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Redbridge London Borough of Culture

Status: **Assess** Change Management Report Project ID: **P10964**

London Borough of Culture

London Borough of Culture

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New block with edits

There is no approved version of this block

Unapproved changes on 20/11/2017 by 

Project title
Redbridge London Borough of Culture

Bidding arrangement
London Borough of Redbridge

Organisation name
London Borough of Redbridge

Programme selected
London Borough of Culture

Project type selected
London Borough of Culture

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New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Name of Borough.

Redbridge

Borough address.

Lynton House

High Road

Ilford

IG1 1NN

Name of contact person.

[REDACTED]

Position held.

Bid Lead

Directorate.

Place

Department/Business Unit.

Place

Telephone number.

0208708 [REDACTED]

E-mail address.

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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 30/11/2017 by [REDACTED]

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

Activity only discussed through GLA Culture team organised workshops.

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

n/a

▲ 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 [REDACTED]

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? (£)

1461000

Provide a summary of the proposed programme.

Redbridge is London's undiscovered borough. Our hugely diverse communities are bursting with creativity, producing everything from one of the country's biggest Eid celebrations and Bollywood dance musicals to local art trails. Drawing on the idea of Cultural Democracy, This Is Redbridge will create a year-long programme of arts and cultural activity made by, with and for the people who live and work in our communities. At a time of huge economic and demographic change, we believe culture can put our people in charge of redefining the places where they live. This is an opportunity to tell our story anew as we transform our borough physically and socially.

▲ 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 [REDACTED]

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

Redbridge is a borough defined by diversity. In the north and west of the borough we remain a green and leafy suburb, but in the south our communities have become hyper-diverse, with wards that are up to 95% non-white British. Our thriving communities have created a potent mix of Asian, European and British cultures – with clusters of nationally-renowned Indian clothing shops just 15 minutes' walk from the Victorian splendour of HLF-supported Valentines Park and Mansion.

But our extraordinary grassroots creativity is not reflected in our public realm or in many people's perceptions of the borough. Once one of East London's principal shopping streets, Ilford High Road has suffered from the opening of Westfield Stratford City. Our communities are thriving, but they are often cut off from one another by railway lines and motorways. We want to change this.

Redbridge is the 4th most diverse borough in London (GLA 2015) with increasing net migration. Our largest migration populations are from Romania and India, a shift in recent years from India and Pakistan. Redbridge has a north south divide of white ethnicities being higher in the north and the west of the borough and BAME communities more prevalent in the centre and south of the borough.

Redbridge has significant areas of deprivation. The 2015 IMD shows that 11 areas in Redbridge are in the top 20% most deprived areas and 11 areas in the 20% least deprived in England. The population density is 52.7 (people per hectare) across the borough; this masks a much higher rate with 9 wards, mainly situated in the south of the borough, having more than double the outer London borough rate. The demographic changes in Redbridge also suggest there will continue to be significant increases in the numbers of children and young people and people aged over 65 years living in the borough, resulting in the need for interventions to protect and improve people's health and wellbeing.

The Council works in partnership with Vision Redbridge Culture and Leisure Trust (VRCL) a charitable company limited by guarantee established in 2007. A management and funding agreement, in place until 2021, supports the provision of a core cultural offer for the borough. VRCL have developed strong partnerships between the different services included in the Trust and these include: Libraries & Culture, Museum & Heritage, Redbridge Music Service (RMS), Redbridge Drama Centre (RDC), Diversity Events & Community Festivals, Community & Youth Centres, Parks & Open Spaces including Nature Conservation & Valentines Mansion and Sport & Leisure as well as the Redbridge Institute of Adult Education.

The umbrella of VRCL provides much of the excellence that is currently known in Redbridge. ACE funding will allow the RDC to operate as a National Portfolio Organisation until 2022. RDC works in partnership with 13 Artsmark schools and in 2016/17 delivered over 35,000 learning and participation sessions for 0-19 year olds and 182 workshop sessions. Commissioned works on mental health and knife crime have been taken to all Redbridge secondary schools. The talent development offer through Redbridge Creates has expanded with a record number of artists supported. National touring and

Hip Hop theatre has broadened the audience and brought national and international artists to the RDC.

RMS is the North East London Music Hub. 7,574 Redbridge pupils have access to instrumental or vocal lessons on a weekly basis. The RMS also has 28 ensembles and an 80 strong Symphony Orchestra. An additional 800 pupils regularly attend the RMS at least once a week, and have a chance to perform as part of around 50 concerts per year and at instrument specific festivals at the Royal Albert Hall and Barbican. Currently 1,800 pupils are preparing for the Biennial Royal Albert Hall Choral concert.

Please continue your answer below if required

Redbridge Library Service receives in excess of 1.7 million visitors and issues 1.5 million items per year. The service is constantly evolving and innovating to remain relevant to the local community and has over 280 volunteers; many of them aged 14-18. 22,000 pre-school children attended rhymetime / storytime in 2016/17. The service runs an annual festival Fabula, and celebrates a wide range of recognised events e.g. black history month, refugee week etc. The library includes Hub Central, a centre for business, employment and skills support and Lab Central which offers a makerspace and technology lending library with a collaborative engagement programme. A recent Welcome Trust/Carnegie Award will create space within the library to normalise end of life and discussions about death and dying.

Parks and Open Spaces cover approximately one third of the borough; valued by all our communities these accessible spaces offer a variety of activities and festivals. A range of commercial and community events take place in our open spaces, including outdoor film screenings and theatre productions, Garage Nation Festival, Eid celebrations, Holi, the World Kabbadha championship, Wanstead, Woodford, and Barley Lane festivals, Fairlop Fair and the Redbridge Green Fair.

The borough has two Heritage Lottery funded sites: Valentines Mansion, which includes an exhibition space and artist studios, and Hainaut Forest Country Park. The Museum & Heritage Service has also been the recipient of, and partner for HLF awards for their Building Ilford and Ilford FC projects and hosted the Arts Council funded India's Gateway exhibition in November 2016. The Kenneth More Theatre is in Ilford town centre and the borough has three cinemas as well as a range of commercial enterprises, community, voluntary and faith groups that provide the infrastructure for cultural activity across the Borough.

The Redbridge Arts Grant programme has supported five community organisations this year; this source of funding initiated the London International Arts Festival (LIAF) run by Dhruv Arts, now in its sixth year across four London venues.

These institutions provide a platform upon which the borough can build to deliver a successful year of community-led culture.

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

Over the next 15 years we are going to transform our borough. The arrival of the Elizabeth Line and plans to deliver 17,500 new homes will bring

population growth of 14% to Redbridge and a chance to reshape our borough with a new cultural quarter, education facilities and an ambitious retail offer in Ilford town centre.

We are determined not to go down the route of gentrification – forcing out our existing communities and replacing them with bland chain stores and farmers markets. Our regeneration plans need to reflect and protect the things that our existing residents value about today's Redbridge, and our existing communities and cultures are arguably the most important factor. Our goal is that by 2025 Redbridge should be defined on the national and global stage by its community-led approach to culture. By bringing our communities together to define a year-long festival of culture, we can raise our artistic game, make our borough more cohesive, strengthen our cultural ties and share our creativity with both new residents and the rest of London. While this will increase access to culture for our residents, our key aim is to grow our own. Our plans will include communities from around the borough, but with a particular focus on Ilford and its surrounding neighbourhoods. At the heart of our story is a conviction that our communities are already highly creative, with a pent-up demand and desire to engage with the culture around them. Our own engagement work for this bid has backed this up. Our job is to connect that creativity to the public realm, offering new spaces and platforms to grow and develop our communities' innate but currently unmet desire for culture

We have uncovered a common theme; Redbridge has an 'identity crisis'. The Award of London Borough of Culture will bring Redbridge together; our events and activity will connect people and places across the borough. We want all of Redbridge to be invigorated and engaged with new possibilities and experiences, and we want to share our year of culture with the whole of London.

Working with our partners Kings College London, 64 Million Artists, Fun Palaces, Get Creative and others, the London Borough of Culture offers us a once-in-a-lifetime opportunity to fully embed Cultural Democracy within our borough's plans and policies for Redbridge 2025; providing a step change in cultural policy and local decision making that can be shared regionally and nationally.

In the short term, our key policies at the core of our service delivery provide the framework for culture:

The Health and Wellbeing Strategy acknowledges that culture and creativity in its widest context is essential in ensuring the health and wellbeing of all our residents. Our multiagency agency Social Prescribing Board offers an integrated approach of social intervention to improve health and wellbeing; additional Big Lottery funding is being sought to further develop this work. The emerging Local Plan, whilst still under examination, contains policies that will support our cultural offer in town centres and the night-time economy, hotels and tourist accommodation, heritage and protecting and enhancing open space. Everyone's History (see section 2.2) will further explore and develop a local heritage list in partnership with our community.

The Our Streets strategy was developed with our communities. A Community Champion scheme will be set up to support the use of streets for community events, local community schemes and public art in the streets.

VRCL as a strategic partner is critical to the cultural journey that the borough is engaged in and is supportive of the proposals and bid to become the London Borough of Culture. Further integration of the services in the trust

and enhanced partnership working will develop the diversification and outreach of their offer.

Please continue your answer below if required

The Spark is an exciting project focused on accelerating this change in the cultural quarter in Ilford; capital funding has already been secured for the public realm works and following our successful Expression of Interest to the Good Growth Fund we are working with preferred providers to develop our full proposal. The Exemplary Project is based around the town centre and addresses the socio-economic factors that impact on access to cultural opportunities in the south of the borough.

We are developing a proposal with Remarkable productions to establish a permanent home for the London Mela in Ilford's cultural quarter in 2020/21 . The Kenneth More Theatre, based in Ilford have been offered an extended lease to enable them to develop their audience and business plan, to be part of the aspiration of the area.

The Audience Agency analysis of audience spectrum data shows a similar profile in audience participation between Loxford in the south of the borough, with high levels of deprivation, and Wanstead with low levels of deprivation. This seems counterintuitive and is not consistent with the community severance recognised in our Health and Wellbeing Strategy and other policies.

We want to ensure that our future has a new ecological approach to cultural opportunity. We will work with our research partner Kings College London to ensure that our model supports the ambitions of the London Borough of Culture Award and puts culture at the heart of our communities, policies and the future of Redbridge.

As one of our participants suggested:

"I think you need to go sci-fi on this and look to envision the suburb of the future, with socio-ecological housing solutions, automation and national education system. Less Churchill, more a suburban lovechild of Sylvie Pankhurst and William Morris. Looking forward, Redbridge contains much of the world, so whitewashed nostalgia can and should be complemented with something beautiful, cosmopolitan and multi-headed."

This Is Redbridge will provide a new model of community leadership. We will put the community at the centre of programming and participation to support and enable social integration, change the perception of the area and give Redbridge the new identity that our communities crave.

▲ Celebrating creativity

Jump to Outcomes & outputs ()

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

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.

This Is Redbridge is a year-long programme of arts, heritage and culture activity made by, with and for the people who live, work or visit our borough. It is a programme built using the principles of Cultural Democracy – the idea that culture belongs to everyone and it draws on the diverse talents, ideas and passions of over 300,000 people who live and work here. We want to uncover and grow the culture in our communities and bring it out to our town centres, onto our theatre stages and into the fabric of our regeneration plans. This programme description does not offer a detailed set of activities Redbridge will undertake as Borough of Culture. We are unapologetic about this. Cultural Democracy means that we have to develop the programme in partnership with communities right from the outset, and we won't compromise on that. Our principle is the precise opposite of 'build it and they will come'. This section therefore sets out the way in which we will develop a programme with local people.

The process has already begun over the last three months. Working with 64 Million Artists, we have run a series of workshops, informal gatherings and an online campaign bringing together people from across the borough to celebrate their creativity and to generate ideas for This Is Redbridge. We've started a process to identify our future agents of creative change who will be at the heart of our London Borough of Culture programme.

Creating Culture with Communities

In 2018 before our year as the London Borough of Culture we will work with King's College London, Wilson & Gross, to address the challenge of creating an ecological approach to culture in Redbridge, to ensure that our communities are at the core of the cultural offer. The King's team will generate vital new insights into what enables an ecological approach to be successfully developed and provide innovative approaches to evaluating how the cultural ecology in Redbridge has grown and flourished. This will be widely disseminated and constitute a significant part of the legacy of Redbridge's year.

We will spend time in this first phase of our programme designing a new model for shared decision making with our communities in Redbridge which will be embedded throughout the programme. This will involve identifying, recruiting and training up to 25 champions through our partner organisations; cultural leaders who will be supported to learn about group decision making and co-production processes. Our approach will be to start with those who are more engaged in the local community and work to gain a representative group.

We will further develop project ideas we have encouraged from the workshops we've run this autumn and from our online campaign via #ThisIsRedbridge. Citizen's Panels will be recruited for specific project delivery and we will ensure that these panels continuously change and involve new people.

Our Agents will be an enthusiastic team of volunteers; creative citizens who will spread the word on the street and we will also embed tools for wider participation throughout the programme such as Loomio to facilitate online voting.

We plan to inspire and encourage our communities to become involved prior to our year as the London Borough of Culture with a prototype festival based in Ilford in collaboration with the London Mela and London International Arts Festival (LIAF). The goal will be to spark interest in culture from our communities and engage them in developing a truly community-led This Is Redbridge Festival in autumn 2019.

This Is Redbridge is a process of active development and thoughtful long term planning. Our ethos is about achieving balance; between old and new, local and international, grassroots and commercial, personal and mass participation.

Please continue your answer below if required

London Borough of Culture Programme (2019 or 2020)

Our year-long programme comprises three core approaches, identified through the bid campaign which will be followed throughout the year. These will sit alongside Spotlight, our libraries knowledge co-production programme in partnership with A New Direction and Everyone's History, a major participatory heritage project in partnership with the National Trust (see 2.2 below).

- Celebrating Redbridge: we will create an ambitious annual, community-led and programmed This Is Redbridge Festival to showcase the talent and creativity of our communities. Initial ideas, crowd-sourced through workshops across the borough, suggest this should include food, dance, arts and craft, music, theatre, mental health and disability arts, outdoor arts, circus, spoken word, fireworks, craft and Bollywood musicals.
 - Bridging Communities: we will find new ways to connect our residents to culture in Redbridge, through the creation of new 'red bridges' between communities, town centres, green spaces, across transport links and online. These will be temporary art installations, digital connections and other activities that create physical and virtual bridges between communities divided by real or imagined barriers.
 - Space for Culture: we will take culture out of institutional spaces, bring it onto our streets and into our neighbourhoods, and improve cultural infrastructure to present ambitious work in our amazing open spaces.
- Our London Borough of Culture programme will be inter-cultural and inter-generational; bringing together families from all parts of society around culture by ensuring that all schools are engaged to widen participation in the programme.

1. We are committed to supporting the cultural capabilities of all of our citizens, and will encourage this through:

- #ChallengeRedbridge - we will continue to work with 64 Million Artists and community groups and organisations across the borough in partnership with Redbridge CVS to set regular creative challenges, encouraging everyone to try something new.
- BBC Arts Get Creative Campaign - This Is Redbridge will work in partnership with the Redbridge Institute to act as a local Champion and take part in the Get Creative Weekend in April.
- During the 1st weekend of October we will create a massive This Is Redbridge Fun Palace in Ilford Town Centre in partnership with Ilford BID; celebrating our community and the skills and passions of everyone who lives here.

2. This Is Redbridge will shine a spot light on and amplify what is here;

providing a new model of distributed cultural leadership which encourages co-production, nurtures innovation and widens access and participation.

As one of our participants suggested:

“Culturally, greater awareness across the whole borough of the different groups who live here, where we are all from, the different cultures, languages, music, food, clothes, etc. We all belong and work well together - that needs celebrating.”

Our This Is Redbridge Festival will celebrate the extraordinary diversity and rich cultural offer that is Redbridge, taking place in multiple venues all over the borough during a long weekend in autumn 2019. The Festival is as much about creating connexions and finding new spaces for culture, as it is about celebrating our creativity. This mass participatory event chimes with the turning back of the clocks, Diwali and Bonfire Night and will be run in conjunction with the LIAF and London Mela.

Please continue your answer below if required

The Festival will be programmed by the citizens of Redbridge building on the prototype held in Ilford in 2018. This Is Redbridge stages will pop-up at other existing festivals and events across the borough for the development of new work; a dedicated YouTube channel will also showcase cultural activity made by a growing community of creative people from all backgrounds, ages and corners of Redbridge and an online portal will provide an opportunity for people to connect with the Festival, make suggestions and vote for their favourite activities.

In order to further encourage support and participation RDC and RMS will take an extended offer out to the community. People will elect which neighbourhoods will experience a commissioned fusion family arts performance on their doorsteps - three per day, six days a week for six weeks. This will take place in our town centres, in shop fronts and car parks, parks and open spaces and within community centres and care homes to activate our communities and provide a cultural experience that will ignite the Cultural Democracy that underpins our bid.

3. This Is Redbridge will actively welcome the Capital's larger creative and cultural institutions to develop funded programmes, event opportunities and partnerships with us as part of our year-long London Borough of Culture Programme - we would love the RSC to work with RDC and Kuntals Bollywood Dance Company to shape a Bollywood/Shakespeare fusion performance. We have previously successfully worked with the GLA Culture Team on exciting initiatives such as The Streets with Serious, Mira Calix Nothing Is Set In Stone at Fairlop Waters as part of Secrets: Hidden London as well as hosting Sacrilege, Jeremy Deller's life-size bouncy castle Stonehenge in Wanstead High Street for one day.

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

Everyone's History will explore the impact of population change on the built environment in Redbridge. Delivered in partnership with the National Trust and Redbridge Museum & Heritage Centre, this project will help foster a shared identity for residents old and new; creating a sense of place and pride

in the local area.

Based around the borough's historic collections of photographs, maps, building plans, newspapers and archives Everyone's History is a digital engagement programme which will share these collections online for the very first time. From an orphanage turned into a crown court or a Christian chapel turned into a Hindu mandir, there are many examples which show the changing face of Redbridge.

Working with local communities who use(d) these buildings, Everyone's History will connect people from different backgrounds, ages, ethnicities and interests through an innovative programme of crowdsourcing, cataloguing, creativity and conversations, which will energise local people to share their own memories leaving a lasting legacy.

The project will also involve a survey of every street in the borough by volunteers who will receive full training from specialist advisors. Working in partnership with Redbridge planning service, local heritage assets will be identified using criteria developed from Historic England guidance. A selection board including community representatives will evaluate the survey data and compile a draft Local List which will be subject to public consultation before being considered and approved by the Council. Everyone's History aligns to the principles of Cultural Democracy whereby the community explores the past, how this has impacted on the present, what is currently of community value and how this can be protected and influence future development in Redbridge.

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.

Spotlight is a pilot project to grow a model in depth in a place exploring how libraries can uniquely support Cultural Democracy as part of the Universal Culture Offer. The project will be delivered in partnership with A New Direction (AND) and Redbridge Libraries, and supported by our research partners Kings College London.

For many people going to the library will be their first experience of visiting a cultural institution or taking part in a cultural activity. They are safe, neutral spaces that speak to everyone regardless of economic status, gender, age or ethnicity. People feel like they are 'their' spaces in a way that they don't think about other cultural spaces.

Over the last three years we have been testing a number of exciting ideas to change perceptions of libraries in Redbridge. We already have a strong Culture Offer including our annual Fabula festival and are currently developing the role of libraries as co-producers and commissioners of new work, not merely passive hosts through the exciting Lab Central residency and public art commission in partnership with SPACE.

Spotlight will take the findings from AND's extensive work exploring how new models of partnership can support young Londoners' cultural freedom; and

apply this to libraries working with the whole community. The project will demonstrate how libraries can play a significant role in supporting a sustainable cultural ecology in Redbridge; as a public forum and creative co-production space, hub for networks and sharing information, and as providers of knowledge exchange and distributed cultural leadership.

Our libraries have an excellent track record delivering projects for diverse audiences, with particular strength and experience in engaging the disadvantaged or hard to reach. AND, as one of the Arts Council Bridge organisations are expertly placed to support the development of our partnership framework.

▲ 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 

▲ Monitoring & evaluation

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

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by 

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

An ecological approach to culture underpins our bid which is characterised by four principles: 1. The making and enjoyment of culture takes place through the interconnections of organisations 2. Culture happens at and across the interconnections between highly visible venues and many less obvious 'cultural' locations e.g. homes, parks. 3. People are actively involved in 'creative citizenship'. 4. Cultural opportunities can emerge and grow, often in unexpected ways, if nurturing conditions are in place.

KCL will ensure the rigorous evaluation of the programme and generate vital new insights into what enables an ecological approach to be successfully developed and innovative approaches to evaluating how the cultural ecology in Redbridge has grown and flourished going beyond an analysis of discrete acts of participation.

A specific budget allocation will be reserved for this purpose and the methods provided through our partnership will be of value to stakeholders. The evaluation will be challenging both from a quantitative and a qualitative

perspective. Specific programming will consider creative approaches to evaluation as part of their approval, equalities information will be collected and the Audience Agency support will provide guidance and toolkits.

▲ 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 [REDACTED]

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.

A Strategic Cultural Partnership Board will be established at award. This will be chaired by the London Borough of Redbridge (Chief Exec/Director of Place) and include our established partners Redbridge CVS, Public Health, Vision RCL, representatives from GLA, funding bodies and new partners. Redbridge has experience of operating a range of multi-agency partnership boards including a Compact, Health and Wellbeing Board and Crime Reduction Partnership Board.

A This Is Redbridge cross partner project team will be set up with clear lines of accountability, roles and responsibilities. Relevant delivery workstreams and project groups will be established with clear roles and responsibilities for partnerships, Cultural Democracy, creative programme development & delivery, marketing & comms, enablement & infrastructure, and outcomes & legacy.

The Council's project management methodology (gateway/agile system) that has been used for partnership working e.g. social prescribing will be used. Financial monitoring, risk management and evaluation will be integrated into each workstream and project and a relevant communication and stakeholder plan will be maintained as part of the programme management. Highlight reports and escalation reports will provide assurance at a strategic level. Appropriate probity will be included for key decisions, including financial and regulatory requirements.

Cultural Democracy is at the centre of the bid and a specific support structure will be required. Our research partners Kings College London will further shape and frame the support structure required for Cultural Democracy to ensure the community is engaged in decision-making and in the delivery of cultural activities, with a voice on the Strategic Board.

The research will commence at the announcement of the award, to minimise the constraints associated identifying community representation, especially from cultural activity that is occurring under the radar.

A clear timetable and clear guidance on process for access and decision making for funding and developing the programme of activity will be developed to minimise any tension that may arise between funding local activity rather than central commissioning.

Redbridge has worked since 2011 in partnership with Vision RCL Trust. VRCL

has a single management structure, with clear roles and responsibilities for the component parts of the Trust including the Drama Centre, Music School, Libraries and Culture, Museum & Heritage Service, Redbridge Institute of Adult Education, Commercial Events Team, Youth and Community Centres, Parks and Open Spaces including Valentines Mansion. Vision works with a wide range of partners to deliver the current cultural offer, and has a plethora of skills and experience that is ready to be mobilised to support the deliverables for this bid, as part of the This Is Redbridge project team. This partnership will be strengthened through the programme and will be integral in supporting the bid.

We will look to develop and enhance partnerships and collaborations with existing partners, and welcome new partners to share our approach. The bid process has already brought about new collaborations with those organisations named in the document. Community groups and commercial enterprises have already provided suggestions as to how they would like to support the cultural programme and our approach will see these collaborations grow.

We will seek additional funding, through recognised funding bodies as well as support from commercial bodies, including local industry as part of their corporate social responsibility. We will also encourage our communities to identify funding for their own projects including crowdfunding.

Please continue your answer below if required

The opportunity the award presents to integrate cultural opportunities is immense. We are aware of the potential benefits of engagement in cultural activity on health and wellbeing, mental health and social isolation. We know the value of cultural activity for young people, how culture can improve social and community cohesion, the positive impact on individual skills and the economic benefits for the borough.

Culture must come at the heart of policy making, and our communities need to be enabled to support the co-production of culture. We will be transparent and share our decision making, our structures, our programmes and our research as we progress; not only the positive but those approaches that didn't deliver.

Meaningful community engagement in all decision making is desirable and that is especially important within a cultural context. We have a dedicated resource with Kings College London for research; before, during and after the award and will look to the Audience Agency to work in partnership to refine an evaluation framework so that the outcomes of the research programme, integral to bid, will be of value to other London boroughs, public policy and funding bodies. The new insights into what enables an ecological approach to be successfully developed and evaluation by Kings College will be widely disseminated and shared.

Describe how your project delivers value for money.

The ambition for a community led programme through Cultural Democracy will maximise the long-term social impact that arts, heritage and culture can have on people and places to provide a lasting legacy and place culture at the heart of Redbridge's future.

In the borough there is a regeneration programme, with agreed capital investment in the public realm, and a capital proposal for our open space.

This programme builds upon these capital initiatives and will enliven the

physical improvements with the anticipated socio economic legacy benefits. Empowerment of the community to make decisions about the programme mean that there is difficulty estimating potential proposals. For the purposes of the bid, a budget allocation has been defined and a programme will be delivered to that budget. All budgets will need final adjustment. Relevant financial probity will form part of the process, with VFM forming part of the criteria. We believe that the apportionment of costs is in line with those used by the successful Cities of Culture (publically available data).

The budget has been built on known costs where available; estimates based on previous programmes, London Living Wage and Industry standards, to ensuring that volunteers are not financially disadvantaged by their service. London Borough of Redbridge will provide match funding cash, officer time for project direction, project management and communications. Additional resource will be required to manage the artistic programme, as defined by our community.

The programme provides an opportunity to further explore a range of approaches for match funding.

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.

The Council S106 monies for public art and open space £119,000 will be aligned to the This Is Redbridge programme. - Confirmed

The Council pay a management fee to Vision Charitable Trust. £3.3m of this fee is in relation to libraries and culture. Vision have confirmed that budgets will be realigned to provide the relevant cash match funding, see letter of support , and link to annual report in supporting evidence. -- Confirmed

In kind support will be LBR officer time. In kind support from Vision Charitable Trust will be through Officer Time and loss of income for venue hire. This appears to be the most transparent method to show the budget proposal. -Confirmed.

The National Trust has agreed in principle to partner the Everyone's History project with confirmed match funding of £75,000. (£25,000 cash and £50,000 in kind)

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

Our borough profile and strategic needs audit provides the high level data that has been used to develop the locality based priorities for the Health and Wellbeing Strategy, with specific priorities developed for each of those localities. We have a changing demographic in the borough with increasing net migration from Romanian and new migrant communities. Our borough is becoming more ethnically diverse, with some wards being 85% non-white British and there is an expected increase in the over 85s and dependent children.

We have distinct areas in the borough, in relation to deprivation and ethnicity. This borough data will be used to support our model for an ecological approach to culture. The research programme will develop evaluation, beyond an analysis of discrete acts of participation, and standard equalities

monitoring. Community based decision making on the programme, will include training in relation to equalities, and the impact both positive and negative that individual programmes may have.

Deprivation and poverty can limit access to cultural events; one of the themes underpinning the programme will be access and the development of cultural spaces that will mitigate exclusion due to cost. Spotlight will work with our Library service on culture in safe, neutral spaces that speak to everyone regardless of economic status, gender, sexuality, age, ethnicity or disability. The programme to inspire (pre year of award), run in collaboration with the London Mela and LIAF, will provide programme that is free and accessible to remove this potential barrier. It will celebrate our diversity and increase social cohesion, developed as a tried and tested pathway in other parts of London. Both of these programmes are located in the south of the borough where the demographic data indicates significant need.

It is envisaged the programme will build on some of the specific equality strand themed events, e.g. faith (Eid), LGBT and black history month, learning disability art exhibition at Tate (not exhaustive) will be amplified to celebrate our diversity, a theme that recurred through the consultation to build our bid. Communication, PR and platform development (social) media will be cognisant of digital exclusion, learning needs and language barriers. An example of our awareness is the development of easy read materials as part of the bid consultation.

This Is Redbridge will carry out an equalities impact assessment. Equalities monitoring and evaluation of the whole programme, individual elements and events to identify the effectiveness and the reach of the activity will be part of our monitoring and evaluation methodology.

Active participation in culture and creative art is known to provide positive outcomes. The measurement of the breadth and reach of participation, events and attendees will be reflected in the overall equalities assessment of the project, and be an indicator of the effectiveness of the legacy of our year of culture.

▲ 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 [REDACTED]

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.

Ilford is on the cusp of huge change and the Council is committed to making sure that local people realise real benefits from the regeneration of the town centre. Our Ilford Manifesto sets out a number of promises aimed at reclaiming the town's place at the heart of a modern East London and arts, heritage and culture have an important role to play in delivering this vision.

The Spark is an exciting capital project focused on accelerating the creation of an economically vibrant Cultural Quarter in Ilford by providing meantime use of properties and underused areas.

Ilford is sited in the south of the borough; this area is our most diverse and deprived.

Redbridge is the 4th most diverse borough in London. Redbridge has a north south divide; BAME communities are more prevalent in the centre and south of the borough and there are significant areas in the south that are in the top 20% most deprived areas in England.

Ilford as a metropolitan town centre in the south of the borough, is an ideal location to maximise the benefits of active participation in culture, and is the focus of this exemplary project.

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

The area around Redbridge Town Hall already has an established co-located cultural infrastructure with the Kenneth More Theatre, Cineworld and Redbridge Central Library, Museum and Heritage Service. This infrastructure is set to expand bringing with it the potential for exciting new collaborations and partnerships.

Igniting the Spark will be a large scale performance and installation take-over of Ilford town centre built using the principles of Cultural Democracy. Initial ideas have been harvested through our This Is Redbridge campaign as well as a legacy of successful outdoor arts programmes such as Showtime as part of the London 2012 Cultural Olympiad and The Streets strategic touring programme produced by Serious.

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

Our project will provide a rich tapestry of cultural activity in the town centre. We are interested in developing new forms of cultural partnership that will signal the step-change in which individual and group creativity is permitted, celebrated and amplified in Ilford. It will value what we already have, build a narrative for the process of change, and invigorate new activity which will support the capital funded improvements, fuel the evening and night time economy and have a positive impact on the area.

The Exemplary Project will be managed by the This Is Redbridge team but decision making will be shared with our communities. We will work with community champions to create a Citizen's Panel that will be trained to lead the programming process; this will also include online mechanisms for wider participation such as Loomio. The Panel will work across the town centre through partners and via #ThisIsRedbridge online campaigns to continue to generate, develop and design ideas and turn them into a reality.

Based on our conversations so far, we expect an outline programme in Ilford to include:

- A series of regular dance, music, performance arts, poetry and circus

outdoor events will be scheduled to encourage an evening economy

- A Bollywood musical with auditioning opportunities for local residents
- Pop-ups such as crafting corners, yarn bombing and improbable libraries bringing everyday creativity onto the street
- Commissioned artists to produce murals, use archive material as inspiration and project digital images on to buildings in the area
- Town Hall becoming part of the regular gig circuit in London

Our cultural Agents will be an enthusiastic team of trained volunteers; creative citizens who will spread the word on the street, meet and greet visitors and host welcome tours. TedX Ilford will take this a step further exploring the role of culture in the regeneration of town centres and recommendations of the London Night Time Commission.

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

The intended outcome of Igniting the Spark is to create a vibrant town centre with a legacy of engaged and activated local citizens who place arts, heritage and culture at the heart of civic life.

The take-over programme will host 60 cultural events across 10 new outdoor spaces and non-traditional venues expected to reach 10,000 residents. A Citizen's Panel will share decision making processes and 50 Agents will help to increase participation by local residents, especially from disadvantaged communities. There will be increased footfall, visitor satisfaction and the evening economy will be ignited.

How will you monitor the success of the project?

Our bid has a full research partnership with Kings College London. The limitation of the Exemplary Project will reduce the research but a valid partnership and evaluation will form part of this project with innovative approaches to evaluate beyond an analysis of discrete acts of participation. The evaluation will be challenging both from a quantitative and qualitative perspective. Specific programming will consider creative approaches to evaluation as part of their approval, equalities information will be collected and the Audience Agency support will provide guidance and toolkits.

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

A Project Partnership Board will be established which will link with the Regeneration Board and other partners that operate in the area. A cross partner project team will be set up with clear lines of accountability, roles and responsibilities. The Council's project management methodology (gateway/agile system) will be used; effective financial, risk management and evaluation will be integrated into the project. Communication and stakeholder plans will be maintained as part of the programme management. Highlight reports and escalation reports will provide assurance at a strategic level. Appropriate probity will be included for key decisions, including financial and regulatory requirements.

Describe how the project delivers value for money.

Ilford Town Centre Cultural Quarter has an agreed capital investment in the public realm. This programme complements the Good Growth Fund capital

project and will enliven the physical improvements with the anticipated socio economic legacy benefits.

There is strong evidence that participation in arts-related activities leads to greater participation in other aspects of civic life, improves social cohesion, reduces social isolation and supports the physical regeneration of an area. Projects within the programme will be evaluated to give outputs and outcomes for the programme.

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

The Council S106 monies for public art (£60k) are available to support initiatives in this locality. Funding will be made available through Redbridge Arts Grants (£15k) and the town centre events programme (£15k). Additional project management resource and artistic programme capacity will be required, as defined by our community.

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

yes

▲ Confidentiality

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

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

Should we should treat your proposal as confidential information?

no

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

no

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?

yes

▲ Additional Documentation

[Jump to Project History \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by [REDACTED]

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

yes

▲ Project History

01/12/2017 at 10:56 Submitted by [REDACTED]

Additional Contact if unavailable Caroline Bruce Director of Place
caroline.Bruce@redbridge.gov.uk

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

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PROD 1.10.4800

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
Cultural Democracy action-research project	25 champions are recruited and trained in cultural leadership.	0	25		25
	3 citizen's panels are supported in shared decision making.	0	3		3
	100 agents are recruited and volunteer to meet and greet.	0	100		100
	Thousands of people are engaged in cultural decision making online.	0	2,500		2,500
London International Arts Festival and London Mela	Audiences	500	5,000		5,000
RMS & RDC Outreach Programme	Performances	0	108		108
Celebrating Redbridge –	Ambitious Festival for up	0	20,000		20,000

This Is Redbridge Festival	to 20,000 people.				
Bridging Communities	10,000 residents supported to try something new through everyday creativity.	0	10,000		10,000
Space for Culture	Commissioning programmes for up to 20 new outdoor spaces and non-traditional arts venues.	0	20		20
Everyone's Heritage	New digital collection of 5,000 photographs created.	0	5,000		5,000
	Project participants will identify 50 heritage assets for local list.	0	50		50
Spotlight	A knowledge exchange and co-production hub facilitating hundreds of new collaborations	0	250		250

Project activity	Outcomes
Cultural Democracy action-research project	<ul style="list-style-type: none"> • A legacy of engaged and activated local citizens who place arts, heritage and culture at the heart of civic life. • Cultural Democracy is fully embedded in our local borough's plans and policies for Redbridge 2025. • New insights into what enables an ecological approach to be successfully developed and evaluation by Kings College will be widely disseminated and shared.
London International Arts Festival and London Mela	<ul style="list-style-type: none"> • Home grown talent is amplified through exciting new partnerships at regional, national and international level. • Increased profile of local area as a destination for visitors (inter borough, domestic, UK & international)
RMS & RDC Outreach Programme	<ul style="list-style-type: none"> • Our established cultural providers develop new audiences for their cultural events, and an increase in numbers - from Redbridge and outside the borough.
Celebrating Redbridge – This Is Redbridge Festival	<ul style="list-style-type: none"> • New sense of positive identity for the borough. • Greater social integration through This Is Redbridge pop-up stages, You Tube channel and online activity. • Increased participation in the arts by local residents, especially from disadvantaged communities.
Bridging Communities	<ul style="list-style-type: none"> • More residents are connected to culture in Redbridge through improved networks and communication channels. • People control their own engagement level and style: flexible, drop-in, a variety of ways to participate, with no right or wrong responses. • Improved health and wellbeing through increased engagement in arts, heritage and culture.
Space for Culture	<ul style="list-style-type: none"> • People feel proud of their neighbourhoods and actively contributing to developing them. • Overcome barriers to participation by programming high quality work in everyday spaces. • Enhanced cooperation between culture and business and long-term capital and revenue investment has been brought to Redbridge.
Everyone's Heritage	<ul style="list-style-type: none"> • Greater understanding and celebration of local history and heritage through innovative partnership with the National Trust and online access to Museum & Heritage Service collections.
Spotlight	<ul style="list-style-type: none"> • A new model for skills sharing and development through libraries to encourage distributed cultural leadership and co-production.

	<ul style="list-style-type: none"> • New communications networks, fundraising models and partnerships are formed.
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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.

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

Risk	Impact	Likelihood	Mitigation Strategy
Reputational: Failure to achieve award as LBoC.	H	1/32	Match funding allocation, will be used to continue the cultural journey. Communication Strategy and the use of 'This Is Redbridge', as a social media platform for the cultural community.
Partnership; failure to agree partnerships agreement.	M	L	The GLA has indicated partnerships have been agreed for winning boroughs, potential impact if not awarded title and funding. Experience in partnership working and strong existing partnerships will mitigate.
Community Creative Events linked to Criminal Activity	M	M	MPS provide strategic advice: systems in place through the CRP Board. Enablement and infrastructure workstream will provide mechanism to provide relevant information.
Political Impact of change in political structure, and/or change in Cabinet Member (local election)	L	L	Cross party Member sounding board established. All party Leaders have endorsed the bid.
Financial <ul style="list-style-type: none"> • Failure to secure Capital investment through Good Growth Bid for ITC • Failure to support HLF or PHF support • Budget finalisation will require additional match funding. 	M M M	6/32 6/32 L	Revenue based cultural programme will mitigate, and increase opportunity for additional investment. Identify alternative funding bodies to support initiatives, potential health related Identify additional income streams with key partner Vision, identify alternative sources of funding, other funding bodies and trusts, sponsorship, CSR, and crowd funding.

<p>Deliverability</p> <p>Failure to development of New Model for Cultural Ecology/Democracy</p>	H	M	<p>Kings College, is the leading research unit in this field. Research suggests that this is an approach to ensure a sustainable legacy. This needs to become embedded and LBoC is that opportunity.</p> <p>Failure to deliver will result in a programme that is top down, and legacy impacts, will be reduced.</p> <p>Reduced output and outcomes from programme, with value form other organisations trying to develop approach</p> <p>Kings College will work with other partners (A New Direction & 64 m artists), and Audience Agency to evaluate.</p> <p>Cross Party Project Board will monitor, escalation will allow issues to be addressed with alternative, top down artistic programme used as a last resort.</p>
<p>H & S/ Licensing</p> <p>Failure of event to go ahead- (Safety advisory group) or licensing conditions</p>	L	H	<p>The enablement & infrastructure work stream will address issue. An enablement and advisory approach will be developed, with clear policy relating to by providing an enablement mechanism to ensure the H & S/Licensing of all events, whilst allowing spontaneous, creative activity across a range of assets including open space and streets.</p>

Tension between community, cultural professional and partners on definition of the programme and allocation of budget, undermines principles of approach	I	M	Training, clear roles, responsibilities and guidance for all parties and escalation or arbitration route. Requirements of legislations e.g. Equalities Act and Data Governance and financial regulations must be met.
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Please refer to the following links for additional information in support of our London Borough of Culture application:

This Is Redbridge Campaign:

- This Is Redbridge Campaign Video <https://vimeo.com/245332738>
- website www.thisisredbridge.org
- This Is Redbridge Twitter @thisisredbridge and #ThisIsRedbridge #ChallengeRedbridge
- This Is Redbridge Instagram <https://www.instagram.com/thisisredbridge/>
- This Is Redbridge Facebook <https://www.facebook.com/thisisredbridge/>

Confirmed new project delivery partners:

- Kings College London Department of Culture, Media and Creative Industries
- 64 Million Artists
- National Trust
- A New Direction
- Produced by Remarkable , London Mela

Example content from our existing providers:

Redbridge Libraries

- Fabula Festival Film 🎬 [Final Edit .mp4](#)
- Lab Central Tech Ilford Event <https://vimeo.com/228951591>

Redbridge Drama Centre - Artists 4 Growth Development Programme

- <https://vimeo.com/245161021>
- <https://vimeo.com/245018636>
- <https://vimeo.com/244999047>

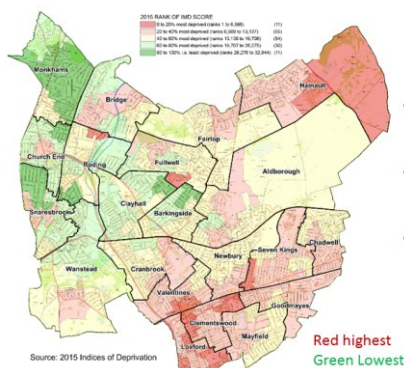
Background documents:

**Vision Redbridge Culture and Leisure Annual Report and Financial Statement
2016/17**

- Access through the Agenda item
<http://lbrcwslmgv01/documents/g7491/Public%20reports%20pack%2003rd-Oct-2017%2019.15%20External%20Scrutiny%20Panel.pdf?T=10>
- Our Streets <https://www.redbridge.gov.uk/media/3879/our-streets-strategy.pdf>
- Ilford Manifesto
https://www.redbridge.gov.uk/media/2873/dnco_ilford_manifesto.pdf
- Ilford Delivery Prospectus <https://www.redbridge.gov.uk/media/4465/ilford-prospectus-web.pdf>

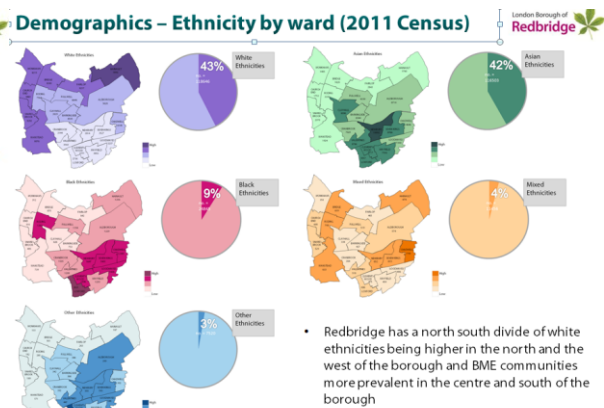
High Level Summary Demographic Information

Deprivation – a divided borough

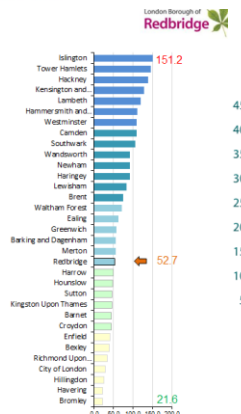
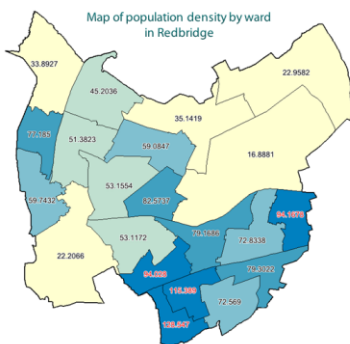


- 11 Areas in the top 20% most deprived in England
- 56 Areas in the top 20-40% most deprived in England
- 11 Areas in the 20% least deprived in England

Demographics – Ethnicity by ward (2011 Census)



Population density



Population Growth

