

Culture Everywhere

2017–22



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05 Preface

06 Foreword

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and Leadership

08 Introduction

13 How will we know when we are succeeding?

What is culture?

What is it for?

The social case for culture

17 The Ten Culture Commitments

Objectives and Deliverables

22 Community Inspired

24 Culture Everywhere

29 Building Capacity

33 The Centre of Culture

37 Setting Standards

38 Good Partnerships

40 New Connections

42 Communications

44 New Talent

48 Culture in Place

Apendix

51 Actions

56 Projects

59 Context

61 Governance Structure



Preface

Culture Everywhere outlines the ambitions for art and culture in the London Borough of Barking and Dagenham for the next five years. It is the result of extensive conversations with a range of stakeholders including cultural organisations, the Council, developers, local business and schools. This new vision has been developed to support the work of everyone working across the Borough including the Council, cultural organisations, voluntary and business organisations.

Culture Everywhere sets out a vision for the ethos and governance of culture across the Borough. It should be understood within the context of three other Council frameworks and action plans: Heritage, Libraries and Parks and Open Spaces which each share this core vision for culture but also require specific strategic priorities.

This document connects with a raft of strategic initiatives and research so that this vision for culture is joined up with national and local thinking. Included is a set of commitments, strategic priorities and deliverables.

Foreword by

Councillor Saima Ashraf

Deputy Leader and Cabinet Member for
Community Engagement and Leadership



The term 'culture', has different meanings for different people. For some it is about visiting galleries, theatres, museums and music venues. For others, it is about earning a living as a photographer, filmmaker or set designer, and for some it is what happens locally in schools and libraries or where groups with a passion for a particular art form come together.

Culture helps our economy by creating jobs and supporting young people to realise their potential. It strengthens the distinctive identity of our Borough.

Culture can provide learning opportunities for all ages and abilities and support the delivery of social and health care. It can break down barriers between people and support communities to thrive.

There is a strong tradition of cultural participation in Barking and Dagenham. Today local people are already enjoying a wide range of cultural activity including our talented young people performing live

dance, music or drama in school and youth projects, the One Borough Day or the Roundhouse Music Festival, making new art with artists in The White House, seeing a show at the Broadway theatre; or a drinks-making workshop in an Active Age Centre.

Today we have much to be proud of including dynamic partnerships with cultural organisations from outside of the Borough such as the Barbican, Create and A New Direction. We have a Cultural Education Partnership, a Cultural Partnership, Creative Barking and Dagenham, the Cultural Connectors, the new Boathouse Studios and Gallery and a map of cultural activity in the Borough by organisations like Studio 3 Arts, Barking and Dagenham Youth Dance, and Green Shoes Arts that reflects decades of pioneering work around art and community.

However, we also face several challenges. Some sections of our community rarely get involved, cuts in funding are affecting what we can do and there is scope for better co-ordination of the work of all partners. We must be more ambitious and better focused on what can be achieved by working more closely together. Our residents need to get more out of living in one of the most dynamic cultural capitals in the world.

This strategy is a bold and ambitious plan to put culture at the heart of the life of the Borough. It will build on our strengths and help overcome the challenges we face by improving resilience and sustainability in our cultural sector and increasing local participation and public engagement with culture in all its forms.

Introduction

The population of Barking and Dagenham is nearly 200,000 and rising rapidly as is the percentage of BAME residents and people aged between 10 – 19. We are becoming a larger, younger more diverse community. Educational outcomes for young people are improving, and more than ever young people have high expectations for employment, education and cultural participation. The Growth Commission pointed out that unemployment is higher than the UK average and that

much remains to be done to ensure that no-one is left behind – but there is cause for optimism.

The time is right for Barking and Dagenham to make a commitment to the role of culture in every aspect of life in the Borough. The 2013 – 16 Arts Strategy set out the benefits of art and cultural opportunities for residents and established new infrastructures for the governance of culture - we now need to build on this.



Cultural Education Partnership



The Ice House Quarter

The remarkable narrative of the London Borough of Barking and Dagenham is different to that of any other London Borough. It is an incredible story of social ambition, political strength, rapid transition from rural to urban, sporting victory, women's rights, the industrial powerbase for London, visionary housing and the success of migrant communities.

Today we have much to be proud of including a Cultural Partnership, Creative Barking and Dagenham, a Cultural Education Partnership, the Cultural Connectors, dynamic partnerships with cultural organisations outside of the Borough such as the Barbican, Create and A New Direction and a map of cultural activity in the Borough that reflects decades of pioneering work around art and community.

The cultural output of the Borough since 2013 has been dynamic and often pioneering. Of particular note have been:

- GLOW festival
- The Idol
- The Merchant of Venice
- INSPIRE festival
- Dialogue 2017: Where The Water Curves
- The Mobile Museum
- What is Important?
- Company: Movements, Deals and Drinks
- Summer of Festivals
- This Used to be Fields
- Big Deal, Pause, Rewind, Play
- The White House
- The Becontree Hundred
- The Community Music Service
- Open Estate.

There are huge opportunities coming our way including:

- London's first Youth Zone for young people
- a new live music venue and cinema for Barking Town Centre
- the new Everyone Everyday (Participatory City) programme that will continue to build on community-led cultural activity
- the new *Cultural Citizens* programme led by A New Direction and Studio 3 Arts which goes further to underpin a cultural entitlement for all young people
- a new base for the film industry in Dagenham hopefully resulting in more jobs and opportunities
- pioneering new housing and work-space in Barking led by Create to support artists to remain in London whilst also contributing to the local cultural offer
- Barking Riverside Healthy New Town and Barking Town Centre both present major opportunities for cultural services and programming
- plans for a major new cultural space and museum inspired by the industrial history of east London located at the former Ford Stamping Plant
- capital investment in our major heritage sites including Barking Abbey, Eastbury Manor House and Valence House.

No-one Left Behind, Barking Riverside Healthy New Town, Everyone Everyday, Cultural Citizens and new strategies for Heritage, Libraries and Parks and Open Spaces are all evidence of an unprecedented spirit of change and ambition in the London Borough of Barking and Dagenham. We have a political leadership which is determined to make positive changes in the Borough for existing and new communities and is a keen advocate for culture.

London is moving east for housing, work and culture. The Centre is moving outwards. Not for the first time in its history the Borough is strategically crucial to the growth of London. We have a diverse and youthful population with a vast amount of expertise and cultural knowledge to be shared and celebrated.

The next decade will be characterised by major physical change most notably in Barking Town Centre and Barking Riverside. There is collective ambition to ensure that new developments create a more prosperous, livable place whilst setting a world-wide model for sympathetic regeneration. Our challenge is to ensure that all communities benefit from the new opportunities this presents – culture has a critical part to play.

The Growth Commission report suggested that culture can support diverse and

cohesive communities and an active and ambitious civic realm. Here we take that even further to suggest that culture in this Borough can become world class. The cultural narrative of the communities living here should have national profile.

The Cultural Commissioning Programme, funded by the Arts Council of England, seeks to help commissioners of public services to improve outcomes by integrating cultural programming into a range of services, including mental health and wellbeing, older people's services and place-based commissioning. Cultural organisations in the Borough are already very much involved in these agendas and work should be done to embed this strategically so that the value of culture is realised everywhere.

We must maximise opportunities for funding and sponsorship of culture, ensuring that strategic links between cultural organisations, funders and businesses develop and result in a resilient, sustainable sector.

This new strategy places emphasis on cutting across sectors, services and organisational divisions to support a more coherent infrastructure with the ultimate goal to enable more ambitious and far-reaching programming.



Studio 3 Arts

Most of us agree that this Borough will benefit from having more cultural practitioners and organisations operating at once – reflecting a multitude of approaches and greater diversity of opinion. There is a case to be made (amplified by the Growth Commission report) for the cultural landscape in this Borough to be more complex with more voices shaping the terrain.

In order to make this work we must build on the important work begun in the 2013 Arts Strategy – to support better communication between organisations, services and sectors, rationalise commissioning opportunities across the Borough, support organisations to be more resilient and make it easier for people to understand what the cultural opportunities are in the Borough.



How will we know when we are succeeding?

This new strategy places precedence on encouraging a greater diversity of approaches and perspectives. This however, makes it harder for us to know when we are succeeding—because we have many stakeholders and friends with varying perspectives.

Our suggested approach for evaluating cultural programming in the Borough is a process of review carried by external ‘critical friends’ commissioned by the Culture and Recreation Team in the Council. We suggest the success of *Culture Everywhere* should be evaluated in similar terms by a group of critical friends from *within and outside* the Borough coming together to review each commitment, objective and deliverable—on an annual basis. A summary should be shared broadly with the Cultural Partnership, CEP, the new Council Cross-Service Commissioning Working Group, *Conversation Spaces*, *Cultural Connectors* and other stakeholders.

What is culture?

Culture is the accumulated influence of creativity, the arts, architecture, galleries, publishing, museums, libraries, archives and heritage on our lives. It is what we make when we sew, sing, decorate, dance and build and plant.

Culture is national and international, and it is local and small. It has special value and should be supported and encouraged. The role of a Council should be to enable culture and creativity to flourish and to ensure that everyone can contribute to and experience it.

The ‘cultural sector’ is an incredible network of individuals and organisations that together express who we all are as communities in all our rich diversity.

What is it for?

The Culture White Paper (2016) suggests there are three distinct ways we can talk about the value of culture:

- I. The *intrinsic* value of culture in itself –as something that expresses ideas, asks questions, and enriches our lives. We can experience this by visiting a theatre, making a film, writing a poem, listening to music or experiencing a new building. We all strive for good quality and groundbreaking culture and so we review and evaluate it and this is also part of the experience of culture.
- II. Culture has a social value. It can support many different kinds of learning at all ages both informal and formal and is a vital aspect of the education of all young people in formal education. It can support social networks and create social cohesion, help

people to be healthier and more socially and physically active and encourage people to take care of places and feel a sense of ownership. We can experience this by attending a gig, being part of a school production, being part of a local history group or making posters with other parents and carers for a pre-school art group.

- III.** There is an economic value to culture through the economic growth and job creation it can lead to. A music venue, film studio or a small architectural practice all have potential economic outputs for a place.



Company Drinks

We now need to think about culture in all of these ways at the same time:

- 1.** Intrinsic value: we should commission and support the best possible art and culture in the Borough – nurture new talent and invite ground-breaking new projects in the Borough. We should be rigorous on selecting and evaluating the quality of what we do.
- 2.** Social Value: we should commission culture across all services and sectors so we build a reputation as a Borough that really explores the social value of culture for all. We should continue to be ground-breaking in how we support local people to lead and collaborate on culture in the Borough.
- 3.** Economic value: if we support cultural organisations and individuals through commissioning opportunities, work space and support networks they will live and work here, contribute to our local expertise, create jobs and contribute to our local economy.

It is crucial that everyone engaged in delivering this strategy actively promotes each of these values in tandem. If we bend too far in one direction we risk sacrificing one of the many benefits of culture such as artistic quality, social change, inclusivity or economic impact.

The social case for culture?

All communities create and invest in culture and one of the indicators of a healthy, confident community is a visible and dynamic cultural sphere. This strategy advocates that our definition of culture should be as broad as possible enabling people of all ages and backgrounds to value their cultural interests.



Cultural Education Partnership

It is widely understood that culture has important social benefits for communities in terms of health, education and social cohesion and this is echoed in The Barking Healthy New Town core principals which list culture as key to these values. The Culture White Paper states that:

“there is considerable evidence of the beneficial effects of the arts on both physical and mental health. Evidence shows that engaging in culture can increase the likelihood of a young person going on to further and higher education. There is evidence to show that cultural participation can contribute to social relationships, community cohesion, and make communities feel safer and stronger. Research has found positive links between cultural participation and improved social skills and engagement with the wider community, and evidence that culture can play a role in tackling crime”.



Company Drinks

The *Art of Commissioning* commissioned by Arts Council England set out to explain more clearly how cultural provision can be commissioned across public sector services to deliver and improve services. The report explains:

“Arts and cultural organisations have much to offer the commissioners of public services. Many are finding new ways of using arts and cultural activities within services for mental and physical health, early intervention, environmental services and support for older people, among other areas.

These activities offer new ways of engaging and supporting people, and are delivering on policy goals that aim to prevent acute needs arising, integrate services around the person, improve individual and community well-being, and ensure public services deliver a wider range of social, environmental and economic outcomes.”

It goes on to stress that it should be a priority to support:

“commissioners of public services to understand how they can improve outcomes by integrating arts and cultural activities into a range of services, including mental health and wellbeing, older people and place-based commissioning. It also works with the arts and cultural sector to support knowledge and skills, and to strengthen relationships with policy-makers, public service leaders and commissioners.”

The social case for culture is robust and we have already come some way in realising its value in the Borough. Our work now is to ensure that the vision for culture is on the agenda *everywhere*.

The Commitments for Culture

Culture Everywhere is built around ten core commitments which set the over-arching ethos for culture in the Borough:

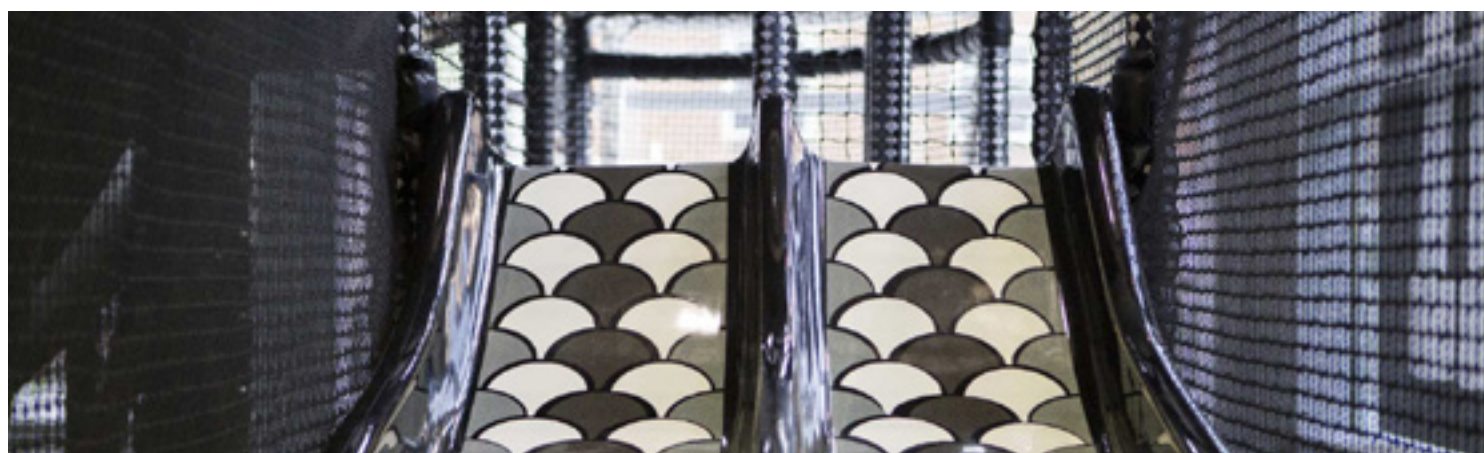
Community Inspired

Of all the recommendations made by *No-one Left Behind*, perhaps the most emphatic was the need to empower people in the Borough to play a greater role in its future through civic activity.

Culture Everywhere plays a significant part in achieving this goal. Culture cannot be created by the Council. It is the job of the Council to create the right environment for creativity, experimentation, participation and skills development.

In the art and culture sector there is significant expertise around approaches to collaborative, activist and democratic processes for producing, sharing and learning about culture. In this Borough this work has been pioneered by Studio 3 Arts and Creative Barking and Dagenham.

The Cultural Connectors, *The White House*, Studio 3 Arts and *Everyone Everyday* are all significant steps towards building a cultural landscape in the Borough where residents and cultural practitioners are supported to come together to make culture happen.



The Idol



Studio 3 Arts Creative Barking & Dagenham
Artist Harald Smykla drawing portraits on slices of apple at his market stall as part of his landmark commission 2014 ©Matthew Andrews

One Borough, *One Community* is the one of the core principals of the Borough. In order to achieve this, we must work together to express what is unique about ourselves and celebrate our diversity. A commitment across all areas of cultural activity in the London Borough of Barking and Dagenham to strengthen the contribution of residents and broaden the number of small, interest-focused groups will lead to:

- greater diversity in the cultural offer
- development of new social networks
greater social cohesion
- real social change in terms of building confidence, skills and educational and employment opportunities.

Culture Everywhere

This strategy proposes that culture is everywhere and belongs to us all. Our ambition is to embed a sense of the importance of culture throughout the Borough across services and sectors. Within the Council we want to see this strategy reflected across the commissioning objectives of all services. We want to see the business community, the voluntary sector, developers and social enterprise more closely aligned with the cultural vision for the Borough. We need to make the case for the important role culture has to play in all areas of society including public health, heritage, education and housing.

Building Capacity

It is essential we support cultural organisations in the Borough to become more resilient, ambitious and to collaborate with a range of partners including other cultural organisations, business and funders. The future of culture in the Borough should be more complex with a broader range of organisations and activity supported through coherent processes for governance, collaboration and information sharing.

The Centre of Culture

The cultural narrative of the London Borough of Barking and Dagenham is different to that of any other Borough. We must build confidence in our history and future potential. We are not on the edge of London or the edge of culture. We are at the heart of it.

Setting Standards

This new strategy for culture enables us to be more clear about how we expect to work and the standards we hope to achieve. We will be more clear on our expectations about artistic quality, community involvement, social impact and how we communicate the cultural offer.

Good Partnerships

As we strive to create a diverse and ambitious cultural offer *within* the Borough we must develop new relationships with artists and organisations *outside* of the Borough. We will be confident about who we want to work with and our expectations for partnership. We will create a guiding framework for new partnerships ensuring that local people, external partners and local cultural organisations benefit. We will be pro-active about instigating new relationships and opportunities within and outside of the Borough.

New Connections

The future success of the Borough and its cultural life depends on us welcoming new neighbours and embracing new approaches. We want to create a place that feels comfortable in its own skin; where ideas and opportunities are welcomed from inside the Borough and beyond.

London is moving east. We will continue to see new communities including creative practitioners and businesses seeking affordable spaces to live and work in the Borough.

We will work to support these new communities to ensure they remain here and contribute to the economic and cultural success of the Borough.

As the Borough embarks on an era of expansion and development in the built environment we must learn from the lessons of other London Boroughs where the scale of growth has been such that communities have been dis-placed and newer communities have themselves been priced out. A vision for growth in the London Borough of Barking and Dagenham should be led in a controlled and sustainable way to ensure cultural change benefits everyone and *lasts*.



GLOW. Emily and Grace ©Mark Sepple

Communication

We must become better at communicating what cultural opportunities there are in the Borough. People need to know what is going on in the Borough whether they are visitors or residents.

We must implement an ambitious communications strategy targeting both people within the borough and outside. There needs to be a shift in how we are communicating everything from volunteering opportunities and museum events to large-scale festivals.

New Talent

We strive for a place where no-one is left behind and where everyone can produce and experience culture for fun, for learning, for personal enrichment and for employment. A place where every adult and young person from birth to 25 is supported to be creative, to experience high quality cultural experiences and to learn about their culture and the culture of others.

We will support people of all ages to access education, training, voluntary experience, apprenticeships and employment through cultural activities. We will harness the skills and expertise of local residents, schools, businesses and cultural organisations to develop work experience and mentoring in schools and colleges. We will become better at using digital technologies to share, innovate and inspire.

Culture in Place

The shaping of place in the Borough is hugely topical not least because we are about to witness an acceleration in house building including the development of Barking Riverside—one of the largest new housing conurbations since the Becontree Estate was built in the early Twentieth Century.

Design and architecture fall within the remit of regeneration but they are hugely important expressions of culture. This strategy focuses on how people living in the Borough are given opportunities to affect how places are being interpreted and shaped and makes active steps to bring developers, housing providers and planners into the scope and ambition of this strategy.

Objectives and Deliverables

12	1. Community Inspired	19	6. Good Partnerships
13	2. Culture Everywhere	20	7. New Connections
15	3. Building Capacity	21	8. Communications
17	4. The Centre of Culture	22	9. New Talent
18	5. Setting Standards	24	10. Culture in Place

I. Community Inspired

We will encourage new cultural activity led by local residents because we want to build confidence and encourage innovation throughout the Borough. This will support new and existing sustainable cultural activity and reflect the many cultures of the Borough. We will build on the significant knowledge and expertise already developed within the art and cultural sector to support dialogue, collaboration, leadership and participation in culture for all communities.

- I. We will seek to inform *Everyone Everyday* as it develops and enhance the programme through strong connections with the cultural sector. We hope to identify ways in which new *Everyone, Everyday* initiatives around culture can be supported by existing cultural organisations and informed by their expertise in facilitating collaboration, participation and activism. We hope to inform ways in which it will reinforce and add weight to community-led initiatives already established such as Cultural Connectors and *The White House*.
- II. Informed by the work already undertaken by Creative Barking and Dagenham through the Cultural Connectors it is suggested that a new raft of informal public forums or *Conversation Spaces* are introduced by all organisations working in the

Borough such as Creative Barking and Dagenham (CBD), the Council and external partners such as Bow Arts, BFI, and the Royal Shakespeare Company for local people to understand what plans there are for cultural activity in the Borough. It will take time to build momentum for these opportunities and we think existing networks such as Cultural Connectors, *The White House, Company: Movement Deals and Drinks*, resident associations, history groups and craft groups are a good place to begin.

- III. We recommend that the Cultural Connectors (CC) group are supported develop direct links with other cultural organisations in the Borough which will be of mutual benefit to CC members and other organisations.
- IV. We hope to see aspects of major council-run public events such as

The Summer of Festivals to be devolved to smaller groups reflecting the many cultures of the Borough and in order that they become more culturally diverse in their vision. Commissioning organisations such as the Council and CBD have a large part to play in making this happen.

- V. These processes need to be visible and shared as part of the communications strategy.



DAGFEST 2016 Anita Adeshina



GLOW ©Mark Sepple

2. Culture Everywhere

We will promote a vision for culture everywhere for its intrinsic, social and economic value. Culture should be on the agenda for every service and sector in the London Borough of Barking and Dagenham from housing to social care, private enterprise and the voluntary sector.

If we can achieve a far-reaching courageous approach to culture in the Borough, we will see an increase in civic and cultural activity, levels of engagement and participation and significant changes in how it feels to live in the Borough and how we are perceived beyond.

I. We will embrace the three values of culture across the cultural vision for the Borough. We will use this to drive a cultural ambition that:

- welcomes quality, innovation and risk-taking
- supports learning and developing new skills
- triggers social change and gives all communities opportunities to experience and create culture on their own terms.

II. We will develop streamlined equitable commissioning opportunities for cultural organisations wanting to work in the Borough in order to support the vision that culture is everywhere – across services and for all communities.

We recommend:

a) A new Council Cross-Service Commissioning Group for Culture meeting each quarter to drive *Culture Everywhere* across services. This should be chaired by a member of the Culture and Recreation Team. Initially this should be attended by commissioners for Regeneration, Barking Healthy New Town, representatives of Barking Riverside Ltd, Education, Children and Young People and Health.

b) The objectives for this group will be to:

- Respond to the recent council document *Commissioning for Better Outcomes for Barking and Dagenham* to promote high quality cultural provision in the Borough.
- Look to the recommendations from the Arts Council of England Cultural Commissioning report *The Art of Commissioning* for the potential benefits, cost savings and best practice for commissioning arts and cultural organisations to shape and deliver core services and bring social value through culture.
- Devise a new clear application process for arts and cultural organisations to apply for future commissioning opportunities with a timeframe of at least 1 year for organisations to devise programmes and potentially seek match funding.
- All future commissioning opportunities should be shared through the Council Cross-Service Commissioning Group – to be shared via the Cultural Partnership and promoted to arts and cultural organisations within and outside of the Borough.
- Devise an approach for sharing future commissioning opportunities outside of the Borough through peer networks.
- It is important that new organisations from outside the London Borough of Barking and Dagenham are commissioned in order to diversify the range of work in the Borough.

- Ensure a coherent approach linking this strategy with other Borough strategies most notably the Heritage, Libraries and *Parks and Open Spaces strategies*. For example, it is crucial that the new Parks and Open Spaces Strategy results in more diverse cultural events to taking place in our parks. The new *Heritage Strategy* should contribute to the new *Creative Entitlement* for young people and skills and training across the Borough. The *Libraries Strategy*, whilst quite rightly focussing on reading and learning as a key part in reducing inequalities, will also recognise the pivotal role libraries can play in improving digital inclusion and their increasingly important place-shaping role in connecting people and providing places for people to come together.

III. In order to galvanise existing momentum in the Borough around the value of culture for people in east London, and to maximise future opportunities we propose the Borough will bid to be the London Borough of Culture in 2020.

IV. In order to better communicate the breadth and dynamism of cultural opportunity in the Borough it is recommended that the Cultural Partnership (including external arts organisations), Council services and

the Cultural Education Partnership (CEP) work together to deliver an annual shared cultural programme.

These overarching projects should be convened by external Creative Programmers whose job it will be to:

- devise an overall curatorial vision and critical rationale for the programme (allowing for individual organisations to have creative freedom within the structure)
- support innovation and collaboration across sector, policy and organisations
- drive an effective communications strategy for the Borough and beyond
- support communication across organisations
- ensure a broad range of communities contribute to these programmes
- maximise the strategic impact of these programmes across Council services
- connect with the lead officer from the Culture and Recreation Service to ensure there is core funding for the programme
- support individual organisations to fundraise or re-direct existing funding to support the programme.

The next shared programme opportunities are:

- *2017/18 Young People's Year of Culture (co-ordinated by the Cultural Education Partnership)*

- *2018 Year of Women and Activism* (this lead-in time is not as long as we would prefer)
 - *2019 Celebration of Suburbia* – Borough-wide programme of events to celebrate the importance of the hinterlands of London and the countryside.
 - *2020 The London Borough of Culture*
 - *2021 Centenary of the Becontree Estate and the second part of Celebration of Suburbia*
- V. It is recommended that large festivals led by the Council and CBD should continue to be devolved from single organisations and delivered as collaborations by a range of smaller organisations including faith, LGBT and disability groups. This will support greater collaboration and a more diverse and representative view of cultural activity across the Borough. Commissioning opportunities should be shared via the Cultural Partnership, Cultural Education Partnership and input should be gathered and through the new *Conversation Spaces* and Cultural Connectors.
- VI. We propose a major new programme built specifically around the ambitions of the Barking Riverside Healthy New Town. Here we proposed a significant new commission (or series of commis-

sions) for cultural organisation/s to lead on *New Town Culture*. This new programme will build on the work already being delivered by Studio 3 Arts and the Cultural Connectors in Barking Riverside, to deliver a programme of activity closely tied in with the strategic objectives of the Healthy New Town. Crucially the project will be located in Barking Riverside and we would like to encourage the commissioned organisation/s to be based *in* the locality full time. The commissioned programme should represent the best possible approaches to working collaboratively with local residents *and* critical and robust artistic practice.

New Town Culture will be closely aligned with Barking Riverside Ltd, Barking Riverside Healthy New Town, the Council, local cultural organisations and civic infrastructure and will set-out to provide robust evidence for the impact of cultural provision on public health and civic participation. We will work with a Higher Education partner to develop a body of evidence to inform future commissioning.





Comapny Drinks

3. **Building Capacity**

The future success of art and culture in the Borough is partly dependent on a raft of resilient, ambitious and autonomous cultural organisations based in the London Borough of Barking and Dagenham. Added to this, coherent processes for communication and collaboration between organisations and across sectors including voluntary, business and council services. Alongside this there is need for a more streamlined and equitable approach to commissioning cultural organisations.

- I. Capacity within the Council Culture and Recreation Service should be increased with new team members including:
 - a) Culture Strategy and Commissioning Manager – to lead on the ethos of *Culture Everywhere* ensuring strategic links are made across services and sectors and chairing the Cultural Partnership. It is essential this role is less about programme delivery and more about facilitating a programme devolved to cultural partners.
 - b) Funding Manager – this role should be responsible for funding areas of shared programme across organisations, linking in with other service commissioners in the Council and developing the *Green Room* project for local business. They will be responsible for exploring major new strategic opportunities such as the Arts Council of England *Ambition for Excellence*.
 - c) Evaluation Manager – as well as monitoring and feeding back to funding partners, this role should work closely with the Culture Strategy and Commissioning Manager to create and support two critical friend groups for reviewing cultural provision in the Borough and the progress of the Strategy.
 - d) The job of these postholders will be to map out the timetable for delivery of this strategy.
 - II. There is ambition to see the Cultural Partnership grow as a powerbase for cultural organisations to collaborate, discuss, organise, lobby, build resilience and share expertise and resources.
- The Cultural Partnership should meet every three months for a half-day meeting. Members will be comprised of any group or organisation delivering any public cultural programming in the Borough including locally and externally-based organisations. New arts organisations working in the London Borough of Barking and Dagenham will be encouraged to join. Currently the burden for chairing and co-ordinating these meetings falls to Studio 3 Arts. It is recommended the Cultural Partnership is co-chaired by the existing Chair and a member of the Council Culture and Recreation Service who will lead on the delivery of *Culture Everywhere* in the Borough and has the benefit of no programming responsibilities. The Chair representing the Council will:
- convene meetings and form agenda
 - inform the Partnership of relevant strategic developments
 - invite external people to present
 - update and circulate a shared programme overview across organisations
 - co-ordinate evaluation processes.

The objectives of the CP are to:

- a) to work across all four LBBD cultural strategies: *Culture Everywhere*, *Heritage*, *Libraries and Parks* and *Open Spaces* and work to highlight opportunities and strategic links for example events in parks, new Eastbury Manor and Barking Abbey projects and the *Pen to Print* programme in libraries.
- b) bring together all cultural organisations working in the London Borough of Barking and Dagenham around shared programming opportunities
- c) share individual programming plans six months ahead and collate long-term planning
- d) invite speakers including external commissioners and funders, developers, housing providers, Council service commissioners, Council Communications Team, policy experts, artists etc.
- e) the Chair will take part in the new Council Cross-Service Commissioning Group for Culture and will report to CP.
- f) Inform how cultural opportunities are communicated across the Borough.
- g) build resilience within local organisations
- h) share funding and commissioning opportunities
- i) reflect on *Culture Everywhere* and how organisations are delivering it
- j) work together to support the review

and evaluation of artistic cultural programming in the London Borough of Barking and Dagenham

- k) monitor and report progress of the Creative Entitlement offer.

- III. In three years CBD will no longer be funded by the Arts Council of England and it is essential we build on the legacy of their work to ensure the scale of ambition represented by CBD becomes integral to the cultural offer in the Borough.

There are a number of experienced and established arts and cultural organisations based in the Borough. Studio 3 Arts is currently the only National Portfolio Organisation (NPO) based in the London Borough of Barking and Dagenham. There are external NPO's working here including Create, the Barbican and Bow Arts. We would like there to be at least one more based in the Borough in 5 years.

There is some work to be done to ensure organisations are more resilient. By this we mean:

- they have supportive and pro-active Boards of Trustees
- they are strategically connected to policy, funding, sponsorship and commissioning opportunities beyond the Borough

- they have stable long-term sites – as appropriate e.g. office space for peripatetic organisations
- they are connected across sectors (voluntary, Council and business) within the Borough
- they are developing their professional practice and pushing artistic boundaries through links with other professional organisations for example links with theatres, galleries, artists, arts publications and Higher Education
- their work is reviewed in order for them to develop and grow
- support to provide training for smaller cultural organisations with business planning and accounting.

It is recommended that Creative Barking and Dagenham (CBD) and the Arts Council of England, with support from the Council Culture and Recreation Service are best placed to support organisations around these objectives. CBD are already delivering a new programme strand to support capacity building in the local cultural sector and this should be viewed as part of a larger objective to ensure that the expertise of CBD is shared across multiple local organisations. We would like to see a structured programme of support for local organisations delivered with the Arts Council.



Company Drinks

4. The Centre of Culture

We will work together to build our reputation for being bold, intelligent, talented and informed by a unique, important history. We must embrace our place as a London Borough in order for us to benefit from the resources, opportunities and potential new visitors this brings. As London moves east we will seize this opportunity to create our own confident cultural centre. Cultural activity will lead to new social networks that cut across traditional demographic divisions around ethnicity, class, geography, education, faith and wealth.

I. The Growth Commission recommended two new anchor institutions in the London Borough of Barking and Dagenham. There are currently four cultural anchor institutions proposed for the Borough. *The East End Women's Museum in Barking* and *a Museum of Industry* at the former Ford Stamping Plant in Dagenham are being developed by the Council, as well as a private sector development of a new live music venue and cinema in Barking Town Centre.

We welcome the ambition and local relevance of these projects and it is recommended that an external group of museum practitioners are invited to carry out research around the scope for the two council-led projects. We would also welcome a

range of possible models for these institutions including scope to encompass existing organisations such as cultural organisations or learning providers. It is recommended that particular attention is paid to:

- the staffing of these new institutions and ambitions for opening times and visitor services
- potential for audience take-up
- building and design
- curatorial approach
- long term funding
- board composition
- potential for new art commissioned in these spaces.

II. We propose a new borough-wide initiative to create *The Story So Far* – a new plaque scheme to complement the English Heritage Blue Plaque

scheme. This will commemorate important local figures including local artists, athletes, celebrated dinner ladies and community activists. This consolidates the ambition for *Culture Everywhere* and emphasises the achievements of our residents in the culture sphere

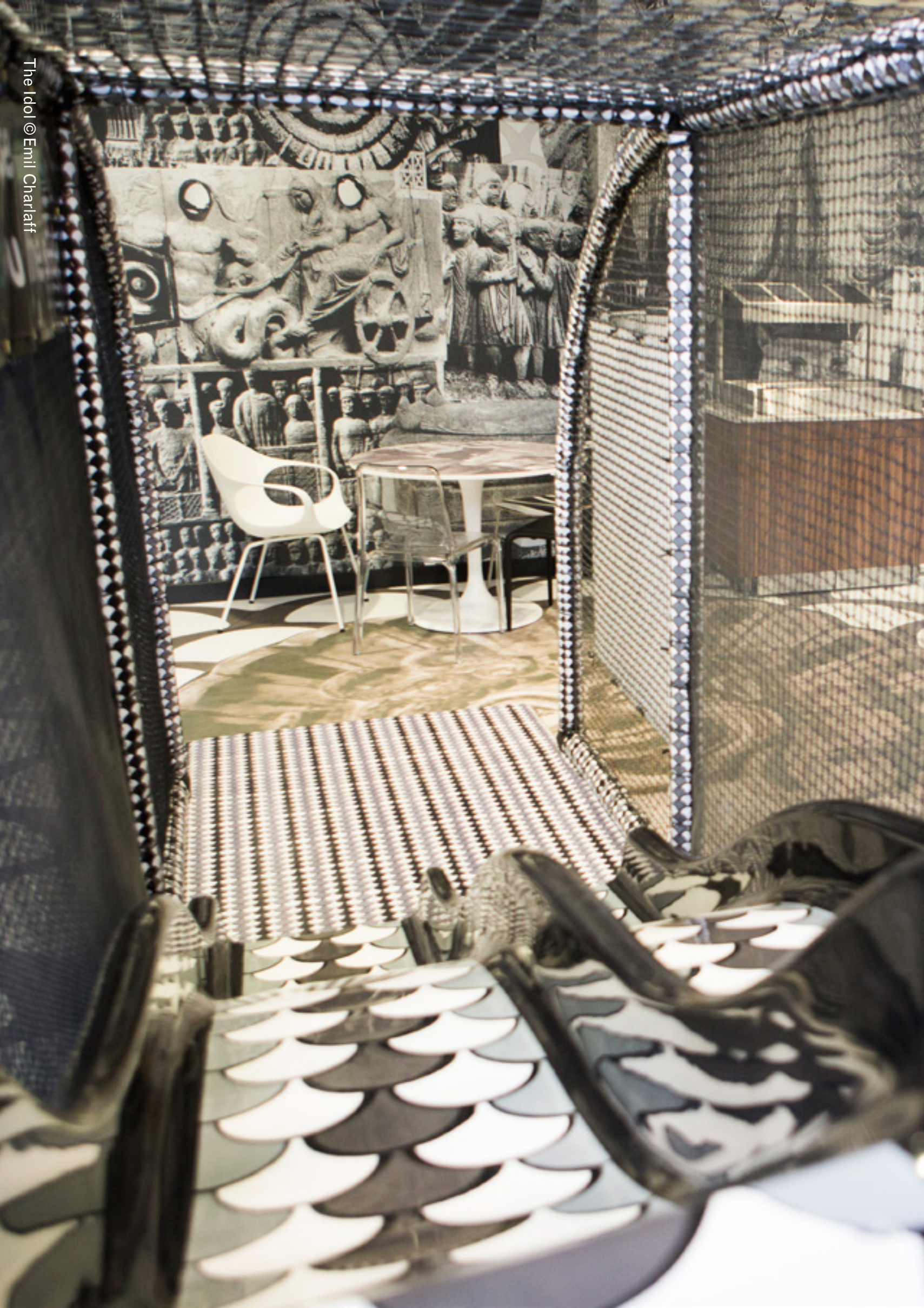
- III.** We invite the Council Cross-Service Commissioning Group for Culture, the Cultural Partnership, the Cultural Education Partnership and the new Cultural Citizens programme to join forces to launch a new Creative *Entitlement* from birth to 25 for every young person living in the Borough. Building on the work of the Cultural Education Partnership including groundbreaking early years cultural provision and the school cultural leadership programme we propose to launch a coherent set of cultural commitments for all young people.

We will build on the existing Cultural Entitlement to launch a new comprehensive ambition to encompass the youth sector, schools and colleges, voluntary learning, apprenticeships, informal learning and further education. We will involve our cultural partners including higher education and cultural organisations in delivering this entitlement. The new entitlement will build on the significant

work of schools and the CEP and the work of other organisations such as the Broadway Theatre, Barking and Dagenham Youth Dance, Studio 3 Arts, Green Shoes Arts and Barking and Dagenham College.

The Creative *Entitlement* will aim for all young people to have opportunities to:

- a.** Regularly express their ideas, thoughts and feelings and stimulate their imagination through creative activities in youth clubs, school, college and in other formal and informal learning settings.
- b.** Regularly take part in organised creative activities, such as story-telling, music-making, dance, art, design and craft in a range of formal and informal learning settings.
- c.** Access a range of opportunities each year to experience high quality cultural activity in professional venues such as a theatre, cinema, music venue, museum, gallery, library or heritage site.
- d.** Have opportunities to share their creative achievements with a range of people.
- e.** Meet with professional practitioners such as artists, curators, actors, dancers, authors.



- f. Learn about creative activities and resources available to them in their local area.
 - g. Learn about future pathways for enjoyment, learning and careers in the cultural sector.
 - h. From Key Stage 3 have opportunities for work-based learning, mentoring, apprenticeships and volunteering in the cultural sector.
- IV.** A major new annual shared programme should be supported across the London Borough of Barking and Dagenham to amplify the cultural significance of the Borough for example 2018 Year of Women and Activism, the 2021 Celebration of Suburbia.
- V.** The Borough will continue to be recognised by the Heritage Lottery Fund as a Priority Development Area until 2019. Priority Development Area status has brought huge benefits to the Borough. Since 2013 Borough-based organisations have secured twenty-five awards from the Heritage Lottery Fund with a value of over £3 million. These include the Council's transformation of the townscape around Abbey Green and Barking High Street Conservation Area,

Create's recent exhibition about local celebrity designer Hardy Amies, Wellgate Community Farm's project to involve local people in educational farm-based activities and the Studio 3 Arts celebration of the lives of residents of the Gascgoine Estate, whose stories are now archived at the Local Studies and Archives Centre at Valence House Museum.

As a Borough that is rich in cultural, industrial and natural heritage but with low levels of engagement around heritage, it is critically important that the Council and local community and voluntary organisations make the most of this generous but time-limited opportunity from the Heritage Lottery Fund. Supporting and celebrating heritage will play a significant part in our ambition to place the Borough at the centre of its own cultural story.

5. Setting Standards

It is important that cultural opportunities in the Borough are high quality and contribute to the success of the Borough. In order to achieve this we must create a methodology for evaluating our work.

Our aim is to encourage experimentation and ambition in the cultural output of the Borough, but this must be underpinned by robust evaluation to ensure excellence in everything we do.



Studio 3 Arts



Tune Into Sanity FM c/o Patrick Goddard

- I. We propose a new external group of interested critical friends comprised of experienced practitioners from arts and culture such as museums, galleries, theatre, and higher education. This group of around five practitioners will be invited to critique individual cultural projects in the Borough. This process of review will be commissioned by a member of the Culture and Recreation Directorate Team and shared comprehensively with the Cultural Partnership and used as a tool for future learning. It is suggested that a model for this evaluation could be the *Quality Principles in work for, by and with Children and Young People* developed by the Arts Council of England which could be broadly applied to cultural content for all ages.

6. Good Partnerships

As we work with our partners to deliver this strategy we will be clearer about our expectations for partnership working. We will launch a framework to guide all new partnerships with cultural organisations. This will set-out clear expectations for how new activity should contribute to the ambitions for the Borough. Our aim is for creative opportunities in this Borough to be more diverse and are so we are keen to develop new relationships with artists and organisations to enable this.

- I. We propose a new framework setting out our expectations for partnerships with cultural organisations commissioned to work in the Borough and other organisations delivering cultural programming such as Barking Riverside Ltd and Future Cities. This will enable us to galvanise support from a range of stakeholders to deliver the ambitions of this strategy.
- d) Support the communication of cultural programming within and outside of the Borough.
- e) Contribute to the *Creative Entitlement* for young people and in particular support schools, colleges and youth organisations to offer mentoring, work experience and volunteering opportunities for young people and ensuring young people have access to a range of cultural experiences outside of the Borough.
- f) Set-up *Conversation Spaces* in order to share their ideas and plans with local residents.

The objectives are for each cultural partner to:

- a) Join the Cultural Partnership and regularly attend meetings to share and access information and ideas.
- b) Leverage match-funding and inward investment to bring additional support for work in the Borough.
- c) Work in alliance with local cultural organisations to share information and expertise.

These expectations will be drawn up as a memorandum of understanding to be shared with all future partners.

- II. We will all continue to support existing relationships with a range of partners such as The Guildhall



Studio 3 Arts

School of Music and Drama, the British Film Institute and The Royal Shakespeare Company. Alongside this it is crucial that the Culture Strategy and Commissioning Manager establishes new relationships with new strategic partners whose expertise could support, amongst other things, evaluation, programme delivery, research, education, peer-to-peer learning and future planning. This is an indicative list of potential strategic links going forward:

- Tate Learning: connect with Tate Collective (youth programme), school, teacher and community programmes.
- Serpentine Gallery: new opportunities for adults.
- Victoria and Albert Museum for people of all ages to engage with the history of design and manufacturing.
- The Architecture Foundation to enable local people to connect with changes to the built environment and planning and architecture.
- National Theatre and Theatre Royal Stratford to form new alliances with the Broadway Theatre.
- Museum of London to develop partnership around the proposed new anchor institutions.
- Develop links with a range of new Higher Education partners such as Birkbeck University, the University of East London, University of London to develop pathways into art and culture and research opportunities around housing and culture.
- Whitechapel Gallery and the 2018 Year of Women and Activism.
- The Foundling Museum on social justice and art.

7. New Connections

As new homes are built and house prices continue to rise we will see new communities and organisations settling permanently in the Borough. Our ambition is for them to contribute to the social, cultural and economic well-being of the Borough. Our aim is not to see new Cultural Quarters but to see a Cultural Borough with new and existing residents living alongside. If we manage this well, we will see existing communities being benefiting from change and not left behind.

- I. Cultural organisations in the Borough must take a lead in creating new alliances with business and enterprise in the Borough. There must be an invitation to local businesses of all sizes to connect with the new cultural ambitions for the Borough – with an emphasis on making friends rather than asking for sponsorship. This new endeavor should be initially led by a member of the Culture and Recreation Directorate Team with the aim to devolve connections through the Cultural Partnership.

It is proposed that *The Green Room* is a kitemark for private companies based in the London Borough of Barking and Dagenham whether they are members of BEC2 or the Chamber of Commerce. They are invited to be part of the new ambitious cultural vision for the London Borough

of Barking and Dagenham: Change is happening. Be part of it. Joining is valuable. In return they receive:

- News and updates
- Invites to private views, performances, and other cultural events
- Exclusive access to the cultural diary and opportunities for employees e.g. exhibitions of young people's work in a foyer, talks from local artists
- *The Green Room Cultural Investor* title.
- Invitation to an annual Cultural Partnership meeting.

In the long term these new alliances will lead to training and work experience for young people, new spaces for culture and investment. We should learn from the success of the Summer of Festivals



Jack & The Beanstalk c/o Chad McCail

which received support both strategic and financial from local businesses.

II. As new cultural enterprises and practitioners establish in the Borough such as the proposed music venue for Barking Town Centre and a new Film Industry hub in Dagenham it is vital links are made early on with the Cultural Partnership and CEP to ensure that strategic opportunities are not missed. It is crucial these new strategic opportunities are highlighted to the Cultural Partnership through the Council Cross-Service Commissioning Group for Culture. We must

all be alert to potential new allies and introduce them to the cultural network through the Culture and Recreation Team and Cultural Partnership.

III. New Cultural practitioners in the Borough should not feel obliged to join the Cultural Partnership or contribute to *Culture Everywhere*. They should be given autonomy but we must be clear about how they can contribute to broader ambitions of the Borough and this creative strategy should they wish to

8. Communications

We need a new more ambitious approach for communicating the cultural offer to people living in the Borough and beyond. We need an agile multi-platform approach for sharing opportunities and co-producing content that communicates to younger and older audiences and people with a range of skills and expectations.



Barking and Dagenham Youth Dance



The Mobile Museum, Verity-Jane Keefe

- I. The brand identity for the ‘Culture’ should be distinct from the main Council identity on the website. Communications for culture should be commissioned by the Council and delivered by external organisations.
- II. A new multi-platform communications strategy for Culture is needed taking into account social media, online, print, press, BDTV and other portals:
 - ‘Culture’ should become more agile and dynamic through a variety of communication platforms and with more cultural organisations contributing to online content including social networking. The council should devolve responsibility for creating content to partner organisations to ensure content is more compelling, relevant and is updated more regularly.
 - The ‘voice of culture’ should be as multi-faceted and diverse as the

cultural offer in the Borough. The online offer for culture should include a range of content generated by local people, artists and other partners.

- Local cultural forums such as the proposed Conversation Spaces and Cultural Connectors should be given strong prominence.
- Robust networks, mailing lists and press contacts should be developed for reaching new audiences and cultural organisations outside of the Borough. This could be done in partnership with national cultural institutions who might be willing to partner.
- It is strongly recommended that a new listings magazine is established and delivered to homes borough-wide. There are a number of businesses and investors who would be open to funding this initiative and housing providers could support this with dissemination. It would be filled with content about local people and cultural activity with some advertising for organisations.
- Some particularly successful projects led by the Council would benefit from gaining autonomy through their communications approach. This has already been achieved by Valence House Museum and Archives



© Marijke Steedman

and Eastbury Manor would benefit from a separate website and better national listings.

- It is also recommended that we think more about how cultural projects in the borough are captured and shared online in order to increase access and generate interest.
- III. We require a new opportunities portal for young people and adults to find cultural training and skills and volunteering opportunities. This must be centralised and hosted by the Council.
- IV. We require a skills register for local people to register their cultural skills and interests and match potential collaborators for projects.



Studio 3 Arts ©Mark Sepple

9. **New Talent**

Culture has a central part to play in formal and informal learning for all ages, and it is important to emphasise the crucial role art and culture play in formal education for all young people.

Better opportunities for communities to produce culture, participate, learn, complete training, volunteer, undertake apprenticeships and receive information and guidance in the cultural sector will realise the full social impact of culture in the Borough.

Our ambition is to see higher levels of engagement, enjoyment and participation in culture and increased levels of learning and employment.

I. It should be a priority to develop a new Borough-wide cultural volunteering audit followed by a plan led by the Council and informed by Creative Barking and Dagenham, the Cultural Partnership and the Cultural Education Partnership. This cross-service, cross-sector plan should deliver a new comprehensive structured approach to volunteering, for all ages, throughout the Borough.

II. Broadway Theatre Talent Development programmes and Cultural Connectors are examples of how local cultural organisations are already working to support adults to access information and guidance, build skills, participate and lead on cultural activity. It would be advantageous for this provision to be developed more collaboratively across organisations in the Borough. It is suggested that alongside the new volunteering plan, a group is formed from the Cultural Partnership to audit existing provision for adult learners outside of formal education.

III. The Borough is to be commended on having established a Cultural Education Partnership (CEP) with clear objectives. We believe the CEP is the appropriate body to lead on a comprehensive approach to support cultural learning and engagement

and to galvanise those working in youth provision, further education (FE), schools and colleges, volunteering, apprenticeships and other informal learning settings to make this happen.

Our ambition is to see a more creative and reciprocal relationship between the CEP and cultural organisations such as Barking and Dagenham Youth Dance, the Broadway Theatre, Green Shoes Arts and Studio 3 Arts. It is suggested the first steps are:

- As there is an ambition for schools to foster independent sustainable relationships with arts and cultural organisations the CEP should seek to provide guidance to schools and cultural organisations to facilitate this.
- Informed by the Arts Council of England Cultural Commissioning research it is recommended that the CEP review their approach to commissioning arts and cultural organisations in order to:
 - allow cultural organisations to take *more* responsibility for devising projects and creating creative content
 - enable cultural organisations to seek additional funding to add value to the work of the CEP and more long-term and sustainable projects

- ensure longer lead-in times for commissioning opportunities so that cultural organisations can build projects into their strategic planning
- in order to ensure equitable opportunities for schools (and other providers) and cultural organisations to work together it suggested that commissioning opportunities should be advertised broadly and also be shared at the proposed Council Cross-Service Commissioning Group for Culture.
- a member of the Culture and Recreation Directorate Team should attend CEP meetings.
- CEP will be part of the shared cultural programme across the Borough and will work with the Creative Programmers who will conceive these overarching programmes.

II. The Culture and Recreation Service in the Council should convene a working group to develop new strategic objectives to increase the number and range of apprenticeships available in the Borough across a range of cultural settings. This should be woven into the Council's overall approach for the implementation of the new Apprenticeship Levy.

III. The CEP priority to clarify and strengthen pathways into the creative and cultural sector should be further developed in partnership with Higher Education (HE) providers.

There is certainly an appetite from HE to ensure that a 'Creative Entitlement' is articulated through partnership projects, courses and research around formal and informal learning and more broadly around art and culture. The CEP should be proactive in forging new links with a range of potential HE partners including Birkbeck University, University of the Arts London, University of East London and Goldsmiths University. The CEP should be active in brokering new relationships between HE and cultural organisations, schools, youth clubs and so on.

IV. In response to the point made by the Growth Commission that 'schools should adopt a more experiential approach to the curriculum' and building on *The Big Deal* programme by Studio 3 Arts, the CEP should give further thought to training and voluntary opportunities in the Borough. In partnership with the new Youth Zone, the new Cultural Citizens programme and Barking and Dagenham College they should aim to strengthen a borough-wide offer for training and volunteering for young people. It is proposed a new partnership project is developed with these partners called *Culture After Hours* designed to support new areas for working across school, FE and youth provision.



THE WHITE HOUSE

Open Day

Today
12noon - 3pm

Drop in anytime and
be the first to see the
newly restored space,
meet the actors and
find out more!

10. Culture in Place

In the next decade we will see significant changes in the built environment with unprecedented levels of new house building across the borough. How can we ensure that rigorous and inclusive ambitions for culture are embedded into future regeneration plans? How can we ensure that local people contribute to strategic planning? How can we ensure that Culture Everywhere is embraced by those stakeholders including architects and developers leading on the huge programme of place-making in the Borough?

- I. The London Assembly Regeneration Committee recently published the report *Creative tensions: Optimising the benefits of culture through regeneration*. One of their findings was that through the processes of regeneration “There are tensions between ‘old’ and ‘new’ residents and communities, as people are priced out due to rising rents and “rocketing property costs”. One risk is that “Certain groups are marginalised, which leads to homogenisation of the type of residents in an area and the culture on offer.”

This Borough is perfectly placed to set a precedent for how existing grassroots cultural activity *as well as* new cultural opportunities can be supported through a robust cultural strategy that is clearly reflected in all future development plans. It is

absolutely key that the ambitions of this cultural strategy are reflected in future regeneration planning.

Key steps to achieve this are:

- a. The Council should plan in a systematic way to utilise section 106 and Community Infrastructure Levy contributions to address shortcomings in cultural facilities and other infrastructure.
- b. When the new regeneration public company, Be First, takes the lead on future development and regeneration in the Borough, it is essential that *Culture Everywhere* is embedded into the objectives of the new organisation.
- c. It is essential that future commissioning opportunities for culture led by Regeneration, devel-

opers and housing providers are shared equitably with the Cultural Partnership and cultural organisations outside of the Borough. It is recommended that Barking Riverside Ltd is part of the new Cultural Commissioning Working Group. It is also suggested that a lead from Culture and Recreation attends the Barking Housing Zone group and is connected with all other new developments in the Borough.

d. The recent Borough Characterisation Study has identified ten distinct geographic areas in the Borough. It is proposed that there will be new Area Board Panels to lead on frameworks for design and it is essential that this cultural strategy forms part of their agenda and that cultural experts as well as planners, architects and local residents are represented on the Boards.

e. It is essential that cultural projects commissioned by Regeneration, developers or housing providers are evaluated alongside other cultural programming as part of the broader commitment to raising standards for culture.

II. Amongst the recommendations in *Creative tensions: Optimising the benefits of culture through*

regeneration it is suggested that affordable cultural workspace should be part of every large new planning development in the Capital. The Borough is well placed to set a precedent for integrating live and workspace for cultural practitioners into all regeneration plans.

First steps to achieve this are:

a. The Borough is already pioneering this ambition and working closely with Create to develop new workspace and housing for cultural practitioners that also provides local communities with new cultural opportunities and is relevant to what cultural practitioners actually need. It is suggested that this pilot is extended to develop more socially engaged, visionary and exemplary live and workspace to benefit both local residents and cultural practitioners in Barking Riverside.

b. The Borough should position itself as a potential *Creative Enterprise Zone* in London where both affordable housing and workspace are located together.

c. The Council and the Cultural Partnership must work together to ensure that cultural organisations such as Barking and Dagenham Youth Dance and Green Shoes Arts based in the Borough have adequate long-term workspace. This should

- be initiated through an audit of workspace and an audit of future need for organisations to result in an action plan to ensure local organisations have good long-term affordable premises.
- d. The Council should undertake a new audit of existing capital assets and these should be shared at the new Cultural Commissioning Working Group in order to identify future opportunities to support new and existing cultural activity.
 - e. Going forward it would be more equitable to develop a rationale for determining which spaces and premises the Council can offer potential new incoming cultural organisations and practitioners. The new residential development for creative practitioners led by Create in Barking is a model for good practice with a transparent set of criteria for selection and this should inform the rationale.
- III. Linking with the Parks and Open Spaces Strategy 2016 there should be a new set of programming plans built around the objective to support more events in parks. This should be reflected in new cross-Borough shared programmes, in the work of the Cultural Partnership and other cultural programming.
 - IV. The Council should commission a new strategy for art in the public realm in order to provide clear guidance and raise standards for all those invested in placemaking in the Borough.

Appendix 1 Actions:		
ACTION	STRATEGY REFERENCE	TIMESCALE
1 Culture and Recreation Team devise timetable for delivery of actions.	3.I (d)	June 2017
2 CP and Culture and Recreation Team work with <i>Everyone Everyday</i> to shape expectations for culture in PC and explore role existing cultural organisations will play in delivering <i>Everyone Everyday</i> .	1.I	June – Sept 2017
3 <i>New Conversation Spaces</i> set-up by range of organisations to trigger dialogue with local communities around cultural plans and opportunities.	1.II	2018–22
4 Develop strategic approach to support Cultural Connectors to work with other cultural organisations in the Borough.	1.III	2017–28
5 Large-scale festivals and events supported through core funding and devolved to smaller and groups and organisations to increase range of voices and audiences and links made with Parks and open Spaces Strategy to utilise civic spaces.	1.IV	2018–19
6 Set-up new Council Cross-Service Commissioning Group for Culture to meet quarterly	2.II (a)	From Sept 2017
7 Devise new commissioning processes based on the new <i>Commissioning for Better Outcomes for Barking and Dagenham and Art of Commissioning</i> recommendations	2.II (b)	From Sept 2017
8 Devise new processes for sharing commissioning opportunities within and beyond the Borough	2.II (b)	From Sept 2017
9 Develop bid for London Borough of Culture	2.III	2017

<p>10 Establish core funding for shared programmes for annual Borough-wide shared programmes</p>	<p>2.IV</p>	<p>Ongoing from May 2018–22</p>
<p>11 Commission external creative programmer to convene annual Borough-wide shared programmes</p>	<p>2.IV</p>	<p>From Autumn 2017</p>
<p>12 Working with BR Healthy New Town and Higher Education Partner to develop <i>New Town Culture</i> to commission new programme of activity in Barking Riverside.</p>	<p>2.V</p>	<p>From January 2018</p>
<p>13 Employ new Council Culture and Recreation Service members to support the delivery of the Culture Strategy</p>	<p>3.I</p>	<p>Summer 2017</p>
<p>14 Culture Strategy and Commissioning Manager and Studio 3 Director co-chair CP meetings which take place quarterly with new agenda and membership criteria</p>	<p>3.II</p>	<p>From Jan 2018</p>
<p>15 Implement new Cultural Partnership objectives</p>	<p>3.II</p>	<p>From Sept 2017</p>
<p>16 CBD to devise programme in partnership with ACE and Council to support peer cultural organisations to develop resilience</p>	<p>3.III</p>	<p>2017–20</p>
<p>17 Secure funding and commission feasibility research for <i>The East End Women’s Museum and a Museum of Industry</i></p>	<p>4.I</p>	<p>2017–18</p>
<p>18 Invite external organisations to realise a new borough-wide plaque scheme.</p>	<p>4.II</p>	<p>2018</p>
<p>19 Bring together representatives of CEP, CP and Council Cross-Service Commissioning Group for Culture to establish the <i>Creative Entitlement</i>.</p>	<p>4.III</p>	<p>2017–22</p>

20 Map out processes for new process of practice review and evaluation through critical friends group.	5.I	Autumn 2017
21 Set-up group of critical friends to review cultural programmes in the Borough.	5.I	2018
22 Formalise and disseminate new guidance framework and MOU for partnership working with cultural partner organisations – share widely with CP, CEP and Council Cross-Service Commissioning Group for Culture.	6.I	2018
23 Develop new strategic links with new partners outside of the Borough based on the new guidance framework.	6.II	Ongoing 2017–22
24 Set-up <i>The Green Room</i> for local business	7.I	2018
25 Ensure strategic links are made with new music venue in Barking Town Centre and new Film Industry hub in Dagenham with Culture and Recreation Team, Creative Partnership and CEP as soon as possible to ensure huge opportunities for programme, funding and skills and training are developed.	7.II	2018
26 Commission new communications strategy including new brand for ‘LBBD Culture’	8.II	2017–18
27 Approach business sponsors to support new listings magazine	8.II	2018
28 Set-up online new training and volunteering information portal for culture including a skills register	8.III	2018
29 Create a new Borough-wide cultural volunteering audit and plan led by the Council and informed by Creative Barking and Dagenham, the Cultural Partnership and the Cultural Education Partnership.	9.I	2017–18

<p>30 Form group from Cultural Partnership to develop a Borough-wide audit of existing provision for adult learners outside of formal education.</p>	<p>9.II</p>	<p>2017–18</p>
<p>31 CEP develop guidance for schools and cultural organisations in initiating and sustaining independent relationships</p>	<p>9.III</p>	<p>2017–18</p>
<p>32 CEP review and streamline commissioning processes for cultural organisations</p>	<p>9.III</p>	<p>2017–18</p>
<p>33 The Culture and Recreation Team in the Council should convene a working group to develop a new cultural strategic plan for increasing the number of cultural apprenticeships available in the Borough</p>	<p>9.IV</p>	<p>2017–18</p>
<p>34 CEP develop better links with HE to develop future work and pathways</p>	<p>9.V</p>	<p>2017–19</p>
<p>35 CEP <i>Culture After Hours</i> in order to develop vocational learning, volunteering and training through work with FE colleges, the new Cultural Citizens programme and Youth Zone</p>	<p>9.VI</p>	<p>2018–22</p>
<p>36 Embed objectives from <i>Culture Everywhere</i> in future Section 106 and Community Infrastructure Levy projects in major new developments</p>	<p>10.I.a</p>	<p>2017–18</p>
<p>37 Work with Be First to ensure objectives of <i>Culture Everywhere</i> are incorporated within the agenda of the new Board from Oct 2017</p>	<p>10.I.b</p>	<p>2017–18</p>
<p>38 BR Ltd attend Council Cultural Commissioning Working Group</p>	<p>10.I.c</p>	<p>2017–18</p>
<p>39 Culture and Recreation Team represented at Barking Housing Zone meetings and all other similar new developments in the Borough</p>	<p>10.I.c</p>	<p>2017–18</p>

<p>40 Ensure new Area Board Panels have cultural organisations represented and culture is on the rolling agenda.</p>	<p>10.I.d</p>	<p>2017–18</p>
<p>41 Extend new evaluation plans to include all cultural projects commissioned by Regeneration, developers, studio or housing providers</p>	<p>10.I.e</p>	<p>2017–18</p>
<p>42 Develop new socially engaged, visionary and exemplary live and workspace to benefit both local residents and cultural practitioners in Barking Riverside.</p>	<p>10.II.a</p>	<p>2017–22</p>
<p>43 The Borough should position itself as a potential <i>Creative Enterprise Zone</i> in London where both affordable housing and workspace are located together.</p>	<p>10.II.b</p>	<p>2017–18</p>
<p>44 Undertake a new audit of existing Council capital assets and these should be shared at the new Cultural Commissioning Working Group to identify future opportunities to support new and existing cultural activity.</p>	<p>10.II.c</p>	<p>2017–18</p>
<p>45 Audit existing workspaces used by and future need for organisations currently based in LBBD to result in an action plan to ensure local organisations have good long-term affordable premises.</p>	<p>10.II.d</p>	<p>2017–18</p>
<p>46 Regeneration create clear set of criteria for assessing which cultural organisations and practitioners should be prioritised for support with live and work space in the Borough</p>	<p>10.II.e</p>	<p>2017–18</p>
<p>47 Linking with the Parks and Open Spaces Strategy 2016 there should be a new set of programming plans built around the objective to support more events in parks. 10.III 2017-18</p>	<p>10.III</p>	<p>2018</p>
<p>48 Commission a new Council strategy for art in the public realm.</p>	<p>10.IV</p>	<p>2019</p>

Appendix 2 Projects:		
TITLE Description	STRATEGY REFERENCE	TIMESCALE
<p>1 Conversation Spaces New programme of regular informal conversational groups on culture delivered by a broad range of cultural organisations across the London Borough of Barking and Dagenham</p>	1.II	2018–22
<p>2 Our Festivals Fund A pool of funding from across the festivals budget to commission smaller organisations and groups to programme and lead on delivery</p>	1.IV	2018–22
<p>3 The Cultural Commissioning Project Funding to support a radical new approach to public service commissioning through culture responding to the Cultural Commissioning objectives in the Culture White Paper. The project would lead to new cross service commissioning and procurement procedures developed in consultation with cultural organisations.</p>	2.II.a 2.II.b	2017–20
<p>4 London Borough of Culture Apply for London Borough of Culture status.</p>	2.III	2017–20
<p>5 Annual Borough-wide Shared Programme Develop core funding to support annual borough-wide shared programmes and to commission external creative programmers/curators to devise</p>	2.IV	2017–22
<p>6 New Town Culture Major project linked to Barking Riverside Healthy New Town with cultural organisations and HE to gather research around culture and public health</p>	2.V	2017–27

<p>7 Anchor Institution Research Project Secure research funding to support external feasibility study for proposed new <i>The East End Women’s Museum and a Museum of Industry</i></p>	<p>4.I</p>	<p>2017–18</p>
<p>8 The Story So Far Plaque Project Major project led by external cultural organisation to develop new plaque scheme to commemorate important local people</p>	<p>4.II</p>	<p>2019</p>
<p>9 A new Creative Entitlement for social change Fundraise for radical new commitment to culture provision for young people–could frame around social justice and potentially invite external organisation to lead on a bid.</p>	<p>4.III</p>	<p>2017–22</p>
<p>10 Communicating Culture Commission far-reaching new communications strategy and ‘re-branding of culture’ to radically change how we are articulating the cultural offer in the London Borough of Barking and Dagenham.</p>	<p>8.II</p>	<p>2017–19</p>
<p>11 Listings Magazine Seek private sponsorship for new listings magazine.</p>	<p>8.II</p>	<p>2018–22</p>
<p>12 The Green Room Seek funding to support new initiative to nurture links with business and enterprise sector.</p>	<p>7.I</p>	<p>2018–22</p>
<p>13 Culture Online Fund project led by artists to develop a new online cultural portal for accessing information about new skills, cultural opportunities and volunteering.</p>	<p>8.III</p>	<p>2017–20</p>

<p>14 Culture After Hours A new project with the aim of bringing schools, Youth Zone, the new Cultural Citizens programme and Barking and Dagenham College together with the remit of developing vocational, informal and work-based cultural opportunities for young</p>	<p>9.VI</p>	<p>2018–20</p>
<p>15 Culture in Our Time Develop audit of existing cultural voluntary opportunities and to result in new Borough-wide plan for shared provision across organisations.</p>	<p>9.I</p>	<p>2017–18</p>
<p>16 Homes for Artists Invite cultural organisation to lead on major new project to develop pioneering new housing and work space for artists in BR.</p>	<p>9.II</p>	<p>2017–27</p>
<p>17 Culture Lives Longer A new programme led by CBD drawing in external expertise from the Arts Council of England to develop training for skills, to support resilience and provide resources for local cultural organisations</p>	<p>3.III</p>	<p>2017–20</p>
<p>18 Cultural Partnership Professional Development It could be useful to fundraise to increase the scope for CP to invite speakers, organise research trips and build knowledge and expertise.</p>	<p>3.II</p>	<p>2017–22</p>
<p>19 Creative Enterprise Zone Create ambitious new plan to present Borough as <i>Creative Enterprise Zone</i> for London.</p>	<p>10.II.b</p>	<p>2017–22</p>
<p>20 Art in the Public Realm Council commission new strategy.</p>	<p>10.IV</p>	<p>2019</p>

Appendix 3 | Strategic Context:

CORE

No-one Left Behind Barking and Dagenham Growth Commission Report (2016)

<https://www.lbbd.gov.uk/business/growing-the-borough/our-strategy-for-growth/overview-2/>

The Culture White Paper (2016)

<https://www.gov.uk/government/publications/culture-white-paper>

One borough; One community; London's growth opportunity

<https://www.lbbd.gov.uk/council/priorities-and-strategies/vision-and-priorities/overview/>

MIDDLE

The Art of Commissioning (2016)

https://www.ncvo.org.uk/images/documents/practical_support/public_services/cultural-commissioning/the-art-of-commissioning-April-2016.pdf

Everyone Everyday (2016)

<http://www.participatorycity.org/the-illustrated-guide/>

Barking and Dagenham Townscape and Socioeconomic Characterisation Study,

To be completed in 2017 and shared here:

<https://www.lbbd.gov.uk/residents/planning-and-building-control/planning-guidance-and-policies/local-plan-review/evidence-base/>

Creative tensions: Optimising the benefits of culture through regeneration, London Assembly Regeneration Committee (2017)

https://www.london.gov.uk/sites/default/files/london_assembly_regeneration_committee_-_creative_tensions.pdf

TOP

Barking Riverside Healthy New Town

<https://www.carecity.london/blog/barking-riverside-to-be-developed-using-10-healthy-planning-principles>

London Borough of Barking and Dagenham Heritage Strategy (2016)

London Borough of Barking and Dagenham Strategy for Parks and Open Spaces (2017)

London Borough of Barking and Dagenham Libraries Strategy

Using Quality Principles in work for, by and with Children and Young People

<http://www.artscouncil.org.uk/quality-metrics/quality-principles>

Appendix 4 | Governance Structure:

