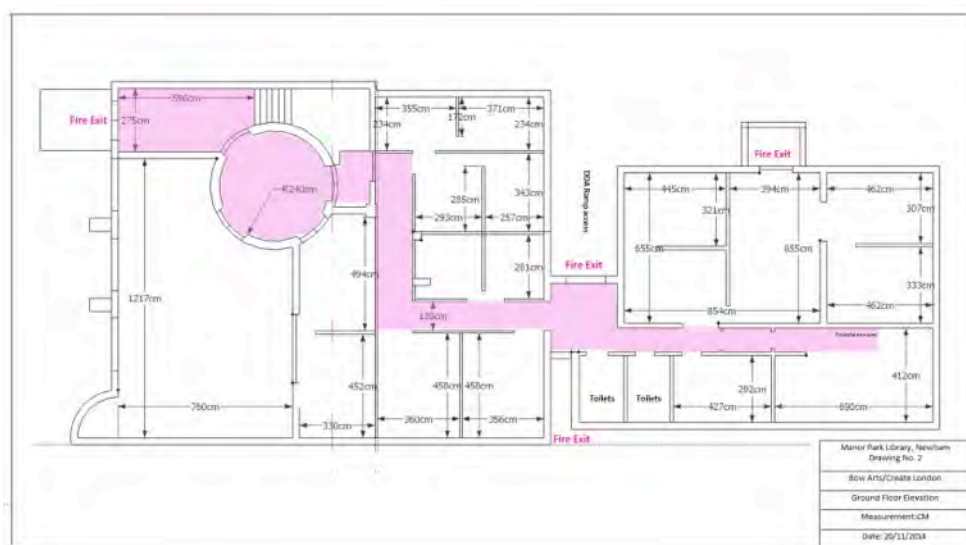
High Street



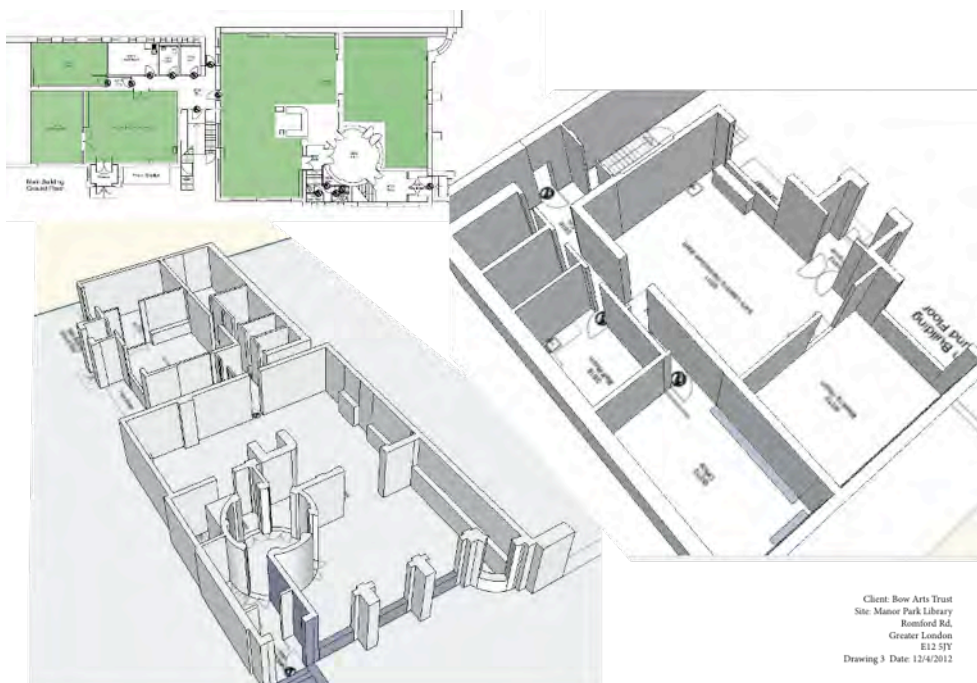
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Old Manor Park Library: Site Plans

Ground Floor

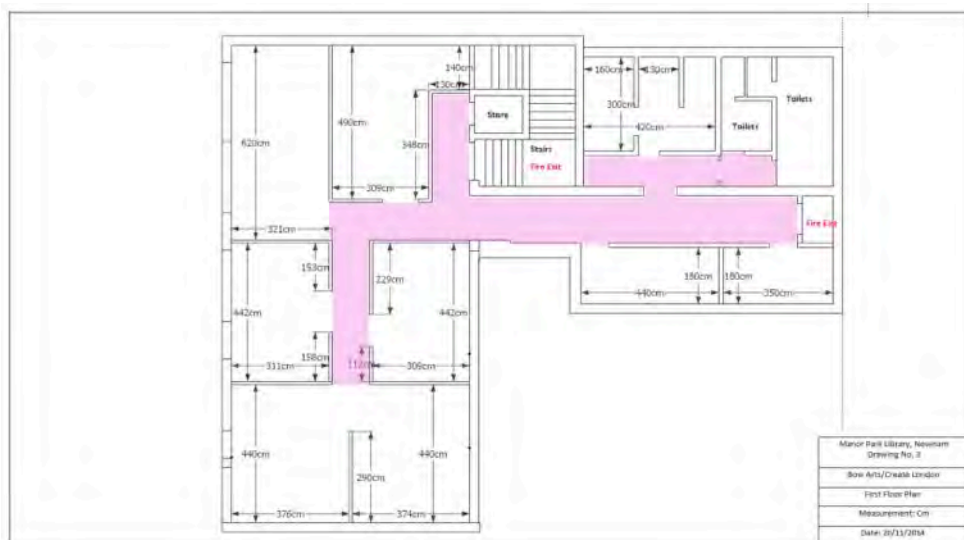


Ground Floor - Exploded View

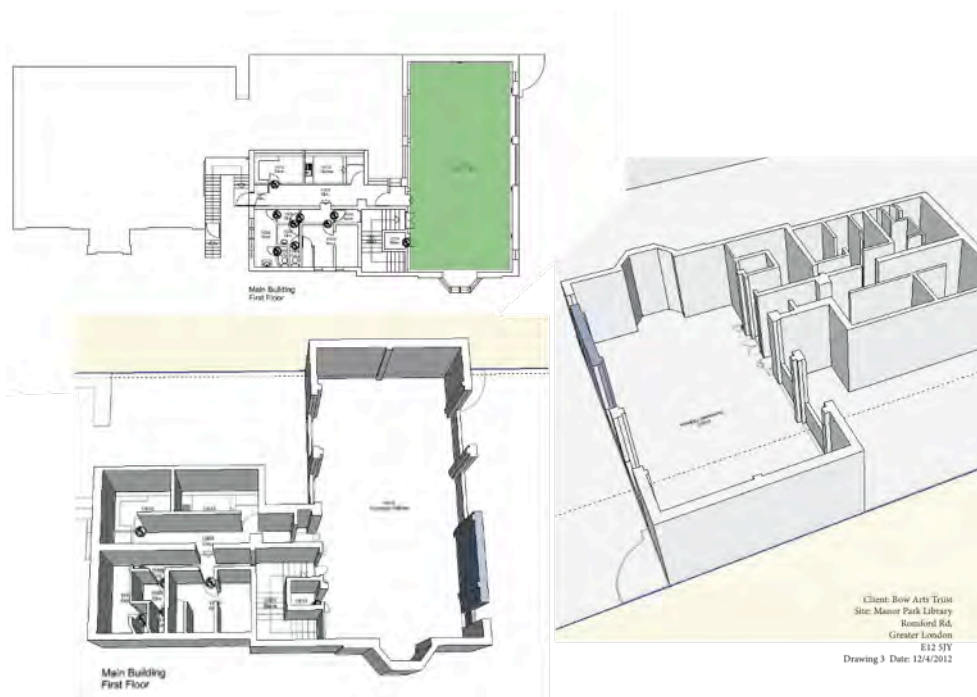


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First Floor



First Floor - Exploded View



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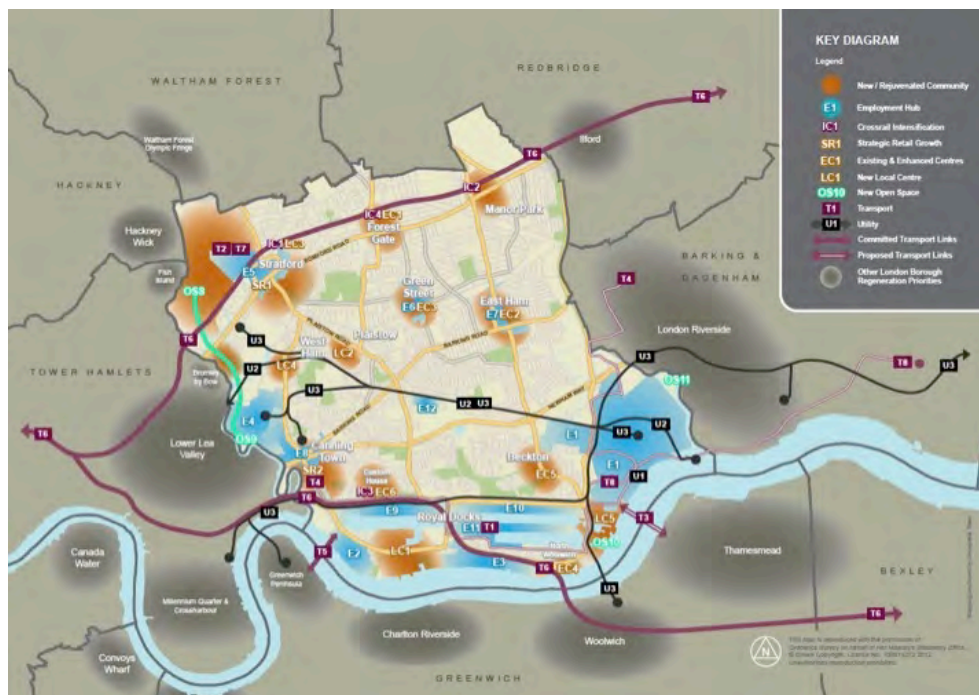


Ground floor artist studios and project space

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Urban Newham: Spatial Policies Map

Maps showing Crossrail development and growth hubs



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Potential Architectural Collaborators: Practice Biographies

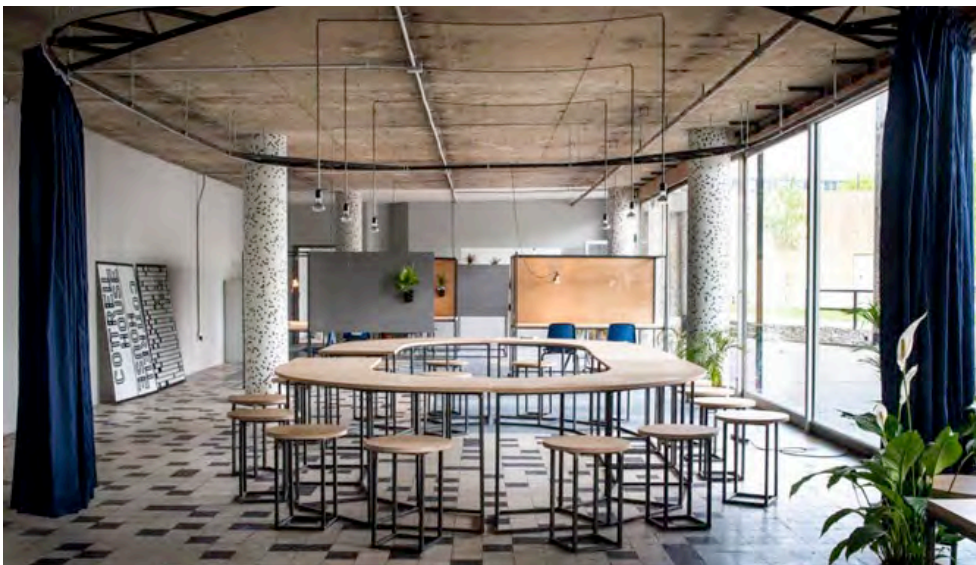
Delvendahl Martin Architects



Studio for Two Artists, London

Nikolai Delvendahl and Eric Martin established their practice in 2009 after working for over 10 years in the UK with a series of collaborators and respected practices. What brought them together was a common interest in the creative process of architecture, how it affects people's lives, and the intricacies of its production and delivery through professional practice. www.dm-architects.co.uk

The Decorators



Cottrell House, Community enterprise space, Wembley 2013

The Decorators are an interdisciplinary group of practitioners working with space to design experiences that invite people to engage with objects and architecture. The practice use architecture, psychology, landscape, interior and graphic design as their tools.

the-decorators.net



Black Maria Installation, Central St Martin's, London

GRUPPE was established in 2010 by Boris Gusic, Christoph Junk and Nicholas Lobo Brennan. Working between Zurich and London, the practice's work is concerned with thinking through making. Whether constructing furniture and small structures, or designing buildings, all their projects begin with investigations into the elements of architecture. They believe that architecture is a way of thinking and acting, where the gathering of materials is inseparable from the assembly of people.

gruppe.cx

Office S&M



Holding Up Childhood, Royal Academy of Arts

Office S&M is an award winning architecture practice that focuses on producing the best results from their clients' briefs. Founded in 2011, they work on projects at a range of scales within the public and private sector. Their previous clients include Tate, Kids Company, Redbridge Council, Waltham Forest Council and Sutton Council.

www.officesandm.com

Studio Weave



London College of Fashion, roof terrace

Studio Weave is an award-winning London-based architecture practice set up in 2006. Balancing a joyful, open-minded approach with technical precision the practice has created a diverse body of work in the UK and abroad for public, private and commercial clients.

www.studioweave.com

We Made That



Transformations to streetscapes, shops and industrial frontages, Blackhorse Lane, Walthamstow

Established in 2006, We Made That is a young, energetic architecture studio delivering projects in the public realm. All of their work aims to make imaginative and considered contributions to the built environment through socially engaged design processes.

Their project portfolio spans architecture, urban design, landscape, art, publishing, incisive research and engagement.

www.wemadethat.co.uk

Evidence and the Need for Artists' Studio and Creation Hubs in Areas of Deprivation

The need for artists' studios and creation hubs for the sake of artists themselves is well-established: they 'make a vital contribution to the development of art and artists' careers' and 'the recognition of the importance of affordable studio spaces and facilities for the research, development and production of artistic practice is essential.'²

However, there are fears that artists are being priced out of London by rising rates, to the extent that this is being investigated by the Mayor of London's Office. It has been acknowledged that artists are 'the pioneers of regeneration' as they 'go where others don't...But they're also victims as they get priced out.'³

The importance of the resolution of this is centred upon the fact that artists not only add cultural and economic benefit to an area, but are also an important tool in aiding regeneration in areas of deprivation: for instance, the NSASP evidence states that

*'in recent years there has been a growing recognition of the value of affordable studio providers...the majority of studio organisations provide direct benefit to the public, including open studios events, education and outreach programmes and public art projects.. [they also] achieve substantial social benefit through their work with many different local, regional and national organisations and agencies - in education, training and community development - to encourage creativity, individual development and address social exclusion, offender, health and learning issues. The NFASP 2010 Survey reveals that 75 per cent of all studio organisations provide activities that benefit the public.'*⁴

A Parliamentary Paper, submitted in 2011, states unequivocally that:

'The provision of affordable artists' workspace offers: a catalyst to the regeneration and revitalisation of areas; vitality to neighbourhoods, helping to maintain employment use in developments which would otherwise be vacant; community benefits, where artists can be involved in local neighbourhood projects which aid social cohesion, as well as benefiting the public realm; and a sustainable business model with extremely high levels of occupancy.

*Studio space can add vitality and interest to areas by occupying sites where manufacturing has declined.'*⁵

Similar findings have been published by Researching Cultural and Creative Industries in London⁶, the Department of Culture, Media and Sport⁷ and Arts Council England, which frequently references the role that an artistic presence had on regeneration and identity in England's North-East⁸. Therefore, artists' studios are essential for the retention of artists in an area, which is key to the regeneration of deprived areas in a number of ways.

¹ <http://www.acme.org.uk>

² <http://www.nfasp.org.uk/staff/naomi-dines-studio-manager-occupation-studios-london>

³ <http://www.independent.co.uk/arts-entertainment/art/news/mayor-to-investigate-as-artists-fear-being-driven-out-of-london-by-rising-costs-of-studio-space-9120150.html>

⁴ <http://www.nfasp.org.uk/resources/affordable-studio-providers>

⁵ <http://www.publications.parliament.uk/pa/cm201012/cmselect/cmcomloc/1526/1526vw54.htm>

⁶ <http://www.rccil.co.uk/979/summaries/the-contribution-of-culture-to-regeneration-in-the-uk-a-review-of-evidence.html>

⁷ <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.120.4961&rep=rep1&type=pdf>

⁸ <http://www.artscouncil.org.uk/media/uploads/documents/publications/phpTpuDh1.pdf>

Analysis of Local Level Arts Engagement

Active People (arts) 2 year av. % - the percentage of adults in the local authority who have either attended an arts event or participated in an arts activity at least three times in the past 12 months. Engagement must be for leisure purposes. The average has been calculated using data from 2009 and 2010.

Local authority	Region	Active People (arts) 2 year av. %	Group
Newham	London	29.04%	Lowest 20%
Barking & Dagenham	London	32.06%	
Hounslow	London	39.00%	
Brent	London	39.57%	Lower 21-33%
Tower Hamlets	London	39.69%	
Waltham Forest	London	40.64%	
Harrow	London	41.35%	
Enfield	London	41.41%	
Hillingdon	London	41.76%	
Redbridge	London	41.79%	
Havering	London	42.45%	
Ealing	London	42.51%	
Croydon	London	43.23%	
Bexley	London	44.69%	
Greenwich	London	47.81%	
Sutton	London	49.00%	
Barnet	London	49.11%	
Merton	London	49.69%	
Hackney	London	49.86%	
Lewisham	London	50.03%	
Southwark	London	50.64%	
Haringey	London	50.90%	
Bromley	London	51.93%	
Westminster	London	54.58%	
Lambeth	London	55.18%	
Kingston upon Thames	London	55.58%	
Hammersmith & Fulham	London	56.78%	
Islington	London	59.60%	
Wandsworth	London	60.16%	
Camden	London	62.20%	
Richmond upon Thames	London	64.44%	
City of London	London	64.47%	
Kensington & Chelsea	London	65.65%	
Total		44.25%	

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Old Manor Park Library Redevelopment Project: Capital

ITEM	COST		VAT		TOTAL	
Studio design and build	£	88,000.00	£	17,600.00	£	105,600.00
Clearance / waste etc.	£	3,000.00	£	600.00	£	3,600.00
Painting and decorating	£	5,000.00	£	1,000.00	£	6,000.00
Electrics plus certification	£	30,000.00	£	6,000.00	£	36,000.00
Fire alarm panel - service	£	900.00	£	180.00	£	1,080.00
Fire extinguishers	£	500.00	£	100.00	£	600.00
Gas boiler servicing/certification (LBN)	£	-	£	-	£	- Matched Funding
Heating radiators servicing (LBN)	£	-	£	-	£	- Matched Funding
Toilet refurbishment	£	2,000.00	£	400.00	£	2,400.00
Asbestos survey (Type 2 Survey report) LBN	£	-	£	-	£	- Matched Funding
Kitchen refurbishment	£	1,500.00	£	300.00	£	1,800.00
Kitchen appliances	£	1,780.00	£	356.00	£	2,136.00
External door security / entry system (contingency sum for possible upgrade)	£	1,950.00	£	390.00	£	2,340.00
New locks/keys	£	500.00	£	100.00	£	600.00
Contingency	£	18,000.00	£	3,600.00	£	21,600.00
Project management @15%	£	24,404.00	£	4,881.00	£	29,285.00
Total capital project costs	£	177,534.00	£	35,507.00	£	213,041.00
Programme Cost (Non Capital)						
1 x Onsite Programme Manager (Part Time)	£	16,000.00	£	3,200.00	£	19,200.00
Total ask from the High Street Fund	£	193,534.00	£	38,707.00	£	232,241.00

Old Manor Park Library Redevelopment Project

Matched Funding

ITEM	COSTS	UNITS	TOTAL	FUNDING (TYPE)
Capital works				
Gas boiler servicing/Certification	£ 900.00		£ 900.00	Newham Council
Heating/Radiators Servicing	£ 840.00		£ 840.00	Newham Council
Asbestos Survey (Type 2)	£ 2,220.00		£ 2,220.00	Newham Council
Making Good (Exterior)	£ 9,000.00		£ 9,000.00	Newham Council
Rental Subsidy 2015-18	£ 58,000.00		£ 58,000.00	Newham Council
Sub-total	£ 70,960.00		£ 70,960.00	
Facilities Management				
Marketing	£ 700.00	2	£ 1,400.00	Bow Arts
Viewings & interview's	£ 50.00	23	£ 1,150.00	Bow Arts
Induction	£ 20.00	23	£ 460.00	Bow Arts
Caretaker training/induction	£ 70.00	1	£ 70.00	Bow Arts
Licences & Agreements	£ 50.00	23	£ 1,150.00	Bow Arts
Design	£ 600.00	1	£ 600.00	Bow Arts
FM supplies	£ 300.00	1	£ 300.00	Bow Arts
Artist Studio subsidy (£4,200 per annum for 3 years)	£ 12,600.00	3	£ 12,600.00	Bow Arts
Community hire subsidy (£7800 per annum for 3 years)	£ 23,400.00	52	£ 23,400.00	Create
Sub-total	£ 37,790.00		£ 41,130.00	
Artists Rental				
Community engagement and consultation Programme				
Community engagement and consultation workshops	£ 8,300.00		£ 8,300.00	Create
Bow Arts Education Programme 2015-18	£ 54,684.00		£ 54,684.00	Bow Arts
Create London engagement audience development programme (2015-18)	£ 13,000.00		£ 13,000.00	Create
Create Jobs employment programme (2015-18)	£ 25,000.00		£ 25,000.00	Create
Sub-total	£ 100,984.00		£ 100,984.00	
Grand total			£ 213,074.00	

All costs are exclusive of VAT

London Borough of Newham Rent Subsidy to Old Manor Park Library Redevelopment Project

Year 1		Year 2		Year 3		Total
£	11,600	£	23,200	£	23,200	<u>£ 58,000</u>

Bow Arts Education Outreach Programme

Year 1	Year 2	Year 3	Total
£ 7,856	£ 18,217	£ 28,611	<u>£ 54,684</u>

December 2014

To whom it may concern

I am can confirm that London Borough of Newham will act at the accountable body for a proposal to the High Street Fund from Create London.

Newham Council has been working with Create over the past year to come up with a suitable proposal and approach to reopen and animate the site of the old Manor Park Library, a grade II listed building, vacant since the library moved to a new modern building nearby. The objective is to create a new community resource, on the A118 high road, a major route into central London and out towards Essex, which presents a new and contemporary use for a listed building, supported by a robust and sustainable business plan.

The redeveloped building will be a new space for artists and creative businesses and will be designed and programmed taking into account both the community setting and the needs and concerns of local residents and businesses.

The bid is for £211,319.40 we will administer funds for the delivery of the project in view of the stipulations of the GLA contract and our financial regulatory policies.

Yours faithfully

A handwritten signature in black ink, appearing to read "Deborah Hindson".

Deborah Hindson
Director of Finance

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W www.newham.gov.uk

REF: CE13451

Date: 28th November 2014

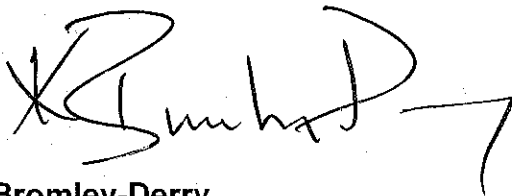
To whom it may concern,

This is to confirm that Newham Council is fully supportive of the joint bid by Create London and Bow Arts Trust for High Street funding for the old Manor Park Library redevelopment project. We are willing to be the accountable body for the funding on behalf of the partnership.

Newham Council is keen to ensure the sustainable use of the grade II listed building, following the move of the library to a new site. Manor Park is an area that suffers from high levels of deprivation, long term unemployment and poor health outcomes. This project will revitalise the area, and provide opportunities for residents to get involved in cultural activities they would not ordinarily be exposed to.

Newham Council is confident that the strong partnership with Create London and Bow Arts Trust will ensure the project is successful in achieving good outcomes for residents.

Yours sincerely,



Kim Bromley-Derry
Chief Executive