



CULTURE AT HEART

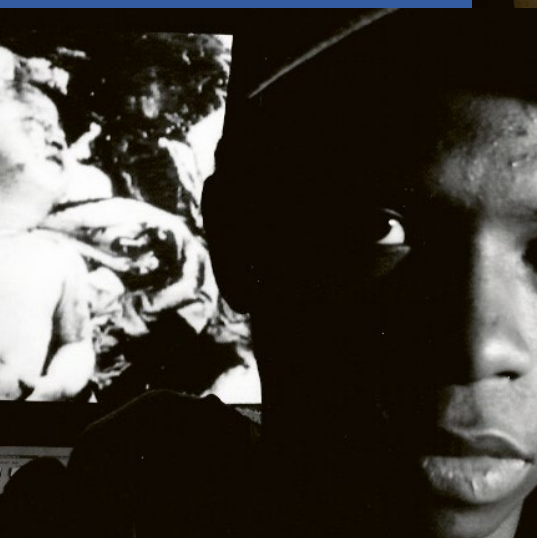
**STRATEGY FOR A SUSTAINABLE
ARTS, CREATIVE & DIGITAL SECTOR**
FOR LAMBETH'S YOUNG PEOPLE

RAW MATERIAL // 198 CAL // PHOTOFUSION //
YOUNG LAMBETH COOPERATIVE



"My life used to be about survival. Now I've found something that drives me to learn, to grow"

— LAMBETH RESIDENT



FOREWORD

WORKING ACROSS A RANGE OF PARTNERS IN LAMBETH'S CREATIVE, ARTS AND DIGITAL YOUTH VOLUNTARY SECTOR, WE HAVE CREATED A ROADMAP TOWARDS SUSTAINABILITY. WE ASK FOR YOUR BACKING AS WE CONTINUE OUR JOURNEY.

This document represents Lambeth's youth arts and cultural sector to support its development and its lasting contribution to youth, arts and culture in the borough, in London and beyond.

The three lead partners who have forged this strategy attract **investment of more than £1m annually** for their operations and have recently secured more a further **£1m in capital investment for the development of premises**. We have also each been awarded National Portfolio Organisation status from the Arts Council, an indication of the high-quality work we deliver. We are three among an extensive network of partners.

There is a general appreciation of the importance of creativity to society and it is an exciting time for the country with a huge amount already achieved across the education sector and beyond. But we believe there is further untapped potential that can be unlocked. We see a vibrant and bold future. A diverse yet united borough where people of all ages, from every nook of the community, can access higher value careers and improved wellbeing by experiencing and acquiring skills in the cultural, artistic and digital industries.

But there is a dark shadow ever more present. Organisations are being forced to scale down or close their doors through lack of resources. What does this mean? Young people disengaging from education and unable to reach their potential? Communities struggling to understand one another and work together? Young adults experiencing poor mental health with nowhere to turn before crisis hits? Unless we act now, the wellbeing of Lambeth's residents is at stake and Lambeth's unique identity hangs in the balance.

We aren't asking for more of the same – the funding landscape is forever changed. We are excited by the opportunities ahead: collaboration even to the point of integration; a health system that values the role of community-based services in prevention and early intervention; funders focussed on outcomes, and the ability to generate our own earned income. What we seek from our partners and supporters is more akin to a stimulus package of sorts, to help make sure we are in the best position to take fullest advantage of these opportunities.


LET'S MAKE OUR LIGHT SHINE BRIGHTER THAN THAT LOOMING SHADOW TO ENSURE THAT LAMBETH CAN CONTINUE TO BURST WITH TALENT AND PRIDE AS WE EMBRACE THE FUTURE TOGETHER.

The increasing recognition of the economic and social value of creativity and creative thinking has brought a fresh urgency to the development of entrepreneurship and the skills of the future workforce. Creative thought is becoming increasingly precious with the rise of automation. In response to this, we focus on the value of creative thinking and ask if creative thinking across all disciplines including the arts, sciences and humanities, is sufficiently supported by the current arts, cultural and education system.

Lambeth has increased collaborative working we now have the launch of Lambeth's Children and Young People's Plan and the Lambeth Made initiative, and there is a transformation of health services into increased community-based provision. To realise the full benefits of our shared vision for the best outcomes for Lambeth's young people, now is the time to take decisive action to create generations of talented, resilient young people including the cultural leaders of tomorrow.

This document takes the form of a pragmatic plan for change to deliver outcomes that are cohesive with local strategies including the Lambeth Plan, Lambeth's Children and Young People's Plan and the Creative and Digital Strategy. Critically, it also serves as a rallying cry to give your backing to these organisations today. Let's make our light shine brighter than that looming shadow to ensure that Lambeth can continue to burst with talent and pride as we embrace the future together.

COMPLEX ISSUES REQUIRE CREATIVE SOLUTIONS


Lambeth has
333,000
RESIDENTS

OVER 
67,900
YOUNG PEOPLE

17,600
BUSINESSES
INCLUDING MORE THAN
1,500
REGISTERED VOLUNTARY
& COMMUNITY GROUPS

Creative industry is recognised as an engine for growth in Lambeth, however residents suffer from unequal access to opportunities and so many groups fail to benefit. We assert that creative education can help create:

1. ECONOMIC GROWTH, SKILLS, AND SOCIAL MOBILITY
2. COMMUNITY IDENTITY AND SOCIAL ENGAGEMENT
3. PERSONAL FULFILMENT AND WELLBEING

In recent years the policy landscape for arts education and cultural learning has changed radically. There has been a decline in children

taking arts subjects; a reduction in hours for teaching of arts subjects in schools; beyond school, informal programmes for young people have suffered due to cuts in local authority funds and services and much has dropped off the policy agenda – even though the case for a balanced curriculum remains strong. Despite this fractured system and difficult climate there are places where teachers and parents, schools and community organisations are choosing to become champions for the arts and heritage.

We are a partnership of Lambeth based organisations delivering a world-class platform for the presentation of new art and the development of new audiences.

Our history spans back 30 years and throughout we have been at the cutting edge of creativity, inclusion, representation and expression. Our partnership comprises:

- **198 Contemporary Arts and Learning:** a centre for visual arts, education and creative enterprise.



- **PhotoFusion:** a photographic hub in Brixton providing educational opportunities in photography and supporting exhibitions which promote a vision of art education for all.

- **Raw Material:** a specialised centre for music education, supporting professional development for young artists and musicians and inclusive mental health projects.



STAKEHOLDERS

- **Artists and curators**

- **Young people,** especially from BAME communities, seeking careers in the creative industries

- **Audiences seeking more diverse arts**

- **Our local community**

- **Partner arts organisations** including:

Local: Young Lambeth Coop, Milk and Honey, Juvenis, LEAP, Lambeth Music Network, Lambeth Music Services, Park Campus, Platanos College, Octavia School, SLaM NHS Foundation Trust, Lambeth Hospital, LEO (Lambeth Early Onset) mental health services, Alford House, I-Dream Alliance, Livity, London Community Foundation, Big Local, School Grounds Sounds and the Grit School, Factory project partnership, Youthsayers, Brixton Youth Theatre CoolTan Arts Core Arts, Always Kreative, Brixton POW, Pop Brixton, Oval House Theatre, Youth Momentum and Hatch.

London regional partners: Southbank centre, Tate Modern and Tate Britain, Tate Collective, Itspiration, BBC 1Xtra, Oxjam Festival, ENO Baylis (English National Opera) Amy's Yard, Amy Winehouse Foundation, Reload, Sound Connections.

UK partners: Send Project, Stone Soup Academy and Renewal Trust Nottingham, Folkestone Fringe, Quarterhouse Theatre, The Creative Foundation, Elder Stubbs festival Oxford.

International: Alpha Institute Jamaica, Building Beats New York, Art Start New York, USA, Alfa Albona Association, Croatia, Africulturban Association Senegal, Carcassonne Music Festival France.



COLLECTIVELY WE SPECIALISE IN MUSIC, DIGITAL MEDIA, FILM AND PHOTOGRAPHY, DRAMA, PERFORMING ARTS, VISUAL ARTS, NATIONAL AND INTERNATIONAL TOURING PROGRAMMES.

We have already made strides by working together proactively to face challenges and embrace opportunity with an uncompromising focus on quality, as recognized in the achievement of our National Portfolio Organisation status and the internationally. We have the opportunity over the next five years to push the boundaries and ambitions of the artistic programme in line with the needs of our stakeholders, driving forward with a clear message and focus on what we do best – addressing the needs of our communities and enabling the work to inspire and influence others.



ASSETS

Raw Material and 198 Contemporary Arts both own their own specialised buildings, resources and facilities, worth in excess of £3 million, featuring professional recording and rehearsal studios, teaching facilities, exhibition gallery and performance spaces. Photofusion has dedicated resources, an exhibition gallery and studios.

We seek to further develop existing assets across the broader network of partners, form new creative partnerships and continue to fuel innovative thinking.

WHAT WE ACHIEVE TOGETHER

OUR WORK CREATES OUTCOMES INCLUDING THOSE LISTED BELOW, WITH A FOCUS ON ENGAGING WITH GROUPS THAT ARE CURRENTLY FACING INEQUALITY AND UNDER-REPRESENTATION.



This under-representation extends across a number of diversity strands including gender, ethnicity and disability or special educational need. We provide services that deliver:

- 1. Inclusive growth** through increased employability and access to employment and enterprise, including higher value careers in creative industries.
- 2. Stronger communities** through increased cultural learning, self-expression, community ownership and leadership.
- 3. Improved emotional health, wellbeing and resilience** including for those already engaged with statutory mental health services.



OUR ASPIRATIONS

To deliver the above outcomes at scale, the outcomes we are working towards fall into four related areas within sustainability:

1. Effectiveness (maximum value for each pound spent)

- Funders giving with improved cost-effectiveness
- New models of generating income
- Improved ability to demonstrate impact

2. Efficiency

- Increased sector collaboration
- Improved service user pathway
- Increased earned income generation and use of assets

3. Artistic excellence

- Increased staff and leadership development
- Increased funding to pilot and scale new initiatives

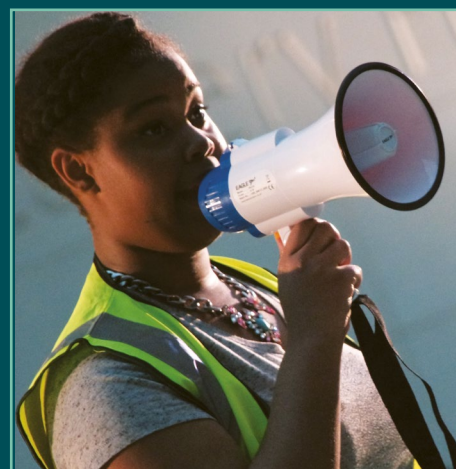
4. Increased sector voice

- Increased influence over local, regional and national policy and practice including:
 - a. Increased contribution to Lambeth's Plan for the period 2020–30
 - b. Increased contribution towards national work with children and young people, including engagement with a Creative Talent Plan



THE PLAN WE CAN ACHIEVE TOGETHER

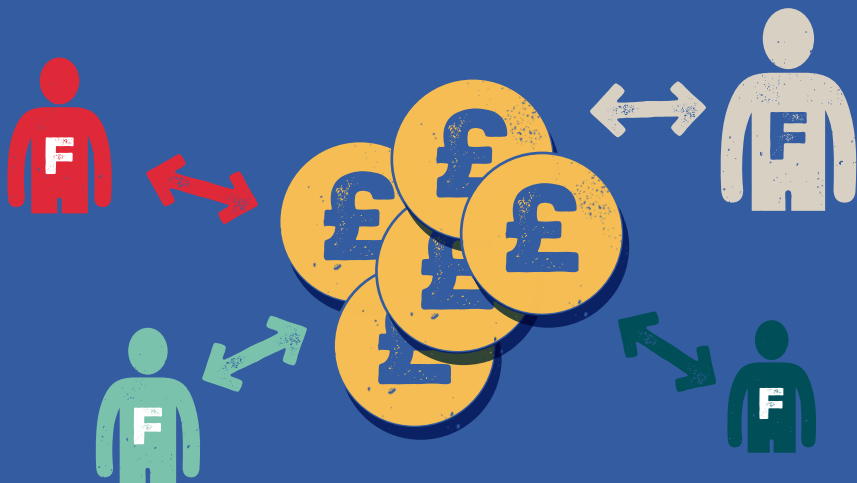
THERE IS A GENERAL APPRECIATION OF THE IMPORTANCE OF CREATIVITY TO SOCIETY AND IT IS AN EXCITING TIME FOR THE COUNTRY WITH A HUGE AMOUNT ALREADY ACHIEVED ACROSS THE EDUCATION SECTOR AND BEYOND. BUT WE BELIEVE THERE IS FURTHER UNTAPPED POTENTIAL THAT CAN BE UNLOCKED.



The increasing recognition of the economic and social value of creativity and creative thinking has brought a fresh urgency to the development of entrepreneurship and the skills of the future workforce. In response to this, we will focus on the value of creative thinking and ask if creative thinking across all disciplines including the arts, sciences and humanities, is sufficiently supported by the current arts, cultural and education system.

EFFECTIVENESS

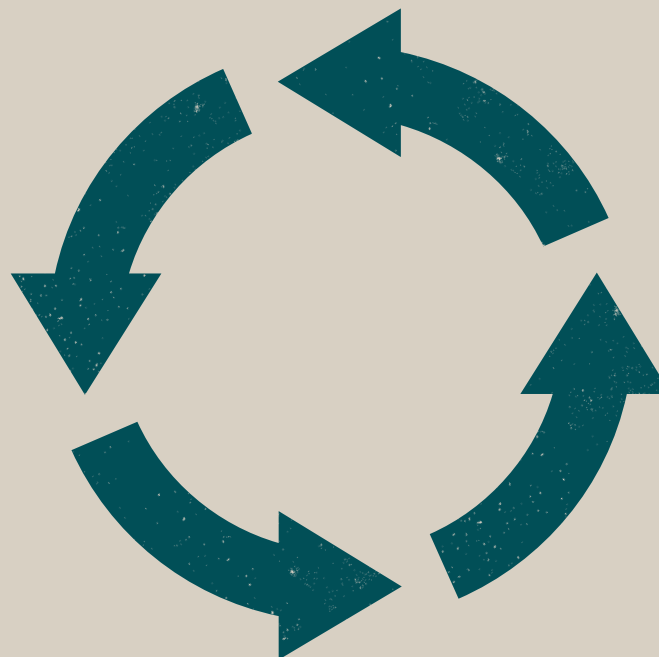
(MAXIMUM VALUE FOR EACH POUND SPENT)



- **Approach funders collectively**, and be transparent about how they can maximise value from partnerships and funding
- **Impact Reports** will show clearly the positive outcomes our programmes generate at individual and community level, using a high standard of evidence
- **Evaluation** will further iterative improvements in our user-centred service design
- **Enactment of our Business Plans** will enable us to demonstrate our ability to attract diverse income – including earned income generation to complement any voluntary investment
- **Effective marketing and branding** will increase profile and attract opportunity
- **Providing spaces that are safe**, highly inclusive and stimulating will ensure the talent pool is diverse and developed, creating a clear pathway towards enterprise and employment.

EFFICIENCY

- **Increase the automation of workflows** by making best use of technology and explore collective purchasing for indirect services (financial administration, auditing etc)
- **Collaborate at locality level** with adjacent voluntary, statutory and private sector organisations and services. This will enable us to retain our specialisms and support the development of user-centred pathways of intervention and progression through services by enabling assessment of needs and the development of interest and talent. It will also prevent the possibility of duplication or missed opportunity.
- **Make best use of assets** (e.g. through venue hire and enterprise incubation space)



ARTISTIC EXCELLENCE

- **Leaders, staff and volunteers** will undertake Continuous Professional Development to maintain and improve the quality and efficacy of our service delivery, and ensure our services best meet the needs of young people
- **Local young artists** will be shown/perform in the galleries/public shows across the partner network
- **Focus on high quality outcomes** achieved by culturally and artistically relevant programmes delivered by skilled and experienced artists in an inclusive, creatively driven process
- **Artistic programmes** that are authentic, exciting, inspiring, engaging for wide audiences – collectively we will continue to use innovative and experimental approaches that readily adapt to meet to the social, cultural and artistic demands of our community
- **Sharing of best practice and pedagogy.**



INCREASED SECTOR VOICE

- **Use this document** to stimulate valuable conversations with local, regional, national and international stakeholders
- **Support the development of STEAM** approaches within pedagogy (science, technology, engineering, art and (applied) mathematics) by engaging with educators and funders of education.
- **Formulate a series of proposals** to be considered by local government, government, teachers, parents, arts organisations, business and the creative industries



***"Where art leads,
society follows – you
can be sure of that"***

BEVERLEY KNIGHT



Key partner organisations

Rawmaterial **Photofusion**



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**YOUNG
LAMBETH
COOP**

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