

# OPEN PROJECT SYSTEM

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## Creating Futures: Newham London Borough of Culture

Status: Assess	Change Management Report	Project ID: P10931
	London Borough of Culture	London Borough of Culture

12 unapproved blocks    Collapse all blocks ()

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New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by Monica Thomas

**Project title**  
Creating Futures: Newham London Borough of Culture

**Bidding arrangement**  
London Borough of Newham

**Organisation name**  
London Borough of Newham

**Programme selected**  
London Borough of Culture

**Project type selected**  
London Borough of Culture

**▲ General Information**[Jump to Contact with us \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 02/11/2017 by Monica Thomas

**Name of Borough.**

Newham

**Borough address.**

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**Name of contact person.**

Monica Thomas

**Position held.**

Commissioner

**Directorate.**

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**Department/Business Unit.**

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**▲ Contact with us**[Jump to Project Overview \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 02/11/2017 by Monica Thomas

**If you have discussed your activity with a member of GLA staff, please tell us their name (or names), if you know, and which team they work in**

[REDACTED] - Culture team

**If you are related to any elected GLA members or GLA staff, please tell us about your relationship with them, their name (or names) and which team they work in**

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## ▲ Project Overview

[Jump to Making an impact \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Monica Thomas

### **Which year are you applying to become the London Borough of Culture?**

Either 2019 or 2020

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

-

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

1100000

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

2040110

### **Provide a summary of the proposed programme.**

‘Creating Futures’ is a spectacular year of festivals, performances, art installations and exhibitions, led by Newham’s young people, taking place across extraordinary public locations, exploring and highlighting our unique social heritage.

Home to the 2012 Olympic and Paralympic Games, London’s only Enterprise Zone in the Royal Docks and a myriad of programmes that are successfully reversing historic deprivation, we will make a step-change in the opportunities provided to our young and diverse population with a transformative year of youth-driven cultural engagement.

Our outstanding programme will provide excellent skills development opportunities for our 11 to 25 year olds. By equipping them with the skills, knowledge and platforms for creative expression and inspiring them to take advantage of world-class art and education institutions moving to the borough, we will create a deep-rooted legacy for people to realise their potential in Newham as a place to ‘live, work and stay’.

**▲ Making an impact****Jump to Celebrating creativity ()**

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Monica Thomas

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

Newham, home to the 2012 Olympic and Paralympic Games, London's only Enterprise Zone in the Royal Docks and a myriad of programmes that are successfully reversing historic deprivation, we will use the London Borough of Culture to make a step-change in the opportunities provided to our young and diverse population with a transformative year of youth-driven cultural activity.

Newham has a young and rapidly growing population, with not one ethnic group in the majority and is the most diverse local authority in the UK. Once home to the largest docks in the world, we have experienced high levels of deprivation since their decline. We are working with partners to reverse this through investment in homes, jobs and world-class cultural and educational institutions coming to the area.

In 2010, Newham was ranked the 2nd most deprived borough in the country, but this fell to 25th in 2015. Newham's employment rate is 77% and although lower than the London average, has been one of the fastest growing in the capital. Our unemployment rate is 5.9% (cf London's figure of 5.7%), thanks to the Council's investment in Workplace, our innovative job brokerage scheme.

Despite progress, Newham residents are less likely to be employed in senior roles and professional occupations than the rest of London (22% cf 34%) and more likely to be employed in elementary occupations (19% cf 10%). We have higher proportions of people with no qualifications compared to the rest of the capital (21% cf 18%) and only 30% have qualifications at Level 4 and above (cf London's figure of 38%).

Newham is on the frontline of London's housing crisis, with rents rising faster than wages. Almost half of households are in poverty and homelessness is rising. The median gross weekly pay is below the national average and more than half earn less than the London Living Wage.

However, Newham's schools are performing well with some of the lowest attainment gaps at Key Stage 1 and 2. 3 of our schools are in London's top 20 and notably, St. Stephen's, which has high numbers of pupils on free school meals (22% cf 14% nationally), gained the best results of any primary school in the country in 2016. This is testament to the hard work of pupils and teachers and is supported by our investment in the Best Start in Life and Every Child programmes that give all children in Newham the opportunities

those in more affluent areas take for granted. With an average age of 30.8 and 37% of the population under 25, we are London's 2nd youngest borough.

Newham's current picture of culture is one of stark contrasts, from a wealth of high-quality organisations in Stratford, to parts of the borough with little to meet the aspirations of residents. Some art forms are well catered for, e.g. theatre and drama, however there is no significant exhibition space in the whole of the borough.

Our largest employers are the retail, education and public sectors but London is moving east, and the creative industries will play a growing role in job creation, with new developments in the Royal Docks, Stratford and the QE Olympic Park and major incoming cultural and educational institutions including Sadler's Wells, the V&A and the London College of Fashion.

Newham has traditionally lagged behind in the amount of arts funding received, compared to our neighbouring boroughs. In 2015/16, our arts organisations were awarded £2,794,084. In the same year, Hackney received over £11m and Tower Hamlets almost £9m.

Newham's cultural participation is just below the rest of London; however, most residents access the arts in central London - 76% compared with 28% retained in North East London. Our resident surveys revealed that Newham's young people are more likely to be uploading their own music to Soundcloud or filming skateboarding in the Olympic Park than engaging in what is traditionally viewed as 'mainstream' culture. We want to nurture these 'under the radar' talents and find accessible ways for young people to

**Please continue your answer below if required**  
get involved.

The development of Canning Town and the Royal Docks will transform the area into London's 3rd business and financial district. Phase 1 will be completed in 2018, when Crossrail opens nearby, bringing high-speed transport links to the north and south of the borough, connecting us and our new cultural capital to central London and beyond. The investment will see the creation of 40,000 jobs, 14,000 homes and contribute £6bn to the London economy.

As we welcome new changes, we also understand the importance of celebrating our rich history. A strong cultural offer that responds to our diverse community and makes the most of our incoming cultural assets is an important part of our development.

Our current offer includes large-scale events such as the Newham Word Festival, Mayor's Newham Show & Carnival and Under the Stars festival. We will build on the positive creative activities for young people already taking place, particularly in Forest Gate, as well as our borough-wide 'Every Child' programme. Local events include Green Street Festival, Forest Gate Arts Trail, North Woolwich Ferry Festival and Heritage Week. We have the Royal Docks' Urban London Beach, notable meanwhile use of buildings (e.g. Secret Cinema) and many other creative events in libraries. The majority are

externally commissioned, with some managed in-house. Our delivery infrastructure spans community centres, Community Neighbourhood Centres, parks and open spaces, as well as major institutions, Stratford Circus and Theatre Royal.

The rapid pace of urban development is putting our communities in a great state of flux, but with changes come opportunities for regeneration of our places and investment in our people. Our ambition is to create a more prosperous and culturally vibrant place. Our challenge is to ensure that all communities benefit from new opportunities and have access to a diverse and affordable range of cultural activity.

Combining our young population and the wealth of cultures and artistic traditions in the borough presents an exciting potential for artistic innovation. We are seeking to deliver a step-change in the opportunities and support for young people's engagement in culture and onward career paths, which in turn will offer personal and social development.

Newham needs this award to secure its future as the east London destination for world-class arts and cultural activity, allowing us to make the most of our incoming cultural capital, while upskilling our young population, making the borough a great place for them to live, work and stay.

### **Explain how becoming the London Borough of Culture in 2019 or 2020 will help you achieve your ambitions and create long term change.**

Becoming the LBoC will enable us to significantly increase the quality and depth of cultural learning opportunities for our young people. Increasing engagement in the short- to medium-term will generate a pipeline of young creatives to go on to be educated and employed in an enriched long-term cultural offer for all residents. Our ambition is to be recognised as the destination in east London to enjoy and cultivate world-class cultural events. We want our residents to have access to a range of excellent, affordable cultural activity and to nurture our local talent.

We will increase the number of people in the borough working in cultural industries and widen the value of creativity for local people, particularly those who don't usually access the arts. Young people invested in now will serve as inspiring role models for Newham's younger generations well into the future.

Our Year of Culture will make use of not only existing venues, but also underused public spaces and those with growing communities. The LBoC award will enable us to build a support infrastructure for local artists and organisations, creating networks and spaces that uncover routes for people to work locally.

To meet our ambition, we will:

- Create a step-change in the lives of young people by ensuring progression routes into creative industries and the right conditions to retain them in the borough

- Respond to the diversity of our neighbourhoods and be inspired by our unique social history
- Animate our public spaces, respecting different neighbourhood identities

As our young communities mature, the LBoC award will nurture new audiences and creators. Training programmes will generate opportunities for programme leaders, tutors and mentors and our participating organisations will continue to provide opportunities to young people in legacy.

We will offer volunteer opportunities for residents via a partnership with activeNewham who delivered exciting volunteer roles during the 2012 Olympic and Paralympic games. Engaging residents in civic duty in the short-term will foster a long-term sense of pride and allow for more connections to be formed within and across communities.

Our programme will include festivals, performances, concerts, art installations and exhibitions, bringing public spaces to life in a way that's never been done before in the borough, while exploring stories from our history and diverse communities. We will deliver our year with existing and new partners, building on work with Stratford Circus, Living Song and Rosetta Arts and developing exciting new partnerships with East London Dance, Thames Festival Trust, Public Broadcasting Trust and Newham Music. We will maximise the benefit of partnerships with organisations soon to be part of the QE Olympic Park's cultural and education district such as the V&A, Smithsonian, UCL, London School of Fashion, Sadler's Wells, English National Ballet and Studio Wayne McGregor.

Wider supporting partners have been identified as British Council, Theatre Royal, University of East London, The New Black Film Collective, Community Links, Applecart Arts, Aston Mansfield, Young Professionals in the Arts, East London Cultural and Education Alliance, Dance Core East, East London Business Alliance, HSBC, London City Airport, Secret Cinema, ITV and many more. Venue partners include Royal Docks, QE Olympic Park, West Ham Park and parks, libraries and community centres across Newham. We will work with inclusivity consultants, Together! 2012 to ensure that we meet the needs of all participants and audience members.

The future direction of the Council is as a commissioner of services rather than one that simply delivers. We will be a smaller, more agile organisation. Delivery of Newham's year will involve teams from Commissioning, Community Neighbourhoods, Regeneration, Children and Young People, Environment, Public Health, the Young Mayor and Youth Council, Communications, Public Policy and Research.

### **Please continue your answer below if required**

We will work with Newham's Schools and Colleges, community groups, local businesses and develop further relationships with the local grassroots voluntary sector via a small grants scheme.

Culture is recognised in our forthcoming Local Plan. Policies J1 and SP6, (various site allocations and spatial policies) recognise the value of culture in promoting vibrant town centres during the day and night, as well as

providing support for cultural infrastructure by maximising opportunities (including land and cultural spaces) to ensure our heritage and new large and small-scale cultural activity, is protected and promoted. This bid is part of our wider aim to integrate culture even more firmly into our resilience strategy as we build personal, community and economic resilience.

Our key beneficiaries will be young people but our Year of Culture is for all. We will develop greater capacity for partners and the Council to deliver increasingly ambitious cultural activities in the long-term and partner organisations will become more embedded in the community. Being the LBoC will enable us to put processes in place, build on our experience and use new and improved approaches to expand our cultural offering.

As part of the legacy of the LBoC, we will create a consortium of creative organisations and young people, in partnership with our Young Mayor and Youth Council, that will continue to provide opportunities.

We will see an increase in investment for small/one-off cultural activities, an increase in awareness of and visits to partner organisations and venues and more people coming to the borough for education, work and entertainment. We hope to see a change in the perception of Newham from people visiting from outside the borough, positioning Newham as the go-to place for world-renowned arts entertainment as well as education and employment opportunities.

We want to make sure that Newham is a great place to live, work, and stay and we believe that our residents should enjoy the same opportunities as those in wealthier London boroughs. Focusing investment into exceptional youth development will result in long-term cultural development for everyone. By equipping young people with skills, knowledge and platforms for creative expression and inspiring them to take advantage of the world-class art and education institutions moving to the borough, we can create a deep-rooted legacy as they grow up and realise their future potential in Newham.

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## ▲ Celebrating creativity

## Jump to Outcomes & outputs ()

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Monica Thomas

**Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your programme will be amazing, ambitious, authentic and all-embracing.**

Amazing

Our bid will deliver Creating Futures, an ambitious programme of creative skills development and youth-led cultural events, to build on our existing



Every Child programme, by providing sustainable pathway opportunities for our 63,500 young people.

Working with leading creative, cultural and voluntary organisations, Newham will offer all 11-25 year olds living in the borough training and mentorship opportunities to develop, deliver and document an outstanding cultural programme. Large-scale festivals, performances, concerts, art installations and exhibitions will bring public spaces to life and explore the unique stories and histories of our diverse communities.

We will work with the following organisations to upskill young people to develop our talent pipeline, engage residents in new cultural activity and increase the capacity of existing organisations:

Stratford Circus Art Centre will work with young people to deliver Brilliant Corners, an ambitious participation project that gathers and shares stories of the area and personal experiences of residents in an impressive Year of Culture closing event. The project will culminate in spectacular light, music and choral performances at heritage sites around Newham. Stories collected from residents will provide the subject matter for events programmed by young people, with hundreds of school children performing a specially curated repertoire of songs. Young people will participate through the schools' mass singing element, in storytelling workshops, or as Young Producers working on event production.

East London Dance will deliver Future Innovators Festival, a youth-led festival of pop-up dance bringing public spaces to life. The programme will be produced by young people participating in the Future Innovators East London Dance (Fi.ELD) programme - a year long training programme for young NEET people to develop careers in the creative industries. Residents of all ages will participate in the dance performances, and develop routines that capture the vibrant context of Newham, responding to the local environment. The festival will take place over a weekend with pop-up events at public locations; including libraries, community centres and outdoors, resulting in a shared cultural experience across our diverse communities.

Thames Festival Trust's Rivers of the World programme is a place-based learning initiative in which young people and professional artists produce high quality artworks for public display. The project encourages the study and appreciation of Newham's waterfront, with young people responding to the area's history and identity through their artwork. The resulting work will be exhibited in high-profile public exhibitions across Newham and the South Bank and will be shown in overseas partner cities, creating scope for international dialogue.

Public Service Broadcasting Trust will identify young people to become Newham Fixers. A 'Fixer' is someone who has successfully overcome a major personal issue, and will now inspire others through creative storytelling. Fixers choose a creative medium to tell their stories and are matched with a professional mentor. Newham Fixers' messages will be captured on video and shown on large screens across the borough during the year, rotated in as many as 100 locations. The project will reach huge local audiences while

animating public spaces.

Living Song will work with young people on Ten Libraries, Ten Songs, a community music project that will establish singing communities in Newham's libraries. Teams of young choir leaders from the community will be trained, mentored and supported to run singing sessions with residents in languages representing the diverse communities attending. Each group will be taught a shared repertoire of world music to perform at community events. The project will culminate in a public event featuring all the choirs at a major Newham venue.

Newham Music's Building Potential through Music is a social

### **Please continue your answer below if required**

inclusion programme for young people disengaged from learning.

Participants receive weekly classes in music technology, creative writing and music production at community, youth and arts centres, providing progression routes into the creative industries. They will be introduced to the diverse cultures and communities of Newham by engaging with different music from the borough, and develop a programme of free evening music for the community to attend.

Rosetta Arts Centre will identify young people to take part in Young Makers Creative Enterprise Programme, a year-long programme of mentoring for those who wish to set up arts-oriented social enterprises. Participants will work on industry-led briefs (developed in response to community needs) that are set by local multinational companies and SMEs. Participants will be supported through access to studio space, facilities and business lessons. Step-change will be introduced through opportunities to acquire qualifications via the programme. Free public events will be organised for the wider community and digital content will be produced, widening the programme's reach via online channels.

To reach 'under the radar' cultural activity in the borough, we will build on our existing community grant schemes, making more money available for grassroots, local activity, which represents the culture, heritage and identity of Newham. Although not age-restricted, young people will be strongly encouraged to apply and will be represented on the grant-giving decision panel.

We are working with partners who have strong track records in providing opportunities to young people and the wider community who are underrepresented in the arts. Our programmes will be facilitated by experienced and recognised practitioners from the creative sector, providing the highest quality experience for participants and audience members.

### **Ambitious**

We will create step-change by nurturing our young people into future creative leaders. The programme will act as a strategic vehicle to enhance and accelerate pathways into the creative opportunities that are emerging from Newham's evolving cultural sector. Participants will experience improved employment prospects, life skills and peer-to-peer relationships.

Well-known cultural leaders from Newham will be recruited to promote the programme, such as Sonia Boyce, Idris Elba, Tinchy Stryder and Ben Drew. By promoting the talent taking part, we will leverage opportunities for high-profile media coverage, allowing us to attract new national and international audiences. Additional media opportunities will be created by commissioning work by leading artists, e.g. prominent sound and light artists will take part in Brilliant Corners, and renowned dance professionals will perform alongside young talent for the Future Innovators Festival.

The programme presents an ambitious breadth and scale of partnerships and collaborations, with wider supporting partners including British Council, Sadler's Wells, Theatre Royal, UEL, English National Ballet, East London Business Alliance and East London Cultural & Education Alliance. These partnerships will create a legacy of future relationships and collaborations far beyond the year.

Local people will be engaged by leveraging existing outreach by community organisations who work with hard to reach young people, including Community Links, Aston Mansfield, local schools, leisure and community centres. Social media campaigns will be devised to engage young people on their own terms. The impact on neighbourhoods will be wide-reaching, with training programmes and events taking place across heritage sites, major landmark venues, community centres, libraries and disused spaces.

If further funds become available we will work with our partners to scale their projects, increasing the number of young people taking part in skills development courses and growing the public events programme. We would increase the number of Newham Fixers and screens

### **Please continue your answer below if required**

installed across the borough, identify more young people to take part in BMP and the Young Makers Enterprise, and secure extra high-profile talent to perform in the Future Innovators Festival and Brilliant Corners.

#### **Authentic**

Our programme will lead to artistic output that directly reflects the cultures and experiences of our population. It will focus on representing the borough's unique history, heritage and identity - from the activation of sites such as the Royal Docks and Meridian Square through to wider community-led events that will take place in locations chosen by participants.

Our young people will connect with our communities and a wide range of creative forms will be developed to reflect and share stories. The experiences of participants will be documented throughout the year, ensuring their personal responses to the programme are reflected. Dedicated social media handles and hashtags will be created for young people using phones to record and upload their experiences to personal channels.

#### **All-embracing**

The culture of Newham's diverse communities will be reflected in both the wide range of participants taking part and the artistic output of each project.

Newham's young people will be placed at the centre of the bid as co-creators through regular consultation workshops during the planning year. This process will be developed in consultation with our Young Mayor and Youth Council. We will assess the programme throughout the year to ensure the needs of communities are being met.

Newham's communities have been placed at the heart of the development of this bid and will be central to the programme as audiences and participants. Through our existing community engagement model and networks of grassroots voluntary sector organisations, we will engage directly with those less likely to participate in culture. We will partner with Together! 2012 to ensure our programme is accessible and promotes equality.

**Briefly tell us, what are the heritage themes you might focus upon and what difference will this make for local people?**

The heritage themes we might focus on include communities, cultures and memories.

We would like to support people to understand each other's cultures, increasing social cohesion and local pride, responding to and building on the Council's existing resilience objectives and initiatives. We would like young people to understand, learn about and get involved in our shared heritage, crossing the barrier between young and older people.

Funding from the HLF would enable us to achieve these aims by expanding on one of our key programmes in partnership with Stratford Circus Art Centre (SCAC) which will work with young people to develop and deliver Brilliant Corners, an ambitious participation and performance project that will gather and share stories of the local area, heritage and personal experiences and use them as subject matter and inspiration for events that will include large-scale light, music and choral performances at overlooked sites around Newham.

We would reanimate underused heritage sites and green spaces across the borough, mirroring the current development and regeneration that Newham is undergoing. We will reach into every neighbourhood and create places for people to enjoy by reviving the history of our Royal Docks and other locations such as Rathbone Market in Canning Town, Central Park in East Ham, Stratford's Old Town Hall, Queen's Market on Green Street, Plaistow Library and Passmore Edwards Museum on Romford Road.

With Newham's diversity comes the challenge of cohesion and communication with local residents. This project will tackle this by providing safe spaces to talk about experiences, share stories and socialise with neighbours. Brilliant Corners will offer opportunities to community groups, faith and religious groups and isolated older adults through open access drop-in sessions taking place all over the borough. The project will give a voice to the most marginalised in our communities by creating spaces for residents to talk to each other.

**Briefly tell us your plans to widen access to and participation in the arts and how you might address inequalities of opportunity in your**

**borough; including systemic barriers you have identified.**

We would work in partnership with Together! 2012 to target young people (and their carers) who are being left out of school cultural trips and other education-related cultural engagement opportunities and people who are being denied access to qualifications and courses in arts and culture, because they are disabled.

Initial ideas include expanding on existing work:

1) Implementing the Arts Award scheme for under-25s participating in a year-round programme, in addition to a weekly Youth Together! session. This extends to informal apprenticeships and formal work experience placements by Newham College.

2) Delivering arts activities at Richard House children's hospice each school holiday and extending the Living Films programme.

3) Supporting the work of the Mighty Mega Club at the Discover Centre, by providing references, recommending disabled artists, advising on access, delivering workshops and promoting their work through exhibitions and festivals.

And/Or supporting new projects:

4) Setting up a pop-up 'Centre for Creative Re-Use' (using temporarily empty spaces) where artists work with people with learning difficulties via a traineeship programme that enables participants to repurpose waste that would otherwise go to landfill (e.g. furniture and textiles) for resale.

5) Supporting residents to set up their own creative businesses via a year-long one-day-a-week business course for disabled artists.

**▲ Outcomes & outputs****Jump to Monitoring & evaluation ()**

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Monica Thomas

**▲ Monitoring & evaluation****Jump to Deliverability ()**

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Monica Thomas

**Please tell us how you will monitor and verify the information you collect so you can measure the outputs and outcomes.**

The monitoring and evaluation of our programme will ensure a range of meaningful information is collated and recorded using robust methods. Our approach will be collaborative, with partners and young people fully engaged in the planning and delivery of this element of the programme. Reflective practice and evaluating impact will be a key rolling agenda item for our LBoC Board so that we can continuously assess whether the programme is meeting the needs of our communities.

We will put mechanisms in place to ensure the integrity of the information collected. Information collected to measure outputs and outcomes will be mapped against our key programme themes and ambitions:

Outputs e.g.:

- Engagement/audience data
- Events/activities delivered
- Use of space
- Grants distributed
- Training delivered

Outcomes e.g.:

- Increased cultural engagement
- Increased skills development
- Improving resilience
- Economic development
- Building community cohesion

Collection methodology will be designed to enable accessibility (enabling diverse voices to be heard). Methods to include:

e.g.:

- Focus groups
- Surveys
- Interviews
- Photography/film
- Social media
- Comment/reaction walls

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

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▲ **Deliverability**

**Jump to Exemplary Project Awards ()**

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Monica Thomas

**Describe how the project will be well managed. Please address the following areas: good project management; exemplary partnership working; the long-term approach and shared learning.**

Newham Council will recruit a dedicated team to deliver our Year of Culture, headed by an Arts, Culture & Heritage Commissioner, responsible for stakeholder management and overall programme delivery. The new Commissioner role supports our long-term vision for Arts, Culture and Heritage, and will be established regardless of the LBoC bid outcome.

The delivery team will include a Programme Officer, a Monitoring & Evaluation Officer and a Marketing & Communications Officer. The small grants programme will be managed by our existing Grants Team, alongside our established Let's Get the Party Started and Go For It schemes. This team successfully manage the Asper's and Lyle's grant schemes and have all relevant structures and processes in place. The delivery team will draw on the expertise of our Events Team who already deliver large-scale borough-wide events and partnerships.

The new Commissioner will be responsible for operational management, accountable to the Commissioning Leader for Leisure, Culture & Community Neighbourhoods, who will have strategic and budgetary responsibility. The project will be managed using our VERTO Programme Management System (overseen by the Corporate Programme Management Office) in line with established corporate programme management principles.

An LBoC Board will be convened to provide strategic direction, representing all relevant council departments including the Young Mayor and Youth Council, Councillors, and key voluntary sector partners.

We will put in place a Year of Culture Advisory Group: a pool of experts drawn from the best in local and national arts practice and young people from the borough, whose role is to provide technical advice and support to the Board and from whom the management team can seek advice.

The Commissioner will be responsible for risk management and will develop a continuously monitored and reviewed risk register. Delivery partners will develop risk assessments within their Event Management Plans, copies of which will be provided to the Commissioner, with health and safety policies. The Commissioner will ensure risk assessments are appropriate for each activity.

If we win the bid to be LBoC in 2019, recruitment will start immediately for our new team and the first large-scale activity will not occur until spring 2019, giving us a full year to plan activities. Should Newham be selected in 2020, we will use 2019 to plan.

The Council has a track record of successfully managing large-scale, multi-agency programmes including Neighbourhood Renewal Fund and British Heart Foundation's 5-year Hearty Lives Programme. Existing partners include

Stratford Circus for the delivery of part of our Every Child programme and Rosetta Arts and Living Song have delivered library activity. New partnerships will be with East London Dance, Thames Festival Trust, Public Service Broadcasting Trust and Newham Music.

Each partner has extensive experience in delivering community-based arts and cultural activity and will work with additional partners in the arts and culture (e.g. Secret Cinema), education (e.g. British Council), business (e.g. ITV, HSBC), community and voluntary sectors and the Council will build ongoing relationships with these organisations.

We will work collaboratively with Newham's schools, colleges, community groups and local businesses. Relationships will be developed in the local voluntary sector via the small grants scheme, which will run alongside the main programme as a driving force to build excellence in local grassroots and voluntary sector organisations. Grants will be available for artists, arts organisations or individuals who want to develop community cultural activities.

Existing relationships with the voluntary sector include Community Links who deliver part of our Positive Activities for Young People commission, Aston-Mansfield who have a track record of working with young and difficult to reach people from Newham and our Community Neighbourhoods

### **Please continue your answer below if required**

team have extensive networks of grassroots organisations.

Each partner will have clear criteria for the overall targets and how they fit into these. Partnership agreements will include roles and responsibilities, overall aims, milestones, a delivery plan, monitoring schedule and agreed meetings. Clear terms of reference will be set out for the LBoC Board and Advisory Group.

We have identified additional potential funding as: Arts Council England - Grants for the Arts; A New Direction - London Cultural Education Challenge; Good Growth Fund; Paul Hamlyn Foundation; Heritage Lottery Fund.

Our bid will enable us to embed culture in our strategy development. We will engage residents and further improve our cultural offer, ensuring accessibility to a range of opportunities through our community neighbourhoods infrastructure.

To build greater resilience, we developed the Newham 2020 Transformation Programme that sets out a shared vision to transform how the Council currently works, to be more effective and innovative in service delivery. Successes of this include our leisure provider, activeNewham and Red Door Ventures, a Council owned company that will build 3,000+ homes in the coming years.

Engagement with residents highlighted that culture means different things to different people and that much activity takes place 'under the radar' which communities do not necessarily class as culture. We will work to ensure



residents have the support needed to celebrate all of their cultural experiences.

We will use our Year of Culture as an important learning experience, feeding learnings into the development of a cultural strategy, as well as sharing best practice with partners, other London boroughs and UK cities.

Monthly reflection sessions with all partners, stakeholders and young representatives will be held to discuss what is working and what challenges we are facing, to make iterative improvements. Our evaluation report, delivered by the Monitoring and Evaluation Officer, will be an honest account and will be shared widely.

Ideas for innovative ways to share learning and insights include:

- A dedicated website with stats, facts, infographics, video and photo content from events
- Video interviews with stakeholders and audience members created by young people

We will hire Together! 2012 as inclusivity consultants, working with each of our partners to ensure that activities are accessible and take the needs of our diverse communities (performers and audience) into account so that as many people as possible can enjoy Newham's Year of Culture.

### **Describe how your project delivers value for money.**

Our Year of Culture includes a mix of ambitious new programmes and tried and tested projects that are low risk financially.

All partners have committed to ongoing activity following the year and several have the potential to become longer running programmes, embedded into our long-term offer. The well-established Rivers of the World programme has a 2-year cycle and will be applied in the year following the LBoC year. The support that Rosetta Arts' programme offers beneficiaries (studios, dark room, ceramics, printmaking facilities) will be available to participants for 2 years and Public Service Broadcasting Trust will continue to work with young people in Newham beyond the year.

The Council has committed to fund a new Commissioner to support our long-term aspirations, as well as match funding of £256k. 6 out of 7 of our programme partners are contributing cash match funding (~£550k), plus in-kind support of ~£75k. All have track records of raising funds for the activities they have proposed and are dedicated to working with us to deliver 'Creating Futures'.

Newham's LBoC will involve 100+ artists and producers and offer skills development opportunities to 2000 young people aged 11-25, to produce high-quality entertainment to be enjoyed by over 100,000 live audience members in Newham.

Through the creation of good jobs for local people, our offer will have a positive impact on our economic development and secure our creative future. We will see a significant return on investment as increased visitors and young

people working and living in the borough have a positive impact on the local economy.

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

Newham Council will supply £256,000 in match funding, which will be funded from the Council's Regeneration and Commissioning budgets.

6 of our programme partners have committed to supplying a total of £553,760 in match funding and £75,350 in in-kind support.

Cash break down:

East London Dance:

- Arts Council England - £25,000 - confirmed
- Esmee Fairbairn - £20,000 - confirmed
- Earned income - £4,000 - confirmed

Newham Music:

- Music Education Hub - £4,000 - confirmed
- Lyle's Local Fund - £2,500 - to be expected
- Music for All - £3,645 - to be expected
- Additional contribution - £2,000 - confirmed

Thames Festival Trust:

- British Council - £208,350 - to be expected
- Arts Council - £171,205 - to be expected
- Foyle Foundation - £24,060 - to be expected

Rosetta Arts:

- Awards for All - £10,000 - to be expected
- Children in Need - £16,000 - to be expected
- Aspers - £7,000 - to be expected

Public Service Broadcasting Trust

- Sponsorship/donations - £26,000 - confirmed
- Trusts and foundations - £30,000 - to be expected

In-kind support:

- £12,750 - Newham Music for venues, recruitment, training, staff time
- £21,000 - Rosetta Arts for venues, outreach support
- £5,000 - East London dance for studio space
- £26,600 - Rosetta Arts for venues, PR
- £10,000 - Public Service Broadcast Trust for website, PR

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

We recognise our duties under the Equality Act 2010 not to discriminate based on age, sex, disability, marriage and civil partnership, pregnancy and maternity, race, religion, sexual orientation or gender reassignment and are committed to ensuring that our Year of Culture is inclusive and understands the needs of those who might find it harder to engage and participate. In order to promote inclusion, we have a policy not to fund single-group activity.

Community consultation identified the following engagement barriers:

- Location: lack of nearby facilities (Stratford has more cultural capital than the rest of Newham) coupled with limited transport options at night
- Exclusivity: some venues feel 'elitist' and content is not always representative of the audience
- Cost: for tickets and transport to venues
- Communication: residents need to know what's on in and how to access

Barriers faced by those who want to work in the sector include financial: candidates are expected to undertake unpaid internships, and connections: jobs are reserved for people who know someone in the industry.

We have designed our programme to address these barriers.

Live events will take place outdoors to remove barriers of cost and potential fear of going to a theatre, taking art and culture directly to people in the places they live. We will use overlooked locations and outdoor spaces that young people frequent on their own terms, e.g. Meridian Square and QE Olympic Park.

Events will be free to attend and delivered in a range of neighbourhoods to remove financial and physical barriers to access.

We will utilise ambassadors for youth engagement e.g. the Young Mayor and local inspiring role models. A digital marketing campaign will be developed with social media presence across popular channels used by young people.

Programme leaders, artists and facilitators will reflect the participating community. Our programme will celebrate our rich diversity of languages and cultures.

Our partners will widen accessibility by opening up employment routes in the creative industry to young people not in employment, education or training or at risk of exclusion to participate. Partners will engage with difficult to reach audiences via relevant referral processes including schools, youth services, social services, colleges, and PRUs. Recruitment will be in collaboration with local organisations who have proven experience reaching out to these communities including Ambition, Aspire, Achieve, The Renewal Programme, Community Links, Applegart Arts, Zoe's Gospel Promotions, Breakin' Convention, Sadler's Wells and 282 East Ham Squadron.

Outreach will be led by young participants who will have opportunities to interview others about their own lives and cultures, encouraging young people themselves to promote cohesion and respect for people from other

backgrounds. The breadth of participation opportunities available and allocation of time to recruit outside of traditional means will encourage those who do not usually engage in the arts.

Inclusivity consultants, Together! 2012 will address physical access issues with regards to venues, as well as accessible ticketing and booking, to ensure that we meet the needs of all residents as participants and audience members to maximise engagement.

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## ▲ Exemplary Project Awards

[Jump to Confidentiality \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by Monica Thomas

**Describe the area (geographic location) of the borough where your project will take place and why here, the local people that will be involved and how you have identified them and the need for this project.**

Newham Council will partner with contemporary performing arts venue, Stratford Circus Arts Centre (SCAC) to deliver Brilliant Corners, an ambitious outdoor art and performance festival co-produced by Newham's young people (16-25).

Young Producers will be trained to deliver this vibrant project inspired by the stories of local residents. With mentorship, they will commission artworks and performances from an exciting mix of artists, dancers and musicians, including youth dance groups, visual artists, local school choirs and internationally recognised practitioners.

Each commission will tell resident stories in creative ways. From ambitious light installations and visual art installations to dance and music performances, the rich cultural identity of Newham will be celebrated at four spectacular events, involving 1000+ participants of all ages.

With a focus on animating iconic buildings and overlooked sites we will reignite heritage sites such as our Royal Docks, Stratford's Old Town Hall, Passmore Edwards Museum and Rathbone Market, and activate libraries and Community Neighbourhood Centres through storytelling workshops.

Newham has experienced high levels of deprivation and the Council and our strategic community partnerships are working to reverse this through investment in homes, jobs and incoming world-class cultural and educational institutions.

This project will upskill young people, reanimate overlooked spaces and

nurture local talent, adding to our work on social integration and resilience while securing our creative future.

### **What is the step-change you want to make or impact you want to have through this project?**

Our ambition is to be recognised as the east London destination to enjoy and cultivate world-class cultural activities. We want our residents to have access to a diverse range of excellent, affordable culture and to nurture our young talent.

We will enable step-change by creating opportunities for young people to engage in work experience as Young Producers or commissioned artists, inspiring new career-paths and increasing confidence to pursue them. Participants will develop transferable skills in research, curation, production, sound recording and event management as they work with emerging and established artists. Commissioning internationally renowned artists and local talent will enhance Newham's profile as an innovative, energetic borough, committed to giving creativity a platform.

SCAC will work with school choirs to create step-change through the creation of support routes into musical education and careers, where young people will be signposted by mentors to potential progression routes.

Through storytelling workshops with residents, we will increase wellness and community cohesion by empowering people to connect with others.

Young people will develop a deeper connection with their community, increasing their chances of living and working in the borough long-term. We will foster new inter-generational connections and bring to light untold stories.

### **Describe the project activity/activities, the creative content and partnerships and how this will be amazing, ambitious, authentic and all-embracing.**

Brilliant Corners will be programmed and delivered by Young Producers from Newham and involve hundreds of local artists, dancers, musicians and residents of all ages.

Taking place in one of the most diverse boroughs in the country, with a 73% BAME population and over 180 languages spoken, the festival will allow for a rich dialogue between communities as their stories feed directly into the artwork that is created, putting local stories center-stage in public spectacles for all.

Leading up to the festival, Young Producers will organise storytelling workshops in communities where diverse groups will meet to explore personal experiences, sharing insights into different cultures, places and traditions and the journeys people have taken to get to Newham and make it their home. The stories will be used as subject matter for large-scale commissions from artists and performers.

Artists and performers will include young creative talent from the borough, from youth dance groups affiliated with East London Dance to young visual artists training at Rosetta Arts Centre. Hundreds of singers from local schools will be invited to perform a specially curated repertoire of songs reflecting the diverse cultures of Newham.

Young Producers will work closely with artists and performers to develop their responses, actively contributing to the final creative output. Each commission will be made for a specific location in the borough and tell a unique story about Newham.

Brilliant Corners will bring our public spaces to life, unveiling the artworks at four spectacular evening events at important heritage sites. Outdoor art is inclusive, accessible and disruptive. Removing the barriers of cost and the potential fear of going to a cultural event, Brilliant Corners will take art directly to people in the places they live.

The project will give a voice to the most marginalised in our communities by creating spaces for residents to talk to each other. From older isolated adults to disadvantaged young people, all will be engaged, as we aim to capture their hearts and minds, irrespective of culture, age or class. The breadth of participation opportunities available, and allocation of time to recruit outside of traditional means, will encourage those who would not usually engage in the arts to take part.

Broadening the reach of the project, young people will be given the opportunity to produce and record stories told by local people in state of the art studios and create a digital download which will be available online for the wider community to access.

Young people will gain professional experience documenting the artworks and events, and exceptional content will be screened at major locations such as Westfield, taking Newham's creative best to a broad audience.

### **Identify appropriate outcomes & outputs and quantify the level of impact you plan for this project to have.**

#### **Outcomes:**

- Young people taking part have increased confidence as they see their efforts realised in high profile events.
- Young people have increased career opportunities as they are upskilled in creative producing, technical sound recording, event management, film and live stream.
- Local pride increased as large-scale events illuminate heritage sites, found spaces and overlooked locations.
- Local residents empowered as they share stories and connect with people from their area.
- Newham gains a profile as a place where excellent art is made through commissioning local and high-profile artists and performers.

#### **Outputs:**

- 25 producer opportunities for local young people.
- 1140 local people involved in the creation and delivery of the project,

including contributing artistically and performing.

- 65 artists and producers will be engaged as project leaders and mentors.

### **How will you monitor the success of the project?**

Managed by a specialist arts evaluator, the evaluation will combine audience and participant data to provide baselines and evidence for assessment.

Findings will be given wider context by using understanding of local communities and will link back to programme objectives.

Methodologies will include demographic data, participant feedback, assessment of social impacts on communities, audience surveys, facilitated discussions on outcomes and impacts, press and profile evaluation on reach. We will test successes by reconnecting with Young Producers 6 months after completion to record positive impacts on their personal and/or professional lives.

### **Describe how the project will be well managed (including partnerships, long term vision/approach and shared learning).**

Newham has successfully managed large-scale, multi-agency programmes, including co-delivery of the 2012 Olympic and Paralympic games. We have a strong relationship with SCAC, having collaborated on our Every Child programme.

SCAC are experts in producing large-scale outdoor events and borough-wide community projects with excellent community links, enabling direct engagement with local people. As part of Circultate, an ACE and GLA supported strategic project to bring outdoor art to places of low engagement, their expertise will prove vital.

A lead producer will work closely with the Council, SCAC's creative learning department and commissioned artists. As co-founders of the East London Cultural Education Alliance Creative Schools programme, SCAC will utilise these partnerships and experience of supporting schools to ensure they are meaningfully engaged in the massed choirs. As a resident company, East London Dance will be able to work closely with SCAC on developing the dance programme.

SCAC will develop a detailed risk assessment for their Event Management Plan and supply health and safety policies to Newham Council.

Learning will be embedded into our long-term cultural offer. Regular reflection sessions with stakeholders and young representatives will explore successes and challenges in order to make iterative improvements. The evaluation report will be shared widely.

### **Describe how the project delivers value for money.**

By equipping young people with skills, knowledge and platforms for creative expression and inspiring them to take advantage of world-class art and education institutions moving to Newham, we will create a legacy for people to realise their future potential in the borough. Through nurturing home-grown talent, we will see a significant return on investment as more people

visit and work in the borough, positively impacting the economy.

We will use the experience to improve our cultural offer, producing more ambitious events that respond to the aspirations and needs of our residents.

**Outline how you plan to secure a minimum of 30% match funding.**

Newham Council will match fund this project by contributing £90,000 from the Council's Community Neighbourhoods budget.

**Please confirm that you have completed the dedicated section in the budget template for your exemplary project (in the Deliverability block).**

yes

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▲ **Confidentiality**

[Jump to Additional Documentation \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 17/11/2017 by Monica Thomas

**Should we should treat your proposal as confidential information?**

yes

**Should we should treat your financial information, such as your budget and any business plan, as confidential information?**

yes

If there is any other information you have provided that you consider to be confidential information, provide your reasons for this below or in a separate letter. If you are sending us a separate letter, please write 'letter submitted' below

-

**Can we can keep you informed of our work?**

yes

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

no

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▲ **Additional Documentation**

New block with edits



There is no approved version of this block

Unapproved changes on 01/12/2017 by Monica Thomas

**I confirm that I have obtained all the relevant internal approvals required for this project.**

yes

About GLA OPS  
(<https://www.london.gov.uk/what-we-do/housing-and-land/gla-open-project-system-gla-ops>)

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Complete the table below.

Please set out the **outputs and outcomes** you expect the proposal to achieve over its lifetime. These should only relate to the London Borough of Culture award and any funding you have levered in already and secured towards this project. Please quantify any outputs.

Project activity	Outputs	Baseline (where available)	2019/2020	2020/2021	Total
Newham's LBoC programme of creative skills development and youth-led cultural events	Number of young people engaged in new arts focused skills development and training opportunities	0	1980		1980
Newham's LBoC programme of creative skills development and youth-led cultural events	Number of Newham audience members experiencing cultural events in Newham	5000 (estimate based on Newham residents booking events in NE London)	117800		117800
Newham's LBoC programme of creative skills development and youth-led cultural events	Number of public spaces brought to life	20	100		100
Newham's LBoC programme of creative skills development and youth-led cultural events	Number of professional artists and producers working with young people in Newham	20	150		150
Newham's LBoC programme of creative skills development and youth-led cultural events	Number of new strategies with culture embedded	1	6		6

Project activity	Outputs	Baseline (where available)	2019/2020	2020/2021	Total
Newham Music's community based music programme for vulnerable, socially excluded and disempowered young people, aged 11-25	Number of hours of musical programme delivery including high-profile showcasing concerts and events	0	250		250
Thames Festival Trust's river focused, place-based learning initiative in which young people and professional artists produce high quality artworks for public display	Number of children participating in workshop sessions by professional artists	0	360	360*	720
Stratford Circus' <i>Brilliant Corners</i> , participation and performance project that gathers and shares stories of the local area, heritage and personal experience	Number of local people involved in the creation and delivery of the project, including contributing artistically and performing	0	1140		1140
Living Song's community music project that will establish singing communities in ten Newham libraries	Number of people joining a new community group they have never joined before	0	270		270
East London Dance youth led festival of pop-up dance that will bring Newham's public spaces to life	Number of creative employment or training opportunities for NEET young people aged 16-25	0	30		30

\*Project runs for two years

Project activity	Outcomes
Newham's LBoC programme of creative skills development and youth-led cultural events	Development of cultural leaders to contribute to local growth
Newham's LBoC programme of creative skills development and youth-led cultural events	Increased long term capital and revenue investment to the area
Newham's LBoC programme of creative skills development and youth-led cultural events	Improved perceptions of local area: increased profile of Newham as a cultural destination for visitors (inter-borough, domestic, UK, international)

<b>Project activity</b>	<b>Outcomes</b>
Newham's LBoC programme of creative skills development and youth-led cultural events	Increased access to culture for all of Newham's communities, particularly those who normally do not engage
Volunteer opportunities during Newham's LBoC programme of creative skills development and youth-led cultural events	Increased sense of ownership/belonging/civic pride
Newham Music's community based music programme for vulnerable, socially excluded and disempowered young people, aged 11-25	Improved progression routes including qualifications in Arts Award, GCSE, BTEC, A Levels, NCFE level and Diploma, as well as employment opportunities within the music and wider creative industries
Rosetta Arts' year long programme of mentoring for those who wish to set up arts-oriented social enterprises	Improved health and wellbeing for young people as they form peer groups, new friendships and bring people together. Improved self-esteem and ensure our young people feel empowered and championed to turn their dreams into achievable goals
Public Service Broadcasting Trust's Fixers programme that works with young people who have overcome adversity by successfully confronting a major personal issue to help them inspire others through creative storytelling	Greater sense of social cohesion through projecting a positive image of vulnerable and marginalized young people in the borough
Thames Festival Trust's river focused, place-based learning initiative in which young people and professional artists produce high quality artworks for public display	Increased knowledge and appreciation for pupils, teachers and the community about their local area / environment / local history and heritage
Stratford Circus' <i>Brilliant Corners</i> , participation and performance project that gathers and shares stories of the local area, heritage and personal experience	Increased local pride as a result of large-scale events that animate found spaces and unused locations

We will accept baseline estimates at this stage. You should ensure projections are realistic and achievable.

You can add additional rows, as required, up to a maximum of 10 outputs/outcomes.

Newham – LBoC Provide a description of the key risks associated with your proposed programme of activity

<b>Risk</b>	<b>Impact</b>	<b>Likelihood</b>	<b>Mitigation Strategy</b>
Delays in achieving milestones	Delivery of event or activity could be delayed Low audience attendance	Medium	Robust project planning Regular project meetings where issues can be highlighted and addressed early
Lack of understanding of roles and responsibilities with partners	Duplication or gaps in programme delivery	Low	Partnership agreements Close collaboration with partners – regular meetings, communication
Projects do not attract sufficient participants	Event or activity not achieving objectives Low audience attendance	Medium	Robust engagement plan – understanding where and how to engage, meaningful and ongoing engagement
Partner/s drop out	Unplanned change of programme	Low	Close partnership working, identifying any issues early
Sudden changes in costs from suppliers	Budget	Low	Robust budget planning with contingencies Early contractual agreements in place
Partners do not secure funding	Budget	Medium	Alternative plans in place in early project planning
Cultural sensitivities	Adverse publicity Reputational damage Low participation and audience attendance	Low	Robust engagement plan – understanding where and how to engage, meaningful and ongoing engagement
Negative press	Reputation	Low	Robust communications plan Good engagement with media
Brexit	Securing performers Budget	Low	Keep updated on Government developments Respond quickly to any developments
Local elections	Members' not able to get involved Attention diverted away from programme Change of priorities with potentially new members Loss of legacy	High	Plan events so they do not compete with the elections Prior understanding of potential new member's priorities Early engagement with new members
Not being able to control the actions of partners/participants	Adverse publicity Reputational damage	Low	Collaborative marketing and communications plan Robust engagement plan – understanding where and how to engage, meaningful and ongoing engagement
Health and safety risks related to delivery	Participant and audience safety Reputation	Low	Robust event management plan for each event
Activity and events not delivered to required standard	Participant and audience dissatisfaction Adverse publicity Reputational damage	Medium	Robust quality control during planning stages

