

CABINET

19 June 2018

Title: Pen to Print Project	
Report of the Cabinet Member for Community Engagement and Leadership	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Paul Hogan, Commissioning Director for Culture and Recreation	Contact Details: Tel: 020 8227 3576 E-mail: paul.hogan@lbbd.gov.uk
Accountable Director: Paul Hogan, Commissioning Director for Culture and Recreation	
Accountable Strategic Leadership Director: Tom Hook, Director of Policy and Participation	
Summary <p>The Council's library service has secured a grant of £720,000 from Arts Council England's National Portfolio Organisation funding stream.</p> <p>The funding will be spread equally over four years (£180,000 a year starting in 2018/19) and is specifically earmarked to support the expansion of the Pen to Print programme. This is a great achievement for the library service which reflects the high quality and positive impact of the Pen to Print project to date.</p> <p>So far, the Council's library service is the only one in London to secure funding as a National Portfolio Organisation and one of only seven nationally.</p> <p>The Arts Council requires the governing body of the successful applicant (in this case Cabinet) to formally approve the business plan for the project, which is attached at Appendix 1.</p>	
Recommendation(s) <p>The Cabinet is recommended to approve the business plan for the Pen to Print project as set out at Appendix 1 to the report.</p>	
Reasons <p>To assist the Council in achieving its corporate priorities in relation to Encouraging civic pride:</p>	

- *Promoting a welcoming, safe, and resilient community:* Strengthen partnership arrangements for the borough; Support the development of the community and voluntary sector.
- *Narrow the gap in attainment and realise high aspirations for every child:* A borough where all young people participate in high quality education, employment or training opportunities which raise their aspirations and enable them to reach their potential.

1. Introduction and Background

Strategic context

- 1.1 The Borough Manifesto tells us that: *Culture, the arts and leisure boost our economy by creating jobs and supporting local people to raise their potential. They form and strengthen the identity of our community and make people want to visit. They provide learning opportunities for all ages and abilities and supports the delivery of health and social care. They can break down barriers between people, bringing people together and helping them take pride in their area and community.*
- 1.2 The Pen to Print project makes a meaningful contribution towards the achievement of several Manifesto priorities:
- Theme 1 Employment skills and enterprise... *ensure Barking and Dagenham is a place where every resident has access to lifelong learning, employment and opportunity.*
 - Theme 2 education ... *every resident reaches their potential, whether it's through academic attainment or any vocational route and we will ensure pathways exist to support this.*
 - Theme 6 – community and cohesion ... *we will support the community to celebrate our history and heritage through events and activities.*
 - Theme 10 – arts, culture and leisure*everyone will have the opportunity to take part in, enjoy and benefit from our culture, which will in turn improve our health and wellbeing.*
- 1.3 The importance of the Pen to Print project is also acknowledged in the Borough Culture Strategy as it contributes to the achievement of several of the priority aims set out in the strategy, including: Community Inspired, Building Capacity, Good Partnerships, Setting Standards, and New Talent.

Arts Council England's national portfolio scheme

- 1.4 Arts Council England provides several funding opportunities to support creative activity across the country. The National Portfolio is one of these funding streams and provides a four-year funding package worth some £1.6 billion to a total of 831 organisations.
- 1.5 Library services could apply for National Portfolio funding for the first time in 2017. This was because the Arts Council recognised that:

Again and again, the public tells us that they see libraries as trusted spaces, that they are welcoming to everyone and offer a safe, creative environment where

knowledge is respected - people don't feel intimidated to enter them. And, as a result, libraries can reach many different audiences, particularly children, young people and their families and older people.

- 1.6 The Council's library service submitted a successful bid for its Pen to Print project and secured a total of £720,000 (£180,000 a year for four years starting in 2018/19). It is the only library service in London to secure National Portfolio Organisation (NPO) status.
- 1.7 To secure the release of this funding, the Arts Council requires the governing body of the NPO (in this case Cabinet) to approve the business plan for the project, which is attached at appendix one.

Pen to Print

- 1.8 Pen to Print is a literature development project that is led by the library service. It exists to encourage people to write, get published and present their work.
- 1.9 Established in 2014, the reach and impact of the project has grown year on year and has been embraced by the local community, embedded into the Council annual events programme, and attracted world class authors and artists to the Borough.
- 1.10 The scheme has been supported with project grants from Arts Council England that have been applied for on an annual basis.
- 1.11 Pen to Print has an excellent track record of providing high quality creative writing classes and inspirational author events. Highlights include:
 - Dagenham Library won the British Book Industry Library of the Year award in 2016. Barking Learning Centre was also a finalist in the 2017 competition.
 - There have been total audiences of 5,362 at 141 Pen to Print events,
 - Six books have been published including *The Gaia Effect* by Claire Buss, which won the 2017 Uncaged Raven Award for fantasy and sci-fi.
 - 1,175 pieces of creative writing have been created, including further books in the process of being published.
 - Since broadcast started in July 2016 there have been 2964 views of the YouTube channel.
 - Since 2014 the project has worked with local volunteers, authors, local arts organisations and our community to deliver a programme that includes monthly writing workshops, several competitions, regular events including an annual festival, ReadFest.
 - The Pen to Print programme has been universally well received by participants and professional writers.

2. Proposals and issues

- 2.1 From 2018 onwards, Pen to Print 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 local author development through a series of competitions.

- 2.2 To date it has only been possible to plan Pen to Print on an annual basis. National Portfolio Organisation status will allow the library service to set ambitious plans for the next four years, including:
- developing our workshops and competitions;
 - innovative commissions that will support 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; and
 - an emphasis on widening the reach of the programme together with engagement of volunteers and young people within the governance of the project.
- 2.3 The artistic programme will engage with several cultural partners including: The Adult College; The White House; Inspire youth arts festival; Studio 3 Arts; Creative Barking and Dagenham, Broadway, Digilab, Theatre Rites, Spread the Word, Eastside Community Heritage; and East End Women's Museum.
- 2.4 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.
- 2.5 There will be a specific theme for each year of the programme:
- 2018/19 Women and Activism (linked to the HerStory programme)
 - 2019/20 Digital - writing for performance/digital media
 - 2020/21 International stories - celebrating people and places in and beyond Barking and Dagenham reflecting the people now living in the area
 - 2021/22 Curated by Us - writing for performance with programming being developed by the participants engaged over the previous three years work.
- 2.6 By the end of the four-year programme, Pen to Print will have delivered: 2 cycles of the Book Challenge, resulting in 20 new books; 450 events; 4 festivals; 16,000+ participant engagements; 400+ artist employment opportunities and professional development and networking for library and volunteer staff across the partnership.
- 2.7 All of this activity will enable the library service to encourage more residents to get involved with writing, libraries and the arts.

Governance

- 2.8 It is proposed to review the governance arrangements for the project during the NPO funding period (2018 to 2022) with the view to considering whether there is a business case for establishing an arms-length vehicle, such as a Community Interest Company or charitable trust, to manage the service going forward.

Funding

- 2.9 No additional Council funding is required to support the delivery of the Pen to Print project.
- 2.10 However, an element of match funding is a condition of funding from Arts Council England and this ranges between £110,000 to £120,00 each year over the four-year life of the project. This will be met from existing expenditure on permanent staff, working in Culture and Recreation and Community Solutions who already support the delivery of the Pen to Print project, as well as an existing, modest project delivery budget.
- 2.11 The revenue budget for the Pen to Print programme is set out below.

	Year 1	Year 2	Year 3	Year 4	TOTAL
Income					
Council	109,700	110,000	111,500	120,000	£451,200
ACE NPO	180,000	180,000	180,000	180,000	£720,000
In-Kind Support	51,588	52,000	52,500	54,000	£210,088
Earned Income	3,000	3,500	3,500	5,000	£15,000
Donations	200	10,200	10,200	10,200	£30,800
Grants	0	3,000	5,183	7,000	£15,183
Sponsorship	0	700	1,500	2,000	£4,200
Total income	344,488	359,400	364,383	378,200	£1,446,471
Expenditure					
Artistic					
Area 1: Workshops	£33,615	43,614	44,406	45,369	£167,004
Area 2: Takeover	£23,850	28,000	31,193	28,500	£111,543
Area 3: Competitions/writer development	54,240	81,686	55,324	91,441	£282,691
Area 4: ReadFest	12,825	8,900	9,000	12,000	£42,725
Project Delivery	60,070	60,500	60,800	61,000	£242,370
Sub Total	184,600	222,700	200,723	238,310	£846,333
Operational					
Staff & Training	105,550	105,000	106,000	107,000	£423,550
Advisory Group	918	950	950	1,100	£3,918
Audience	29,470	30,000	31,000	32,000	£122,470
Engagement/Marketing					
Evaluation	6,750	6,750	6,750	6,750	£27,000
Contingency	5,200	6,000	6,000	6,000	£23,200
Subtotal	147,888	148,700	150,700	152,850	£600,138
Total expenditure	332,488	371,400	351,423	391,160	£1,446,471

3. Options Appraisal

- 3.1 Since its inception in 2014, the Pen to Print project has only been viable because of the grant secured from Arts Council England each year, which has come with expectations and obligations about the scale and scope of the programme to be delivered. There are similar expectations and conditions attached to the larger grant that has now been secured.
- 3.2 However, it is not considered that this requirement in any way impacts adversely on the Council as the development of the business plan has been heavily influenced by the Council's own strategic framework of policies, plans and priorities.
- 3.3 The options available to the Cabinet are to approve the proposed business plan and the grant from Arts Council England that comes with it or to reject it. Not to approve the business plan and grant would mean that there is no realistic means of delivering the Pen to Print programme.
- 3.4 Therefore, the Cabinet is recommended to approve the recommendations as set out in this report.

4. Consultation

- 4.1 The development of the Pen to Print business plan has been informed by extensive dialogue with local volunteers, authors, local arts organisations and library users and shaped through robust evaluation of feedback from participants and writers involved in previous Pen to Print programmes.

5. Financial Implications

Implications completed by: Katherine Heffernan, Group Manager – Finance

- 5.1 This report recommends the approval of the Pen to Print business plan and to accept a grant from the Arts Council to support it of £0.72m over four years. The business case assumes a 31% contribution from the Council amounting to £0.451m over four years. This will be found from within existing budgets within Culture and Heritage and Community Solutions. This does not raise any new financial implications at this point – however Cabinet should note that Community Solutions will be required to make significant savings over the next few years.

6. Legal Implications

Implications completed by: Dr Paul Feild, Senior Governance Solicitor

- 6.1 There is a legal obligation on the Council under the Public Libraries & Museums Act 1964 on the Council to provide a comprehensive and efficient library service for all persons who desire to make use of it. This reports proposal builds on this responsibility and will support growth in usership.
- 6.2 As a local authority the Council is subject to the Public-Sector Equality Duty set out in Section 149 of the Equality Act 2010, which obliges Councils in performing their functions “to have due regard to the need to:

- i. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- ii. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- iii. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.”

6.3 In relation to impacts of the proposals on different groups, the Equality Act 2010 provides that in exercising its functions a public authority must have due regard to the need to eliminate discrimination and to advance equality of opportunity between persons who do and those who do not share a relevant ‘protected characteristic’. Discharging this duty requires an assessment to be carried out of the impacts of the programme and ensuring its design, implementation and practice accord with the Councils Duty.

6.4 In terms of legal formalities the Grant agreement will need to be completed and monitored to ensure that its obligations are complied with and discharged. Furthermore, steps may need to be taken to ensure that protection of intellectual property rights generated by Pen to Print are secured.

7. Other Implications

7.1 **Risk Management** – a risk register has been produced as part of the business plan development process. Most of the identified risks are low impact, routine and operational in nature. Given that the Pen to Print delivery model is now tried and tested there are not perceived to be any high impact and high probability risks to be managed or mitigated.

The only risk of note is financial: as set out at table one, the business plan has an income target for grants, sponsorship, donations and other earned income. A funding plan has been developed and dedicated fundraising support has been commissioned to help ensure that the targets are reached. Also, the financial plan the project has been modelled so that there is only a low fundraising target for year one of the scheme.

Also, the thinking behind the proposal to consider transferring the governance of the Pen to Print project from the Council to a Community Interest Company or charitable trust is that this would open up additional sources of potential funding that are not available to local authorities.

7.2 **Customer Impact** - Pen to Print is for the community, it will allow anyone who wants to explore their own creativity to do so, it will create aspiration, enable people to connect with reading, libraries and writing as well as other art forms.

The aims and objectives of the Pen to Print project are closely aligned to the Council’s equality and diversity strategy. Key actions to support the delivery of the strategy priorities include:

- artists appointed to work on the programme will be recruited from diverse backgrounds and will represent people with protected characteristics including those relating to age, gender and ethnicity.

- Young writers to be recruited locally and matched with high quality bespoke projects led by exceptional writers and supported by arts organisations familiar with working in partnership with community engagement specialists.
- Recruitment of local emerging writers and alumni of the programme will sustain the project and facilitate new groups. Previous Pen to Print projects have established a Poetry Society Stanza and The Barking Foxes. Poetry and creative writing groups will enhance the experience for reading groups in several locations across the borough.
- Develop new partnerships with literature development agencies and writer development programmes to increase the range of professional writers engaged from diverse backgrounds.
- Each year will be assigned a theme: The first year profiles women's writing and writers as part of a project with The East End Women's Museum; in year 2 the focus will be on writing for performance, exploring digital accessibility and film to broaden engagement; year 3 the of the programme will celebrate the world of stories within the Borough, focusing a lens on a range of international stories, exchanges and translation best practice for adult and young writers reflecting the community we work in. The final year's theme for the programme will involve input from participants who have become involved with Pen to Print along with the local community and developed over the whole programme celebrating past achievements and with assistance of staff commissioning new work and artists to deliver their ideas.
- An Advisory Group will be established with members drawn from a wide range of backgrounds acting as critical friends, drawing in local and national intelligence to maximise the positive impact of the Pen to Print programme.
- Professional development for local writers will be provided to support the delivery of writers' groups and workshops in the community to sustain careers and the legacy for the Pen to Print programme within the borough and beyond
- Recruitment of two apprentices per annum, encouraging applications from BAME backgrounds to support the delivery of the programme.
- Aim to increase the number of local volunteers involved in the delivery of the project and provided training to support them as local ambassadors.
- Support library staff to develop the breadth of understanding of equality of access to maximise access to exceptional arts for everyone, linking with literature agency, Spread the Word, and other best practice organisations to deepen existing approaches to recruitment of artists and publishers from diverse backgrounds

7.3 Safeguarding Vulnerable Adults and Children – libraries are places where everyone can mix freely and socialise in a safe, friendly and accessible community space. The Pen to Print programme will provide positive and diversionary activities for children and young people.

The existing safeguarding arrangements adopted by the library service will continue to be utilised for the Pen to Print programme.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

Appendix 1 Pen to Print business plan