

Pen to Print Business Plan 2018 - 2022

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PART 1 Introduction

Pen to Print (P2P) is a literature development project that is led by the Libraries team of the London Borough of Barking and Dagenham, established in 2014 the project has grown exponentially and has been embraced by the local community, embedded into the Council and attracted world class authors and artists.

From the outset the project was part of a wider strategic vision for the borough: One borough; One community; London's growth opportunity.

The different elements of the project respond to the three corporate priorities:

- Encouraging civic pride (particularly by building pride in the borough and providing welcoming civic spaces through the library service);
- Enabling social responsibility (particularly by encouraging children and young people to realise their creative potential);
- Growing the borough (particularly through the development of the borough's creative offer, celebration of the community's creative talents and developing the skills of local people).

P2P exists to encourage people to write, get published and present their work, we have been supported by ACE since 2014. Barking and Dagenham Libraries have an excellent track record of providing high quality creative writing classes and inspirational author events.

In 2017 P2P was awarded Arts Council England National Portfolio Organisation status, one of the first Libraries to achieve this award. We have set ambitious plans for the next four year, including; developing our workshops and competitions; innovative commissions that will work with local arts organisations; connecting into wider London and national projects that will enable us to develop new partnerships; a shared professional development plan across the library partners network; testing new "pay what you can" and crowdfunding financial models to support the diversification of funding sources; an emphasis on widening the reach of the programme; together with engagement of volunteers and young people within the governance of the project. All of this will enable us to reach further and get even more of our community engaged with writing, libraries and the arts.

We are really proud of our successes to date:

- We have been recognised for our wide-ranging work by the publishing industry when Dagenham Library won BBI Library of the Year 2016. Barking Learning Centre was also a finalist in the 2017 competition.
- We have had a total audience of 5,362 at 141 events,
- We have successfully published six books including *The Gaia Effect* by Claire Buss which won the 2017 Uncaged Raven Award for fantasy and sci-fi.
- 1,175 pieces of work created, including further books in the process of being published.
- Since broadcast started in July 2016 we have had 2964 views of the YouTube channel.

We are also proud to be a resource for our local community. We have provided free rehearsal space to Young and Talented, introducing them to the playwriting tutor Eddie Coleman. Working in collaboration they recorded performances of the group's monologues for our Videobite booth, they went on to develop the relationship by performing short plays written by the group at ReadFest 2016.

Since 2014 we have worked with local volunteers, authors, local arts organisations and our community to deliver a programme that includes monthly writing workshops, several competitions

per year, regular events including an annual festival. We have received positive feedback from participants and professional writers.

Summary of artistic plans for 2018-22

Pen to Print (P2P) will comprise three areas of activity. We will build high profile public moments through our festivals and commissions, bespoke local writer engagement through a programme of classes, events and workshops, and intensive development through a series of competitions.

The artistic programme will engage with the following cultural partners: Studio 3 Arts, Creative Barking and Dagenham, Broadway, Digilab, Theatre Rites, Spread the Word, Eastside Community Heritage and The East End Women's Museum.

The Programme will extend across three other geographical areas: Redbridge, Newham and Southend-on-Sea, working with library partners to share the learning through professional development activities and artistic programmes to communities across east London and south Essex.

Over the four years we will use the following themes to focus our support:

| | |
|---------|---|
| 2018/19 | Women and Activism (part of Making Her Mark) – in collaboration with The Barbican/The East End Women's Museum and Eastside Community Heritage |
| 2019/20 | Writing for performance/digital storytelling (*potentially Borough of Culture in 2019) |
| 2020/21 | International stories - celebrating people and places in and beyond B&D |
| 2021/22 | Writing for performance/curated by us – led by participants |

We will explore how reading and libraries connects with making and creativity, engaging as many and as broad a range of people as possible. We will explore what a venue can be, looking to continue with events within borough libraries while looking further afield into places more people can come across our work, such as cafes, supermarkets, the football ground and local markets.

Each year we will ask more and more people living in Barking and Dagenham to help us to design, programme and deliver our Pen to Print programme, making sure we are building work that connects with our community while building skills and interest in the people across Barking & Dagenham, Newham, Redbridge and Southend on Sea.

By the end of the programme we will have delivered 2 cycles of the Book Challenge, resulting in 20 books; 450 events; 4 festivals; 16,000+ participant engagement; 400+ artist employment opportunities and professional development and networking for library and volunteer staff across the partnership.

PART 2. Vision and aims (Of P2P as situated within the Library / B&D)

Our vision is to build a creative, collaborative network of writers focused on creating stories in different media.

P2P is for the community, it will allow anyone to explore their own creativity, it will create aspiration, enable people to connect with reading, libraries and writing as well as other art forms. We have an ambition that their work with P2P will show them they can do things differently, think big and make different choices around work.

We believe that libraries are places where everyone can mix freely and come together, offering a safe and welcoming community space. Our libraries are at the centre of local communities and operate as community hubs for formal and informal learning for all ages, frequently sharing space with other social and learning facilities.

We will pursue possibilities of P2P becoming an independent charity, one that functions to support the library service, act as a feeder and be able to offer an external view, opening up more opportunity.

Our aims for P2P will guide our approach, partnerships, programming and resourcing over the next four years. They are to:

1. Place libraries at the centre of local creativity by providing opportunities for exceptional artistic engagement through creative writing; (ACE Goal 1, 2)
2. Open pathways to bring new audiences into contact with excellent writing, libraries and the arts; (ACE Goal 2)
3. Explore new ways of working to build strong and resilient communities, empowering everyone to achieve their full potential through cultural and creative enrichment including a series of activities for Children and Young People; (Goal 2, 5)
4. Foster entrepreneurial spirit and high ambitions for our community and services in the borough; (ACE Goal 1, 4)
5. Encourage a culture of creativity in the London Borough of Barking & Dagenham (B&D) surrounding boroughs and beyond, breaking down barriers to arts engagement, meeting our communities where they are and encouraging them to step firmly into civic life through culture. (ACE Goal 1)

P2P Objectives

1. Deliver a series of workshops and masterclasses supported by established creative writing experts and authors.
2. Identify local writing talent and provide opportunities to project quality writing for publication
3. To build on the network of support for aspiring writers in Barking and Dagenham
4. Increase engagement and participation from a diverse section of the local community;
5. Raise the profile of the P2P project, the activities and work that is taking place and promote the work created by writers involved
6. Build a network of libraries enabled to build from the P2P model and extend the work beyond Barking & Dagenham

In order to achieve these aims, over the next 4 years we will address the following areas of work:

- Artistic Programme – across three strands of work we will develop partnerships, specifically design to reach more people and deliver in depth experiences through our intensive skills development strand. Our strands of work are designed to attract Children and Young People to creative writing through bespoke activities;
- Professional Development – a specially tailored programme of intensive skills development and sharing for staff and volunteers throughout the duration of the business plan;
- Building Partnerships (in the borough and beyond) - looking outwards to new cultural partners which increases the quality and range of cultural offer in order to attract a broader range of participants;
- Audience, communications and digital engagement – researching and establishing new ways of accessing hard to reach and low engaged communities through innovative data analysis and digital content;
- Management, governance and resources – establishing a governance system and management as the foundation for delivery of the programme;
- Finances and business models – setting up charitable status to support planned new ways of diversifying the income stream and monitoring processes through the Council.

PART 3 Context

3.1 Introduction and context

The ACE NPO funding and the Pen to Print plans will be part of a vision that will see huge change in the Borough. The Council's vision is far reaching, exploring the role a council can play to offer the best possible future for its citizens, developing civic engagement and pride, offering opportunity for all and supporting individuals, communities, businesses to aim high with their ambitions and realise their full potential.

The activity is taking place within a difficult local context and is designed to engage all members of the community described below. When looking at a range of deprivation indices, we still experience high levels of deprivation, ranking 3rd most deprived in London and 12th most deprived area nationally. Residents are not as healthy as they could be, life expectancy for both men and women is amongst the lowest in London. Lone parent households with dependents have seen a large increase. Unemployment was 7.5% in 2016 compared to the London average of 5.8%. In 2015 B&D was 3rd from bottom amongst London Boroughs for students achieving 5+ GCSE A*-C. The qualification profile highlights the challenges that exist in helping people to less precarious employment opportunities. In 2014 those with no qualification were, at 15% nearly double the London average of 6.6%. The Borough has seen one of the highest growths in population in the county from 186,000 people at 2011 census to an estimate of over 206,500 in 2016.

3.2 London Borough of Barking and Dagenham - Corporate Plan

Pen to Print (P2P) works with the LBBD corporate vision *One borough; One community; London's growth opportunity*. It contributes to Council priorities by engaging participants and partners providing an educational and entertaining programme for adults and children, representative of the vibrant and diverse local community. Supporting people to gain new skills, raise attainment, foster ambition and create new opportunities for employment.

P2P builds a creative community of artists and organisations, fostering productive working relationships and offering employment to deliver elements of the project; promoting local creative skills and raising the profile of the area by attracting new artistic partnerships. We will widen the scope of our project to include other neighbouring libraries in east London, expanding the project into Essex.

There are 3 Council priorities, each with a set of objectives defined by areas of focus for the library:

Encouraging civic pride

- Build pride, respect and cohesion across our borough
- Promote a welcoming, safe, and resilient community
- Build civic responsibility and help residents shape their quality of life
- Promote and protect our green and public open spaces
- Narrow the gap in attainment and realise high aspirations for every child

Enabling social responsibility

- Support residents to take responsibility for themselves, their homes and their community
- Protect the most vulnerable, keeping adults and children healthy and safe
- Ensure children and young people are well-educated and realise their potential
- Fully integrate services for vulnerable children, young people and families

Growing our borough

- Build high quality homes and a sustainable community

- Develop a local, skilled workforce and improve employment opportunities
- Support investment in housing, leisure, the creative industries and public spaces to enhance our environment
- Enhance the borough's image to attract investment and business growth

3.3 Partners

- Redbridge, Newham libraries and Southend-on-Sea Council library, The Forum
- Spread the Word
- Cultural Education Partnership: Creative Barking and Dagenham & Studio 3 Arts, East End Women's Museum, DigiLab and Eastside Community Heritage

3.4 Borough Initiatives

It is an exciting time for the Borough and working with local partners we plan that Pen to Print will be an integral part of other new initiatives including:

- Participatory City
- London Borough of Culture
- Film Studios

PART 4 Artistic Activity 2018-22

4.1 Introduction

Building on the Pen to Print activity to date, over the next 4 years we will deliver a programme for writers from the age of 14 years up, bringing new audiences in contact with excellent writing, the libraries and arts. Detailed programme plans can be found:

- **Appendix A** shows detailed plans for Year1 and an outline of activity for years 2-4, this will be developed further as we start to work with partners and the newly formed Advisory Group
- **Section 6** outlines the target outcomes of the programme and how they connect to ACE goals

The project is structured across four interlinking areas of activity:

1. **High profile events** showcasing professional and aspiring writers at ReadFest and other library showcases
2. **Bespoke local writer engagement** through workshops and author events
3. **Intensive skills development** projects identifying and supporting participants from across eEast London and Essex through 3 annual competitions (The Book Challenge; Writing for Performance; Young Writers) to move from concept to publication
4. **Distribution & Broadening reach**

Across four years we will use the following themes to focus our planning:

1. Women and Activism (part of Making Her Mark) – collaboration with The Barbican/Eastside Community Heritage and The East End Women’s Museum
2. Writing for Performance/Digital storytelling – creating digital content to reach new audiences
3. International stories - celebrating people and places in and beyond B&D and developed by Theatre Rites
4. Writing for Performance/Curated by us – led by participants based on and showcasing the work of the previous 3 years.

Our programme will test new ways of working, building strong and resilient communities to help everyone achieve their full potential through cultural and creative enrichment. By the end of the programme we will have delivered up to 20 books; 450 events; 4 festivals; 16,000+ participant engagement; 400+ artist employment opportunities within B&D

In 2018 we are collaborating with Barbican/Eastside Community Heritage and The East End Women’s Museum, contributing to the Making Her Mark programme and delivering over 130 P2P events across B&D and beyond establishing a mechanism to disseminate our P2P expertise and programme with new library partners in neighboring boroughs and Southend-on-Sea.

Pen to Print will:

- develop strong practice in artist development and have established support systems for writers through peer group support enhanced by creative writing classes and workshops and regular author events;
- work closely with established writers to share their books and writing techniques;
- commission independent artists to offer workshops associated media such as illustration and comic book art; and will
- foster links with creative groups involved in the project.

4.2 High Profile Events: Year One

Readfest

Our annual reading festival (September) *ReadFest* featuring literary themed events, an entertaining and informative mix of leading, newly published and local authors. Sharing writing experiences and promoting latest books aimed to inspire and give local people access to quality cultural experiences not normally accessed locally.

Take Out - pilot

Year 1 we will commission Spread the Word to pilot a 4-day, experiential project taking Pen to Print into the community. After testing the idea the ambition is to develop a month long 'Take-out' of Barking & Dagenham libraries, taking the library out into the community working with local shops and businesses and staging events in shops, bars, and other community locations not normally associated with the arts. We will use this opportunity to connect into wider borough initiatives, to access to hard to reach groups who would not normally come to libraries. We will work with Young Writers and writer groups including The Barking Foxes, and other P2P participants.

Each year will be a different commission with a specific brief responding to the programme as it evolves. It is planned that our library partners will use this as a model for their own Take Out programmes.

East End Women's Museum

P2P will work with the newly established East End Women's Museum in Barking set up by East End Women's Museum and Eastside Community Heritage. The P2P programme will develop exchanges of events around women's stories, linking to the wider Borough project which is titled 'Making Her Mark'. This project celebrates the work of the suffragettes, investigating the connections of these and other women activists such as the Fords Machinists to B&D and their inspirational contribution to modern day Britain.

4.3 Bespoke local writer engagement

Writing Classes

A network of new and emerging talent offering free-to-access quality writing classes facilitated by established authors. We will explore developing other methods of storytelling, including regular writing classes working through visual and performing art forms e.g. poetry, comic books, animation, plays and digital media to widen the reach and entry points to the programme.

Author Events

Year one will see the introduction of a bi-monthly series of author events featuring a mix of local and leading professional authors. Themes will reflect local, national and international events, such as Women's Empowerment Month and Black History Month. This will increase to monthly activity in year 2-4 and be toured to other library partners.

Writer led workshops

We will work with Spread the Word to develop our alumni from The Book Challenge, supporting these writers to deliver their own workshops within this series, leading events to promote their own books and act as role models to show that support offered by P2P can make it possible to start a new and exciting career

4.4 Intensive Skills and Talent Development

We will deliver this through three writing competitions per year:

The Book Challenge

Novel Writing Competition – supports 10 writers to produce a book length piece suitable for publication, supported with mentoring linked to established writers with financial support to publish their work. Individual mentors will develop personal training plans and a bursary will enable delivery of each plan.

Poetry and Short Story Competition

Encouraging poets and others attending creative writing classes to produce work, which can be included in an anthology.

Young People’s Writing Competition (Y4 to Y9)

Encouraging creative writing for Young People working closely with schools and CBD/CEP, with introductory workshops to support engagement with the competition. Writers from this project will be invited to participate in the Library Take Out month, as well as showcase work in *ReadFest* all of which will be accredited through Arts Award at their local schools.

As P2P develops, we will seek other opportunities to develop new ways in to engaging communities and CYP through imaginative new competitions, including photography, script writing, Instagram and food writing. We will look to develop our partnerships to evolve new ways of testing new writing, for example in theatres, film, online etc.

4.5 Audience and Engagement Plan

Distribution of work that is created by writers on the P2P programme is essential to the success of the project. We intend to build a platform for local writers and artists to support broad distribution.

Our audience and engagement plan will ensure that:

- More people have the opportunity to experience and participate in great art, museums and libraries, and
- We have demonstrated an increase in the depth and quality of people’s cultural experiences

This is how we plan to do this:

- Publicise published P2P Books and comics at events and online, add copies into library stock to make available for borrowing
- Exhibit and sell photographs created, consider producing a calendar comprising work created for sale
- YouTube screening facilities in Dagenham Library and Barking Learning Centre
- With our partners will we also explore innovation in our distribution models, looking to the start-up, entrepreneur and technology sectors for new models and ideas.
- In April 2017 B&D Council established its innovative Insight Team. This team of data analysts, statisticians and social scientists are mapping live data across the Council, co-ordinating the range of data from teams across the Council. We will use this information to help us target harder to reach communities within Barking & Dagenham, to broaden our reach over the next four years

SMART targets for engagement can be found within section 6 of the business plan.

PART 5 Partnerships – Beyond Barking & Dagenham

5.1 Key Partnerships

P2P is a partnership between three other libraries, Southend-on-Sea, Redbridge and Newham libraries. Each of these library partners brings a range of skills and expertise, together with an eagerness to develop creative writing for those 14+ across their communities.

In recent discussions with library partners, they have highlighted the following hopes for the programme:

- Build a programme for local writers - a place where local writers can come, uniting existing local activity and deepening the quality and engagement through work with exceptional artists
- Build closer year-round relationships with local FE and HE institutions
- Provide a platform for staff development, leadership development and broaden their understanding of the processes and engagement of artists within library settings
- Experiment with new models of engagement of harder to reach communities
- Make visible a progression route for young writers from schools, to informal settings, supporting creative writing beyond schools
- Establish a stronger network between libraries, working with high quality artists and increase the profile of libraries in the community
- Change the way libraries are perceived within the community - we want to be (even) edgier!

5.2 Partnership Outcomes

The focus for the first year will be to ensure a strong foundation is built for upcoming years, meeting three times a year, the team of literary and cultural development officers will share expertise and build the programme for year 2. This programme will be developed and facilitated by the team at Spread the Word and will create continual professional development for staff and volunteers, who will in turn support the journey of the library partners into creative hubs.

Our outcomes divide into four areas:

Training

- Commission Spread the Word to develop a framework for the library teams involved in the development and delivery of Pen to Print;
- Create an action learning set for the development and sharing of skills across all the library partners, travelling to each of the library settings within the first year;
- Extend and support our library volunteers to help with the delivery of the programme through P2P induction and training workshops;
- Invite library partners to attend ReadFest and other key events in Barking so that the teams can understand the model of engagement what will be required.

Work force development

- Appoint one full-time Delivery Officer
- Appoint and train two Library Apprentices encouraging applications from BAME backgrounds to develop their skills as a library project administrator and social/digital media communications officer;

Measuring impact

- Support the development of new thinking in evaluation of work and impact

- Formalise and develop links with communities across these boroughs through the shared library card, many users already move between boroughs, particularly those with adjacent services across borough boundaries.

Programme Specific

- Draw in other cultural partners from the partners network e.g. Redbridge Drama Centre an NPO which Redbridge library team currently use as a testing ground for creative writing;
- Build progression for young readers and writers, mostly addressed through in school activities and improve the sparse development opportunities for adult writers across the partner boroughs;
- Supporting and extending digital activities and linking them with new ways of storytelling which builds in STEM/STEAM activity;

SMART targets for engagement can be found within section 6 of the business plan.

PART 6 Monitoring outcomes, ACE goals, Risks and Equality

6.1 Outcomes Year 1 with outline for 2 – 4

P2P is a relatively new project with huge ambitions for growth and reach over the next 4 years. As a National Portfolio Organisation, the activity reflects LBBD wider goals alongside the Arts Council's Goals.

The first year of activity is designed to establish systems, strong governance and staffing and establish key relationships in order to deliver year 2 -4 of work. It also allows for time to pilot some of the ambitions project ideas. The first year will see:

- P2P commissioning arts organisations to deliver work
- Reaching further into the community by implementing the newly commissioned marketing and audience development plan;
- The development of the Advisory Group and the library partners steering group;
- Developing strong strategic partnerships with libraries and other cultural partners;
- Establishment of governance systems and staffing (including an advisory group, and a 4 strong staff team)

Arts Council Goals:

- Excellence is thriving and celebrated in the arts, museums and libraries (Goal 1)
- Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries (Goal 2)
- The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled (Goal 4)
- Every Child and Young Person has the opportunity to experience the richness of the arts, museums and libraries (Goal 5)

P2P Objectives

1. Deliver a series of workshops and masterclasses supported by established creative writing experts and authors.
2. Identify local writing talent and provide opportunities to produce quality writing for publication
3. To build on the network of support for aspiring writers in Barking and Dagenham
4. Increase engagement and participation from a diverse section of the local community;
5. Raise the profile of the P2P project, the activities and work that is taking place and promote the work created by writers involved
6. Build a network of libraries and cultural partners to build on the P2P model and extend the work beyond Barking & Dagenham

| Outline Outcomes YEAR 1 (to be reviewed annually) | | | | | | | |
|---|---|-----------|---|---|---|--------------------|----------------|
| Activities | Outcomes | ACE Goals | | | | Case for Diversity | P2P objectives |
| | | 1 | 2 | 4 | 5 | | |
| High Profile Events ReadFest | <ul style="list-style-type: none"> Increase opportunities for local writers to develop content for Readfest 2018 – Barking Foxes to curate min 3 events 2018 – min 3 events to be programmed with competition winners Formalise commission with Theatre Rites to develop a project international story telling for Y3 (2020/21) Utilise gallery spaces for exhibitions of art pieces created as part of the P2P –1 exhibitions Yr1 Increase attendance by 20% from 2017/18 40% of artists to be recruited from diverse backgrounds | | X | X | | | 2, 4 |
| | | | X | | | | 2, 3, 4 |
| | | | X | | | X | X |
| Take Out | <ul style="list-style-type: none"> First P2P commission of Spread the Work to develop ‘Take Out’ model. 4 events minimum, reaching 200 people. | X | X | | X | X | 4, 5 |
| | | | X | | | X | 4 |
| | | | | X | | X | 4 |
| Women’s Museum | <ul style="list-style-type: none"> Programmed 3 events in partnership with the Museum, target of 65 attendees across the event Profile 5 female participants of P2P in programme | X | X | X | | X | 3, 4, 5, 6 |
| Local Writer Engagement Workshops/ Classes | <ul style="list-style-type: none"> Initiate synopsis writing class for writers target 20 people attend Playwriting workshops: <ul style="list-style-type: none"> Formalise 4 workshops per year Sept – Dec Attract 15 regular attenders Generate 10 entries to Playwriting competition Facilitate the creation of new writing and content. Include at least one specific genre of writing. Recruit 10 new participants for the new beginners creative writing classes | X | X | | | X | 1 |
| | | X | X | | | | 1, 2, 3, 4 |
| | | X | X | | | X | 1, 2, 3, 4 |
| | | | X | | | X | 1, 4 |

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| Author Events | <ul style="list-style-type: none"> Establish regular bi-monthly events with 20 attendees per month 40% artists booked will be from diverse backgrounds aligning with ACE creative case for diversity | X | X | X | | X | 1, 4 4 |
| Intensive Skills development | Book Challenge <ul style="list-style-type: none"> Publish up to 18 new books for distribution across the libraries 90% of entries published. Increase number of entries by 50% from 60 to 90 (target to reach 200 2020) Strengthen systems for recording Equality and Diversity information of entrants 50% of winners to successfully publish work 20% of entrants to attend synopsis workshop 30 % of participants will be from diverse backgrounds | X | X | | | X | 2, 4, 5 |
| | YP writing competition <ul style="list-style-type: none"> Increase number of entrants from 523 (16/17) to 600 (17/18) Increase number of schools involved in competition, 2 primaries, 1 secondary year on year Start tracking how many entrants put competition towards Arts Award Profile the schools and entrants in at least 2 events in Readfest/ Take Out | X | X | | X | X | 2, 4, 5 |
| | Poetry and Short Story competition <ul style="list-style-type: none"> 10% increase in entries to 120 and aim to reach 200 by 2022 Identify and work with new partners to increase reach and profile Create an opportunity for writers to showcase work in Readfest | X | X | | X | X | 2, 4, 5 |
| Audiences and engagement | | | X | X | | X | 3, 4, 5, 6 |

| | | | | | | | |
|---------------------------------|--|--|--|---|--|---|---|
| | <ul style="list-style-type: none"> • Publicise published P2P Books and comics at events and online, add copies into library stock to make available for borrowing <ul style="list-style-type: none"> ○ 18 published titles to be added to library stock from Book Challenge ○ Area on bespoke website to sell directly ○ Set a pop-up bookshop at Readfest ○ Target of £1,000 sales in Yr 1 • Establish social media strategy to build engagement • Complete communications and marketing strategy with support from new agency • Increase women’s participation across the programme by 20% year on year • Devise and deliver the first year of the front-line library staff/volunteer training series to support engagement with new audience • Identify a partner (from start up, entrepreneur or technology sectors) who are able to support research and investigation into new models of engagement • Build a P2P website • Establish partnership with B&D Borough Council’s Insight team and agree brief for mapping the project across all partners • Establish brief and appoint evaluator for 4 year period to ensure continuity of data | | | | | | |
| Governance/Management/ Training | <p>Training</p> <ul style="list-style-type: none"> • Commission Spread the Word to develop a framework for the library teams involved in the development and delivery of Pen to Print and deliver up to 3 training events to 25 staff/volunteers across the partners network; • Create 1 action learning set for the development and sharing of skills across senior library staff • Extend and support B&D library volunteers to help with the delivery of the programme through 4 P2P induction and training workshops; | | | X | | X | 6 |

| | | | | | | | |
|--------------|---|---|---|---|---|---|---------|
| | <ul style="list-style-type: none"> Ensure all library partners have made at least 2 visits to events outside of their boroughs to explore the range of programming models and cultural engagement <p>Work force development</p> <ul style="list-style-type: none"> Appoint and train two Library Apprentices in B&D encouraging applications from BAME backgrounds Appoint and train a Project Delivery Officer <p>Measuring impact</p> <ul style="list-style-type: none"> Support the development of new thinking in evaluation and impact, appoint the INSIGHT team and at least one champion on the Steering Group to lead on evaluation methodology for the project Commission the INSIGHT team to explore how to collect and map data using the shared library card to track uptake of activities – develop one case study around the Book Challenge project in Year 1 Develop SMART targets for Year 2 – 4 by July 2018 <p>Governance</p> <ul style="list-style-type: none"> Appoint 10 members of the Advisory Group for a three-year term Hold 3 Advisory Group meetings per year and 3 library partner meetings per annum Recruit and induct 2 Young People (+16) to join the Advisory Group | | | X | X | X | 6 |
| Partnerships | <p>Establish the network</p> <ul style="list-style-type: none"> Set up partnership agreements for x4 partner organisations (libraries and Spread the Word), signed off by CEO of each organisation Meet three times a year to discuss the programme, maximising assets and development of ideas Establish the evaluation brief, appoint the communications agency and agree the training programme | X | X | | | | 3, 4 |
| | | | | X | X | X | 3, 4, 5 |
| | | | | X | | | 5, 6 |

| | | | | | | | |
|--|--|---|---|--|---|---|------------|
| | <p>Programme Specific</p> <ul style="list-style-type: none"> • Agree the programme of activities for delivery in Year 2, ensuring that there are no less than 3 tours of authors and connections between writer groups, linking to at least 2 borough festivals beyond B&D • Draw in at least 4 other cultural and borough events, sharing resources across the partners network for development in Year 2; • Build progression for young readers and writers ensuring an increase of 20% of over 16s applications to the B&D Book Challenge project; <p>Audience Engagement</p> <ul style="list-style-type: none"> • Create links with representatives at least 10 local community groups across the partnership to ensure the reach of the programme is maximised. • Use the wider network of partnerships to promote events and activities reaching at least 10 hard to reach target groups, targeting 20% women's groups and 60% young families • Work with Audience Finder to develop our understanding of audiences and maximise our reach | X | X | | X | X | 2, 3, 4, 6 |
| | | | X | | | | 3, 6 |

Outline Outcomes years 2-4 (to be reviewed annually)

| Activities | Outcomes | ACE Goals | | | | Case for Diversity | P2P objectives |
|----------------------------|--|-----------|---|---|---|--------------------|----------------|
| | | 1 | 2 | 4 | 5 | | |
| High Profile Events | | | | | | | |
| ReadFest | <ul style="list-style-type: none"> • Increase numbers of community curated events by 2 per year across the project, introducing YP programming in Y3 • Increase attendance at events with a target year on year increase of 20% physical audience and 20% digital per year • 40% of artists to be recruited form diverse backgrounds • Profile work from YP created in workshops and YP competitions | | X | X | X | X | 1,3,4 & 5 |
| Take Out | <ul style="list-style-type: none"> • 50% of artists to be recruited form diverse backgrounds • Profile work from YP created in workshops and YP competitions • Yr 2: review pilot to establish model moving forward, connect programme with BoC, building links with international poets. Explore at least one event with international link up on skype/ available to view online | X | X | X | X | X | 4, 5 |
| Women's Museum | <ul style="list-style-type: none"> • Establish a strong partnership between P2P and Museum through a programme of workshops, author events and connecting to Readfest and Take Out | X | | X | | | 1 |

| | | | | | | | |
|--|--|---|---|---|---|--|-------|
| <p>Local Writer Engagement Workshops/ Classes</p> | <ul style="list-style-type: none"> • Include 2 new workshops per year (6 sessions for each), make classes relevant to the theme of each year • Increase attendance 25% per year • 40% of attenders from diverse characteristics • 50% of beginners to join advanced each year • Recruit 10 new participants to beginners creative writing class per year • Encourage graduating advanced participants to establish own writing groups – target of 1 new participant led group per year | X | X | X | | | 1,2,4 |
| <p>Author Events</p> | <ul style="list-style-type: none"> • YR2: Increase to monthly events • Increase attendance 20% year on year • 50% artist with diverse characteristics • Yr 3: Establish ‘micro-touring’ network with partner boroughs aiming for 5 events across 3 partners attracting 120 people • Increase number of international artists – 4 international artists across yrs 2-4 starting with City of Culture Y2. | X | X | X | | | 1,2,4 |
| <p>Writer led workshops</p> | <ul style="list-style-type: none"> • Yr2: 2 workshops to be run by P2P alumni • Yr3 & 4: 2 new alumni per year to start leading workshops • Yr3 & 4: Writers experienced leading workshop to progress to out of borough events with partners • Across 4 years, 6 P2P alumni to lead workshops in and out of borough | X | X | X | | | 1,2,6 |
| <p>YP workshops</p> | <ul style="list-style-type: none"> • Yr 2-4: 2 specifically targeting Young People per year attracting 10 people per workshop • Establish workshops in digital technologies to support new approaches to creative writing. 2 workshops per year, reaching 10 people per workshop | | X | X | X | | 1,2,4 |

| | | | | | | | |
|-------------------------------------|--|---|---|---|---|---|---------|
| | <ul style="list-style-type: none"> • Develop two new partnerships to support the running of these workshops • 50% of activity for YP to be self-programmed, achieve this by working with partners including LBBD, Creative B&D and the Borough of Culture Bid • Minimum 6 genres of writing to be explored across the programme | | | | | | |
| Intensive Skills development | | | | | | | |
| Book Challenge | <ul style="list-style-type: none"> • Increase applications by 25% each year by raising profile of P2P • Publish 9 books per year, 18 books by end of year 4 • Target 90% of winners to be published • Develop links with at least one publishing house • 40% entrants from people with diverse characteristics • Develop micro tour out of borough for writers to hold events • Showcase winners in 2 UK book festivals • 1 nomination for a national book award | X | X | X | | X | 1,2,4,5 |
| YP writing competition | <ul style="list-style-type: none"> • Increase engagement with schools, 3 additional schools per year, 100 additional entries per year. Target of 1,000 entries for year 4 • Increase number of entrants connecting the competition and Arts Awards (targets to be set after bench mark Y1, grow 20% per year) • 2 – 3 events per year at Readfest/Take Out to showcase works from YP entrants | | X | X | X | | 1,2,4,5 |
| Poetry and Short Story competition | <ul style="list-style-type: none"> • Increase links with rest of P2P programme looking at one additional cross engagement per year • Work with library partners to increase out of borough entrants and look at profile events out of borough • Yr2: Test creation of calendar (poss. Linked to photography competition) • Start anthology that will gather all poems across the 4 year programme of work | | X | X | | | 2,4,5,6 |

| | | | | | | | |
|--------------------------|--|---|---|---|---|---|-------------|
| Additional competitions | <ul style="list-style-type: none"> • Explore different genres from competitions (e.g. Photography, Animation) in different mediums (e.g. Social Media, film) to increase engagement with young people • YR2: Photography competition connected to Borough of Culture, connected photographers and poets aim for 30 submissions | | X | X | X | | 1,4,5 |
| Audiences and engagement | <ul style="list-style-type: none"> • Increased library membership with 20% of residents engaged by 2020 and visits increasing to 1.5 million per annum • 50% of audiences across activity will be BAME audiences • Minimum 26,400 increase participant engagement (physical and digital); • 400+ artist employment opportunities within B&D • Increase women’s participation across the programme by 20% year on year • Look for increased opportunities to sell published material • Increase books from local writer to be available across the Library partners • Test new models of distribution established through Y1 research • Continue to build relationships with insights team and act on data findings • Grow website interaction and social media engagement • Increase programming by local people • Exhibit and sell photographs created, consider producing a calendar comprising work created for sale • Establish YouTube screening facilities in Dagenham Library and Barking Learning Centre. | X | X | X | X | X | 1,2,3,4,5,6 |

| | | | | | | | |
|------------------------------------|---|---|---|---|---|---|-----------------|
| Governance/Management/ Training | <ul style="list-style-type: none"> • Review Advisory Group, appraisal of Chair/Co Chair • Refresh membership of the group in Year 3 & 4, maintaining continuity • Explore legacy with CBD Cultural Citizens cohort • Two Young people per year to join Advisory Group • Continue to develop training programme and ALS for senior managers • Develop one sector wide networking and sharing event by the end of the programme | X | X | X | X | X | 3,4,6 |
| Partnerships | <ul style="list-style-type: none"> • Continue professional development programme for library team, extending to volunteer's programme • Delivering 18 Pen to Print activities across Years 2 – 4, anticipating 2 "tours/author exchanges" per annum • Deliver at least one high profile event per annum, plus one joint commission which tours each area • Establish a minimum of 13 self-sustaining groups across the partnership • Supporting and extending digital activities and linking them with new ways of storytelling which builds in STEM/STEAM activity; • Consider new ways of maximising resources across the networks e.g. establishing a common system for applications and judging processes for writing competitions, economies of scale through common commissioning and production costs etc. | X | X | X | X | X | 1,2,3,4, 5,6 |

6.2 Equality Action Plan

The Equality and Diversity Strategy is the keystone of Barking & Dagenham's policy framework. This Strategy, which runs from 2017 – 2021 provides and overview of the borough's approach to equality and diversity. This comprehensive document is attached at the end of our business plan for Pen to Print. With have sought to align P2P aims and objectives with this recently launched strategy. The document is attached at **Appendix B**.

6.3 Risk Assessment

We have developed a risk assessment for the first year of the project, this is attached as an appendix to our business plan. Whilst the team has significant confidence in the delivery of the programme, there are a number of challenges that will be faced during the first year of the programme.

The plan is divided into 6 areas of risk: legal, financial, technological, personnel, programme and operations & strategy. The table outlines the consequences of the risk, management controls, monitoring system and who has lead responsibility within the team. The Advisory Group will be responsible for maintaining a regular overview of the risk register. **The risk assessment is attached as Appendix C.**

PART 7 Audience, communications and digital engagement

Our work fits into a wider context of LBBD Library service as well as other large-scale council projects and ambitions for the borough. We are committed to maximising P2P and to supporting our partners across the borough in the missions to position Barking & Dagenham as a creative destination.

We need to build the P2P brand, be bolder, louder and more confident in our communications. It is essential that we increase our expertise in this area. As such, phase one of our work will be to commission an audience development strategy and marketing plan. This will enable us to develop the P2P brand. We will recruit for a consultant and anticipate the strategy and plan to be ready to implement for the first year of activity starting in April 2018.

Current audiences / participants

P2P has a core group of enthusiastic participants that are regular attenders and a wider audience that is gradually building over the years. We have received positive feedback in evaluation of the project and engagement figures show that despite the demographic makeup in the area being one that is unlikely to engage in the arts, when we offer something that the community is really interested in they attend. (Audience Agency)

P2P is ambitious for its residents and those engaged in P2P. Since P2P began in 2014 we have had a total audience of 5,362 at 141 events, with 1,175 pieces of work created, with 6 books published and a further 4 books in the process of being published. Since broadcast started in July 2016 we have had 2,964 views of the YouTube channel. The next phase of P2P enables us to build on these audiences and participants, doubling our efforts to engage with the vulnerable and hard to reach members of our communities.

At the heart of the programme is the vision to support local writers to produce and publish their own work. There will remain a focus on writing, however we will continue to branch out, exploring writing for theatre, comic and developing links into other art forms.

Marketing positioning statement:

- Support writers of all abilities to become a creative writer across a range of writing genres
- It presents an innovative approach to engaging new users through creative learning and events, placing the participant in charge of their own creativity.
- P2P is unique as the project is driven by a commitment to engaging and revealing hidden talent in hard to reach communities, celebrating the right of all individuals to access exceptional arts practice to support their own development.

Product development: We are creating opportunities for as many people as possible to become a creative writer by ensuring many different entry routes into the programme, aimed at all level of writers. We will use our festivals as high profile events to encourage a wider audience and participant base and we will work with existing participants to further develop the programme.

Price: We price our activity to the market it serves, ensuring we are able to support those who have the least access and the greatest need. We plan to:

- Continue to offer a programme that is free to engage;
- Test the 'pay what you can' financial model to begin to increase earned income potential for specific activity;
- Identify events that might allow for higher pricing where we can maximise income;
- Explore differing fees for library members / non-members and borough/non-borough participants.

Promotion: This is an area of activity that will be significantly developed. To date our promotion has been heavily print reliant (our evaluation has found this to be successful in reach some of our core audiences). With the development of a bespoke website, we will have a place to promote the full range of our activities, to showcase the content that is being created and support the promotion of our writers. Creation of a P2P website and social media pages, uploading films created and live links to author events, talks and workshops held during the project, documented for subsequent sharing online

We intend to:

- Work with partner libraries to develop a targeted marketing and communications campaign ensuring the widest possible distribution through local advertising sites and social media
- Create links with representative local community groups and established arts providers to research what would attract hard to engage audiences via the Steering groups and volunteers
- Use the wider network of partnerships to promote events and activities
- Work with Audience Finder to develop our understanding of audiences and maximise our reach

Digital engagement

P2P has plans to develop work across the three priority areas: content, distribution and learning.

- We have invested in a video recording booth useable in multiple locations to record content and record feedback
- The theme in Year Two will explore Digital Storytelling, creation of new approaches to storytelling through digital media
- We have our own YouTube Channel where content can be viewed and shared. We will utilise this resource for exhibiting new materials, updating as work is produced
- Projection screens at Dagenham Library and Barking Learning Centre will screen P2P raising awareness and showcasing new work. This has potential to be rolled out to other locations
- We will train participants to create content for distribution via a new website, social media campaign and blogs.

Place: We currently distribute tickets through Eventbrite, we will continue to do so improving the data collection.

Data: Collecting and analysing audience data is a priority over the period of this plan. We will develop a new framework for capturing data in order to fully understand our audiences. We will work with our partners and the newly formed Insight Team at Barking & Dagenham to obtain permissions for maximum sharing as we believe this to be of benefit to us, our partners and the sector.

PART 8 Management and Governance

8.1 Management

Pen to Print Team

The development and delivery of Pen to Print Programme sits across two teams within Barking & Dagenham Council:

- Paul Hogan – Commissioning Director (strategic and artistic/community commissioning)
- Zoinul Abidin – Head of Universal Services – Community Solutions (Responsible for delivery)

The team of officers administrating the programme consists of the following:

Strategy & Commissioning leads:

- Lena Smith – Reader Development Officer leading the artistic and community development of the programme
- Ann Laskey – Service Improvement Manager Libraries overview of operational development and long-term sustainability/legacy of the programme.

Officer and Apprentice support:

- New Full-time officer post: day to day delivery of programme and co-ordination of partner activities with artists and libraries, support for evaluation/data capture.
- 2 Apprenticeships: general administration and communications/digital – support for website, social media campaigns, event management with professional development programme.
- Event Manager: freelance contract supporting delivery of events during large scale projects and supports delivery with volunteers.
- Communications Agency: External agency to be appointed for delivery of communications strategy across the project.

The plan for new staff recruitment is that job descriptions and skills will be developed over the next 3 months for roles to commence in April 2018. For the Communications Agency a brief will be advertised at the start of 2018, assuming a strategic plan will be in place by April 2018.

Within the Council, the Pen to Print team liaises closely with the following people:

- Finance: Dan Herholdt and Carolyn Ainsley
- Evaluation: Insight Team, Pye Nyunt and Tony Doherty
- Events & Mayoralty Team: Julia Pearson and Sarah Belchambers
- Volunteer Development: Chidi Wilson
- Fundraising Development: Barbara O'Brien

8.2 Governance

The Pen to Print will establish an Advisory Group, which, by the end of year 3, will become the full board of the charity.

The initial group will draw its membership from a mix of local residents as well as further afield. Current writers and participants involved in Pen to Print will be invited to put themselves forward for consideration.

This group will oversee the first two years of the programme with a review of the governance framework to be undertaken in September 2019. This review will provide a check and balance to

ensure that the structure is fit for purpose and there is a regular flow of new members and ideas. The added benefit of this review point is to enable the delivery team to recruit additional expertise as the programme develops.

In the first instance the Advisory Group will comprise up to 10 members drawn from the following areas of knowledge:

1. Arts: writer/artist development; producing; digital arts
2. Civic Engagement: participatory practice; volunteering; community engagement
3. Distribution: publishing; advocacy; digital/social media
4. Advocacy: evaluation/research; communications
5. Legal/Financial: governance; accounting; fundraising
6. Access: Young people; Vulnerable groups; Professional development; participant experience

The group will meet three times a year to receive updates and review progress of the project, with an annual away day for longer range planning and reflection. The initial term of appointment will be for 2 years, commencing in October 2018 and ending in October 2020, with a possibility of extension for a further year. The proposed structure:

- Co-Chair: Ruth Harrison, Director, Spread the Word
- Deputy Chair: to be confirmed
- Members (up to 10, with two reserved spaces for young people)
- Observers (up to 4 - Council member, programme partner, Creative Barking & Dagenham, members from other cross council projects as necessary)
- Notes – taken by Pen to Print Officer/Apprentice

The Advisory Group is responsible for supporting the delivery team, maintaining a strategic overview and ensuring the project is supported to flourish. The membership will draw in external intelligence to the development of the programme both nationally and locally.

Representatives will attend from the management team of Pen to Print, together with a champion from the LBBDCouncillor members and representative from Creative Barking & Dagenham and library partner (who will attend on a rotation basis). In addition, agenda and papers will be sent to ACE Relationship Manager within an invitation to attend as an observer.

It was originally intended to establish a Youth Writers group, but we have been advised to work through our existing Advisory Group, encouraging young participants/writers to participate in the governance for the programme. These individuals will be recruited through existing programmes. The first member that has agreed to participate is Ruth Harrison, Director of Spread the Word, who will act as Co-Chair for the first two years of the project.

Schedule for recruitment and delivery of first 18 months

| 2018 - 19 | Action | Notes |
|------------------|--|---|
| April - July | First meeting of interim working group Review recruitment process, draw up invitations and adverts placed, agree standing agenda and ¼ objectives for Year 1 monitoring framework | During this phase, an interim working group will be set up to manage the development of the programme. This will be undertaken by Lena Smith and draw on the expertise of Ruth Harrison (Spread the Word). This is a meeting place for all those involved in the delivery of the programme internally to build understanding and impact, linking with other large scale cultural & heritage projects. |

| | | |
|----------------|---|---|
| Aug - Sept | Recruitment continues for Advisory Group and invitations to attend events. Deadline for expression of interest and selection made | Delivery of summer programme and ReadFest 2018 |
| Oct – December | First meeting of Advisory Group takes place | Interim evaluation of 2018 activities and establishment of library partnerships |
| Jan – March | Second Meeting: Review establishment of charitable status; Review patrons for the programme | Receive evaluation of 2018 |
| April – July | Third Meeting: | |
| Aug - Sept | Advisory Group away day to be attended by all partners and Council representatives | To receive evaluation from first year and review progress. |

8.3 Volunteers

LBBDD currently has a comprehensive volunteer strategy, with volunteers delivering elements of its current services from event management to library welcoming. Over the first 18 month phase of the Pen to Print project we plan to develop a new strand of volunteering which encourages local residents to get involved in supporting its local programme. (ACE Goal 2/4)

This aspect of the project will be led by the LBBDD Community Solutions team, embracing an annual training event developed for all P2P library partners. Recruitment will be drawn from all walks of local community, as well as linking with the ambition of the fundraising programme to engage with city business with employees living in Barking & Dagenham, Newham, Redbridge and Southend-on-Sea.

Drawing on best practice from Creative Barking & Dagenham, London 2012 Volunteer programme and Hull Capital of Culture, the team proposes 8 key stages in the volunteer pathway:

1. **Educate:** marketing and communications about volunteering, arts and culture, and the commitment and expectations of the Volunteering Programme to create initial interest and build understanding
2. **Attract:** sharing the message that local residents can play a role in delivering Pen to Print activities and to engage those residents who may need extra support in order to participate in the Volunteering Programme to ensure that the programme is a best practice exemplar of inclusivity and accessibility
3. **Application:** enhance existing website information to provide to access to digital guides on the Volunteers, FAQs and example roles, with the option to make contact by email
4. **Interview:** inviting successful applicants to Volunteer Selection activities for an informal interview, as well as provide them with the chance to ask further questions and meet existing volunteers
5. **Offer:** inviting successful interviewees to become a Pen to Print Volunteer
6. **Train:** inviting all volunteers to attend core training and if applicable 'Role & Venue specific training', with a limited number undertaking specialist training.
7. **Deploy:** offering volunteer placements to volunteers and deploying them to these roles (internally or externally)

8. **Celebrate:** rewarding and recognising the commitment and contribution made by volunteers and supporting them in continuing to volunteer.

8.4 Evaluation and reporting

As a library service, we regularly report on activity to relevant Council committees. We will monitor activity on P2P monthly, alongside core library activity. This includes: sharing the outcomes of individual events; discussing future events and delivery.

We will engage an independent evaluation consultant for the duration of the NPO to develop a framework for the evaluation, collection of data and to measure the impact of the project. We currently ensure that evaluation forms are completed at events and the results recorded alongside attendance figures. We plan to use a mix of electronically collected data and interviews.

We will work with the newly formed Insight Team to develop the evaluation approach for the project, linking our impact assessment to the borough's Social Progress Index and Open data platform for residents.

The research questions will be formed in conjunction with our library partners during Spring 2018. Some of the questions are likely to centre on:

- How we demonstrate an increase in the depth and quality of people's cultural experiences
 - The effectiveness of the professional development programme for the library partners
 - Statistical analysis of our participants, exploring the effectiveness of the programme to reach new audiences
 - Mapping how, when and where communities are accessing the programme to help us target the offer and refine the programme
-

PART 9 **Finances**

9.1 Overview

- Financial planning is robust, we are confident that we have secured the financing for the project to enable us to supply the resources to deliver effectively and plans to scale down the activity where funding is not forthcoming
- The first year will be spent establishing a new charity which will be used as the legal framework for the planned development work, exploring models used by Music Hubs and friends/patron programmes for fundraising
- LBBDD and Library team has strong financial monitoring and contracting systems
- The finance team at LBBDD is currently exploring the most effective management accounting and cash flow processes to align the ACE monitoring requirements with the Council's own systems

9.2 Income diversification

Funding of the project is largely from LBBDD itself, and the team is confident that the levels of funding will be sustained for this programme. We plan to establish a funding stream that is independent from LBBDD and ACE contributions and aim to increase the proportion of this other funding as the project progresses. We have consulted with a Development expert and have received an outline plan for developing fundraising activities that are specifically designed to raise money for the overall project which tie in with specific artistic aims of Pen to Print.

9.3 Development Objectives

- To develop a 'mixed economy' fundraising strategy which allows B&D Libraries to build its fundraising capacity sustainably, by maximizing existing relationships and building fruitful new links with statutory funders, trusts, foundations, companies and individuals
- To pursue the fundraising opportunities which offer the best result of investment for reaching the set targets, with careful consideration for the limited resources to hand
- To develop creative fundraising initiatives in line with B&D Libraries and Pen to Print's aims to be innovative, inspiring and inclusive e.g. community share/crowd funding campaigns
- To raise the profile of Pen to Print with Trusts and Foundations, individual philanthropists
- To build the team's expertise, by training team members, ensuring support from experienced professionals (through the Advisory Group) and signposting support networks in the sector
- To explore methods of raising revenue from sales of books and producing merchandising for events
- To build a 'donate what you can afford' model so that the cost of attending is not prohibitive and supports our commitment to widening access to the Pen to Print programme.

9.4 Building Financial Resilience and sustainability

Fundraising plans and proposals for setting up fundraising mechanisms that can access other sources of income is a priority to ensure that Pen to Print has a legacy beyond 2022. We are exploring options to encourage and support the community to establish a 'Charitable Trust for Pen to Print' to specifically explore funding streams not accessible to us as a local authority.

The project hopes to support the development of self-sustaining writing groups who do not need to rely on financial support of the project so that they are peer led and can form their own fund raising capabilities or can associate themselves with establish networks of writers such the Poetry Society.

By offering personal development opportunities to alumni we will be creating our own community of accomplished writers and artists who will be able to go on to run activities in their own right, they will be in a position of offering their own services in return for payment as well as helping to support the projects work. We could explore the possibility to act as an agent for this work offering services to support other local authorities running their own project.

Based on plans we have targets to increase the proportion of money raised from outside sources to reduce the proportion year on year expected from LBBB and aims to reduce the dependence on LBBB and ACE funding in the future.

9.4.1 Establishing Fees for Artists and Management

- We pay artists for work in line with the fee structures of professional bodies such as the Society of Authors. We also offer reasonable expenses to artists taking part in the project.
- Any commissioned work will be paid for in line with quotations sought and must adhere to LBBB policies for purchasing.
- Any staff employed by LBBB used for management of the project will be paid in accordance with the established national local government pay scales.

9.5 Mitigation of risk

9.5.1 Monitoring Budgets and Reserves at different levels

- Budgets are monitored by our Commissioning Director, Group Manager, and the LBBB finance officer who meet regularly to monitor budgets. We must adhere to strict Local authority financial guidelines. We are bound to adhere to the LBBB's policies for purchasing goods and services and budgets are regularly audited.
- All budgets are regularly reviewed and approved by Local Councillors.
- As a local authority department, we are not in a position to build reserves specifically to support Pen to Print but as a Local government organisation there is sufficient provision to create a central reserve.
- There is potential for supporting the community to start their own fundraising organisation that in turn may also offer the opportunity for them to develop a reserve by fundraising in support of the project activities.

9.5.2 Large scale funding failure

In the event of the failure of large scale funding as a LA library service, LBBB has a commitment to supporting the project at the current levels but is very aware of the pressure on Council budgets to sustain the project beyond the period of the NPO. The Advisory Group will monitor expenditure and income and in the unlikely event of a drastic reduction of the funding commitment of LBBB the group would consider the following cuts to the programme:

- Scaling down areas of provision by running fewer sessions each month for example, removing mentoring element from The Book Challenge and offer it to far fewer number of writers.
- We would need to abandon plans to expand the project to other geographical areas.
- Cut back on planned commissioning, removing completely Takeout Months.
- Professional Development plans would have to be reduced or cancelled.
- We would not be in the position to employ Apprentices for the project.

Through careful management of the budget and having a realistic idea of costs we are confident that the project will be resilient for the duration of NPO funding agreement. The team is under very strict LA controls and there is a very limited risk.