

Creative Barking and Dagenham

An Arts Strategy for
Barking and Dagenham

2013 – 2016

CONSULTATION VERSION FOR CABINET

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The arts matter in Barking and Dagenham.

They help our economy by creating jobs and support young people to realise their potential. They strengthen the distinctive identity of our Borough. They provide learning opportunities for all ages and abilities and support the delivery of social and health care. The arts can break down barriers between people and create a sense of community.

The arts are a great success story: providing nearly 1 million jobs and contributing £28 billion every year to the UK economy. It is estimated that every £1 spent by councils on the arts brings in up to £4 more in additional funding.

Our Borough has a long history of association with artists who have gone on to become household names such as Vera Lynn, Billy Bragg, Dudley Moore and Sandie Shaw as well as more contemporary artists like grime rapper, Devlin and singer songwriter Jessie J.

However, the arts in the Borough also face a number of 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 need to 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 the greatest cultural capital in the world.

There are numerous world class arts organisations literally on our doorstep but they aren't having any impact on the lives of local people.

In order to build on our track record and to address the challenges we have identified, we have set out a shared vision for everyone involved in the delivery and promotion of the arts in the Borough.

The arts strategy has been informed by and will support the delivery of the vision set out in the Community Strategy to “encourage growth and

unlock the potential of Barking and Dagenham and its residents”, and which has the following priorities:

1. Ensure every child is valued so that they can succeed
2. Reduce crime and the fear of crime
3. Improve health and wellbeing through all stages of life
4. Creating thriving communities by maintaining and investing in high quality homes
5. Maximise growth opportunities and increase the income of borough residents

We have identified five priorities where we will focus our effort over the life of the strategy.

Economic prosperity – we will support the delivery of the Borough regeneration strategy by creating a vibrant cultural sector so that residents have access to pathways into a creative job.

Skills, capacity and future talent – we will support the community priority to ensure every child is valued so they can succeed by enabling our young people to benefit from a creative education and to have the opportunity to develop their talent.

Health and well being – we will use the arts to support the delivery of the Borough health and well being strategy by helping people to lead healthy lives by improving self confidence and reducing isolation as well as promoting healthy lifestyle choices and good mental health.

Place and community – we will use the arts to connect people and help achieve the community priority to make the Borough a place all communities feel a part of and where people respect one another.

Partnership and collaboration – we will put in place the right structures, networks and knowledge sharing so that the arts can play an even more effective role.

Introduction

The launch of the Barking and Dagenham Arts Strategy comes at a time of both opportunity and challenge for the arts in the Borough.

Firstly, the summer of 2012 saw the highest level of cultural activity across the country and London in particular, as part of the celebrations for the Queen's Diamond Jubilee and the Olympic and Paralympic Games.

Secondly, a consortium of local arts organisations and the Council has secured £840,000 from Arts Council England's Creative People and Places programme, which will be used over the next three years to drive-up participation in arts activity across the Borough.

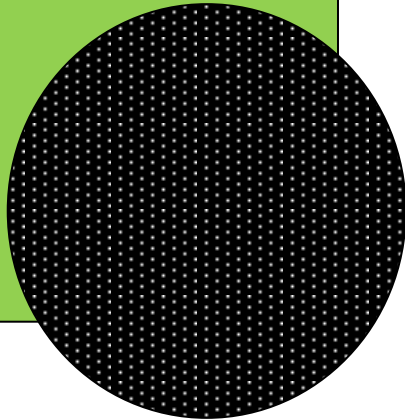
Some people say there are no arts in the Borough. This is not true. We must reveal all the hidden creativity we have and celebrate it.

The arts are at the heart of civil society, valued by local communities across the country. They are the bedrock of the creative economy, contributing to the nation's prosperity and its international reputation.

Thirdly, the Borough has been chosen as one of only three Cultural Education Partnership pilots nationally and involves the Heritage Lottery, English Heritage, Arts Council England and the British Film institute. Schools in the Borough as well as local arts organisations and the council will be working in partnership with these national cultural agencies to improve the co-ordination of Cultural Education so it will have a greater impact on the lives of young people and families as children progress through formal and informal education. The initiative is inspired by the publication of the Henley Review of Cultural Education.

Finally, in these times of austerity, the Council has had to make some very difficult decisions about the services it provides. Spending on arts and events in the Borough has quite rightly had to take its share of cut backs. The need to work collaboratively and in a strategic way to make best use of the resources available for the arts in the Borough has never been more important.

FUNDING TO ARTS AND CULTURE IS LESS THAN 0.05% OF TOTAL GOVERNMENT SPENDING



60%

OF ARTS ORGANISATIONS' TOTAL INCOME COMES FROM
TICKET SALES, SPONSORSHIPS, DONATIONS & PHILANTHROPY

JOBS IN THE CREATIVE & CULTURAL SECTOR ARE EXPECTED TO

INCREASE

UP TO A THIRD BY 2020

THERE ARE OVER

6,500

CULTURAL SECTOR APPRENTICESHIPS AND INTERNSHIPS IN ENGLAND

The cultural economy creates

694,700

jobs across England

6,910 CULTURAL BUSINESSES CONTRIBUTE

£28 BILLION EACH YEAR TO THE UK ECONOMY

FOR EVERY £1 INVESTED IN ARTS & CULTURE,

£1

UP TO £6 IS GENERATED FOR THE LOCAL ECONOMY

£1

£1

£1

£1

£1

£1

What we mean by the arts

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The terms 'arts', has different meanings for different people. For some it is about galleries, theatres and concert halls; for others it is about what happens at a more local level - art, craft, drama, music, film, photography taught in schools and classes or where groups with a passion for a particular art form come together.

For the purpose of this strategy we are taking a broad definition of the arts which reflects Arts Council England's art form categories and includes the following activities:

- crafts - from textiles to paper-making to pottery
- dance - from street dance, through ballroom to ballet
- drama - from Shakespeare to new writing and music theatre
- literature - creative writing, storytelling
- media and design - photography, film, video, graphics, animation, digital and moving image
- music - from contemporary to classical including singing, playing a musical instrument, song-writing, mixing, DJ-ing
- visual arts - drawing, painting, and sculpture, public art, installation, printmaking and murals
- combined arts, festivals and outdoor arts

There is increasingly less distinction between art forms with the merging of forms being hastened with rapid digital and technological changes. For example, the increasing use of moving image in performing and visual arts, the streaming of live performance into cinemas, which is likely to increasingly become the norm, and the increase in cross-art form venues across the country.

There are of course huge cross-overs with broader cultural activities such as museums, archives, heritage and libraries. These cultural forms are not included as separate 'forms' here as both Heritage and Library Strategies are being developed alongside this Strategy. However, the libraries and two heritage properties in the Borough are highlighted in this Arts Strategy as key assets for stimulating and hosting arts activities.

The challenge with understanding what is meant by the arts is one of the key barriers to engaging people in the arts in Barking and Dagenham. Getting the message across that arts are for everyone and that many people do already engage in arts activity in Barking and Dagenham, but may not call it art, are the types of challenges this Strategy seeks to address. One of the main aims is to ensure that there are opportunities across the Borough for seeing, taking part in, learning a skill in or setting up a business related to or inspired by art, whatever peoples' understanding of the arts is. This Strategy also addresses those areas where the arts and the creative industries meet. The development of a sustainable and growing creative industry sector is vital for the Borough as it seeks to re-balance its economy, away from its old dependence on single large employers (such as Ford and the local authority) towards those sectors with potential to grow and develop in the future.



Classical Musical Concert

The overarching aim of this strategy is to increase engagement and participation in arts and creative activity across all of Barking and Dagenham's communities – ensuring all residents are given the opportunity and encouragement to take part.

The strategy is intended to provide a shared vision for everyone involved in the delivery and promotion of the arts in Barking and Dagenham. It has been informed by and will support the achievement of the priorities set out in the Community Strategy and the Council's Corporate Plan.

The Strategy needs to be seen in the context of other strategic plans produced by the Council, its partners and regional and national agencies – including those covering health and wellbeing, older people, regeneration, children and young people, libraries and heritage. At the heart of this strategy is the simple belief that the arts, while hugely important of and for themselves, due to the happiness and meaning they bring to individual lives, also can and do play a much larger role in our communities.

Barking and Dagenham is an exciting and dynamic borough with much to shout about as a place to live – its award-winning new town square, its rich heritage, its extensive parks and open spaces, its safe streets – but like most London boroughs it faces considerable challenges.

These include a changing demographic with increasing numbers of people over the age of 80 and unprecedented growth in our under 18 population. The urgent requirement to create new, higher-skilled and better paid jobs in growth areas of the economy, such as the creative industries. The need to tackle problems caused by health inequality, improve community cohesion and build more sustainable communities within a high-quality environment.

While the arts won't solve all the Borough's challenges, a coordinated and collaborative approach to arts provision in the Borough, focussed on a shared agenda should play a major role in helping to make Barking and Dagenham an even better place to live, study, work and visit.

While there is an extraordinary array of arts activity happening across the Borough, much of it outside the realms of traditional notions of arts and culture, there is still evidence that not as many people as could be benefitting from the huge range of individual and community benefits that the arts bring.

The arts should be available to everyone as part of the journey they go through in life – whether learning an instrument at school, helping to build a sustainable career in culture or the creative industries, mastering digital photography or taking part in a tea dance.



Lords of Lightning at Showtime Festival 2012

Supporting the overarching ambition of this strategy are five priority themes for arts provision in Barking and Dagenham.

These themes are very much interlinked. They relate to how and where the arts are delivered in the Borough, how the arts interact with other key public, private and third sector services and most importantly of all, the needs of the people who live here. These themes are designed to connect with the shared vision, priorities and outcomes for Barking and Dagenham as set out in the Community Strategy and the Council's Corporate Plan, which has five key priorities: **Ensure every child is valued so they can succeed; Reduce crime and the fear of crime; Improve health and well being through all stages of life; Create thriving communities by maintaining and investing in new and high quality homes; and Maximise growth opportunities and increase the household income of borough residents.**

- **Economic prosperity** – nurturing a vibrant cultural and creative sector. This theme supports the Community Strategy priority *to maximise growth opportunities and increase the household income of borough residents* and is about how the arts can help play a role in lifting the economic prosperity of Barking and Dagenham. The Borough has the lowest per household income of any borough in London. There are many causes for this – including a tradition of employment at a single large manufacturer, which now provides a fraction of the jobs it once did, low skill levels and low levels of business activity across the Borough. Things are changing though. The Borough is in the top 10 in the country for business start ups, but there is evidence that not all communities are benefitting from this. Also, steadily improving school exam results mean that our sixteen to eighteen year olds are well qualified to enter employment or undertake further training. The arts – as employers, as generators of income, as attractors of tourists, as drivers of the night time economy and more, can contribute so much to the transformation of the economy in a place. ***In Barking and Dagenham this theme is about ensuring that we better connect the arts to the wider economy and the prosperity of the Borough.***
- **Skills, capacity and future talent** – ensuring individuals, groups and organisations can better fulfil their potential. This theme, which supports the Community Strategy priority *to maximise growth opportunities and increase the household income of borough residents and ensure every child is valued so they can succeed*, is crucial to ensuring a more successful and brighter future. More young people today are unemployed in the UK than has been the case for a generation and all face the challenge of gaining employment in a labour market that demands ever different skills and knowledge. In addition to 'hard' skills in areas such as numeracy, literacy and IT, jobs increasingly demand 'soft' skills such as self-confidence, creativity and self-motivation. ***This theme is about how the arts can play a role in ensuring that young people benefit from a creative education, have access to progression routes to a creative job or a means of developing their talent if they wish, or have the experience and skills they need to join a business or start their own.***

Our priorities

- **Health and well being** – ensuring all residents have access to arts activities that will support healthy lives and improve well being. This theme, which supports the wider Community Strategy priority to *improve health and well being through all stages of life*, is crucial to transforming lives in the Borough. Health inequality – the fact that many of the Borough’s residents are less healthy and more likely to die prematurely than in other areas of the country – is one of the biggest challenges facing Barking and Dagenham. Its causes are deep-rooted and include poor diet and physical inactivity as well as psycho-social factors such as self esteem and feelings of well being. The arts, whether it is through developing programmes that directly engage with health issues, such as depression and physical inactivity, or through their wider role in helping alleviate isolation, improving self-confidence and boosting skill levels, have a real part to play in promoting fitness and good mental health. ***Through this theme, the arts in Barking and Dagenham will become recognised as an important and valuable tool to helping people live healthy lives.***
- **Place and Community** – using the arts effectively to make Barking and Dagenham a place all communities feel a part of. This connects with the community strategy theme: *Reduce crime and the fear of crime* by helping to build community cohesion and is about how the arts can help make Barking and Dagenham an even better place to live in, work in, study in and visit. The Borough has a distinctive character, including its rich medieval, Tudor and even older history, the more recent world famous Becontree estate and as the home of established and newly emerging communities. The unique ability of the arts to celebrate, challenge and question needs to be better harnessed, in ways which bring all parts of the community together through programmes, events, performances and more. The Borough has a relatively low level of arts participation by its residents and so work is needed to expand the reach of cultural institutions within the Borough. ***This theme is very much about ensuring that Barking and Dagenham continues to lead the way in innovating new ways for the arts to connect with people.***
- **Partnership and collaboration** – ensuring strong and representative partnerships are in place to support the delivery of the strategy and opportunities are provided to support sharing, learning, collaboration and showcasing. Barking and Dagenham has a strong artistic heritage – including producing a diverse range of talented individuals such as Dudley Moore, Dame Vera Lynn, Billy Bragg, Devlin and Jessie J. It has a number of longstanding and renowned delivery organisations including Studio 3 Arts, Arc theatre, Community Music Service and the Broadway theatre. It has a great tradition of festivals and events including Molten, Create, the Town Show, East London Mela and St. George’s Day. However, the Borough is really lacking when it comes partnership and collaboration between individuals, organisations (professional and amateur), community groups and the council. This means that opportunities to secure investment and grants are missed; projects are smaller in scale than they otherwise might be and the Borough is less connected to the rest of London than it could be. ***This theme is all about how, through the right structures, networks and knowledge sharing the arts can play an even more effective role in Barking and Dagenham.***

Links to other strategies and plans

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There are a number of key national, regional and local strategies and policies that have both influenced and had an impact on the development of the London Borough of Barking and Dagenham's Arts Strategy, these are identified as follows:

National Policy and Strategy Documents	Regional Policies, Strategies and Plans	Local Policies, Strategies and Plans
<p>Public Libraries & Museums Act 1964</p> <p>Achieving great art for everyone – Arts Council 2011-2021</p> <p>Every child matters; change for children 2004</p> <p>Building a society for all ages 2009</p> <p>Culture, Knowledge and Understanding; great museums and libraries for everyone, Arts Council 2011-2015</p> <p>Achieving Great Art for Everyone, Arts Council England Strategy and Action Plan 2011-2015</p> <p>Cultural Education Review and Governments response to the proposals made by Darren Henley (2011)</p>	<p>Cultural Metropolis; The Mayor's Cultural Strategy (2010)</p>	<p>Barking and Dagenham's Community Strategy 2013 – 16</p> <p>Barking and Dagenham's Corporate Plan 2013/14</p> <p>A Call for Change, A Plan for Action: Children and Young People's Plan 2011 – 2016 (Barking and Dagenham Partnership)</p> <p>Helping You Live the Life You Want: Older People's Strategy 2010 - 2013 (London Borough of Barking and Dagenham)</p> <p>Barking and Dagenham Heritage strategy 2013 – 16</p> <p>Barking and Dagenham Library strategy 2013 – 16</p> <p>Health and Wellbeing strategy 2012 – 15</p> <p>Economic Regeneration strategy 2013 - 16</p>

The changing demographic profile of the Borough provides a unique context for the arts in Barking and Dagenham.

The population of Barking and Dagenham is changing

- The borough is expected to see one of the highest growths in population in the country, with a high proportion of the growth being accounted for by pre-school and school age children.
- The population of the borough has increased by 22,000 between the 2001 and 2011 Census which is a 13.4% increase in the borough's population.
- There has been almost a 50% growth in 0-4 year olds. This is the highest growth for this age group of any local authority in England and Wales.
- The Borough has the highest population percentage of those aged 0 to 19 at 31% in England and Wales.
- The over 60 population accounts for one of the smallest percentages of population in England and Wales.
- There has been a 20% decrease in the 65+ age group in the borough, which is the biggest decrease in London. However, growth in the over 85s will be within the top 10 highest in London by 2021.

Population Projections

- The borough's population is projected to rise to 206,600 by 2016 and 224,900 by 2021, the third highest population increase among London Boroughs. (ONS Sub National Projections 2010).

The Ethnic Diversity of the Borough's population is also changing

- In 2001 the percentage of the White British/Irish population in the borough was 82.5%: This has dropped to 51.1% in 2012.
- Most other ethnic groups have risen in both number and percentage between 2001 and 2012. This is particular significant for Black: African, Asian and White: Other Groups.

Barking and Dagenham is also among the most deprived boroughs in the country based on the Index of Multiple Deprivation

- The borough is ranked 7th within London out of 33 (where 1st is the most deprived).
- Life expectancy in the borough is two years below that of the London average for men and women, with average life expectancy for men in Barking and Dagenham is 77 years and for women, 81 years. (ONS 2011)

Overall Barking and Dagenham's population has a low level of skills when compared to other London boroughs

- 13.8% of working age residents in Barking and Dagenham have no qualifications. This is higher than the London average of 9.3%. (Annual population survey Jan - December 2011).
- 27% of the borough's population has a degree level qualification or equivalent, which is much lower than the London average of 45%. (Annual Population Survey Jan-Dec 2011)
- Levels of adult basic skills are low but are improving.



Youth Dance Group

Local Context

Key facts and figures on arts participation

According to Arts Council England:

- Barking and Dagenham has one of the lowest arts participation rates in the country.
- Just 31% of residents attend or participate in arts compared to 44% nationally and 48% in London¹.
- 38% visit museums and galleries compared to 52% nationally and 59% in London¹.

How Barking and Dagenham participation rates compare with elsewhere in London²:

	Barking & Dagenham	Hounslow	Newham	Havering	Redbridge	London average
% of adults that have attended or participated in 3 arts events on the last 12 months	32%	39%	29%	43%	42%	48%
% of adults that have visited a museum or gallery in the last 12 months	39%	53%	41%	46%	52%	59%

Key facts and figures on the creative industries

Barking and Dagenham has the lowest number of creative industry businesses of all London boroughs. The Greater London Authority Creative Workforce study identified 195 creative businesses in Barking and Dagenham employing 518 people. This is considerably below the two other boroughs in the bottom three in terms of creative business employment - Havering with 420 creative businesses employing 1221 people and Newham with 480 businesses employing 1610.

How Barking and Dagenham's creative industries sector compares with elsewhere in London³:

	Boroughs with the lowest levels of creative business activity			Boroughs with highest levels of creative business activity	
	Barking & Dagenham	Havering	Newham	Westminster	Camden
No. of creative industry firms	195	420	480	6955	4405
No. of creative sector employees	518	1221	1610	63789	41265

¹ Active People Survey data 2010 (It will not be possible to use this as a measure in future as questions on cultural participation are no longer included in the annual Active People survey). Arts Council England is working on the development of new measures of arts participation.

² DCMS Active People Survey average participation and attendance for 2009 and 2010.

³ GLA Creative Sector Workforce Study 2010 (Figures from 2008)

Local Context

The arts sector

An arts audit, updating the 2008 Barking and Dagenham Arts Audit, has been carried out as part of the development of this Arts Strategy. The audit has identified many different players involved in the arts and creative sector in Barking and Dagenham with some areas of real strength identified. However, the overall picture is of a fragmented arts offer that is not serving all sections of the Borough's communities.

Performing arts (dance and drama) and music are real strengths in Barking and Dagenham with the offer particularly strong for children and young people. There is a varied offer across the Borough with amateur groups and professional arts organisations, private performing arts schools, leisure centres, youth services and schools all involved. Despite this, clearly not all children and young people are being reached and even within these arts sectors, where there are strong partnerships and connections, many organisations operate outside the networks.

There are a number of active **visual arts and crafts** groups at a local level. Visual arts are a strength in a number of schools and at Barking and Dagenham College and there are progression opportunities through school connections with University of the Arts. At a local level the galleries at Barking Learning Centre, Dagenham Library and the Broadway are an important asset but this opportunity needs to be better-connected with the overall visual arts progression offer.

Digital and media is an emerging sector within the borough. The media facilities in the schools, Barking and Dagenham College and at the new Foyer and the Eastern Edge Film Fund are areas of strength in this sector.

148 venues of varying scale and scope have been identified in the Borough, where arts activities are or could be taking place. While the dedicated arts infrastructure is limited with the Broadway the primary

asset, there are numerous spaces where arts facilities are integrated with other service facilities. The libraries and two heritage properties, Valence House and Eastbury Manor host a range of arts activities, with community centres, halls, leisure centres and schools also adding to the range of venues and facilities for arts, both purpose built and adapted for use. Facilities in newly built and refurbished schools and leisure centres are a real asset that could benefit the wider community.

These include the improved dance, drama and music facilities at Dagenham Park School; new media and drama facilities at Barking Abbey School; specialist music facilities at newly rebuilt Jo Richardson Schools with the attached Castle Green Leisure Centre and Community Centre providing an auditorium as well as music, dance drama development spaces. Sydney Russell School has a media resource centre with digital film and music editing facilities and has just secured funding for a community cinema.

A **Creative Industries Quarter** is being developed centred on two of the oldest buildings in the Borough – the Malthouse and the Granary building – and provides space for creative and cultural businesses alongside new housing.

In addition to the built infrastructure, the Borough's **25 parks and 530 hectares of Green Belt** are another important asset for the arts along with the improving public realm, across the Borough.

The diagram and the SWOT analysis that follow summarise the Barking and Dagenham arts profile.

Figure 1: Organisations delivering arts in the Borough

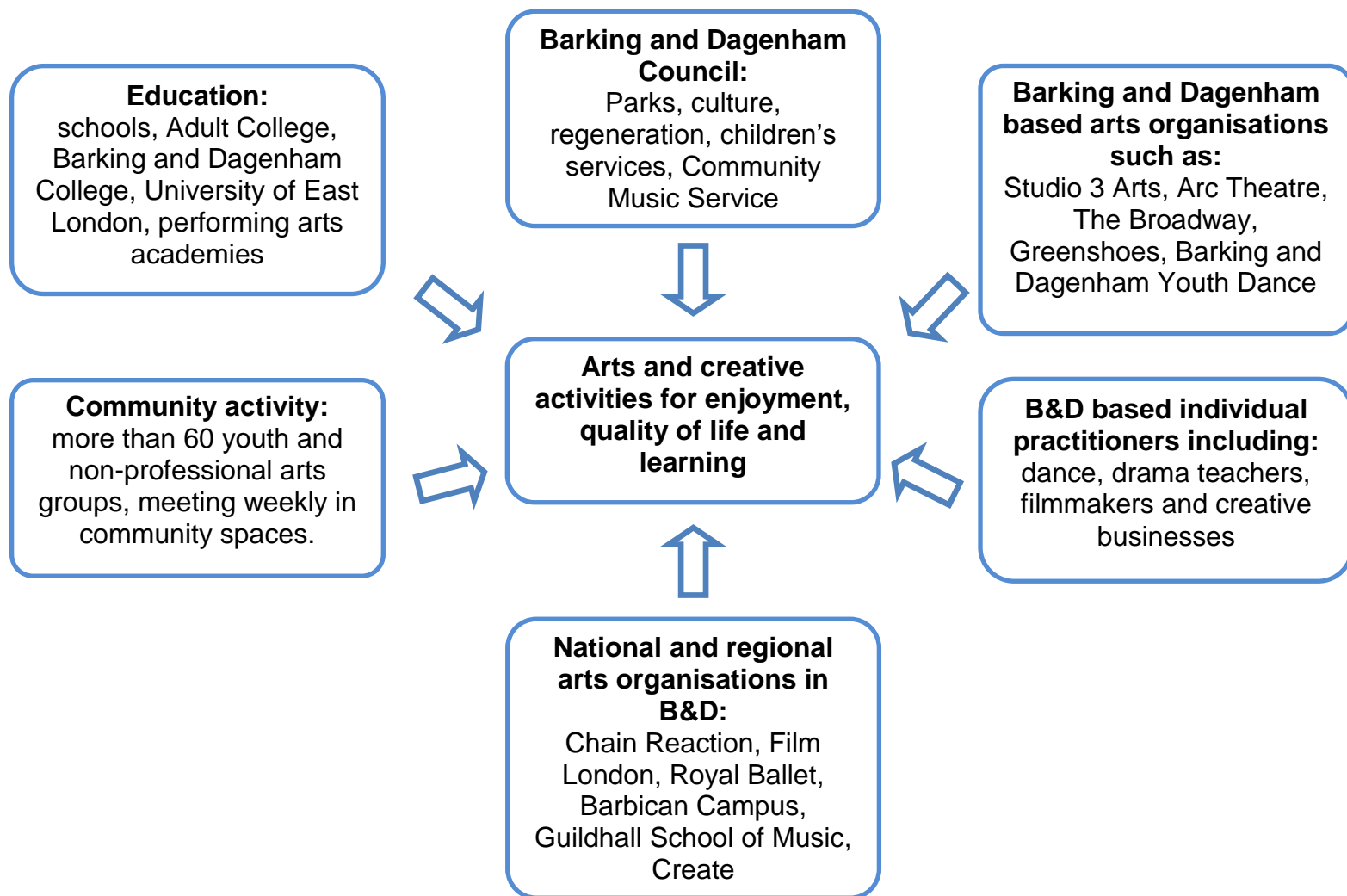
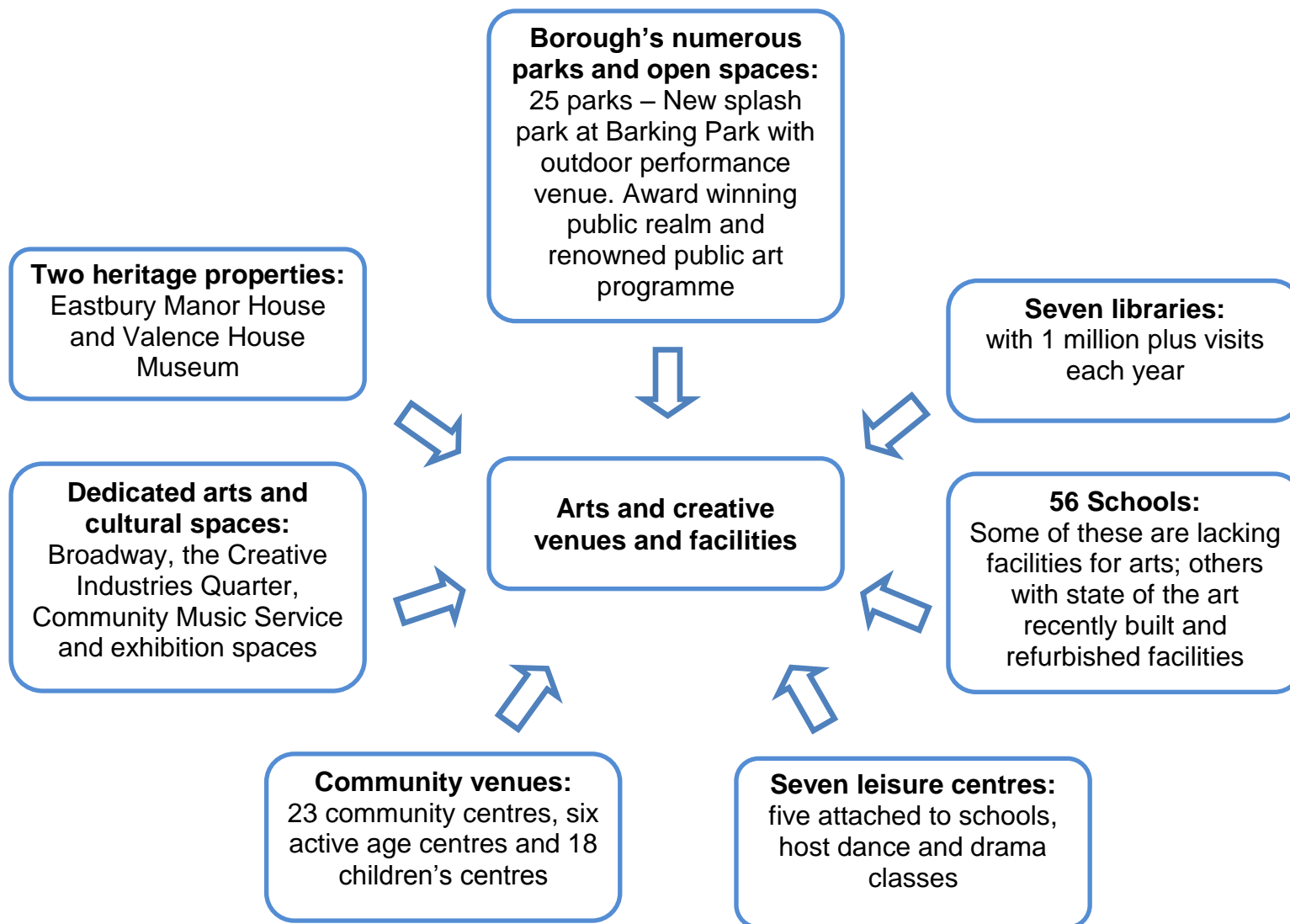


Figure 2: Facilities for Arts Activities in the Borough



SWOT Analysis of the arts in Barking and Dagenham

Strengths:

- A small core of arts organisations and individuals with real commitment to the Borough
- Strong music service operating in all schools reaching over 4,000 young people each week
- Performing arts a real strength, dance in particular - dance partnership model could be replicated across other art forms
- Private dance and drama schools sector also strong
- Long standing non-professional arts groups meeting regularly
- New arts and creative facilities in the Borough including in the schools and the new digital media facilities at the Jack Petchey Foyer
- A new operation for the Broadway supporting increased participation and improved learning and progression opportunities in partnership with Barking and Dagenham College and performing arts organisations
- Schools successfully improving, strong arts profile.
- Youth services understands and values role of the arts
- Strong and visible public art programme
- Eastern Edge Film fund supporting young people to get involved in film making
- Heritage facilities and libraries proving high quality opportunities for local people to participate in the arts.

Opportunities:

- The Borough's challenges are an opportunity in terms of attracting funding
- Community Music Service, part of a national network, with potential to develop cross arts working with partners influencing cultural offer in London.
- Schools provide an opportunity to bring all communities together if they bring families into arts programmes
- Connect commissioning more closely to the Council's core agendas
- Increase capacity within the Borough to apply for funding
- Develop effective network and forum for arts organisations
- Barking and Dagenham College and schools
- The Borough's growing diversity and youthful population
- Outdoor performance spaces e.g. Barking Town Hall Square, Abbey ruins, Barking Splash Park
- Creative People and Places programme
- Cultural Education Partnership pilot
- Creative Industries Quarter is being developed
- Partnership working with the High House production park in Purfleet and wider collaborative opportunities with Thurrock Council.

Weaknesses:

- Low levels of awareness and participation in arts activity among residents
- Failure to take advantage of external funding opportunities
- Disconnected offer, even within the Council
- Very few partnerships with regional and national organisations
- Lack of connection with the creative business sector
- Broadway Theatre not punching its weight as a core element of the Borough's cultural infrastructure
- Despite its excellent travel connections Borough feels isolated culturally
- Lack of connections between amateur and professional organisations
- Public art not as connected to the community as it could be
- Borough not capturing as many film location days as it could/should
- Limited links between cultural organisations and the creative economy
- External perceptions of Borough can be negative
- Current arts commissioning isn't directly connected to the community priorities.

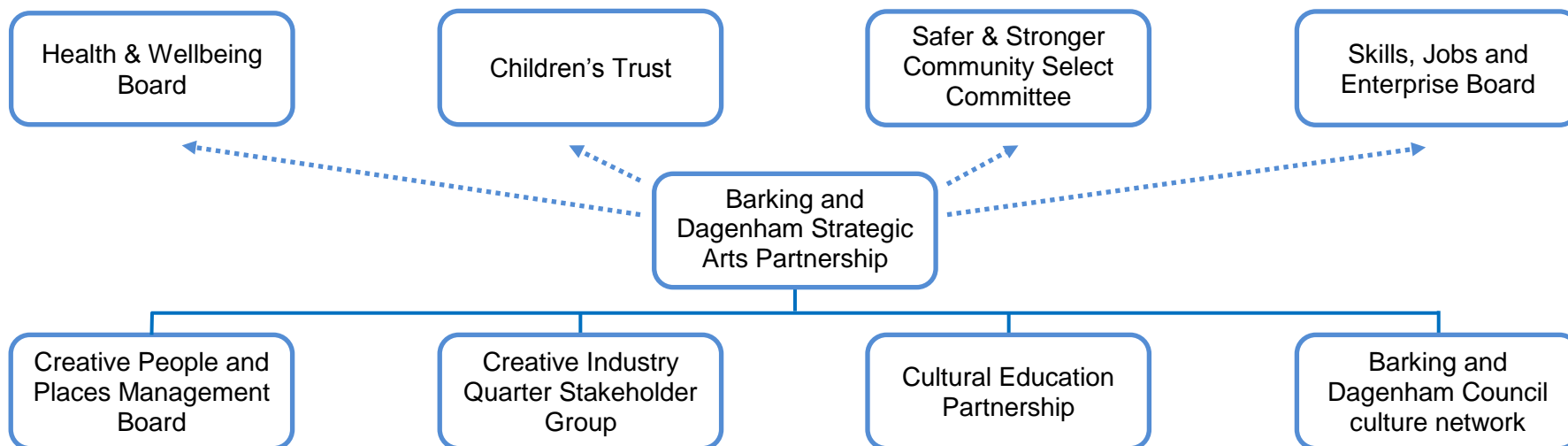
Threats:

- Economy continues to contract and fewer resources for arts activity
- Other boroughs improve their capacity and offer
- Other boroughs become even more adept at securing ACE and grant funding
- Key organisations leave the Borough for bigger and better opportunities in other boroughs
- Failure to engage the coming generation of young people and the new communities
- Reduced commissioning and delivery budgets as well as capacity resulting from the cutting of the Councils arts and events team in 2014.
- Ending of the public events programme including Dagenham Town Show, Classical Music concert, St. George's Day, and East London Mela
- Long term sustainability of the Broadway and other council cultural assets in the face of Government funding cuts to the public sector.

Governance Arrangements

Unlike other areas of service delivery such as sport and physical activity, the partnership structures that are needed to drive forward and oversee the delivery of this arts strategy are not in place. An early priority will be to establish a clear and robust structure that will support collaboration and partnership at a strategic and operational level.

Central to this is the creation of a Barking and Dagenham Strategic Arts Partnership network. How this could work is set out below:



Successful implementation will require leadership. In the first instance it is considered that the Council is in the best place to initiate a **Barking and Dagenham Strategic Arts Partnership**.

This is intended to be the vehicle that will oversee the delivery of the strategy. It will review the strategy comparing achievements against the priorities for improvement, taking account of changing circumstances and new opportunities, thereby allowing all partners and stakeholders to plan and identify resources with which to deliver key actions.

It is expected that the Partnership will meet three times each year and it will have a membership that is open to representatives from interested local, regional and national arts organisations, community groups and individuals, and stakeholders who are committed to the core values, aims and objectives set out in the strategy.

A task for the Partnership will be to agree targets and a standardised format for monitoring and data gathering to ensure data can be shared and compared and full and robust reporting and analysis of achievement of targets can be assessed.

The Partnership will also receive progress reports from the Creative People and Places management board, the Creative Industry Quarter stakeholder group, the Cultural Education Partnership, and the Barking and Dagenham Council culture network.

The **Creative People and Places management board** is a recently formed consortium comprising the council and arts and community organisations (A New Direction, Studio 3 Arts, Arc theatre and Collective Voice), which is responsible for the delivery of the Arts Council England and Barking and Dagenham Council funded Creative People and Places Programme.

The **Creative Industry Quarter Stakeholder Group** met for the first time in April 2013. The main aims of the group are to:

- maximise communication and co-operation between stakeholders, developers and owners (undertaking or planning projects) in the Borough's Creative Industry Quarter;
- encourage new creative businesses into the Quarter; and
- identify external funding opportunities in partnership with stakeholders and Barking Town Centre Working Group.

The **Cultural Education Partnership** has been established as part of a collaborative initiative between the Borough's arts organisations, schools, Barking and Dagenham College and the Council alongside four national organisations whose remit is connected with the promotion and celebration of the cultural life of the UK: Arts Council England, British Film Institute, English Heritage and the Heritage Lottery. This is a pilot project and one of only three such schemes nationally.



The Partnership is intended to extend the reach of cultural activities so that more children and young people are taking part in a range of cultural education activities, with children and families better able to navigate their local cultural offer; having raised aspirations, and taking pride in where they live

The Council has a diverse relationship with the arts in the Borough. Unlike other elements of cultural services delivered or commissioned by the Council, like libraries and heritage, arts provision is managed across several different divisions. This substantial investment by the Council in the arts is not always well articulated or recognised.

Improved co-ordination, communication and sharing of information between these services would bring coherence and greater purpose to the Council's commitment to providing arts, cultural and creative opportunities for residents and visitors. It will enable sharing of resources in some instances and contribute to more effective shared planning of events and activities. Improved marketing of the Council's support for the arts and wider cultural activity will increase the visibility of the arts organisations it works with and the many social and civic benefits that together they generate.

The Council will establish a cross-departmental **Barking and Dagenham Council culture network** comprised of officers from all relevant services that will meet on a regular basis to improve the effectiveness and impact of the Council's investment in the arts. As with the overarching Strategic Arts Partnership this group will focus on communication, collaborative working and the sharing of intelligence in ways that can be achieved without undue bureaucracy.

Monitoring and evaluation

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In these financially constrained times, it is vital that there is strong evidence in order to make the case for the arts and to show the genuine impact it has on the lives of local people. Both quantitative and qualitative evidence will be gathered through the following methods:

Taking the temperature - an annual gathering of the arts community will be held, which will focus on each of the strategy priority themes and assess progress linked to specific actions and indicators.

It is proposed that an annual report on the delivery of the strategy priorities will be provided to the Council's Safer and Stronger Community Select Committee as well as the Children's Trust, Health and Wellbeing board and the Skills, Jobs and Enterprise board.

Taking part – the Creative People and Places programme will measure changes in levels of arts participation and engagement in the Borough over the life of the strategy.

Voluntary sector - we will work with the Barking and Dagenham CVS to gather evidence on the voluntary sector across the Borough and measure the enormous contribution it makes to participation in the arts.

Organisational evaluations – individual organisations and artists will monitor the impact of their ongoing programmes.

Arts Audit – in 2016 a refresh of the Borough Arts Audit will be undertaken, which will show how the sector has changed over the life of the Strategy.

Skills and Employment – we will evaluate the impact of the support provided to the Creative Industries Quarter and through the creative apprenticeships, work experience and volunteering programmes in getting local people into jobs.



Molten Festival

The overarching aim of this plan is to make arts and creative activity accessible to all sections of the community.

As has already been highlighted in the Local Context section of this report, Barking and Dagenham has a diverse population. It is recognised that equal opportunity requires targeted action, and in line with the vision for this strategy, actions will be taken to encourage all residents in the Borough, regardless of ethnicity, age, disability, faith or gender, to take part as audience members and/or participants in arts activities.

In particular, there will be a focus on the following:

- the development of cultural events that promote mutual understanding and respect amongst the Borough's different communities.
- projects which support creative pathways for young people into work in the creative and cultural sector or to higher education.
- activities that promote good mental health
- more opportunities for older people and pre-school age children to get involved in the arts.
- every primary school child in the Borough to have one visit to Valence House Museum or Eastbury Manor House, one visit to a local library, and one experience of a theatre, music or dance performance over the life of this strategy.



Forest – part of Molten Festival 2012

Resourcing the strategy

As well as aiming to drive improvements in the quality and effectiveness of arts provision in the Borough, the strategy will inform the budget setting process of the Council and its partners. It will also help to provide a compelling strategic rationale to support external funding bids for new projects, programmes and facilities.

However, it must be recognised that these are very difficult times for local government and that Council revenue spending on the arts will reduce over the life of the strategy. This stark reality has directly shaped the development of the strategy and the improvement priorities it identifies.

A cornerstone of the strategy is the need to improve efficiency and effectiveness to deliver the same quality and range of services for less money, or to deliver more for the same level of expenditure. There will also be a continued focus over the life of the strategy and beyond to secure funding from other sources working in partnership with local, sub-regional and national agencies.

To deliver the programme of activities that will be set out in the strategy, existing funding streams will need to be directed toward the priorities identified.

Although there are some notable exceptions, there is not a strong track record of securing external funding by organisations and individuals within the Borough. The level of applications to Grants for the Arts (Arts Council England National Lottery funding) is particularly low. In 2010 -11 only three Grants for the Arts awards were made to Barking and Dagenham organisations and individuals out of a total of 402 across London as a whole.

With stronger networks, training and development as well as a greater degree of partnership working, applications to Grants for the Arts, the wider Lottery programmes, trusts, foundations and the private sector could be significantly increased.

Bidding for, and securing external funding, will be a key strand of delivering this strategy if all of the improvement actions are to be achieved.

There also needs to be consideration of a range of management models including asset transfer of cultural facilities from the Council to the voluntary, private or trust sectors. These could provide a more effective way of maximising available resources in order to release funds for the continued development of arts provision in these financially constrained times.



Performance outside the Broadway Theatre

What will this mean for the people who live in Barking and Dagenham?

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An essential part of this strategy is to encourage and enable more local people to see and participate in the arts.






This arts strategy sits alongside the Borough's heritage strategy and library strategy, which have been developed over the same period. The priorities for the arts strategy have been informed by the development of these documents, and also in turn informs and supports them.

Priorities:

1. **Economic prosperity** – nurturing a vibrant arts, cultural and creative sector
2. **Skills, capacity and future talent** – ensuring individuals, groups and organisations can fulfil their potential
3. **Health and well being** – ensuring all residents have access to arts activities that will support healthy lives and improve well being
4. **Place and community** – using the arts effectively to make Barking and Dagenham a place all communities feel a part of
5. **Partnership and collaboration** – ensuring strong and representative partnerships are in place to support the delivery of the strategy and that opportunities are provided to support sharing, learning, collaboration and showcasing

We will work to develop a vibrant cultural and creative economy in the Borough

We will:

-  1. establish a Creative Industries Quarter Stakeholder Group to maximise communication and co-operation between stakeholders, developers and owners (undertaking or planning projects) and to encourage new creative businesses into the Quarter.
-  2. establish a dedicated Creative Industries Growth Fund. The Fund is aimed at growing the creative industry sector within the borough and creating employment opportunities, work experience, training and apprenticeships for local residents. Support to individuals starting up a business will also be a feature of the programme.
-  3. promote the Borough as a film location and increase the number of filming days in the area.
-  4. put in place initiatives to increase fundraising skill and capacity to ensure increased investment in the arts in Barking and Dagenham.
-  5. work with east London local authorities and partners to establish a creative employment programme to provide a progression route into work experience and employment. This will seek to diversify the work force in the creative and cultural sector and encourage a greater take up of apprenticeships and paid internships by young people and employers.








Filming of “Bubbling Under”

Priority Two: Skills, Capacity and Future Talent

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We will support groups, individuals and organisations to fulfil their potential

We will:



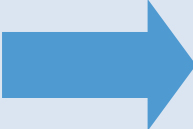


-  1. aim for every primary school child in the Borough to have one visit to Valence House Museum or Eastbury Manor House, one visit to a local library, and one experience of a theatre, music or dance performance over the life of this strategy.
-  2. through the work of the Cultural Education Partnership, establish effective pathways to the creative and cultural sector through school and Barking and Dagenham College and higher level training.
-  3. strengthen the engagement of schools and young people in arts activities by getting more schools Arts Mark accredited and more of our young people participating in the Arts Award.
-  4. aim to get 100% of schools in the Borough to appoint a Governor with responsibility for arts and culture.
-  5. widen the reach of our key cultural assets, like the Broadway theatre, with its important partnership with Barking and Dagenham College as the borough's key provider of performing arts entertainment and training, as well as museums, libraries and the community music service, so that high quality arts provision is expanded and enhanced across the whole Borough.



Community Music Service

We will use the arts to support people to adopt healthy life styles and improve their well being.

We will:

-  1. sign post patients to arts opportunities as part of their treatment through an 'arts on referral' initiative.
-  2. develop and implement a dance development plan for the Borough.
-  3. establish a framework to help recruit, train and retain volunteers in arts activities and programmes.
-  4. develop arts opportunities within Adult Social Care settings, particularly for older people.
-  5. work with families in our libraries, children's centres and other locations to develop arts programmes with pre-school age children to support their movement and physical activity development, thinking, decision making and literacy skills.





“Sporting Legends” by the Sculpture Factory

Priority Four: Place and Community

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We will use the arts to make Barking and Dagenham a place which all of our communities feel a part of.

We will:

-  1. use the Creative People and Places programme to support a strategic approach that will get more people from under-represented groups taking part in the arts.
-  2. encourage the development of a year round programme of cultural events including those that promote mutual understanding and respect amongst the Borough's different communities.
-  3. present an annual 'Let's Get Reading' Festival to help improve children's and adults' literacy levels, promote creative writing and support the development of local authors.
-  4. deliver a four year creative programme around the centenary of World War One and link this to a major programme to celebrate the centenary of the world famous Becontree housing estate.
-  5. develop opportunities, particularly through the Active Age Centres, to improve access and involvement in the arts for older people.








Showtime Festival

Priority Five: Partnership and collaboration

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We will create strong and representative partnerships to support the delivery of the strategy and opportunities are provided to support sharing, learning, collaboration and showcasing.

We will:

-  1. create an effective network of those who are involved in promoting the arts to help increase interest and participation, including the establishment of a Barking and Dagenham Arts Partnership to oversee the implementation of this strategy as well as close working with Arts Council England and the Greater London Association.
-  2. effectively promote arts and creative activities within the borough by producing an up to date directory of arts activity, which is reviewed annually.
-  3. develop a sustainable future for the Broadway theatre as the hub for professional and community based performing arts activity in the Borough and as a professional working environment for Barking & Dagenham College students to develop their skills, knowledge and understanding.
-  4. put in place initiatives to increase fundraising skill and capacity to ensure increased investment in the arts in Barking and Dagenham alongside the promotion of the Borough as a film location, which will increase the number of filming days in the area.
-  5. undertake an audit of arts activity in the Borough in 2016 to see what has changed since the audit that informed the development of this strategy.



Molten Festival performance

Produced by Culture & Sport Division,
London Borough of Barking & Dagenham

July 2013

Creative Barking and Dagenham

For more information please contact Paul Hogan, Divisional Director of Culture & Sport
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