



# 198 Contemporary Arts & Learning Project Vision

# Contents

## 1 Context and Strategy

- Context
- Ambition
- Rationale for our work
- Vision and impact
- Objectives
- The Factory Consortium

## 2 Our stakeholders

## 3 Business canvas

- Operational model overview
- Exhibitions
- Event hire
- Workspace rental
- Factory
- Creative services



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# 1 Context and Strategy



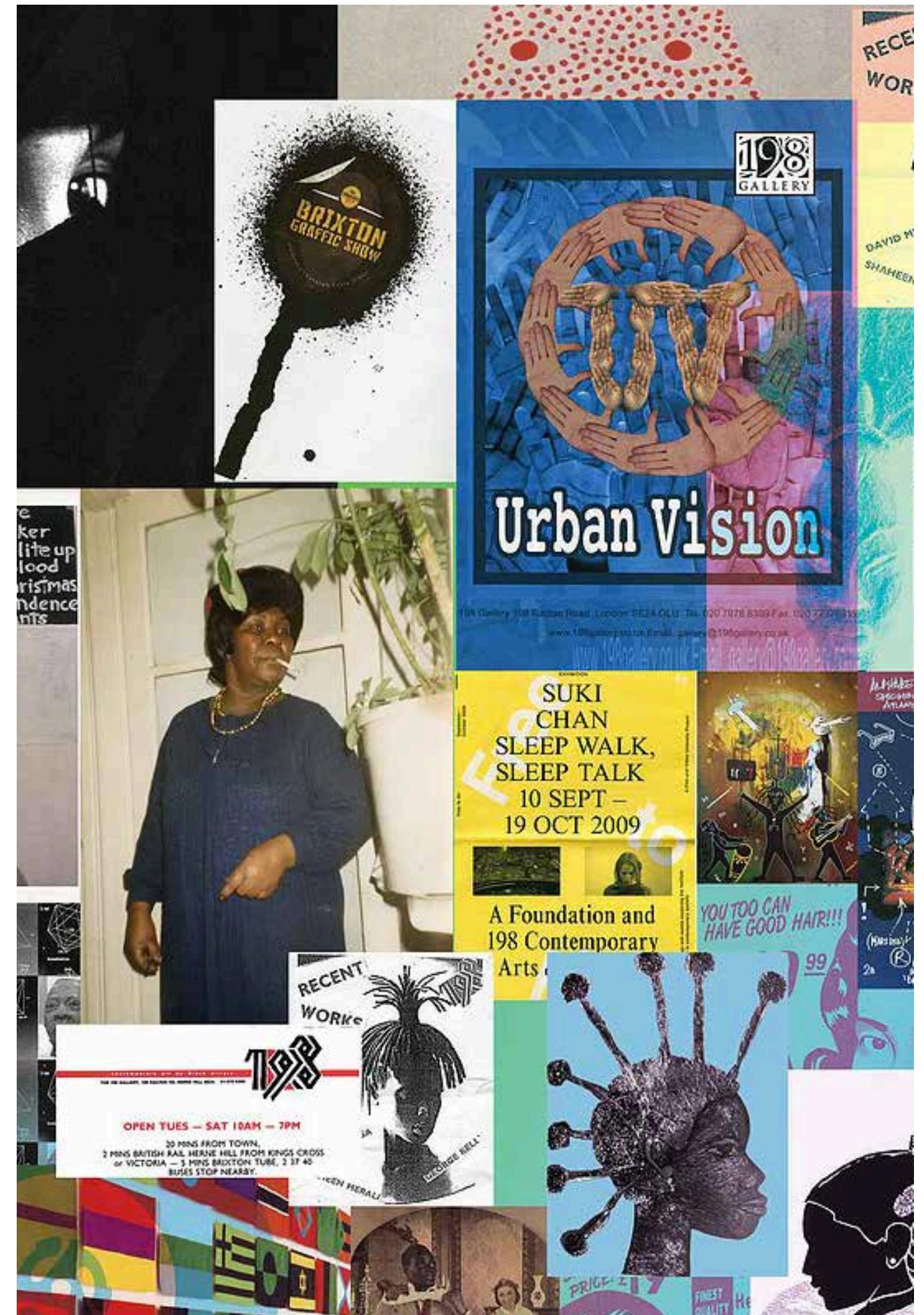
## Context

**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.

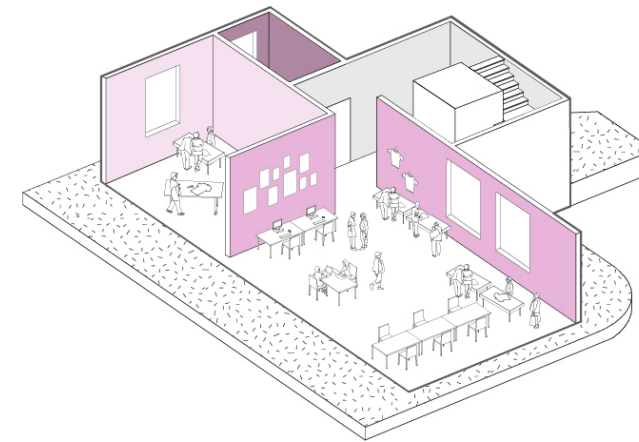
## First floor: Creative Workspace

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

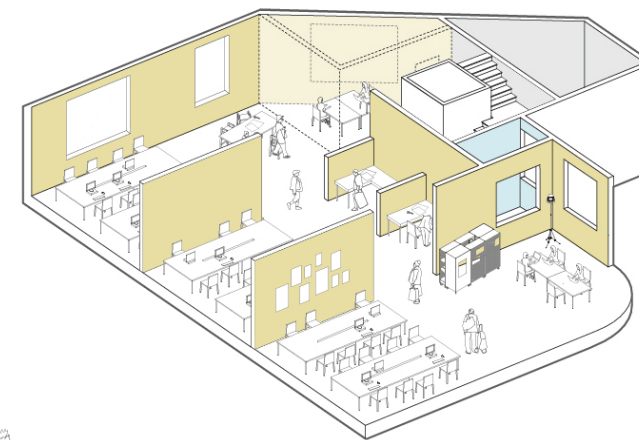
## Ground floor:

### 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





## 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 BAME backgrounds right across the creative and cultural industries, addressing these challenges.



## 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.



PhotoFusion



Raw Material



Hatch



# The Factory model

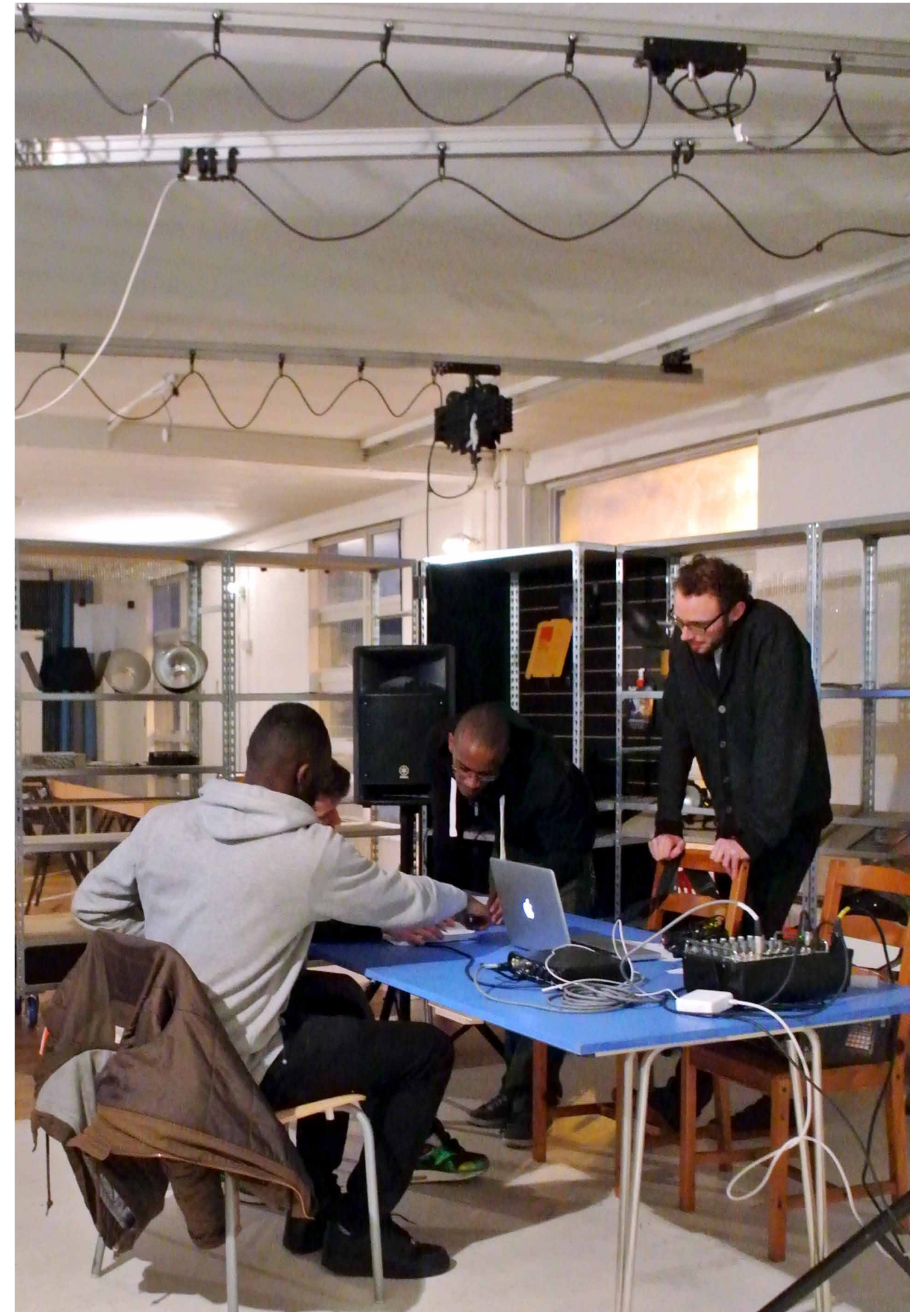
Factory is a space for arts and enterprise, a platform for launching new creative businesses, and an agency for emerging talent. Factory is a bridge to industry, a place where young people with creative ambitions can practice, refine, then deliver a new product or service to market. Factory offers four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







## 2 Stakeholders





## Some of our Stakeholders



**Barby Asante**  
Artist

The enhanced Gallery spaces will enable us 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."*



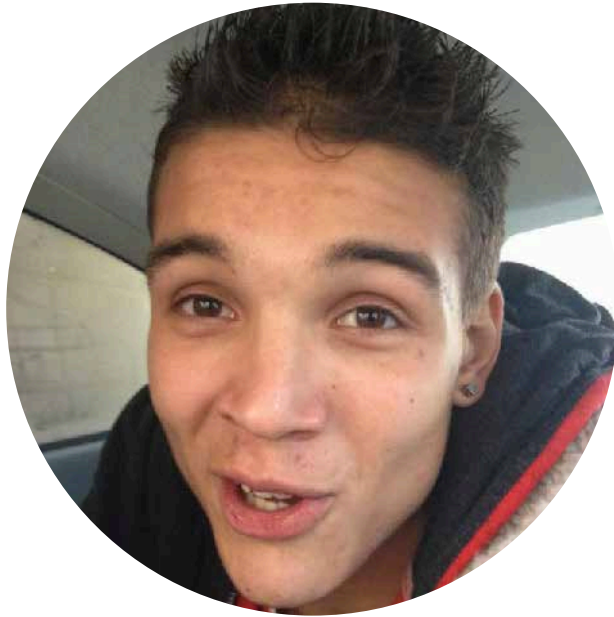
**Binki Taylor**  
Business Leader

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 advice 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."*





3

## Business Canvas



# Operational Model

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.



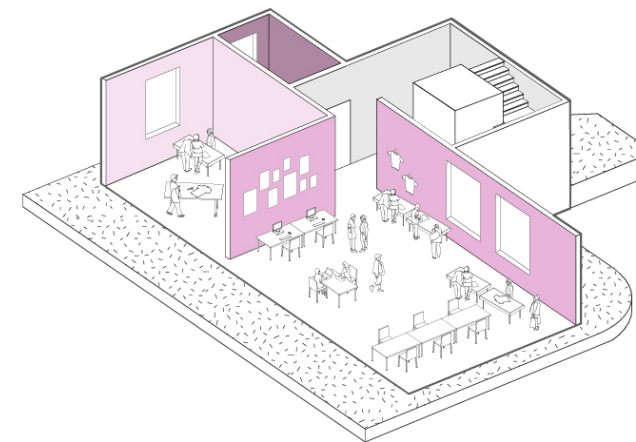
## 4. Creative education and enterprise

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.

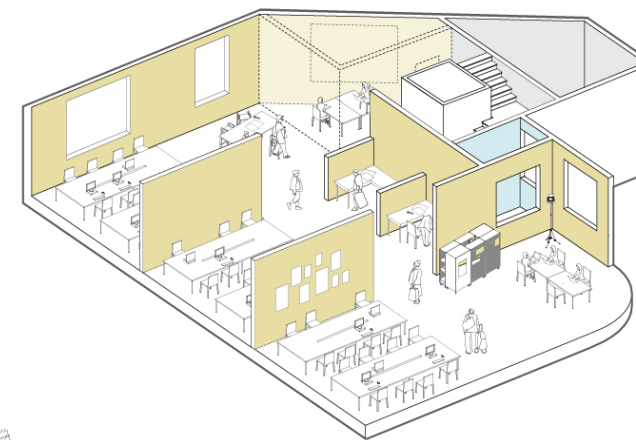


## 5. Creative services

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



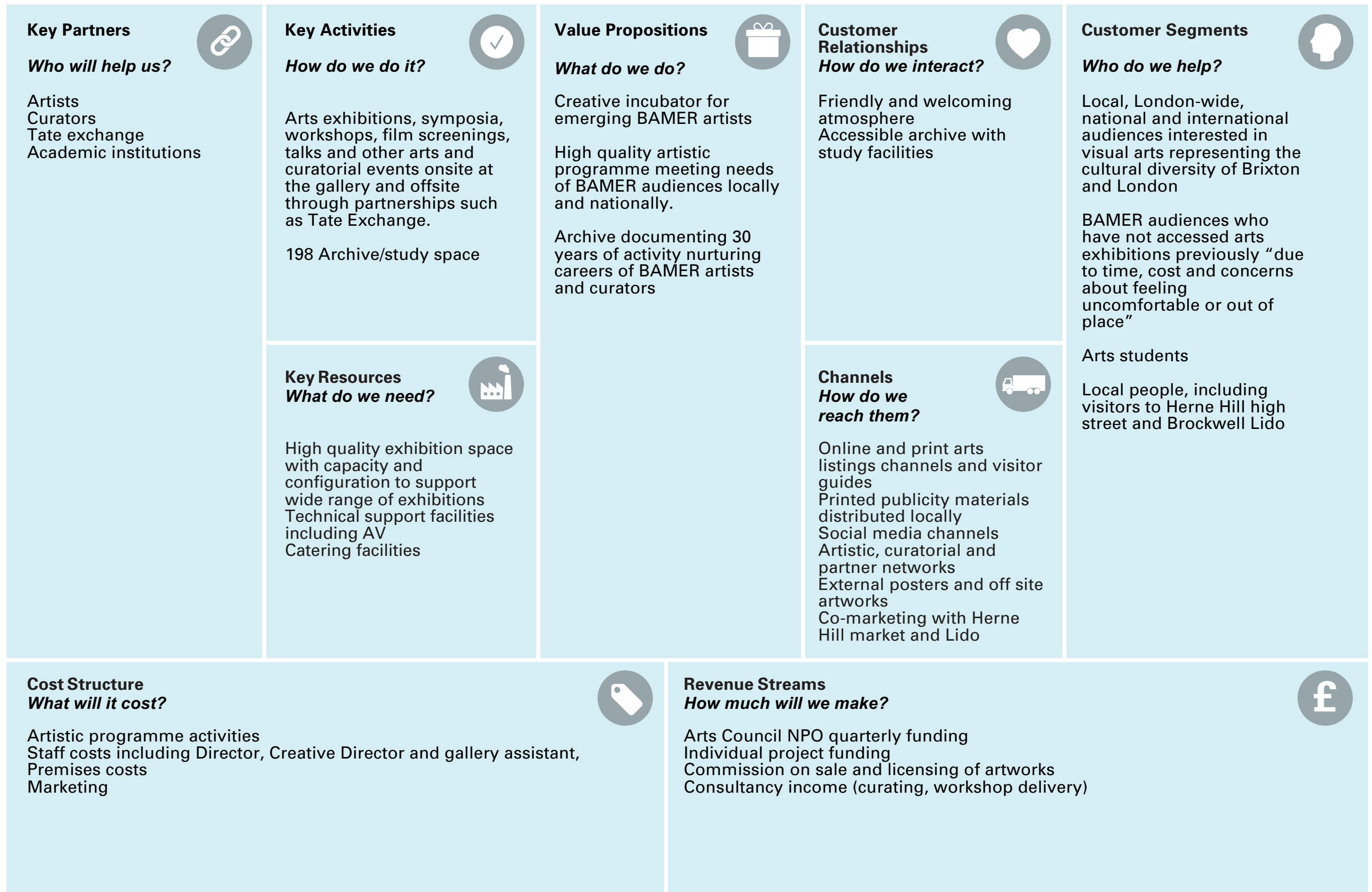
**Arts, Exhibition and  
Community events**  
Ground Floor





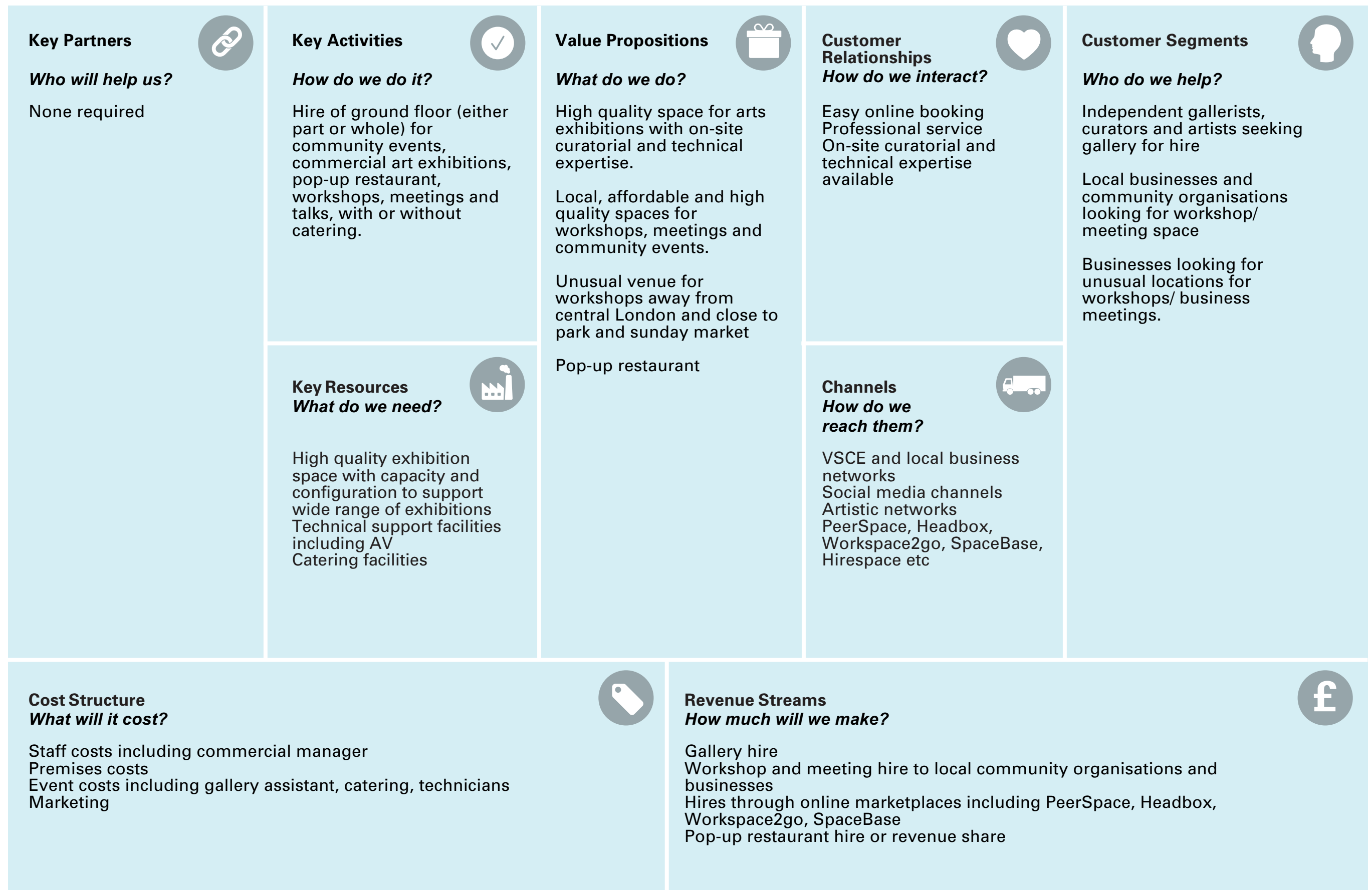


# Exhibitions and Archive





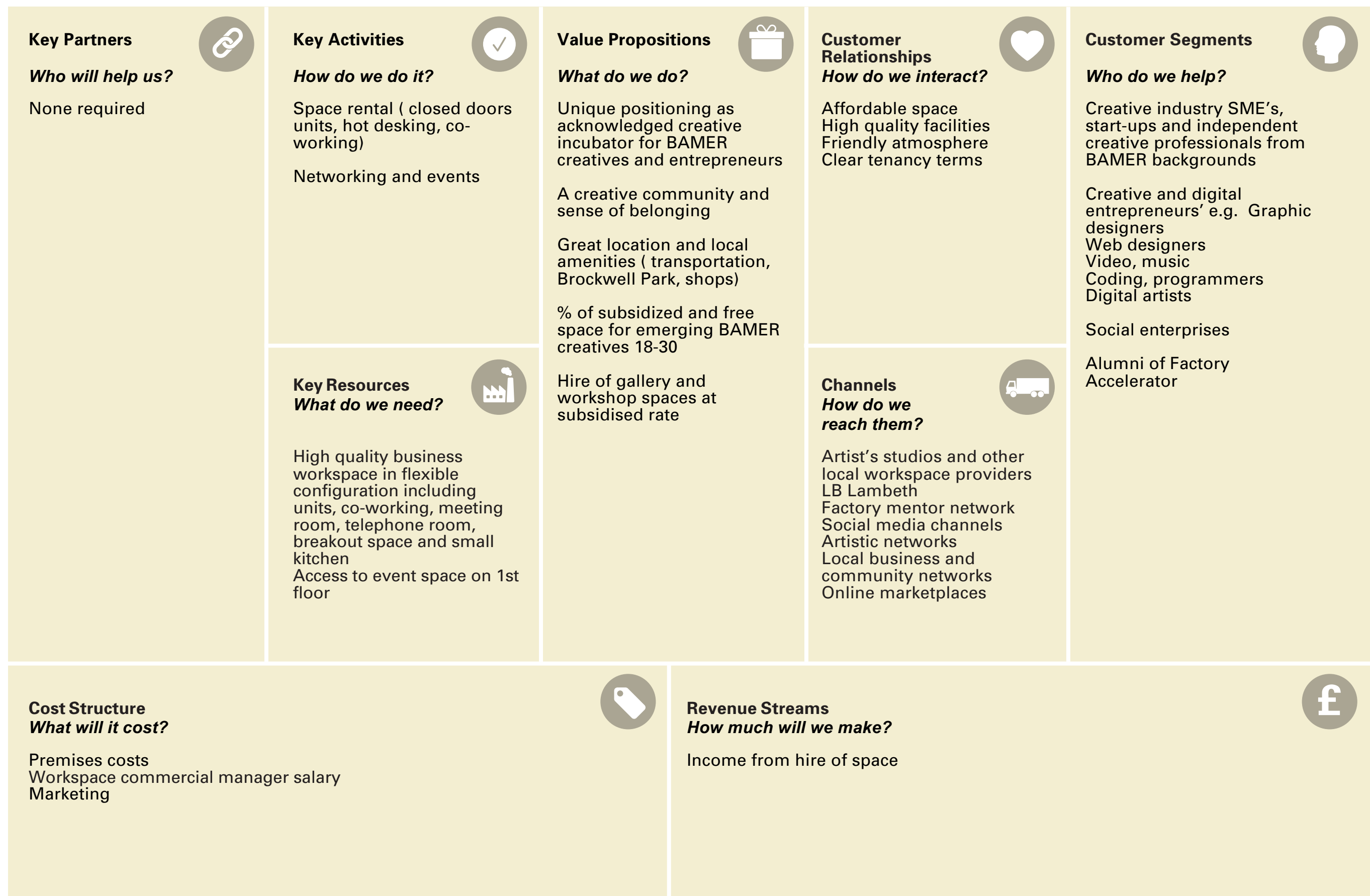
# Event Hire







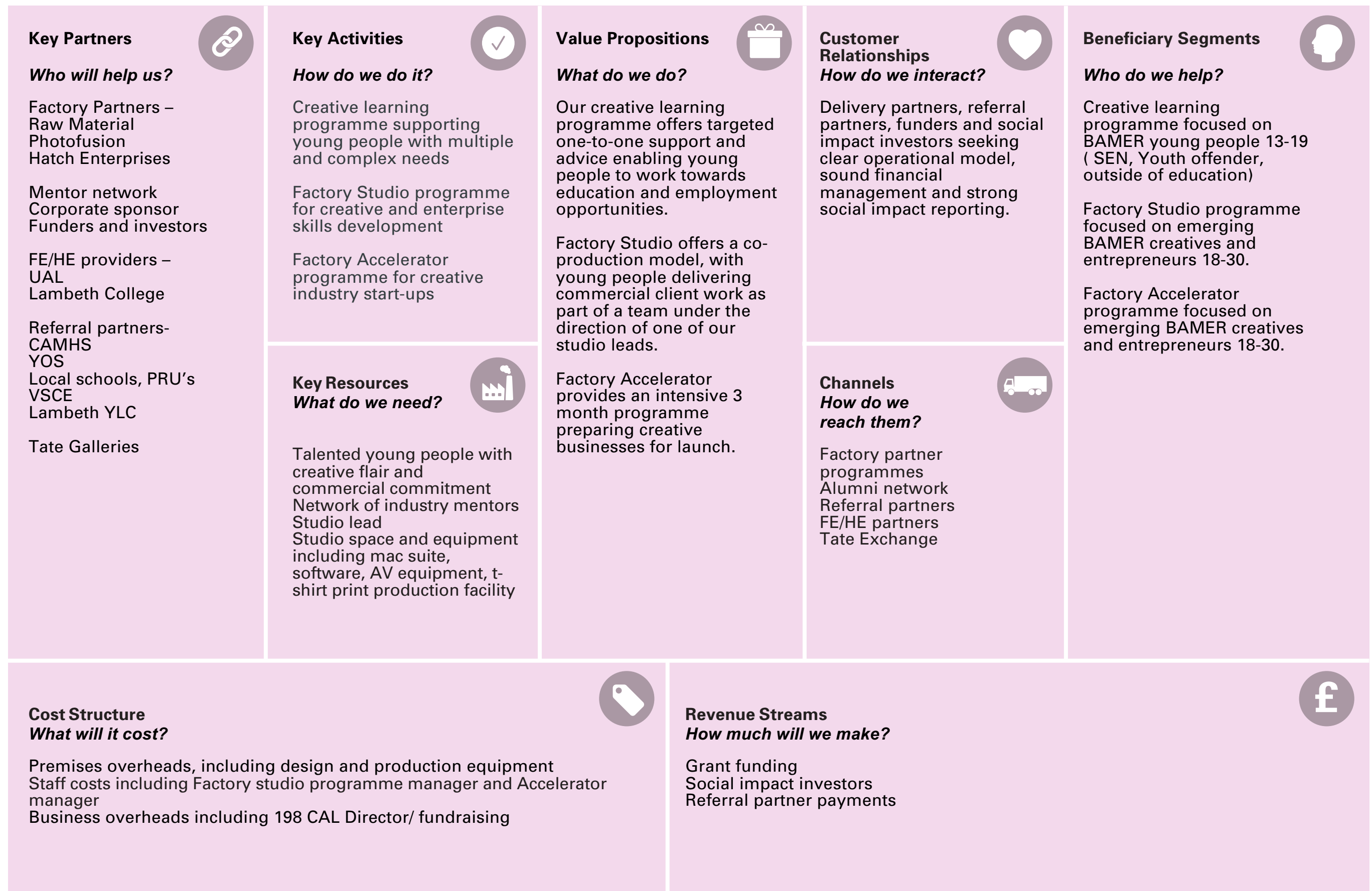
# Workspace Rental







# Creative Education and Enterprise







# Creative Services

