

# 198 Contemporary Arts & Learning Project Vision

## **Contents**

- **Context and Strategy** 
  - Context
  - Ambition
  - Rationale for our work
  - Vision and impact
  - Objectives
  - The Factory Consortium
- **Our stakeholders**
- **3** Business canvas
  - Operational model overview
  - Exhibitions
  - Event hire
  - Workspace rental
  - Factory
  - Creative services



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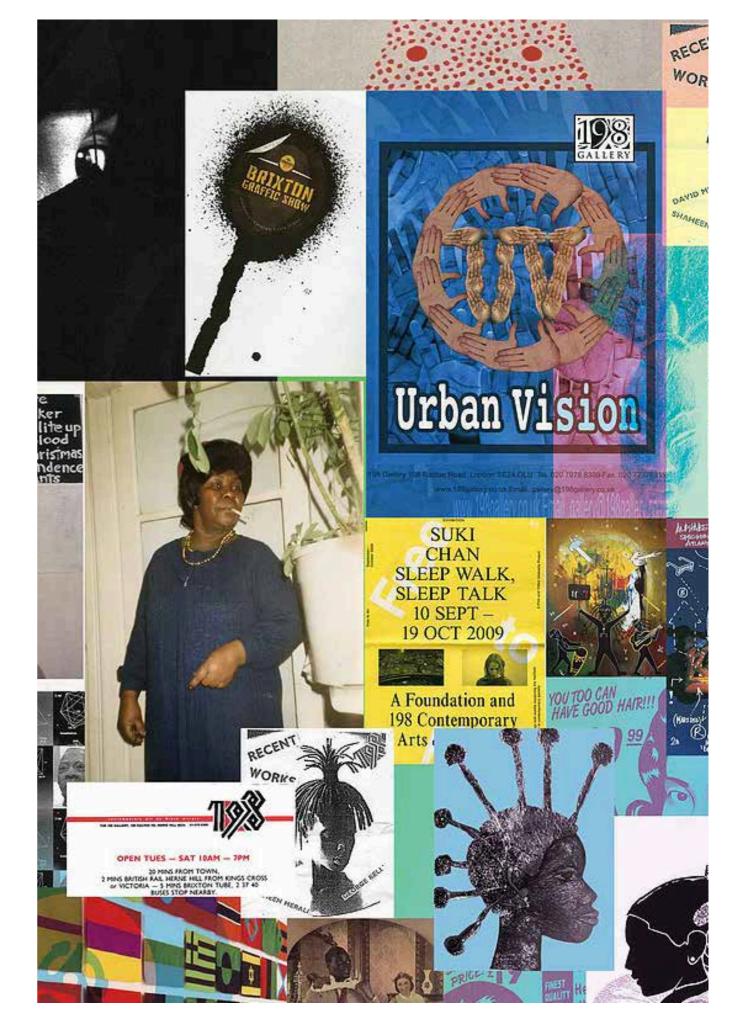
## **Context**

198 Contemporary Arts and Learning is a centre for visual arts, education and creative enterprise.

#### Our stakeholders include:

- Artists and curators of colour
- Young people from BAMER communities seeking careers in the creative industries
- Audiences seeking more diverse visual arts
- Our local community
- Partner arts organisations
- Partner community organisations

**Our work** is framed by our local communities and the history of the Brixton uprisings from which we sprang. Our work is informed by a policy context that calls for greater action on equality, and is shaped by unfulfilled demand for diverse visual arts and new pathways to creative careers.



## **Ambition**

We have a clear line of sight on how to scale our impact for all stakeholders and across all our work.

In 2015 we succeeded in acquiring the freehold on our home of the last 30 years, at 198 Railton Road.

In July 2017 we were granted NPO status by Arts Council England for the first time, placing us within their national portfolio. This guarantees our core artistic programme until at least 2022.

We intend to redevelop our premises, tripling the space to create an exciting and innovative mix of visual arts, community resource, industry skills training and creative enterprise across three floors.

In 2018 we succeeded with Mayor of London Good Growth Fund bid £475k and acquired full planning permission for redevelopment from London Borough of Lambeth.

In 2019, working with Lambeth Council to secure match funding requirement to enable commencement of development later in the year.



## **Proposed Redevelopment**

## Second floor: Factory

A permanent home for Factory, a creative enterprise consortium of 198CAL, Raw Material, Photofusion and Hatch Enterprises. Factory will be a shared space for arts and enterprise, a platform for launching new creative businesses, and an agency for emerging talent. Factory will be a place where young people with creative ambitions can practice, refine and deliver a new service to market.

#### **First floor:**

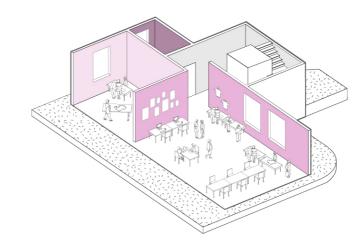
#### **Creative Workspace**

Commercial workspace for creative industry start-ups, SMEs and independent creatives, including alumni of the Factory training and accelerator programmes.

#### **Ground floor:**

#### **Arts, Exhibition and Community events space**

Offering artists the best environment in which to showcase their work. Nurturing emerging talent and creating opportunities for artists at the start of their career. Supporting artists of colour, including elders whose work may have been overlooked, and brokering artistic dialogue across the generations. Extension of community events, such as Tenants' Association meetings and diverse community social events currently hosted.

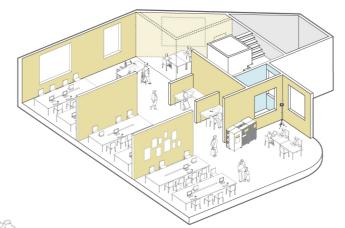


#### Factory Second Floor









## Creative Industries Workspace First Floor









## Arts, Exhibition and Community Cafe/Events Space Ground Floor







BAMER communities are less likely to participate in arts and cultural activities "due to time, cost and concerns about feeling uncomfortable or

out of place"

Young people from
BAMER backgrounds
are underrepresented in the
creative industries
workforce

People from BAMER
backgrounds are
under-represented in
leadership positions
across the creative
industry

Young people
from BAMER
backgrounds are
under-represented
in HE and FE creative
industry courses

People from BAMER
backgrounds are underrepresented in creative
industry startups and as
SME owners

There are insufficient opportunities for all audiences to access arts that represent London's cultural diversity

## **Rationale For Our Work**

The lack of diversity and equality in the visual arts and the creative industries is in the spotlight. Recent reports from the Creative Industries Council, Arts Council England, the Creative Industries Federation, the Warwick Commission, the GLA, and LB Lambeth all emphasise the need for action.

The 198 CAL project is focused on opening up access, diversity and equality for people from BAMER backgrounds right across the creative and cultural industries, addressing these challenges.

Artists and curators of colour face additional barriers early in their careers, with limited opportunities for first solo shows

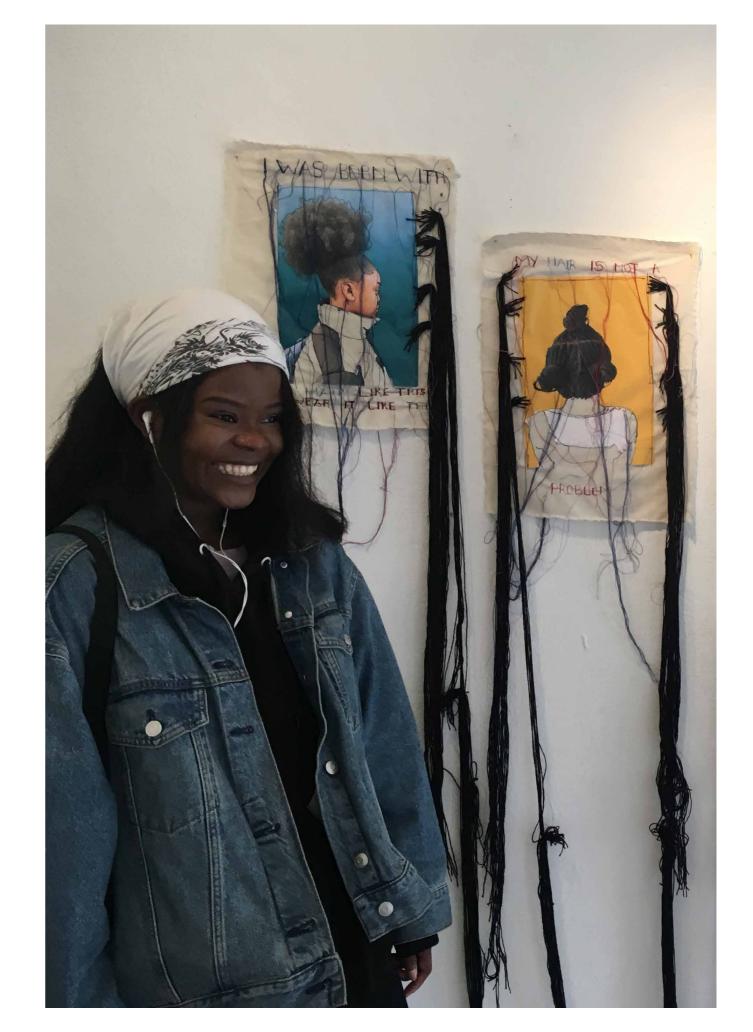
There is a lack of access to affordable workspace for creative industry SMEs, startups and independent creatives in Lambeth

## **Vision and Impact**

198 CAL will be an arts and creative enterprise hub that brings together multiple activities in a single venue. Through this building we will address a wide range of diversity issues such that each element in the building supports the others.

For example, by creating pathways from education and enterprise training, through to startup incubation and commercial workspace. Providing inspirational role models for young people engaged in education and enterprise programmes, through visibility of exhibitions by artists of colour and successful BAME-led creative businesses in the building.

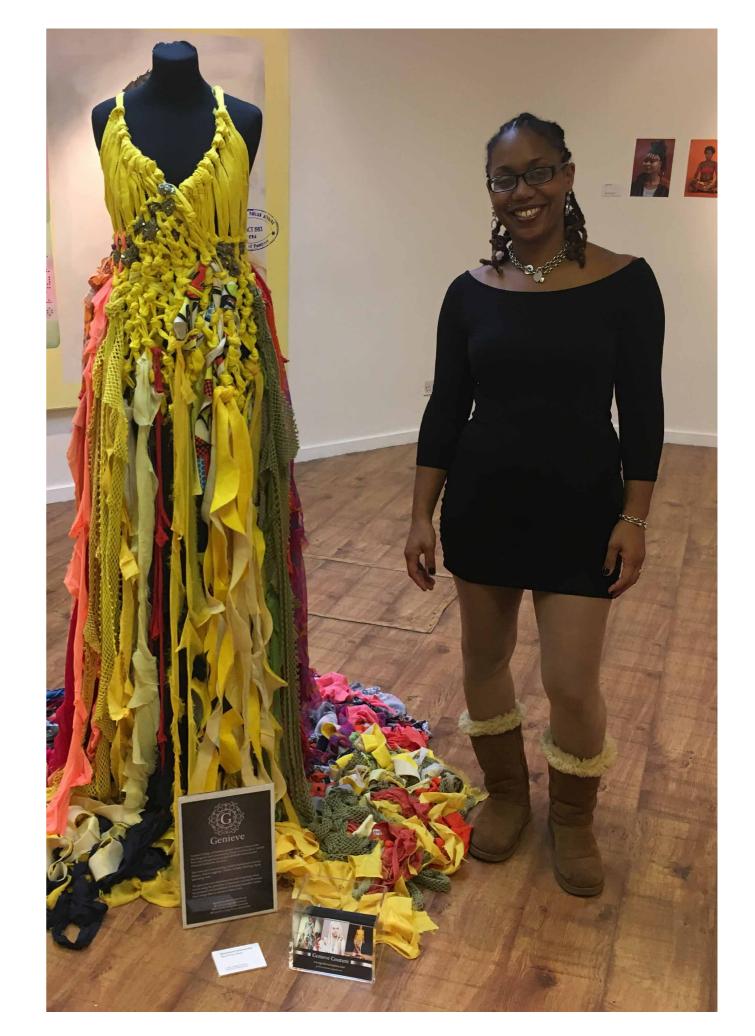
We have a truly impressive track record launching the careers of artists of colour, evidenced at this year's Venice Biennale 2017 where half the artists chosen to exhibit in the Diaspora Pavilion had their first solo show at 198 CAL. Through this project we will be able to build on this success, enhancing our reputation as a destination for diverse visual arts for both artists and audiences.



## **Objectives**

Our objectives as an organisation include:

- To increase the number of new artistic careers launched
- To increase Londoners' access to diverse visual arts through improved and expanded exhibition space
- To increase the number of community events
- To increase pathways to new business startups, freelance careers and independent creative careers for young people from BAMER communities
- To increase the number of young people from BAMER communities accessing employment or HE/FE
- To provide new affordable space for entrepreneurs, freelancers and startups in the creative industries
- To act as an exemplar of a multi-functional community asset, with a balanced mix of young and old, commercial, educational and cultural, and to form a key part of the Herne Hill local neighbourhood plan
- To sustain, extend and formalise the Factory partnership with Raw Material, Photofusion and Hatch Enterprises
- To enhance the long term financial sustainability of 198 Contemporary Arts and Learning by increasing annual incomes from events and workspaces



## **The Factory Consortium**

Factory brings together three ACE NPO organisations, Raw Material, PhotoFusion and 198 CAL, with the pioneering social incubator Hatch Enterprises to deliver the combination of creative skills education, pastoral support and enterprise training our target audience requires for success.

Working alone, these four organisations would be unable to provide this mix of services for our target beneficiaries. The new building will provide a permanent home for the Factory consortium and strengthen the long term financial resilience of this unique London arts venue and creative education institution.

198 CAL has been working on the Factory concept with Hatch Enterprises, Photofusion and Raw Material since 2015. Factory has been conceived as an opportunity to create something new from the specific domain expertise of the four contributing partners.

The new building will enable us to bring together creative skills development and pastoral support with the enterprise training and incubation expertise of Hatch. For Hatch, it's an opportunity to deliver a creative industries programme for the first time. For Photofusion and Raw Material, it's an opportunity to extend their work into enterprise training for the first time. For 198CAL, it's an opportunity to scale up the impact of the award winning HustleBucks. The partners will also provide targeted programmes aimed at hard to reach and gang affected young people addressing issues of youth violence.













Hatch C

## The Factory model

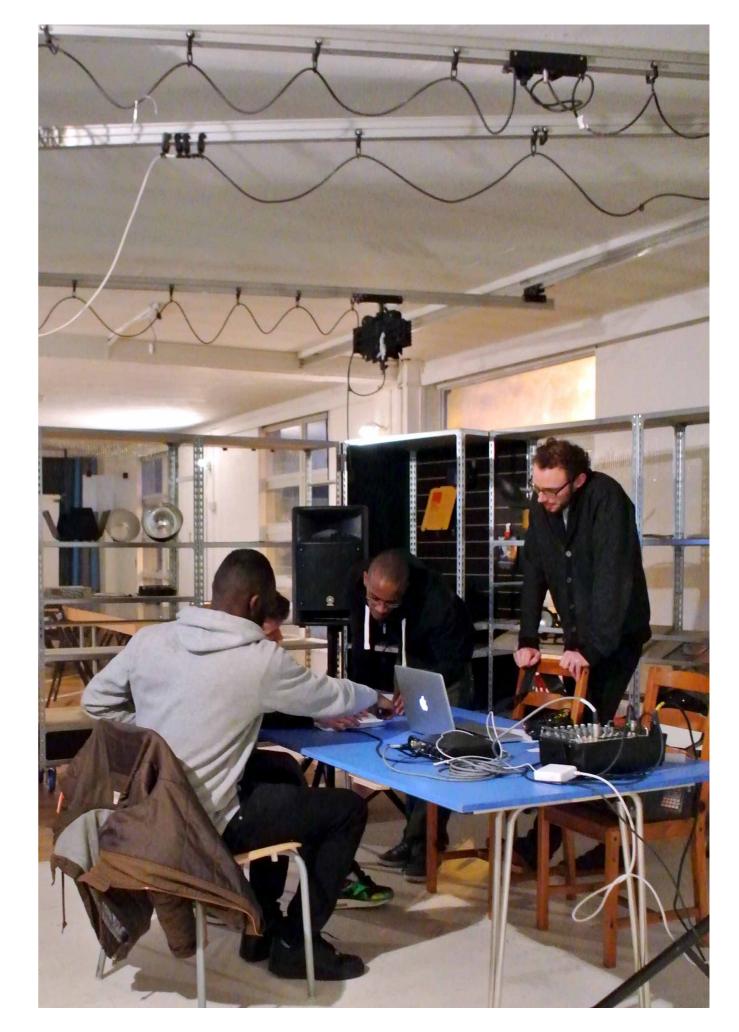
Factory is a space for arts and enterprise, a platform for launching new creative businesses, and an agency for emerging talent. Factory is a bridge to industry, a place where young people with creative ambitions can practice, refine, then deliver a new product or service to market. Factory offers four progressive elements:

A STUDIO offering workspace, business skills and a network of industry mentors. Working alongside experienced professionals, young people will hone their creative, business and enterprise skills.

A START-UP ACCELERATOR nurturing and launching new creative businesses with the commercial proposition, prospects and commitment needed to succeed.

**AN ONLINE MARKETPLACE** offering the chance for local business to crowd-source their creative solutions from a network of startups and emerging talent.

**ALUMNI** - A generation of dynamic, socially minded young entrepreneurs, inspiring others to take the same path







## Some of our Stakeholders



## **Barby Asante Artist**

The enhanced Gallery spaces will enable us to to work with artists throughout their careers.

"I encountered 198 in 1992 while I was still an art student and have been involved in one way or another since then. 198 has provided me with a kind of home in which I developed my creative ideas and got support to develop my career. This year I was one of six artists that had previously shown at 198 selected for the Diaspora Pavilion at the 57th Venice Biennale. I started as a volunteer, had an exhibition there in 2000 and became Associate Curator in 2009. In my role I have worked on many projects with artists, young people, older people, with schools and our local communities. I have also worked with some of the most invisible minority communities including GRT groups. 198's mission is to give voice and opportunity to those who don't readily have it, especially for people from BAME backgrounds. The development of 198 into a larger more sustainable organisation that can facilitate and support the creativity of BAME creatives will be an important action in the coming years."



Mattie Loyce Emerging Curator

Improved facilities will enable us to support a new generation of artists and curators.

"I encountered 198 Contemporary Arts and Learning through a community reading event they produced in collaboration with Sorryyoufeeluncomfortable, a collective of young artists and academics of colour. I was immediately impressed and inspired by the theoretical content 198 was willing to engage, and the diverse population that filled the space. After that event I was granted the opportunity to partner with 198, as a part of their Possible Futures program they willingly collaborated with me to host an exhibition with my travelling art gallery which focuses on emerging artists of colour. I believe 198 holds an invaluable space within the community; as an incubator for emerging artists and creatives, an activity space for youth and elderly within the greater Lambeth community, and as a living archive space that over the last 30 years has continued to support some of the UK's most established artists of colour. 198 continues to be a powerful example of how an arts institution can both engage internationally relevant conversations, and meet the direct needs of its surrounding community."



**Kieza Silveira De Sousa Creative Entrepreneur** 

The creative workspace will provide start-up space for young creative entrepreneurs like Kieza.

"I started my entrepreneurial journey through my involvement with the Hustlebucks project. I started as a 16 year old fresh out of school and quickly got involved with the T-Shirt printing aspect of the project. I had the opportunity to learn new technical skills as well as develop my knowledge and experience of creative business and enterprise.

I graduated from University in 2014 and started my own business – Wear Your Heart Out. Being involved with 198 gave me the opportunity to develop skills, experiences and networks I wouldn't have been able to otherwise. I've since grown a six figure business whilst studying for my Master's Degree.

198 stands to benefit more young people like me in the local community – those who just need an opportunity to move ahead in their careers, to have guidance from those who care about them and have walked the path before them. There's a strong case for it and a massive need for this type of initiative in the local community."



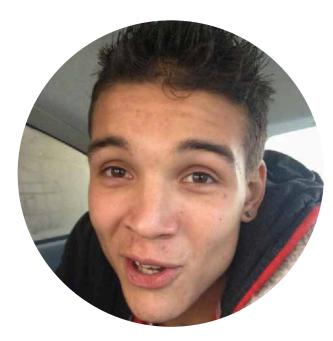
Binki Taylor Business Leader

The Factory will be a dedicated programme to mentor young creatives and nurture new start-ups.

"South London has a buoyant level of emerging and established creative businesses across a range of disciplines. The rising rent situation London wide makes affordable, flexible workspace difficult to find and puts significant pressure on small creative businesses. With a prevailing local focus on start up founded by people of colour, many incubated by local organisations like Tree Shepherd and the Impact Hub, there is a need for 'grow on' work space and workspace that encourages collaboration and partnership between disciplines."



## Some of our Stakeholders



**Andres Ahlgren Young Creative** 

The creative workspace will provide start-up space for young creatives like Andres.

"My interest in graphic design and creative media sprung from the summer university courses offered by the 198 gallery when I was 14. Since then, I've gone on to study graphic design at university and to pursue a career in graphics which I wouldn't have dreamed of doing without the initiative and support offered by the staff at 198.

Going back to the gallery after graduating and seeing that the same support is still being offered to young people to enable their creativity has been a true inspiration. I hope to remain a part of the community that the 198 gallery has helped to build up through their work and to see many more opportunities being created for young people especially within this community."



**Aaron Mckenzie Young Creative** 

The Factory will provide opportunities for artists at the start of their careers.

"The 198 gallery and Hustlebucks are amazing through this organisation I have been able to acquire my bronze, silver and gold arts award qualifications this enabled me the opportunity to attend university of East London where I have been awarded a BA in Graphic Design.

Leading to this the Gallery and Hustlebucks has helped me gain much needed retail experience in a professional working environment, I've gained confidence in dealing with members of the public, I've gained skills and expertise relevant to the all fields of graphic design. The staff are supportive and have mentored me in how to navigate my life professionally."



**Edmundo Silva Young Creative** 

The Factory programme will open up new pathways for young creatives like Edmundo.

"I was invited into 198 gallery at the age of 15 and at that time I wanted to apply for an Art course at Lambeth College, the people at 198 helped me put together a portfolio in a short amount of time and I managed to get into the course. Our relationship carried on and I always popped in to see how things are going and also got involved in a few projects they had going on.

I managed to get into Uni at Central Saint Martins and they always expressed their support throughout.

After I graduated I went through periods of employment and unemployment and I have always sought advise from Kareen, other staff and also Jon who's sadly no longer with us. They have shown me support above and beyond their job roles/duties and I thank them dearly."





For clarity on operations, financial management and performance reporting, our operational model is based on five elements:



#### 1. Exhibitions and archive

Arts exhibitions, symposia, workshops, film screenings, talks and other arts and curatorial events onsite at the gallery and offsite through partnerships such as Tate Exchange. Grant funded by ACE NPO funding and individual project funding, with additional income generated through commission on sale of artworks and curatorial consultancy.



#### 2. Event hire

Hire of ground floor (either part or whole) for community events, commercial art exhibitions, pop-up restaurant, workshops, meetings and talks, with or without catering. Revenue generating.



#### 3. Workspace rental

Rental of 1st floor workspace to creative industry SMEs, startups and independent creative professionals. Revenue generating.



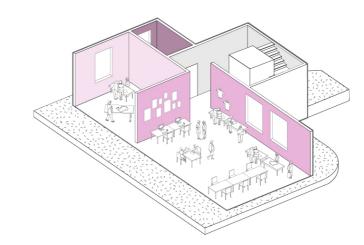
#### 4. Creative education and enterprise

Creative education, enterprise skills and accelerator programme delivered by the Factory consortium. Grant funded by trusts and foundations, Big Lottery, local authority commissioning and referral partner payments.



#### 5. Creative services

Delivery of creative services including graphic design, corporate stationary, sales and marketing collateral, merchandising, exhibition displays and photography. Revenue generating

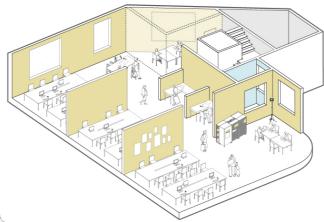


#### **Factory** Second Floor









## **Creative Workspace**First Floor









Arts, Exhibition and Community events
Ground Floor









## **Exhibitions and Archive**

#### **Key Partners**



Who will help us?

Artists
Curators
Tate exchange
Academic institutions

#### **Key Activities**



How do we do it?

Arts exhibitions, symposia, workshops, film screenings, talks and other arts and curatorial events onsite at the gallery and offsite through partnerships such as Tate Exchange.

198 Archive/study space

**Key Resources** 

What do we need?

with capacity and

Catering facilities

including AV

High quality exhibition space

configuration to support

wide range of exhibitions

Technical support facilities





What do we do?

Creative incubator for emerging BAMER artists

High quality artistic programme meeting needs of BAMER audiences locally and nationally.

Archive documenting 30 years of activity nurturing careers of BAMER artists and curators

## Customer Relationships How do we interact?



Friendly and welcoming atmosphere Accessible archive with study facilities

#### **Customer Segments**



Who do we help?

Local, London-wide, national and international audiences interested in visual arts representing the cultural diversity of Brixton and London

BAMER audiences who have not accessed arts exhibitions previously "due to time, cost and concerns about feeling uncomfortable or out of place"

#### Channels How do we reach them?

artworks



Online and print arts
listings channels and visitor
guides
Printed publicity materials
distributed locally
Social media channels
Artistic, curatorial and
partner networks
External posters and off site

#### Arts students

Local people, including visitors to Herne Hill high street and Brockwell Lido

## Cost Structure What will it cost?





Revenue Streams
How much will we make?



Arts Council NPO quarterly funding Individual project funding Commission on sale and licensing of artworks Consultancy income (curating, workshop delivery)

Co-marketing with Herne Hill market and Lido

## **Event Hire**

#### **Key Partners**



Who will help us?

None required

#### **Key Activities**



#### How do we do it?

Hire of ground floor (either part or whole) for community events, commercial art exhibitions, pop-up restaurant, workshops, meetings and talks, with or without catering.

#### What do we do?

**Value Propositions** 



High quality space for arts exhibitions with on-site curatorial and technical

expertise.

Local, affordable and high quality spaces for workshops, meetings and community events.

Unusual venue for workshops away from central London and close to park and sunday market



Easy online booking Professional service On-site curatorial and technical expertise available

#### **Customer Segments**



Who do we help?

Independent gallerists, curators and artists seeking gallery for hire

Local businesses and community organisations looking for workshop/ meeting space

Businesses looking for unusual locations for workshops/business meetings.

#### **Key Resources** What do we need?

Catering facilities



#### Pop-up restaurant



networks Social media channels Artistic networks PeerSpace, Headbox, Workspace2go, SpaceBase, Hirespace etc

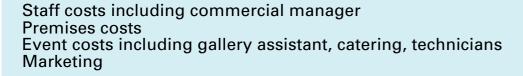
#### How do we reach them?

Channels



VSCE and local business

#### **Cost Structure** What will it cost?





#### **Revenue Streams** How much will we make?

Gallery hire

Workshop and meeting hire to local community organisations and

Hires through online marketplaces including PeerSpace, Headbox, Workspace2go, SpaceBase

Pop-up restaurant hire or revenue share



**Key Partners** 

(P)

Who will help us?

None required

Key Activities

How do we do it?

Space rental (closed doors units, hot desking, coworking)

Networking and events

Key Resources
What do we need?

High quality business workspace in flexible configuration including units, co-working, meeting room, telephone room, breakout space and small kitchen Access to event space on 1st floor

Value Propositions

What do we do?

Unique positioning as acknowledged creative incubator for BAMER creatives and entrepreneurs

A creative community and sense of belonging

Great location and local amenities (transportation, Brockwell Park, shops)

% of subsidized and free space for emerging BAMER creatives 18-30

Hire of gallery and workshop spaces at subsidised rate

Customer Relationships

How do we interact?

Affordable space High quality facilities Friendly atmosphere Clear tenancy terms **Customer Segments** 

Who do we help?

Creative industry SME's, start-ups and independent creative professionals from BAMER backgrounds

Creative and digital entrepreneurs' e.g. Graphic designers
Web designers
Video, music
Coding, programmers
Digital artists

Social enterprises

Alumni of Factory Accelerator

Channels
How do we
reach them?

Artist's studios and other local workspace providers LB Lambeth Factory mentor network Social media channels Artistic networks Local business and community networks Online marketplaces

Cost Structure
What will it cost?

Premises costs Workspace commercial manager salary Marketing



Revenue Streams
How much will we make?

Income from hire of space





## **Creative Education and Enterprise**

#### **Key Partners**



#### Who will help us?

Factory Partners -Raw Material Photofusion **Hatch Enterprises** 

Mentor network Corporate sponsor Funders and investors

FE/HE providers -Lambeth College

Referral partners-CAMHS YOS Local schools, PRU's **VSCE** Lambeth YLC

**Tate Galleries** 

**Cost Structure** 

What will it cost?

#### **Key Activities**



#### How do we do it?

Creative learning programme supporting young people with multiple and complex needs

Factory Studio programme for creative and enterprise skills development

Factory Accelerator programme for creative industry start-ups

#### **Key Resources** What do we need?



Talented young people with creative flair and commercial commitment Network of industry mentors Studio lead Studio space and equipment including mac suite, software, AV equipment, tshirt print production facility

#### **Value Propositions**



#### What do we do?

Our creative learning programme offers targeted one-to-one support and advice enabling young people to work towards education and employment opportunities.

Factory Studio offers a coproduction model, with young people delivering commercial client work as part of a team under the direction of one of our studio leads.

Factory Accelerator provides an intensive 3 month programme preparing creative businesses for launch.

#### Customer Relationships How do we interact?



#### **Channels** How do we reach them?



#### **Beneficiary Segments**



#### Who do we help?

Creative learning programme focused on BAMER young people 13-19 (SEN, Youth offender, outside of education)

Factory Studio programme focused on emerging BAMER creatives and entrepreneurs 18-30.

Factory Accelerator programme focused on emerging BAMER creatives and entrepreneurs 18-30.





#### **Revenue Streams** How much will we make?

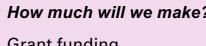




manager Business overheads including 198 CAL Director/fundraising

Premises overheads, including design and production equipment

Staff costs including Factory studio programme manager and Accelerator



Grant funding Social impact investors Referral partner payments

## **Creative Services**

#### **Key Partners**



#### Who will help us?

Factory partners: Raw Material **Photofusion** Hatch Enterprises

Factory mentor network

Factory corporate sponsor

#### **Key Activities**



#### How do we do it?

Delivering a range of creative services including graphic design, corporate stationary, sales and marketing collateral, merchandising, exhibition displays and photography.

#### **Key Resources** What do we need?



Talented young people with creative flair and commercial commitment Network of industry mentors Studio lead Studio space and equipment including mac suite, software, AV equipment, tshirt print production facility



#### What do we do?

In a world where businesses want access to the freshest emerging talent, Factory is a sociallyfocused creative agency that gives local businesses the opportunity to source their creative solutions from a local social enterprise.

This is because only Factory brings together established industry professionals with the brightest emerging talent, which means that you can get fresh local perspective on any creative challenge while benefiting your community.

#### **Value Propositions**



#### Customer Relationships How do we interact?

Clients are seeking a combination of reliable delivery and fresh creative. Studio manager will lead commercial relationship and creative delivery with teams of young people.

#### Channels How do we reach them?

Online creative commissioning channels Factory partner networks Factory mentor network Factory corporate sponsor

#### **Customer Segments**



#### Who do we help?

Medium and large businesses in Lambeth with strong CSR and procurement processes

Community and statutory sector organisations with strong CSR and procurement processes

Creative industry and youth brands seeking access to fresh talent/ creative ideas

Local businesses wanting to buy local

#### **Cost Structure** What will it cost?





#### **Revenue Streams** How much will we make?

