



# Hackney Council's Arts & Cultural Strategy 2019-2022







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Cllr Nicholson & Mayor Glanville.  
Photo: Miriam Strong



## FOREWORD

Hackney is the creative heart of London. It's home to thousands of artists, makers, and cultural businesses which range from theatres and performing arts companies, to galleries, music venues, nightclubs and studios. The borough is a hub for creative industries spanning disciplines from architecture to fashion, digital media to tech.

Hackney's arts-led cultural and creative economy is central to the success of the borough, generating thousands of jobs, significant investment and a reputation for innovation and participation.

The fact Hackney is internationally known as a place that people come to visit, play, stay, create and make is underpinned by the values of the place itself, and its communities. It is a place where difference and tolerance is celebrated,

where common endeavour and new ideas flourish, enriched by a diverse cultural heritage.

We know that arts and cultural events, as well as venues and spaces, have a huge role to play in keeping Hackney's communities strong and cohesive, in the face of frictions created by rapid social and economic change.

In 2016, the Council's borough-wide engagement exercise 'Hackney: A Place For Everyone' (HAPFE)<sup>1</sup>, captured how much residents valued cultural events that bring people from different backgrounds together.

It is in that spirit, that we have renewed the Council's commitment to funding and organising events like Hackney Carnival, Discover Young Hackney and Hackney Pride 365, as well as a new commitment to support local communities to

celebrate their identity through further arts-led cultural events.

This strategy sets out to support community cohesion through arts and culture, it also makes a commitment to enrich the education of every child in Hackney, working closely with local schools.

The strategy brings an understanding of the role that arts and culture can play in improving the physical and mental health of residents. It supports our arts-led cultural, creative and visitor economy, and broadens access to employment opportunities in these sectors.

In short, this strategy harnesses the many dividends that arts and culture can bring: dividends that can and will benefit everyone, and ensure that Hackney is a place that belongs to all who live, work, or study in our borough.

— Mayor of Hackney, **Philip Glanville** &  
Cllr **Guy Nicholson**, Cabinet Member for  
Planning, Culture & Inclusive Economy





Iconic cultural attractions the Empire, Picturehouse & Museum surround Hackney Town Hall Square.



## EXECUTIVE SUMMARY

After nearly a decade of Government-imposed austerity, local government investment in arts and culture across the UK has suffered, as many councils struggle to fund basic public services. In these very challenging years – and certainly since the capital-wide focus on culture as part of the London 2012 Games – Hackney, like many other councils, did not prioritise its cultural portfolio.

However, over the past two years, the Council has started to approach arts and culture with a new vigour, and to see it as vital to

community cohesion and the continued economic success of the area. This strategy is the product of that renewed focus.

It has a wide-ranging definition of what culture is, that goes beyond the traditional disciplines of fine art or literature, to encompass all types of performing arts and live music; new media; fashion; television and film production; creative technology; digital and game design. It includes heritage and cultural identity, community arts and events. It views the Council's own

commissioned, curated and delivered cultural programme alongside the output of the wider creative sector based in Hackney.

This strategy sets out a framework within which the Council will work with artists, practitioners, creatives and performers to support the cultural life of the borough, strengthen our communities, and enhance the quality of life for everyone living, working and studying here.



A Council-organised, free, public event in Shoreditch Park to celebrate the Olympic & Paralympic handover between Beijing & London in 2008. Photo: Sean Pollock



## OUR VISION

# CREATIVITY, COMMUNITY, SHARED PROSPERITY

## HOW CULTURE CAN HELP MAKE HACKNEY 'A PLACE FOR EVERYONE'

This strategy is shaped around five 'dividends', inspired by Darren Henley's influential book<sup>2</sup>, which describe the Council's objectives, in terms of outcomes from arts and culture-led activity.



Work by renowned street artist Thierry Noir adorns a long-established family business in Shoreditch. Photo: Robin Mellor

### COMMUNITY DIVIDEND:

How cultural, creative and artistic activities and events celebrate the heritage of Hackney, bring people together, and nurture confident, cohesive and tolerant communities that can meet the challenges, as well as the opportunities, created by regeneration and a changing borough.

### ECONOMIC DIVIDEND:

How culture, creativity and arts contribute to inclusive economic growth, through a thriving visitor economy, and a vibrant, local cultural and creative industries sector.

### EMPLOYMENT DIVIDEND:

How the cultural, creative and arts sector provides jobs, skills development, and economic opportunities, within industries that can be hard to access for many residents.

### HEALTH DIVIDEND:

How culture, creativity and arts support physical activity, and mental and emotional health and wellbeing, helping to tackle health inequalities, and build residents' self-confidence and resilience.

### EDUCATION DIVIDEND:

How cultural, creative and arts-led activities support a high-quality curriculum in our schools, and enhance the educational experience and qualifications of children and young people.



**THE MAYOR OF HACKNEY'S FOCUS  
ON INCLUSIVE GROWTH:**

‘Where every citizen and business in Hackney feels included in the borough’s success, and can benefit from the opportunities that arise from it.’



**THE MAYOR OF HACKNEY'S PRIORITIES  
FOR THE 2018-2022 ADMINISTRATION:**

**Fairer:** Working and campaigning to keep Hackney a place for everyone with genuinely affordable homes, job opportunities, and excellent schools; where everyone can play a part, and where tackling inequality is at the heart of what we do.

**Safer:** Making Hackney a place where everyone can feel healthy and safe, at home, at work, and in streets, parks, and estates.

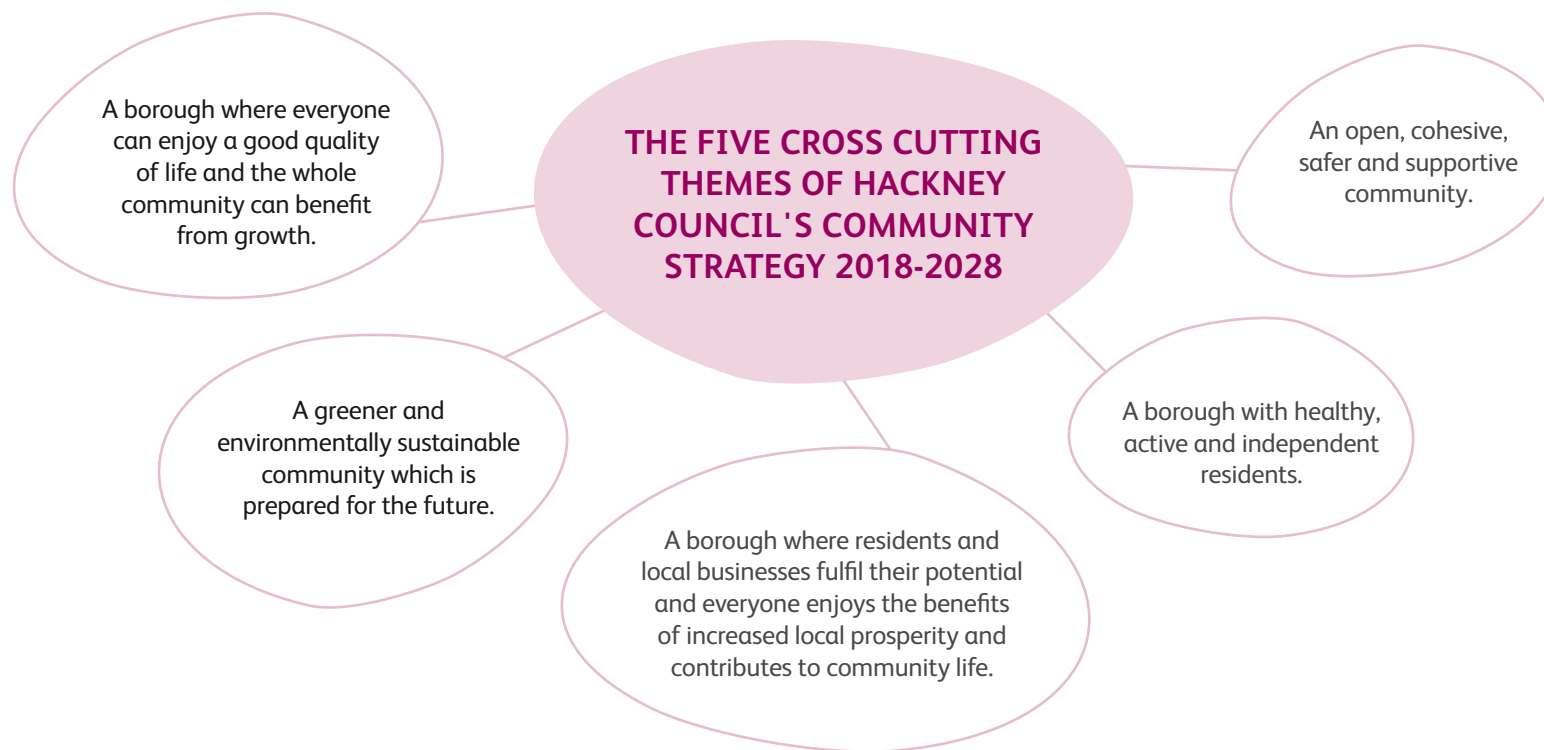
**More sustainable:** Making Hackney an economically, and environmentally sustainable place, with strong, cohesive, and diverse communities.



## STRATEGIC CONTEXT

### HACKNEY COUNCIL'S ORGANISATIONAL VISION:

'We're working to make Hackney a place for everyone, where all our residents, whatever their background, have a chance to lead healthy and successful lives; a place of which everyone can be proud, with excellent services, thriving businesses, and outstanding public spaces; a place where everyone feels valued, and can make their voice heard.'







Hackney Carnival parade,  
2018 Photo: Sean Pollock



## BACKGROUND & LOCAL CONTEXT

This strategy marks the Council's renewed commitment to arts, culture and creativity. In 2018, the Council invested in expanding its Cultural Development Team in order to deliver arts and cultural programming that brings together residents, creative organisations, and businesses, through a collaborative approach.

The team delivers a core events programme, including Hackney Carnival; Discover Young Hackney youth arts festival; and Hackney Pride 365 an initiative for the borough's Lesbian, Gay, Bisexual, Transgender, Queer, Intersex plus (LGBTQI+) community. The team also works with partners, both within the Council and outside, to deliver a range of other events and projects that support the aims of this strategy.

The Council's emerging 'Inclusive Growth' strategy<sup>3</sup>, and focus on place shaping and engagement, provides an opportunity to develop cultural delivery using an area-based approach.

There is a chance to capitalise on wider developments in neighbourhoods such as Shoreditch, with associated funding to improve its public realm; partnership working with the London Legacy Development Corporation (LLDC) and the London Borough of Tower Hamlets (LBTH) in Hackney Wick; or the opportunity to develop a significant cultural offer with external partners at Stoke Newington Town Hall.

The Council will seek to develop relationships and joint ventures between arts and cultural organisations, schools, higher and further education establishments, and businesses which can be used to promote volunteering, encourage and support new talent, and increase audiences and participation.

This strategy shapes the Council's commitment to working in collaboration with residents and partners across the sector to deliver an arts and culture action plan over the next three years.



Hackney's entry in the Pride in London parade, 2017.  
Photo: Gary Manhine



Discover Young Hackney stage at Well Street Market, 2017.  
Photo: Sean Pollock



## HACKNEY & ITS COMMUNITY

Hackney is a central London borough in the North East of the city. It is home to more than 270,000 people, but is only 6.8 square miles in size, and its population is set to reach 310,000 by 2028<sup>4</sup>.

The borough has evolved almost beyond recognition over the past 15 years, experiencing unprecedented social change and economic growth, a transformation of public services, and massive investment in public infrastructure. House prices and private rents have risen dramatically, faster than anywhere else in London, and while the borough has improved vastly, many people have been left behind by its success.

Hackney is one of the most diverse places in the UK. It is home to people from all over the world, including residents whose ethnic origins are Turkish, Kurdish, Black African and Caribbean, Vietnamese, Chinese, and Eastern European.

The borough also has the largest Charedi Orthodox Jewish community in Europe, and the fourth largest lesbian, gay, and bisexual population in the UK<sup>5</sup> which has a visible and vital presence in civic life.

Hackney has more than 15,000 citizens from EU countries, and overall a very young population with 24 % aged under 19<sup>6</sup>. Nearly half of residents (44 %) live in social rented housing, which has helped to preserve its rich social mix in the face of unrelenting growth in private housing costs.

These communities are at the heart of public celebrations that include carnival, Black History Season, Purim, Day-Mer, Gypsy Roma Traveller History Month and Pride, all of which add to the cultural richness of the borough.



Vietnamese & Chinese joint lunar New Year celebrations at An Viet Foundation in De Beauvoir. Photo: Gary Manhine



## ARTS, CULTURAL & CREATIVE INDUSTRIES IN HACKNEY

Hackney has a well-established reputation as a cultural centre, with communities of artists, and creative industries flourishing in areas like Shoreditch and Hackney Wick for more than three decades. It was this reputation as ‘the creative heart of London’ that helped secure an economic legacy from London 2012 in the form of the ‘Here East’ digital campus in Queen Elizabeth Olympic Park. The borough is also home to a number of iconic cultural venues, including the Hackney Empire and Arcola theatres.



Poster for the ‘Grimebourne’ opera festival at Arcola Theatre in Dalston. Photo: Idil Sukan

The arts and cultural industries in Hackney have evolved over time to encompass everything from performing arts to digital, and the growing artisan maker communities of East London. Hackney’s creative offer produces and embraces diverse arts and culture-led events and expressions, it reaches into the borough’s nightclubs, bars, street markets and restaurants, helping to create a vibrant destination economy with an international reputation, which has become vital to the borough’s continued success.

The creative industries in Hackney are at the heart of its economic growth, including advertising, architecture, design, fashion, publishing, television, video game production, radio, film, digital and tech with creative communities based in the borough’s ‘town centres’ of: Shoreditch, Hoxton, Dalston, Stoke Newington, Hackney Central, Clapton, Homerton and Hackney Wick.

Hackney has become home to a large number of arts and cultural spaces and venues. These include premises for producers and makers, for consumers and spectators. The infrastructure is made up of visual arts studios, performing arts spaces, creative industries workspaces, museums, theatres, music venues, nightclubs, cinemas, libraries and places of worship. These spaces can be pop-up or permanent, repurposed or traditional.

Hackney is now one of London’s most popular destinations for filming, with many internationally renowned movies, tv shows, documentaries and adverts being made in the borough. The Council’s Film Office facilitates hundreds of location shoots every year, generating significant income for the authority, as well as valuable donations by production companies to tenant and resident associations (TRAs), community groups and local charities. Filming in the borough also makes a major contribution to the local economy.

Hackney’s award-winning public realm – the borough’s streets, squares, town centres, markets, parks and green spaces – also provide communal and accessible settings for a wide range of arts and culture-led events.



The Royal Shakespeare Company’s touring production of ‘Hamlet’ starring Paapa Essiedu at Hackney Empire.



Tech City, one of the country's biggest tech districts, is located in Shoreditch, where in 2017, Amazon chose to relocate its UK headquarters, bringing up to 5,000 jobs to Hackney. In Hackney Wick, there is a growing arts, education and tech community. According to 'The Hackney Wick and Fish Island Creative Enterprise Zone' report<sup>7</sup>, this area represents one of the most significant and recognisable creative clusters in London. It supports around 400 creative businesses, mainly start-ups and micro-businesses, employing 700 people in a relatively small and distinctive area. Creative opportunities also focus around the Here East complex and innovative partnerships with the V&A, BT Sports, Loughborough University, UCL, and Studio Wayne McGregor.

In Hackney Central, there is an ecosystem that is fashion-led across design, manufacture and retail. In Dalston, there is a creative community working in digital media, performance and the visual arts.

However, the issue of affordable workspace is increasingly acute, and one which the Council is working hard to provide solutions, for example the redevelopment of the Old Baths and Trowbridge Centre, in Hackney Wick, as workspaces for creative businesses.

There are currently 30 National Portfolio Organisations (NPOs) supported by Arts Council England (ACE) based in Hackney (see list on pg 90), delivering work locally, as well as around the country. Having such a large number of NPOs clustered in one borough, is recognition of the creativity found here, and it has a profound influence on Hackney's reputation and its residents' quality of life. The Council regularly works in partnership with these NPOs to develop new talent, create opportunities for residents, and support the borough's unique local economy.

Local cultural organisations with a national reach and significance, include the Geffrye Museum, National Trust at Sutton House, and London College of Fashion to name but a few. The presence of such organisations has a profound influence on local creative communities' reputation, strength and continuity.

The development of East Bank – a new cultural quarter in the Queen Elizabeth Olympic Park on Hackney's border with Stratford, due to open in 2023 – provides a whole new range of opportunities as organisations with national stature such as the V&A, Sadlers Wells, and BBC Music move into East London.

Both the East End Community Foundation 'Vital Signs' report<sup>8</sup> and the Council's 'Local Economic Assessment'<sup>9</sup> provide statistics on sector employment in the borough. Over 11 % of local jobs are now in the arts, culture and creative sectors. In 2018, the arts and entertainment sector accounted for around 5.4 % of all employment in the borough, which roughly equates to around 6,000 jobs. It is one of the top three employment sectors in Hackney and accounts for the largest number of registered enterprises in the borough.



The new V&A museum due to open in Stratford in 2023. CGI: O'Donnell + Tuomey/ Ninety90



## WIDER CULTURAL LANDSCAPE

This strategy takes into consideration the wider landscape within which local authority cultural services work. London and the UK are world leaders in culture and creative industries, and Hackney plays a key part in the capital's cultural growth.

Government directions in The Culture White Paper <sup>10</sup> and the ACE's strategy <sup>11</sup> are clear: set out a vision for the cultural sector to ensure access and participation for everyone; cultural investment; resilience and reform; and the promotion of the potential of culture to transform communities.



The V&A's new collections and research centre at Here East, in Hackney Wick, due to open in 2023.  
CGI: ADAGP, Paris + DACC, London, Diller Scofidio + Renfro





The White Building in Hackney Wick. Photo: Robin Mellor

The Mayor of London's Cultural Strategy<sup>12</sup> is relevant to Hackney, in particular the Creative Enterprise Zones initiative. Hackney Wick is one of six areas that will receive funding to protect the creative sector, increase affordable spaces for artists and entrepreneurs, and boost job and training opportunities for local people.

Three of the Mayor's priorities align with the Council's: Love London, getting more people experiencing and creating culture on their doorstep; Culture and Good Growth, supporting, saving and sustaining cultural places and spaces; Creative Londoners, investing in a diverse creative workforce for the future.



Gillett Square, Dalston. Photo: Sean Pollock

The Mayor's Good Growth Fund also encourages cultural infrastructure support across London, and Hackney will benefit from the development of the Greater London Authority (GLA) Cultural Infrastructure Research and Mapping plans<sup>13</sup>.

Events and activities such as festivals, seasonal markets, exhibitions, performances, outdoor concerts and busking are not always dependent on using a dedicated cultural venue and can make use of a range of leisure spaces including streets, parks, squares and other public areas.

These types of activities are often free to residents and can break down barriers, offering a way for everyone to participate in Hackney's rich cultural life.



Woodberry Down

Local plans for major developments in Woodberry Down, Hackney Wick and Shoreditch, for example, are not being developed in isolation, but as part of the Council's emerging new Local Plan<sup>14</sup> for the borough.

This is a new approach to area regeneration, so culture can take a role in improving those districts and local spaces by delivering effective regeneration and place-making.



## ENGAGEMENT METHODOLOGY

The Council carried out various pieces of research and engagement to develop this strategy.



Engagement event at Hackney House in Shoreditch



The aims of this process were to:

1. Identify how culture in Hackney helps deliver the Council's priorities, and to explore the strategic role that culture can play in the future.
2. Discuss the role the Council can play in supporting the sector, and to identify opportunities to shape future working relationships, collaborations and ventures.
3. Map some of the contributions that Hackney's arts and cultural organisations currently provide for local people.
4. Identify the challenges and opportunities in delivering the five cultural dividends, from the perspective of the arts and cultural sector.



The research & engagement process involved:

- Holding two arts and cultural engagement events at Hackney House, Shoreditch, in November 2017, with 70 representatives from a range of arts organisations, cultural venues and creative businesses in Hackney.
- Involving critical friends in the development of the strategy. These included Create London, ACE and the Mayor of London's Culture Team.
- Undertaking a literature review of key national, regional and local policies relevant to arts and culture.
- Setting up a cross-cultural working group within the Council to feed into the strategy. This steering group includes officers from Regeneration, Libraries, Heritage, Young Hackney, Parks and Leisure, and Hackney Music Service.
- Completing an internal audit of services involving cultural activities across the 12 Council service areas.
- Devising an action plan for working towards the creation and delivery of shared aspirations with the arts and cultural sector.



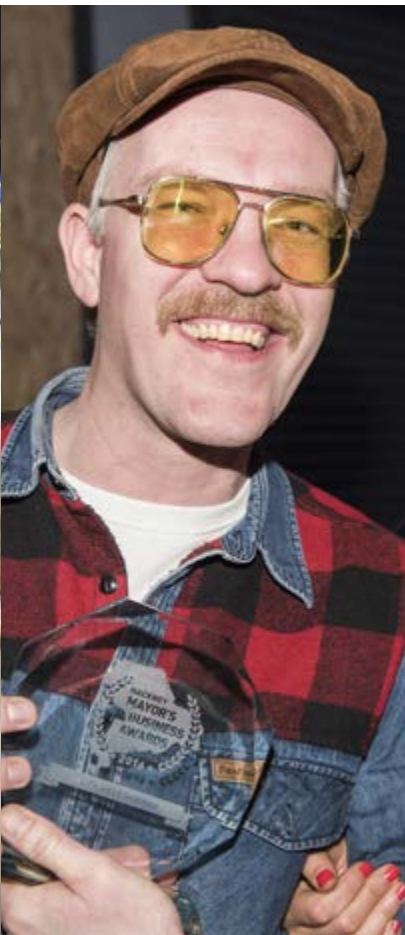
# HACKNEY'S FIVE ARTS & CULTURE DIVIDENDS

This section of the strategy aims to set out the role that arts and culture plays in delivering the five 'dividends' that benefit Hackney residents, complements the Council's broader community strategy objectives, and builds confident communities.

## COMMUNITY



## ECONOMY



## EMPLOYMENT



## HEALTH



## EDUCATION







# COMMUNITY DIVIDEND



## COMMUNITY DIVIDEND

### WHERE WE ARE NOW

Hackney is a borough defined by its rich mix of cultural histories and traditions, and this strategy provides a context for the celebration and promotion of that diversity.

Hackney has the fourth largest LGBTQI+ population in the UK. Together with residents of Afro Caribbean, Turkish, Kurdish, Vietnamese, Chinese, Eastern European, Charedi Jewish, Gypsy Roma and many other origins, these communities have formed a cohesive and tolerant borough.

Residents recognise the importance of arts and cultural activities that celebrate our communities, and many community-led events play a big role in promoting understanding and tolerance.

These cultural events help to build confident communities that can meet the challenges, as well as the opportunities, created by economic growth and a changing borough.



Hackney Pride 365  
entry for the Pride in  
London parade, 2018.  
Photo: Adam Holt



## HACKNEY CARNIVAL

Hackney Carnival is the jewel in the crown of the Council's cultural programme. It is by far the biggest, free, annual, public event in the borough and it continues to grow year-on-year, in both size and reputation.

Carnival in Hackney dates back to 1973, with the first one organised by African and Caribbean community organisation Centerprise. Its current format of a street parade with floats, carnival troupes, food stalls, sound systems, live music and performance stages dates from 2014.

The family-friendly event is co-created by the Council and the borough's carnival artists. It celebrates the cultural traditions of Bolivia, Brazil, the Caribbean, China, Gambia, Ghana, the Philippines, Senegal, Vietnam and the UK, and embodies Hackney's identity as an inclusive and extraordinarily creative borough.

In 2018, 1,000 performers in 28 carnival groups took part in the parade. The event drew its largest ever audience of over 60,000 people and cost more than a quarter of a million pounds to deliver.

Photo: Sean Pollock





## COMMUNITY DIVIDEND DELIVERED BY COUNCIL SERVICES

Many Council services work with creative professionals, or use cultural activities, to directly address community cohesion issues.

### GRANTS

Hackney's Main Grants Programme funds projects that promote social inclusion and build positive relations between different groups and communities.

### LIBRARIES

Hackney's libraries are welcoming and creative social hubs for people of all ages, abilities and backgrounds. Local arts and cultural organisations play a key role in delivering activities that bring diverse people together, such as the Summer Activities Programme for families, and TEDx topical discussions, which all create dialogue between participants who may not usually cross paths.

### YOUTH SERVICE

The Young Hackney youth service fosters greater awareness and understanding of the borough's many communities by regularly working with arts and cultural organisations to engage young people in projects like Black History Month, group discussions, and attendance at Pride events. It also runs a wide range of arts and cultural activities at the Council's five youth hubs.

### HACKNEY MUSEUM

Hackney Museum works with artists to engage with specific demographic groups and facilitates the sharing of their stories with the wider community. This includes LGBTQI+ and women's groups, people with learning disabilities and their families, Hackney's Orthodox Jewish community, migrant women and young black men.

### REGENERATION

The Regeneration team commissions artists across larger redevelopment areas to play a role in bringing people together through their involvement in public art pieces, annual community events and holiday activities for children.

### YOUTH OFFENDING TEAM

The Youth Offending Team (YOT) has worked closely with artist Alexandra McKenzie to involve young people in projects that have a therapeutic function, allow for reflection and enable young people to change their narratives. DJs and musicians have also been involved and the YOT is open to all sorts of creative collaborations.

### CULTURAL EVENTS

Some of Hackney's best, free cultural events are organised by the Cultural Development Team itself, in partnership with the borough's creative communities. This includes Hackney Carnival, the borough's biggest street festival, that brings together over 60,000 people to celebrate the area's creativity and diversity.

The team also convenes Hackney's arts and cultural sector to deliver the Discover Young Hackney festival, Black History Season, Hackney Pride 365, and a range of smaller cultural programmes including Dalston Children's Festival, and Hackney Circle, a free membership scheme for older residents.

These events all help to ensure that Hackney's thriving cultural life is more accessible and welcoming to residents of all ages, genders, sexualities, and ethnicities.



## THE YARD, HACKNEY WICK

The Yard is an award-winning 110-seat theatre, bar and venue, located in a repurposed warehouse in Hackney Wick.

Founded in 2011, its programming bridges the worlds of classical theatre, contemporary performance and live events.

The Yard focuses on new work that tells 'contemporary stories in contemporary ways'. Its shows have received critical acclaim, transferred to the National Theatre and become TV series. It is also a popular late-night venue hosting diverse events and parties.

The Yard is at the centre of its community, reaching thousands of local people every year through two community centres, Hub67 in Hackney Wick, and The Hall in East Village, E20.

The Yard also works with local primary and secondary schools in Hackney, and runs creative projects for young people, aged four to 19, who make work for its stage.



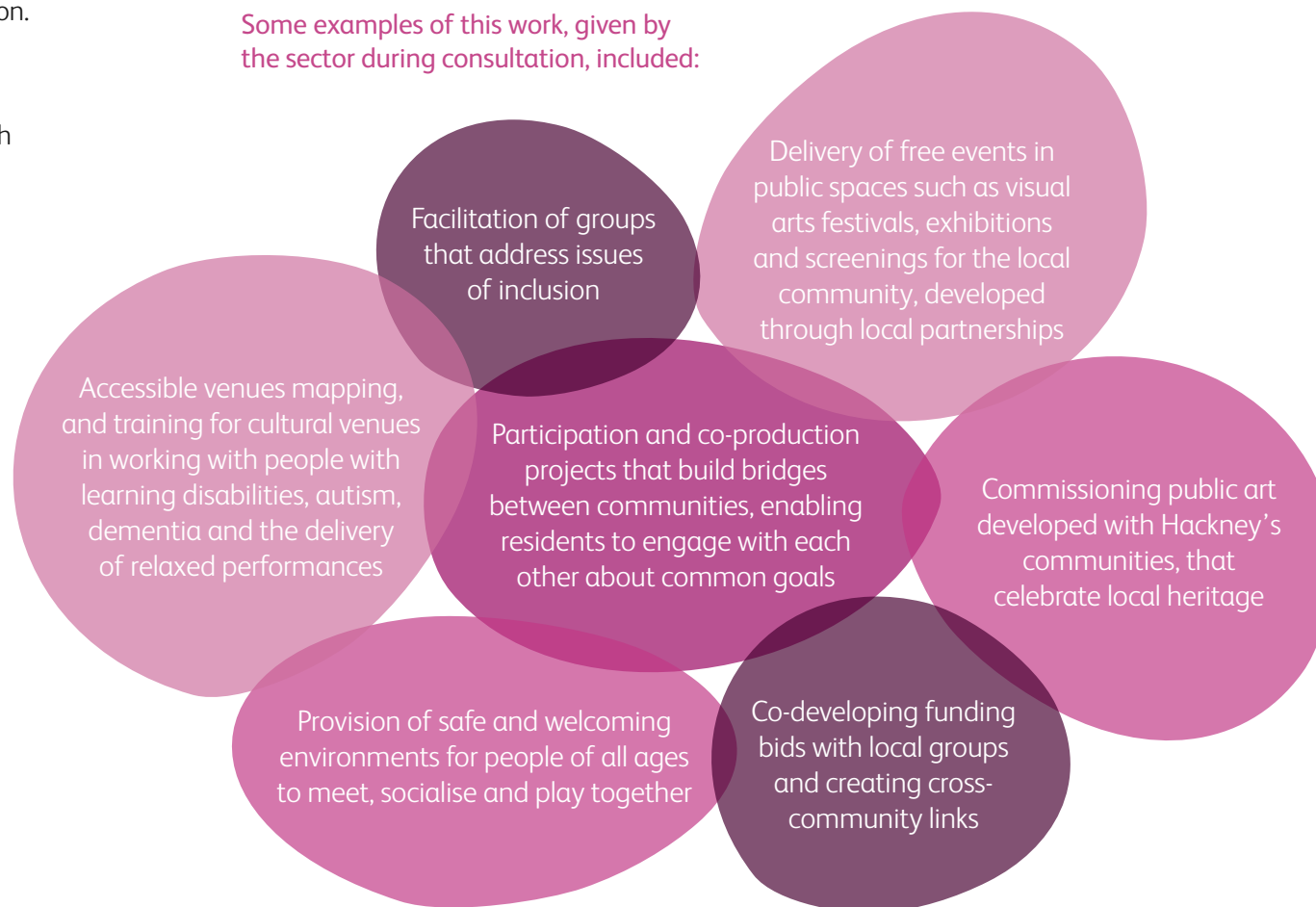


## COMMUNITY DIVIDEND DELIVERED BY THE ARTS & CULTURE SECTOR

The services, resources and experiences currently offered by Hackney's arts and cultural sector play a significant role in ensuring community cohesion.

The sector aims to embed itself within the community to nurture inclusion, understanding and tolerance, bringing people together through a wide range of arts and cultural activities.

Some examples of this work, given by the sector during consultation, included:





## CREATE LONDON

Create London commissions and produces projects in the public realm that span art, architecture, and design. It looks for ways that artists can contribute more meaningfully to the lives of all people in cities. Unlike a gallery it has no fixed public space, preferring to work in the places people encounter every day.

Folly for a Flyover (pictured) transformed the undercroft of the A12 motorway, in Hackney Wick, into an outdoor, waterside cinema, cafe and performance space. It was conceived by Assemble, a not-for-profit collective of young London-based designers, artists and architects who went on to win the Turner Prize in 2015.

Built over four weeks in 2011, over 200 local volunteers engaged in the project design, construction and programming. Folly for a Flyover brought art and community together in a forgotten corner of the city, transforming it into a new social space

Photo: Lewis Jones





## COMMUNITY DIVIDEND


### THE CHALLENGES

Contributors to the cultural strategy research and engagement process said that:

- ▶ There is unequal capacity within the community to take advantage of opportunities to participate in cultural activities. There is a feeling that the same people tend to get the lion's share of free opportunities.
  - ▶ Arts and cultural organisations have said that engaging with targeted local communities is a major challenge. This can result in being unable to distribute free tickets to residents. This can be because some people self-exclude, their mind-set is that arts and culture isn't for them, it's for the 'educated middle classes'.
  - ▶ Safeguarding rules and regulations can exclude unaccompanied children. This has an impact on the diversity of children accessing arts and cultural activities, which is affected by their carer's ability to accompany them.
  - ▶ People with mobility challenges, brought on by age or disability, face barriers when trying to access arts and cultural activities. This can lead to social isolation, or exclusion, and the sense of becoming invisible to the rest of society.
  - ▶ Perceived 'postcode territories' and fear of 'no-go zones' can prevent young people from engaging in arts and cultural activities and tends to discourage attendance at opportunities in other neighbourhoods.
  - ▶ There is a concern that cultural outreach activities on local estates can perpetuate the isolation of those communities. All should feel able to share Hackney's popular arts and cultural spaces and destinations.
- Local community events such as street parties can be very positive, but they require organisation by skilled individuals and community leaders who can broker participation across classes and cultures.
- ▶ By contrast, other residents have a strong sense of cultural entitlement and this demographic easily access and enjoy Hackney's arts and cultural offer.







## WOODBERRY DOWN FUN DAY

This annual summertime event is extremely popular with residents, attracting over 600 people in 2018.

It features a mix of live performances, entertainment and activities for children, information stands and food stalls.

The estate has been the focus of one of Europe's biggest regeneration projects, that when finished, will deliver more than 5,500 new homes, three public parks, two schools, a library and children's centre.

The fun day is a chance for new residents to mix with long-term locals, as well as quiz regeneration partners – including the Council, housing association Notting Hill Genesis, and developers Berkeley Homes – about the latest plans for the estate.

Photo: Sean Pollock



## COMMUNITY DIVIDEND

### OUR ASPIRATIONS

The Council aspires to demonstrate cultural leadership through the celebration of Hackney's rich diversity. It will achieve this by tapping into the talent, experience and passion both within the Council and beyond, engaging the cultural sector and residents to answer the biggest questions and challenges relating to cultural diversity.

The Council will support legacies and activities related to, for example, Black British culture, Turkish arts, and Pride celebrations, both in terms of historical significance and contemporary experience.

As well as large-scale, Council-funded events like Hackney Carnival, smaller, hyper-local events such as street parties, neighbourhood festivals, and Play Streets are vital as they bring people together and celebrate Hackney's communities in the public realm.

The Council will continue to support these activities, and do more to ensure there is seed funding available for resident-led cultural activities across the borough. The Council aims to help tenant and resident associations to embrace neighbourhoods around their estates, and create events that are inclusive and developed collaboratively with other resident groups.

Kings Crescent  
estate fun day, 2018.  
Photo: Gary Manhine







## DAY-MER FESTIVAL

The Day-Mer festival, a celebration of Hackney's Turkish and Kurdish communities, takes place every summer in Clissold Park, Stoke Newington. It is Hackney's longest running cultural festival. As well as local people, the festival attracts thousands of visitors from across London. In 2019, it will celebrate its 30th year.



## COMMUNITY DIVIDEND ACTION PLAN

### BUILD MEANINGFUL RELATIONSHIPS BETWEEN THE ARTS & CULTURE SECTOR & RESIDENTS

#### AIMS

#### ACTIONS

Facilitate the forging of relationships between the arts and culture sector and local communities, encouraging greater, and more diverse participation in cultural activities

- ☐ Promote the arts and culture sector offer at Resident Participation and Engagement events
- ☐ Facilitate the involvement of artists and arts and cultural organisations in the delivery of consultation and engagement programmes
- ☐ Broker new relationships between resident groups (TRAs and supported resident groups) and local arts and culture providers
- ☐ Identify local community champions to support relationship-building

- ☐ Design a communications plan, based on the five dividends, to engage residents with the borough's cultural offer

*in potential partnership with...*

The Council's Cultural Development, Communications, Resident Participation, Consultation & Regeneration teams + cultural networks

Support residents to use the Council's estate-based Community Development Fund for arts and cultural projects

- ☐ Develop a tool kit for resident groups and training for Resident Participation officers to support the delivery of cultural projects on estates

*in potential partnership with...*

The Council's Cultural Development, Communications, Resident Participation, Consultation & Regeneration teams + cultural networks

When developers are commissioning permanent artworks in the public realm, ensure this process involves local communities and the work has relevance to residents

- ☐ Ensure planning obligations include a cultural engagement strategy covering quality, relevance, and engagement opportunities for residents

*in potential partnership with...*

The Council's Cultural Development, Consultation, Resident Participation, Regeneration & Planning teams + developers



## COMMUNITY DIVIDEND ACTION PLAN

### DELIVER A FREE EVENTS PROGRAMME THAT SUPPORTS STRONG, COHESIVE COMMUNITIES

#### AIMS

#### ACTIONS

Continue to commit to Hackney Carnival and its associated activities, while working towards an event that is financially and environmentally sustainable

- ☐ Set up a Council board for carnival delivery to ensure organisation-wide ownership and support for the event
- ☐ Secure funding for the delivery of Hackney Carnival in partnership with carnival groups, the local community and sector

- ☐ Explore possibilities of funding and/or in-kind support from the Mayor of London, as the event becomes more significant in the capital's cultural calendar
- ☐ Continue to develop the partnership with ACE around the carnival engagement programme

- ☐ Explore governance models, such as NPO status, to stabilise external funding
- ☐ Seek more commercial sponsorship for aspects of the event
- ☐ Explore use of community halls for carnival-based community engagement activities

*in potential partnership with...*  
The Council's Culture, Parks, Markets, Waste, Enforcement, Emergency Planning, Community Safety & Transport teams + carnival artists, businesses, voluntary sector organisations & ACE

Support the development of key festivals and initiatives in Hackney's cultural calendar that celebrate diversity and intergenerational exchange

- ☐ Deliver a Black History Season programme every year
- ☐ Commit to an annual celebration of National Windrush Day

- ☐ Continue to fund Hackney Pride 365 festival, including a Queer, Trans, Intersex People Of Colour soundsystem at Hackney Carnival, and the family-focused Pride in the Park Picnic as part of Dalston Children's Festival

- ☐ Continue to support the Hackney Circle initiative for residents aged 60+

*in potential partnership with...*  
The Council's Cross Council Cultural Working Group + voluntary sector organisations & local businesses

Support local community-led festivals and events across the borough

- ☐ Undertake a review of how the Council supports neighbourhood events, with a view to establishing a clear set of policies, and a Community Infrastructure Levy (CIL) fund, which local groups can apply to

- ☐ Provide advice to community groups / TRAs / supported resident groups on how to deliver street parties and other community-led events that bring diverse communities together

- ☐ With stakeholders, review the smaller events undertaken by the team, to determine the future and funding for each one, to move towards a stable and properly funded programme

*in potential partnership with...*  
The Council's Cultural Development Team, Cross Council Cultural Working Group & Resident Participation Officers + voluntary sector organisations

Continue to commit to Discover Young Hackney to promote and extend participation and training opportunities across the local cultural and creative industries sector

- ☐ Delivery of Discover Young Hackney events (including Alter Ego) and associated training programme in partnership with the local arts and culture sector

- ☐ Ensure strong links between Discover Young Hackney and the Young Futures Commission

*in potential partnership with...*  
The Council's Cultural Development Team, Young Hackney, Hackney Learning Trust + the community youth arts network



## COMMUNITY DIVIDEND ACTION PLAN

### EMBEDDING CULTURAL PRACTICE IN THE COUNCIL'S EXTERNAL COMMISSIONING PROGRAMMES

#### AIMS

Devise opportunities within Council-led programmes for organisations to take creative risks that address local challenges for community cohesion

#### ACTIONS

- ☐ Advocacy and participation from the Cross Council Cultural Working Group as part of the Council's commissioning programmes ie Hackney Main Grants, Healthier Hackney Fund, Shoreditch Arts Fund, and Creative Enterprise Zone

*in potential partnership with...*

The Council's Cultural Development Team & Cross Council Cultural Working Group





# **ECONOMIC DIVIDEND**



## ECONOMIC DIVIDEND

### WHERE WE ARE NOW

The economy created by the arts, culture, and creative sectors in Hackney is outward looking, global in its ambitions, and as well as generating new jobs, has resulted in Hackney becoming a destination of note.

The more people that visit the borough – be it from other boroughs, the rest of the UK, or abroad – the greater the ongoing benefit to local shops, cafes, bars, restaurants and hotels, as well as arts and cultural venues.

London is the third most visited city in the world for international travellers, and four out of five visitors to London say culture and heritage is the main reason for their trip.<sup>15</sup>

By 2015, London hosted 31.5 million overnight stays a year, with tourists estimated to have spent around £12billion in the capital. This destination economy is predicted to grow and grow. Hackney is one of the top six boroughs where tourist accommodation is predicted to rise the most by 2041, and it's in the top five boroughs which account for over 50% of the growth in Airbnb stays in London.<sup>16</sup>

Curtain Road,  
Shoreditch, looking  
towards the City.







# LOVE HACKNEY

Things to do

Neighbourhoods

Places stay/hire

We Love

What's on

## LOVE HACKNEY WEBSITE

The Love Hackney website, and associated social media accounts, were built by the Council as a destination marketing tool to help support the borough's economy.

It acts as a shop window to the borough, offering free business and events listings as part of a curated, Time Out-style guide to Hackney.

Whether a resident wants to get to know another part of the borough more, or someone in Japan is planning a trip to East London, the site is a one stop college of knowledge.

Users can search a What's On directory of events, then browse nearby bars, pubs, cafes and restaurants in search of a pre theatre drink or post cinema meal.

They can also find out more about Hackney's nightlife, neighbourhoods, arts and culture scene and its tranquil green spaces.

Photo: Simon Phipps





## **ECONOMIC DIVIDEND DELIVERED BY COUNCIL SERVICES**

### **REGENERATION**

Hackney's Regeneration team focuses on key areas of change including Hackney Central, Dalston, Stoke Newington, Shoreditch and Hackney Wick. It prepares 'area visions' in collaboration with the community and stakeholders, and works in partnership to deliver these plans, which incorporate cultural and creative initiatives.

The team also liaises with venues and forums, and facilitates voluntary sector-led cultural events in public spaces. This boosts the visitor economy, supports local businesses and makes Hackney a more attractive place for other businesses to locate.

The team also seeks out new funding for the creative and cultural sector, and directs funding from developers into area-based cultural and creative programmes and initiatives, for example the Shoreditch and Hoxton Arts Fund, which is being launched as part of this strategy.

### **PROVIDING OPPORTUNITIES**

Young Hackney, Hackney Museum, Libraries, Public Health, Consultation, Hackney Music Service and the Cultural Development Team regularly, directly employ artists and creative professionals to deliver aspects of their work.

### **VISITOR ECONOMY**

Hackney's Parks Team facilitates the use of the borough's green spaces for arts-led events such as festivals, which boost the visitor economy.

### **FILMING LOCATIONS**

Hackney's Film Office facilitates the use of the Council's property portfolio, parks and public realm for film, TV and advertising shoots.

### **GRANTS**

Hackney's various grants programmes support artist employment through one-off and regular funding streams for arts and culture activity in the borough.

### **CULTURE TEAM SUPPORT**

The Cultural Development Team also provides ongoing support for the arts and cultural sector through marketing initiatives, fundraising advice, commissioning, arts strategy formation, advocacy, brokerage and facilitation of strategic networks.



## HACKNEY FILM OFFICE

The Council's Film Office helps major national and international companies shoot films, TV dramas and commercials in the borough on a daily basis.

These have included Luther, Silent Witness, Top Boy, Killing Eve, The Crown, Catastrophe, The Bisexual, Unforgotten, Tinker Tailor Soldier Spy, Fast and Furious, Pokemon, and Justice League.

In 2018, the office facilitated over 1,327 filming days. Hackney was the third most filmed borough in London, with the number of filming days going up by 79 % since 2014.

High end TV drama accounted for 18 % of shoots in 2018, with stills photography at 17 %, commercials at 13 % and feature films at 12 %.

Filming has a significant impact on the local economy, with Film London research finding that for every £1 spent on Council-licensing fees, feature films spend an additional £1.79 on local businesses and services. (£1.52 for TV dramas and £1.39 for commercials.)

Photo: BBC

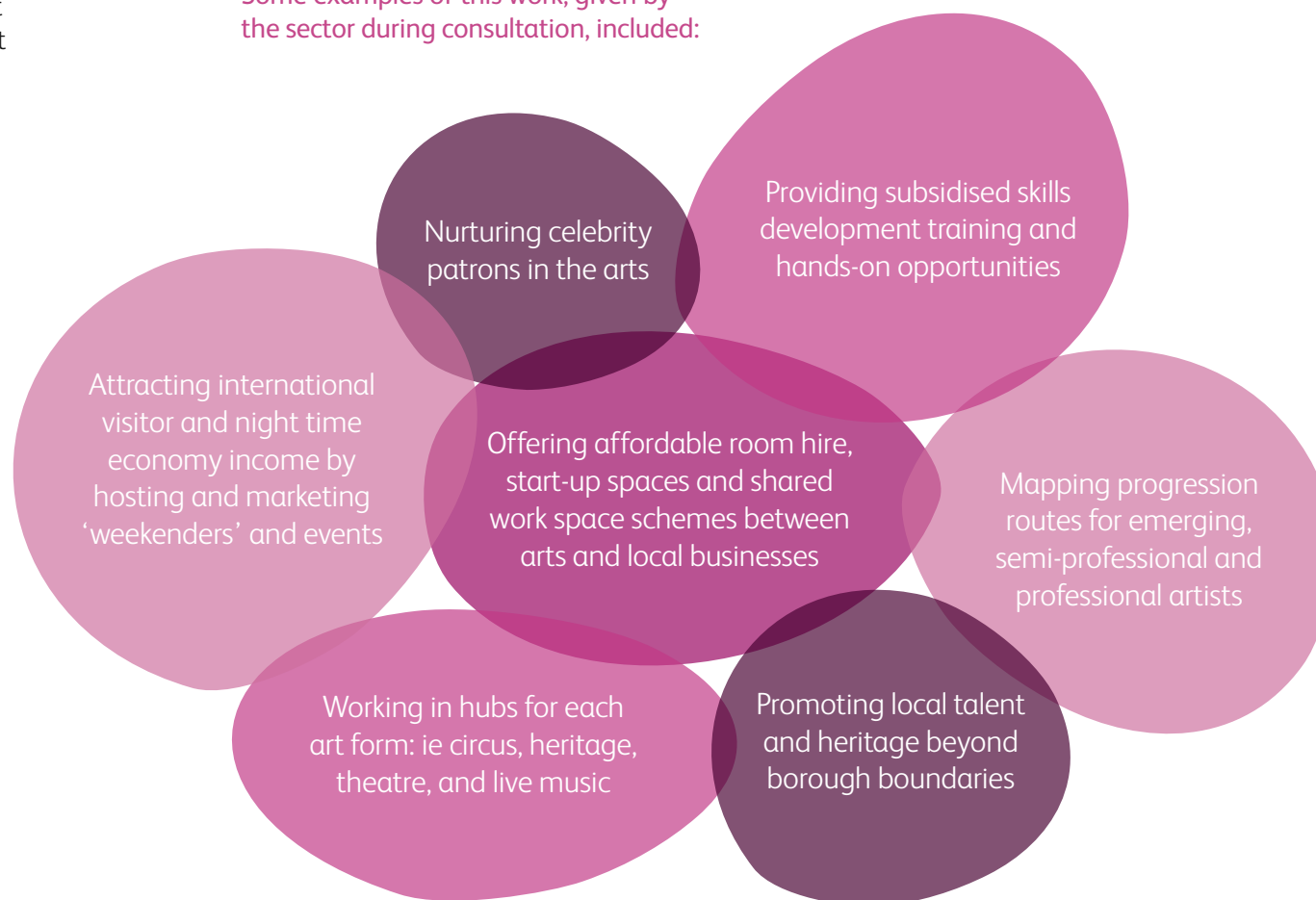




## ECONOMIC DIVIDEND DELIVERED BY THE ARTS & CULTURE SECTOR

Hackney's arts and cultural sector contributes to the local economy by creating employment, providing workspace, offering training, sharing information on employment and training pathways, and operating partnerships and joint ventures to create compelling offers that attract visitors and inward investment.

Some examples of this work, given by the sector during consultation, included:





## GEFFRYE MUSEUM

The Geffrye is the UK's only museum to specialise in the history of the home.

Housed in Grade I listed, 18th century almshouses surrounded by beautiful gardens in Hoxton, the museum is a big source of inspiration for fashion and design students.

A series of meticulously curated period rooms illustrate home life through the centuries, reflecting changes in society, behaviour, fashion and taste. These themes are further explored through exhibitions, events and learning programmes for all ages.

The museum is currently undergoing an £18million redevelopment. This will open up previously unseen spaces, so visitors can be inspired by more stories from the collections; create new areas for learning and events; and provide much improved facilities and access for the local community.

The transformation will enable the Geffrye to welcome 50 % more visitors each year when it reopens in 2020.





## ECONOMIC DIVIDEND

### THE CHALLENGES

Contributors to the cultural strategy research and engagement process said that:

- ▶ There can be tensions between regeneration and arts and cultural objectives.
- ▶ Regeneration objectives are perceived to override existing and potential arts and cultural activities and enterprises, with new residential developments undermining existing venues due to conflicts about noise and late night activities.
- ▶ Rapid economic growth drives up property values, making it hard to find affordable work space and business rates are set to increase dramatically.
- ▶ Artists and creatives are finding it increasingly difficult to afford to live or work in Hackney, which puts them at a disadvantage when engaging communities, as artists want to live and work within their local community.

Shoreditch is one of the areas where the impact of regeneration is most visible.  
Photo: Robin Mellor





## SHOREDITCH TOWN HALL

Shoreditch Town Hall is a thriving cultural and events space housed in a grand former civic building on Old Street.

The independent venue runs a year-round programme of new theatre, music, dance, comedy, talks and events, alongside a range of learning, community and engagement activities.

It features eight main spaces, with a capacity of 40 to 800, enabling the venue to work with 130 artists, community groups and arts organisations; programme over 30 productions; host up to 200 commercial and community events; and commission up to eight new pieces of live performance every year.

Shoreditch Town Hall, which is a registered charity, is also occupied by a Michelin starred restaurant, The Clove Club, in the west side of the building.

Photo: Joe Okpako/ Projoe Photography





## ECONOMIC DIVIDEND OUR ASPIRATIONS

Hackney's arts and culture sector has been a major driver in the regeneration of the borough and the creation of jobs in a variety of industries, which has contributed to significant economic growth.

The Council will use its influence to identify opportunities for area regeneration to support the cultural and creative sector, and ensure that the borough's existing cultural venues and business are valued.

The Council will also continue to promote the borough's visitor economy, developing the Love Hackney website and social media as a free, curated guide to the borough's amazing arts and culture offer, as well as being an online showcase for Hackney's myriad small to medium sized enterprises.

Many of these are part of the borough's flourishing cultural sector, or serve the increased number of visitors drawn to Hackney by arts and culture focused venues or events.



A record store in Dalston.  
Photo: Robin Mellor



## ECONOMY DIVIDEND ACTION PLAN

### ESTABLISH A CULTURAL NETWORK TO FOSTER PARTNERSHIP WORKING

#### AIMS

Establish a new network of arts and cultural providers in Hackney to facilitate the sharing of good practice, sector mapping and development of partnerships

#### ACTIONS

- ☐ Organise one Hackney Arts and Culture Forum event per year
- ☐ Share good practice at the annual forum

*in potential partnership with...*  
The Council's Cultural Development Team + Hackney's arts and cultural sector

### MAKE REGENERATION WORK FOR CULTURE

#### AIMS

Identify opportunities for area regeneration to support the cultural and creative sector and ensure that existing cultural venues are valued

#### ACTIONS

- ☐ Advocate for and deliver affordable cultural and creative workspace, ie the Creative Enterprise Zone in Hackney Wick
- ☐ Identify, repurpose or redevelop buildings within the Council's property portfolio as cultural assets ie Stoke Newington Town Hall
- ☐ Advocate for the use of the 'Agent of Change' planning principle where relevant ie adding it to the Local Plan and London Plan
- ☐ Work with housing regeneration on schemes like Woodberry Down public art programme
- ☐ Utilise the mapping of cultural assets, including workspaces, in the borough, linked to the Mayor of London's Cultural Infrastructure Plan
- ☐ Advertise/ share opportunities and commissions with providers via e-newsletters, websites and social media channels

*in potential partnership with...*  
The Council's Cultural Development, Communications, Venues, Property, Policy, Regeneration, & Planning teams + GLA

Where appropriate, secure Section 106 funding for arts commissions in accordance with planning policy

- ☐ Liaise with Planning and Regeneration on Section 106 agreements and CIL funding, ie the Shoreditch Art Fund

*in potential partnership with...*  
The Council's Cultural Development, Regeneration, & Planning teams + developers

Support developers with planning obligations that include public art

- ☐ Set up an expert panel to advise and support the Cultural Development Team to ensure quality control

*in potential partnership with...*  
The Council's Cultural Development, Regeneration, & Planning teams + developers



## ECONOMY DIVIDEND ACTION PLAN

### MAKE REGENERATION WORK FOR CULTURE *cont...*

#### AIMS

#### ACTIONS

Develop statistical analysis of the economic impact of culture in East London/Hackney

- ☐ Seek a partnership with an academic institution to do an Economic Impact Assessment (EIA) to provide evidence of the positive effect of the arts and cultural sector

*in partnership with...*  
The Council's Cultural Development, Policy & Regeneration teams + academic institution

Help build/support the visitor economy

- ☐ Harness commercial opportunities and inward investment, including sponsorship for the Council's cultural programme
- ☐ Develop an online hub for destination marketing i.e Love Hackney, and use Council communication channels to support the borough's arts and cultural offer
- ☐ Develop a visitor marketing strategy for the borough

*in partnership with...*  
The Council's Cultural Development, Communications, Policy, Regeneration, & Planning teams + local businesses

Develop tangible, practical support for small, local arts and culture providers

- ☐ Establish a neighbourhood community events fund using CIL to support smaller, local arts organisations and community groups
- ☐ Promote available, affordable workspace amongst the cultural and creative industries
- ☐ Continue our 1:1 support for smaller and diverse organisations in the sector through advice about sustainability and accessing income streams, as well as making funding applications
- ☐ Help develop a policy around subsidised / free use of Council venues for arts and cultural activities

*in partnership with...*  
The Council's Cultural Development, Venues, and Regeneration teams





# EMPLOYMENT DIVIDEND



## EMPLOYMENT DIVIDEND

### WHERE WE ARE NOW

The arts, cultural and creative sectors undoubtedly provide jobs and opportunities, but within industries that also have a reputation for being hard to access.


The recent 'Panic!'<sup>17</sup> and 'Culture Club: Social Mobility in the Creative and Cultural Industries'<sup>18</sup> reports both outline the inequity in job and career opportunities in the arts and creative industries for women, people from Black and Minority Ethnic (BAME) and disadvantaged backgrounds.

The 'Panic!' report notes that this inequality is due to a complex set of class and socio-economic reasons. It finds that the cultural and creative industries are some of the most elite professions in the UK, and the situation has not improved since the 1960s, in fact it has become marginally worse.

A concerted effort is required to address this inequity and Hackney is in a perfect position to ensure its creative workforce reflects the demographics of the borough's population.





A photograph of Thaddaeus Brown, a young Black man with short dreadlocks, smiling and standing with his arms crossed in front of a dark wooden door set into a light-colored stone wall. He is wearing a blue patterned button-down shirt, dark trousers, and a pink lanyard around his neck.

## **THADDAEUS BROWN, 21 DESIGN APPRENTICE, HACKNEY COUNCIL**

Thaddaeus joined the Council's Design Team in 2017, working on print, video and digital projects.

In 2018, he won London Councils' Apprentice of the Year award, before moving on to secure a further role in the Council's ICT team.

After A levels he started looking for practical on-the-job training rather than going to university.

"An apprenticeship can help you realise what area you really want to work in. I left college thinking I wanted to get into music, but realised I enjoyed being creative in general. I ended up doing something totally different to what I expected, becoming a multi-skilled creative in the process.

"It was an opportunity to learn life-changing skills, meet life-changing people and organisations. It also gave me exposure to the creative industry, as well as local government, and thus gain a lot more knowledge about my home borough of Hackney."

Photo: Nancy Sheridan



## **EMPLOYMENT DIVIDEND DELIVERED BY COUNCIL SERVICES**

### **TRAINING & WORK EXPERIENCE**

The Council has over 100 apprenticeships aimed at 16 to 24-year-olds starting out in their careers, as well as Hackney 100 paid work experience placements across Council services, including the Culture, Design and Communications team.

### **DISCOVER YOUNG HACKNEY**

The Cultural Development Team runs the annual Discover Young Hackney youth arts festival, which signposts pathways to further training and employment, working closely with the voluntary community sector (VCS) and the Council's Hackney Works team.

### **PHOTOJOURNALISM**

Hackney's Sport, Leisure and Physical Activity Development team runs a photojournalism course for young people that aims to address the lack of diversity in sports journalism. The course provides exhibition platforms and pathways to further training.

### **YOUNG HACKNEY**

Young Hackney offers 1:1 sessions at recording studios for young musicians and also provides workshops for those interested in developing their visual arts skills.

### **HACKNEY MUSEUM**

Hackney Museum's 'Sharing Our Stories' oral history project trains participating young people from the Orthodox Jewish community in creative and technical skills, offering exhibition platforms and pathways to further training.

### **REGENERATION**

The Regeneration team asks local businesses to work with them on a number of initiatives such as recruiting local people, offering apprenticeships, and paying the London Living Wage.





## ALTER EGO, DISCOVER YOUNG HACKNEY

Discover Young Hackney is an award-winning youth arts and culture initiative for young people aged 13 to 19, established by the Council in 2007.

The festival encourages 10,000 young people a year to be creative and discover pathways into training and careers in the arts through an exciting programme of events, workshops and taster sessions.

Over 300 industry professionals, arts organisations, cultural venues and volunteers deliver the free programme across all art forms.

Programming includes high-profile activities such as the sell-out launch event, Alter Ego, a competitive showcase of young talent produced by Hackney Empire.

The event has received support from local role models including Leona Lewis, Jermain Jackman, Rudimental and other emerging artists like Yxng Bane and Ghetts, giving participants the chance to perform alongside up-and-coming trendsetters.

Photo: Sean Pollock



## EMPLOYMENT DIVIDEND DELIVERED BY THE ARTS & CULTURE SECTOR

Hackney's arts, cultural and creative sector are responsible employers, that offer workplace training opportunities, are expert at developing talent, and keen to develop a diverse workforce.

Some examples of this work, given by the sector during consultation, included:





## HACKNEY EMPIRE ARTIST DEVELOPMENT PROGRAMME

Hackney Empire's Artist Development programme is an annual, two week, summer course for young artists, aged 13 to 19, who have an interest in the performing arts.

Launched in 2000, it has become the Empire's flagship education programme for nurturing the next generation of young artists.

The company of actors, musicians, dancers, singers and rappers work alongside a team of top industry professionals from the UK and the USA to compose, write, choreograph, and perform a show on the Hackney Empire main stage.

This programme of intensive support and guidance on how to get into the arts industry has provided practical support for hundreds of young performers.

Photo: Fabrice Bourgelle-Pyres



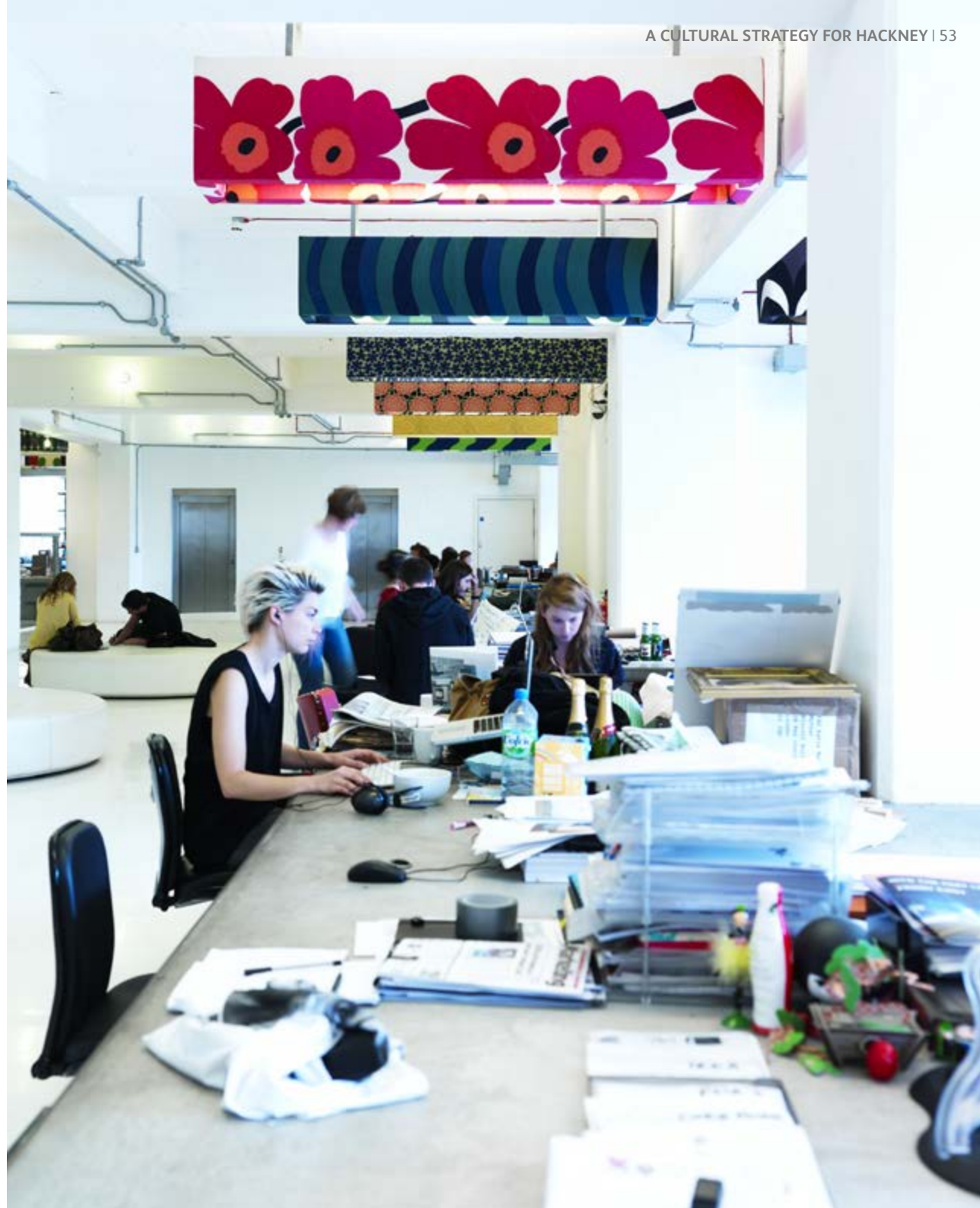


## EMPLOYMENT DIVIDEND

### THE CHALLENGES

- ▶ The cultural strategy research and engagement process found that there are significant job opportunities within the creative sectors, but they are hard to access for local people.
- ▶ The IPSOS Mori 'Hackney A Place For Everyone' Residents' Survey showed that 34 % of people from BAME backgrounds, and 38 % who live in social rented housing, felt that Hackney's new employment opportunities were not for them.
- ▶ The Vital Signs report showed a lack of adult education opportunities for women and young adults, aged 16 to 24 , across East London. While it was also reported that older people often can't access new jobs as their skills aren't up-to-date.
- ▶ The 'Panic!' report by Create London also outlined the difficulties that women, people from BAME and disadvantaged backgrounds faced trying to take advantage of job and career opportunities in the arts and creative industries.

▶ The Shoreditch offices of leading, international creative agency Mother.





## GRAEAE THEATRE

Graeae in Hoxton is a world-class disabled-led theatre company. Founded in 1980, it has established a reputation for pioneering, trail-blazing theatre, placing D/deaf and disabled artists centre stage.

Led by Artistic Director, Jenny Sealey, the integration of sign language, captioning and audio description is a signature of its productions, engaging both disabled and non-disabled audiences.

Graeae has developed shows that have toured the UK and internationally, including 'Reasons To Be Cheerful' (pictured) a punk rock musical featuring Ian Dury and the Blockheads' greatest hits.

The company delivers training programmes and employment opportunities for aspiring and established actors, directors and writers, championing accessibility and providing a platform for new generations of artists.

Photo: Patrick Baldwin





## EMPLOYMENT DIVIDEND OUR ASPIRATIONS

While cultural and creative industries are at the heart of Hackney's economic success, the benefits are not always shared by communities across the borough.

Many young people in Hackney aspire to forge careers in the arts or creative industries, from music to fashion, performance to digital media, however research shows that careers in those sectors are hard to access for young people from working class or BAME backgrounds.

Hackney is perfectly placed to make a significant impact in this area. Many industries and organisations are becoming more aware of these issues and trying to take action.

The Council wants to play a leading role in bringing those people and organisations together, to drive change, and make a major impact on opening up self-employment and jobs in the arts and creative sectors to people of all backgrounds.

Young designer/makers  
at Well Street Market.  
Photo: Sean Pollock





EMPLOYMENT DIVIDEND ACTION PLAN

PLAY A LEADING ROLE IN BROADENING ACCESS TO CREATIVE INDUSTRIES FOR LOCAL YOUNG PEOPLE

AIMS

ACTIONS

Use the Council’s convening role in bringing arts and culture employers together

- ☐ Build a network of influencers and creative employers to develop a strategic approach across partnerships in the borough
- ☐ Explore opportunities for supporting good careers advice in schools

*in potential partnership with...*  
The Council’s Cultural Development Team, Hackney Works & Hackney Learning Trust + Create London, VCS, schools and employers

Broker opportunities for underrepresented communities in the sector

- ☐ Lead a borough-wide group, with Create London, to make a significant local impact on this national issue
- ☐ Undertake a mapping exercise to better understand the current picture in order to shape an emerging strategy

*in potential partnership with...*  
The Council’s Cultural Development Team, Hackney Works & Hackney Learning Trust + Create London, VCS, schools and employers

Share sector job opportunities with schools, colleges and voluntary sector partners

- ☐ Use the Council’s existing websites, social media and e-newsletters to promote opportunities and Hackney-based apprenticeship programmes, as well as paid opportunities for all ages and all abilities and those returning to work

*in potential partnership with...*  
The Council’s Cultural Development & Communications teams, Hackney Works + Create London and VCS partners



## EMPLOYMENT DIVIDEND ACTION PLAN

### CREATE TRAINING OPPORTUNITIES IN THE CULTURE SECTOR

#### AIMS

#### ACTIONS

Commitment to and investment in Hackney Live, giving performance and training opportunities for young people

- ☐ Deliver a series of online arts events and on-the-job skills training
- ☐ Explore models to create long-term financial sustainability for Hackney Live
- ☐ Develop a long-term delivery partnership with Austin, Texas

*in potential partnership with...*  
The Council's Cultural Development Team, International Strategy Board + Hackney Live partners

Create Cultural Apprenticeship and Hackney 100 paid work experience opportunities within the Cultural Development Team

- ☐ Support two Hackney residents to carry out an 18-month Cultural Apprenticeship. Offer three Hackney 100 placements within the Cultural Development Team over three years
- ☐ Explore opportunities for supporting good careers advice in schools

*in potential partnership with...*  
The Council's Cultural Development Team & Hackney Works

### SECURE EMPLOYMENT OPPORTUNITIES WITH QUEEN ELIZABETH OLYMPIC PARK PARTNERS

#### AIMS

#### ACTIONS

Commitment to developing creative activities and opportunities for people of all ages from the new cultural quarter in Queen Elizabeth Olympic Park (East Bank)

- ☐ Link with the Creative Enterprise Zone programme in Hackney Wick
- ☐ Develop relationships with institutions, organisations and businesses, to secure employment and training opportunities for residents

*in potential partnership with...*  
The Council + Olympic Park partners ie LLDC, Here East, Hackney Wick Fish Island, V&A/Smithsonian, Sadlers Wells, London College of Fashion, Loughborough, UCL, BBC, BT Sport, Studio Wayne McGregor





# HEALTH DIVIDEND



## HEALTH DIVIDEND

### WHERE WE ARE NOW

Arts and culture has a strong role to play in enabling and promoting physical and mental wellbeing amongst Hackney's residents; the medical benefits of engagement in creative activities are well documented, both in terms of prevention and recovery.

Some Hackney-based arts and cultural organisations are leaders in this field, whilst others have huge potential to work in partnership with the NHS, Clinical Commissioning Groups (CCGs) and through initiatives led by the Council's Public Health team, to help tackle health inequalities and build self-confidence and resilience in individuals.

With social prescribing by GPs becoming a universal, national offer within the next five years, it is timely to explore how the Council can support cultural and creative organisations to develop the skills and profiles to become health providers, and equally how Hackney residents can get involved in developing such services.

Irene Sinclair, who at 110 is Hackney's oldest resident, enjoying Posh Club.  
Photo: Hannah Lucy Jones





## DEMENTIA ARTS FESTIVAL

Hackney hosted its first ever Dementia Arts Festival in 2018.

The week featured free events and activities for people with dementia, their families, carers and friends to enjoy.

The festival was launched with a tea dance (pictured) and included a 'memory bank' workshop led by a postgraduate art student.

There was also the chance to enjoy board games, sports, walks, swimming, a classic film matinee, singing and art exhibitions.

The festival is part of ongoing work to make Hackney 'a dementia-friendly borough'. Around 1,300 residents are currently living with the condition, and numbers are set to increase, along with the demand for local dementia-friendly services.

Partner organisations in the festival included St Joseph's Hospice, GLL leisure services, Alzheimer's Society, Rio Cinema, Hackney Picturehouse, Shoreditch Town Hall, St Mary's Secret Garden, Hackney Archives, Hackney Libraries and Homerton hospital.

Photo: Sean Pollock





## HEALTH DIVIDEND DELIVERED BY COUNCIL SERVICES

### GRANTS

In 2018-19, the Council's Main Grants programme funded arts and cultural organisations to deliver projects that build personal resilience ie: theatre skills and wellbeing workshops for under-represented groups and adults affected by mental health issues; social events for older residents to tackle loneliness and isolation; community theatre projects in areas of high deprivation, reducing risk of isolation; and a weekly film club for young people with special needs and mental health needs.

### YOUNG HACKNEY

Young Hackney holds weekly knitting sessions which have a therapeutic role for participants. They also give advice and offer practical lessons on nutrition.

### DISCOVER YOUNG HACKNEY

Discover Young Hackney commissions arts and cultural activities tailored specifically for children and young people with a range of physical and learning disabilities and complex mental health issues.

### ADULT SOCIAL CARE

Hackney's Adult Social Care team works in partnership with arts organisations to promote activities that encourage vulnerable residents to enjoy Hackney's cultural offer and increase their wellbeing.

### HACKNEY MUSEUM

Hackney Museum – in partnership with Project Indigo – supports the wellbeing of LGBTQI+ young people by educating and increasing awareness in the local community of their lived experience, and by creating a safe space for reflection and socialising. Hackney Museum's 'Sharing Our Stories' project also creates wellbeing outcomes for young participants from the Orthodox Jewish community.

### LIBRARIES

Hackney Libraries deliver weekly reading groups which promote a love of reading for pleasure and make a great contribution to the mental health of participants. They also host a range of physical activity sessions from yoga to tai chi, as well as group activities including drama, creative writing, poetry, and arts and crafts.

### HACKNEY CIRCLE

The Cultural Development Team runs Hackney Circle, a free membership scheme for older residents, which aims to tackle loneliness and isolation through organised visits to Hackney's cultural venues, restaurants and cafes, delivered in partnership with local businesses.



## PROJECT INDIGO YOUTH GROUP

Project Indigo is a LGBTQI+ youth group and counselling service for young people aged 13 to 25.

Members worked with Tate artist-in-residence, Liv Wynter, to develop the 'Bedroom to Battleground' exhibition at Hackney Museum, which launched the start of LGBT History Month in Hackney in 2018.

Young people created posters, badges, zines, poetry and a manifesto paying tribute to those 'living their truth' in the face of prejudice. The exhibition gave voice to their individual, personal stories illustrating what it's like to be young and LGBTQI+ in Hackney today.

One participant said: "A year ago I didn't feel part of any community, but looking out at the crowd of queer Hackney people in the museum was so emotional. This is the community I have been searching for."

The project was funded by the sale of work by renowned artist and local resident Stik. His iconic 'Hackney Pride' banner, created for the borough's Pride in London parade entry in 2016, made £15,000 when auctioned by Christie's.

Photo: Gary Manhine





## HEALTH DIVIDEND DELIVERED BY COUNCIL SERVICES

Public Health has a significant investment in arts and culture and uses it to deliver three innovative schemes:

### THE HEALTHIER CITY AND HACKNEY FUND

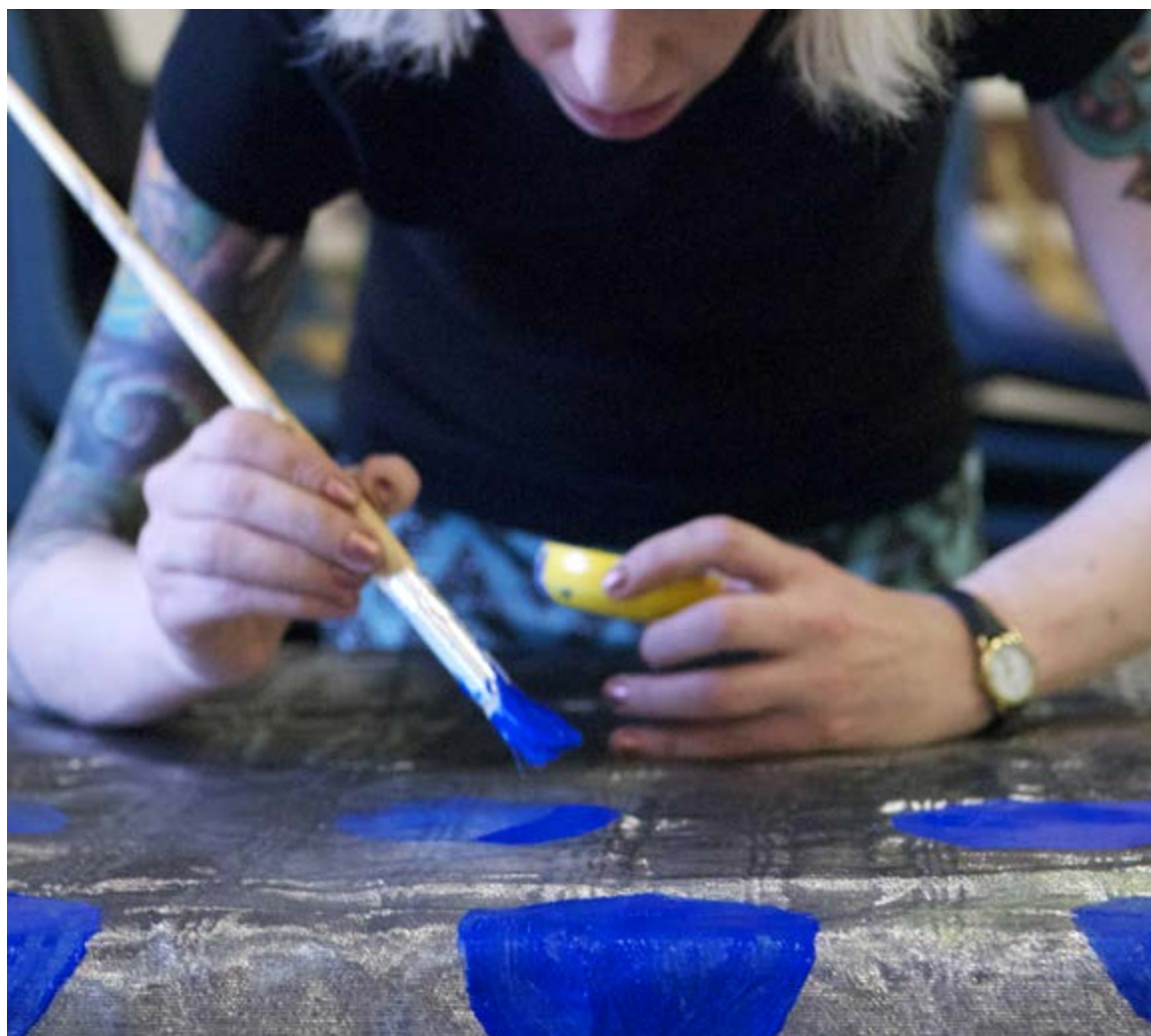
Delivered jointly with City and Hackney CCG, this fund totals £500,000 and provides one year of financial support for projects and research pilots that help achieve health and wellbeing aims for communities. Funding is available for projects and services that increase healthy life expectancy, reduce inequalities and help people access services at the right time. Recipients include Core Arts, Duckie and Studio Wayne McGregor, which uses dance to address social isolation on housing estates.

### COMMISSIONS FOR VOLUNTARY SECTOR PROVIDERS

These are made in partnership with the City & Hackney Wellbeing Network and are aimed at promoting better mental health. Core Arts is one of the commissioned organisations and it has received longer-term funding to create sustainable pathways to mental wellbeing in its work.

### PUBLIC HEALTH PROJECTS

For example, the Pause Project, which provides key worker support for women who have had children taken into care, to assist in addressing basic issues such as housing, benefits and problems with drugs and alcohol. There is a cultural aspect to this work, using arts-based therapies to address the effects of trauma.



A Core Arts practical session





## POSH CLUB HACKNEY

Posh Club is a weekly social event for older people aged 60+ based at St Paul's Church in Hackney.

It is styled as a 1940s afternoon tea with live showbiz turns, volunteer waiters in black tie, vintage crockery and an in-house pianist. A glamorous event for about 100 participants, Posh Club emphasises dressing up, regular access to live performance, social connectivity and intergenerational volunteering.

Guests pay £5, which covers all food, drink and entertainment. Performers include tap dancers, opera singers, comedians, acrobats, hula hoopers, impersonators, ukelele bands, acaPELLa troupes, and ballet dancers.

Devised by Duckie, a working class/ LGBTQI+ led performance collective and NPO, Posh Club platforms hundreds of artists every year.

The event aims to combat social isolation and Duckie have joined forces with Queen Mary University and local GPs in an ACE-funded research project to measure the impact of Posh Club on older people's health and wellbeing.

Posh Club has received £135,000 in funding from the Council's Main Grants programme since 2015.

Photo: Hannah Lucy Jones



## HEALTH DIVIDEND DELIVERED BY THE ARTS & CULTURE SECTOR

Hackney's arts, cultural and creative sectors are well placed to expand their role as an integral part of local health and wellbeing initiatives.

By its very nature, health and social care is a complex area of activity and one that certain arts and cultural organisations are skilled at navigating, but there are many which find this challenging and there is potential with the right support, for increasing the links between sectors.

Some examples of this work, given by the sector during consultation, included:

Offering targeted workshops to address health issues ie dance workshops to tackle obesity in children; theatre and visual arts workshops for older people in care homes with dementia

Raising awareness of health issues, promoting healthy messages and signposting to relevant services as part of exhibitions, events and other cultural activities

Reducing isolation and building soft skills such as confidence through volunteering

Creating inclusive and safe spaces which support and nurture diverse communities ie LGBTQI+ members, who experience a statistically higher incidence of mental health, self-harm and addiction issues

Contributing to wellbeing and there are established partnerships for practitioners to engage with including: Positive East, MacMillan, hearing aid repairs, smoking cessation



A man with a mustache, wearing a dark vest over a white shirt, is focused on working on a piece of pottery. He is using a small, curved tool to shape the rim of a shallow, wide-mouthed bowl. His hands are covered in white clay. In the background, there are wooden shelves with various pottery items, including a blue and white ceramic piece. The overall atmosphere is one of concentration and craftsmanship.

## CORE ARTS

Founded in 1992, Core Arts promotes recovery, social inclusion and mental wellbeing through creative learning and the arts.

Based in Homerton, its main building houses studios, a performance space and gallery, where it runs a range of courses, workshops, exhibitions and concerts.

Core Arts provides quality education, training, employment and social enterprise initiatives that enable people with mental health issues to overcome barriers, fulfil their potential and participate fully in the community.

Run by professional artists, writers and musicians, some of whom have been through the psychiatric system themselves, activities promote an atmosphere of mutual learning and shared experience.

Its 1,500 plus members are referred to the project by health and social care clinicians, and can choose from 85 classes a week, covering five themes: art, music, multi-media, sports and horticulture.



## HEALTH DIVIDEND THE CHALLENGES

Contributors to the cultural strategy research and engagement process said that:

- ▶ Some residents aren't accessing the arts and health services that already exist.
- ▶ Currently infrastructure and space for the delivery of regular arts and health activities is being lost, but this is vital for arts-led out-patient care.
- ▶ Space is particularly needed for families and communities of troubled young people with mental health issues to come together, and for older people to socialise, to overcome isolation.
- ▶ The health impact of unemployment is increasingly hard to address as key services are cut following reductions in central government funding.

An Arcola Theatre mental health project in Gillett Square, funded by the Council.  
Photo: Kristian Buus





## HEALTH DIVIDEND OUR ASPIRATIONS

In the context of long-term funding challenges for services such as Adult Social Care and Public Health, the Council is committed to learning more about the preventative role that arts and culture can play in keeping residents healthy and well.

A better understanding of how arts and culture helps to address health inequalities is also needed, to ensure that residents, from all economic backgrounds, have better chances to live long and happy lives.

Some Hackney organisations – such as Core Arts, Vital Arts and Access All Areas – are leaders in promoting positive mental health through creative learning, their work is inspirational. Many more have strong potential to make a contribution to the mental and physical wellbeing of residents.

Following the recent adoption of social prescribing by the NHS as a mainstream offer, the Council will review its commissioning processes, with a view to increasing the opportunities for the arts and cultural sector to become providers of health and wellbeing services.

Paracarnival entry for  
Hackney Carnival 2018  
Photo: Sean Pollock





## HEALTH DIVIDEND ACTION PLAN

### POSITION THE ARTS & CULTURAL SECTOR AS HEALTH & WELLBEING PROVIDERS

#### AIMS

#### ACTIONS

Improve the opportunities for partners across the arts and culture sector to shape health services and bid for contracts when advertised

- ☐ Help Public Health develop a specialist network of partners across the arts and culture sector, government, education, voluntary and health sector
- ☐ Signpost the arts and cultural sector to opportunities within the Council for partnerships with Public Health and wellbeing commissioning
- ☐ Prepare and up-skill the local cultural workforce to provide services for NHS social prescribing

*in partnership with...*  
The Council's Cultural Development, Public Health & Young Hackney teams + universities, schools, NHS, hospices, arts and culture sector, VCS & the Culture, Health and Wellbeing Alliance

Evaluate the health and wellbeing impact of Council-funded arts and cultural projects

- ☐ Produce a report outlining the local impact of Council-funded arts activity on health and wellbeing

*in partnership with...*  
The Council's Public Health & Cultural Development teams + VCS

Better understand the impact of arts and cultural projects on local health and wellbeing

- ☐ Seek funding for an independent evaluation of the impact of local arts provision on local health and wellbeing

*in partnership with...*  
The Council's Public Health & Cultural Development teams + NHS, universities, schools, hospices, arts and culture sector, VCS & Ipsos Mori

### PROMOTE THE ARTS & CULTURAL OFFER TO OVERCOME SOCIAL ISOLATION

#### AIMS

#### ACTIONS

Commit to delivering opportunities for older residents to play an active role in Hackney's cultural life

- ☐ Seek funding to deliver Hackney Circle, a free membership scheme for residents aged 60+ who want to socialise in Hackney's cultural venues
- ☐ Support delivery of Hackney's Dementia Festival
- ☐ Explore potential to develop a new network of organisations that could collaborate on a borough-wide cultural initiative for older residents
- ☐ Develop uplifting activities for elders to celebrate National Windrush Day and reduce isolation

*in partnership with...*  
The Council's Cultural Development & Public Health teams + NHS, hospices, universities, schools, businesses, arts and culture sector & VCS



# EDUCATION DIVIDEND



## EDUCATION DIVIDEND

### WHERE WE ARE NOW

Hackney is a relatively young borough, with a quarter of its population aged under 19.

New Council initiatives – the Hackney Young Futures Commission and Improving Outcomes for Young Black Men programme – are set to change the way opportunities for children and young people are designed and accessed across the borough.

They also provide cross-cutting opportunities for the cultural sector to play a strong part in developing meaningful relationships with arts and culture for all children and young people, particularly those that are currently excluded.

There is further scope for cultural education to connect and prepare local children and young people for future employment. From the first experience at school, to the active pursuit of a career in the cultural and creative industries, the Council and its stakeholders can work towards signposting clearer pathways and promoting better routes for progression into the sector.





## HACKNEY LIVE

Hackney Live is an online streaming platform set up by the Council to showcase local emerging artists and develop digital and broadcast production skills in communities.

The innovative pilot was set up in 2013 with support from ACE and a host of local cultural and creative industry providers.

Since then the platform has acted as a pop-up resource to produce live-streamed shows that create a dialogue between artists and online audiences across the performing arts in Hackney.

Output is archived for on demand viewing at [hackneylive.co.uk](http://hackneylive.co.uk). Previous events have been supported by stars like Labrinth, Ricky Norwood, Kwabs and many other artists with East London roots.

The 2018 Big Music Project is one example that took the form of a Top Of The Pops style live show and featured singer songwriters, rappers, musicians, instrumentalists, poets and presenters.

Hackney Live's audiences are global and include collaborations with the borough's international sister city Austin in the US.

Photo: Gary Manhine





## EDUCATION DIVIDEND DELIVERED BY COUNCIL SERVICES

### HACKNEY MUSEUM

All of Hackney Museum's work has an educational function, raising awareness and fostering understanding about the borough's communities. Two programmes of work stand out in this context:

1. The Museum delivers year-round learning sessions for all Hackney's primary schools, working with artists and creative practitioners, and using specialist knowledge and resources, to help pupils learn about a range of topics related to the borough's history. The sessions are linked to the Museum's collections and displays, and provide contextual understanding for annual events like Refugee Week, Black History Month, and International Women's Day.
2. Hackney Museum's English for Speakers of Other Languages (ESOL) classes, and associated networks like Xenia, give migrant women an opportunity to practise English with native speakers. The sessions link to Museum collections and displays and sometimes involve artists and creative practitioners. They are very popular and help participants overcome isolation and loneliness, whilst developing their CVs and social networks.

### YOUNG HACKNEY

Young Hackney provides a wide variety of arts and cultural activities for young people including visits to libraries, community gardens, Hackney Museum, the British Library and British Museum; attendance at Pride in London; workshops in stop-motion animation, art techniques and knitting; opportunities to record at music studios; and cultural group work focusing on Black History Month.

### LIBRARIES

Children and young people can sign up for an arts award course in any of Hackney's libraries. This introduces participants to a wide variety of arts forms and enables them to gain a recognised accreditation, with a very high number of course completions.

### DISCOVER YOUNG HACKNEY

In partnership with the arts and cultural sector, the Cultural Development Team delivers the Discover Young Hackney youth arts festival, which enables participants to learn new skills in a wide variety of art forms and settings.

### HACKNEY LIVE

Hackney Live is a youth-led digital project, run by the Cultural Development Team, which helps participants develop new technical and communication skills and also nurtures new arts and cultural audiences amongst the thousands of young people who engage online.

### HACKNEY MUSIC SERVICE

The Hackney Music Service provides a comprehensive programme for schools, which includes weekly lessons, annual concerts and other performance opportunities for young musicians, as well as information about pathways to further training and opportunities in the music industry. The service is a bridge organisation for East London's music education services and works closely with the Barbican and other partners at a strategic level to ensure high quality music education across Hackney.



## AUTOGRAPH

Founded in 1988 to support black photographic practices, Autograph moved to a purpose-built home: Rivington Place in Shoreditch in 2007.

The building was designed by award-winning architect Sir David Adjaye and is a striking space for Autograph's annual programme of public exhibitions and events. It also houses the staff team, a photographic archive, and dedicated learning studio.

Autograph's mission is to enable the public to explore identity, representation, human rights and social justice through work by artists who use photography and film.

The organisation is dedicated to the development and public presentation of culturally diverse visual arts, at a national and international level, with a strong focus on work made by black and minority ethnic artists.

Photo: Zoë Maxwell/ Franklyn  
Rodgers exhibition Devotion

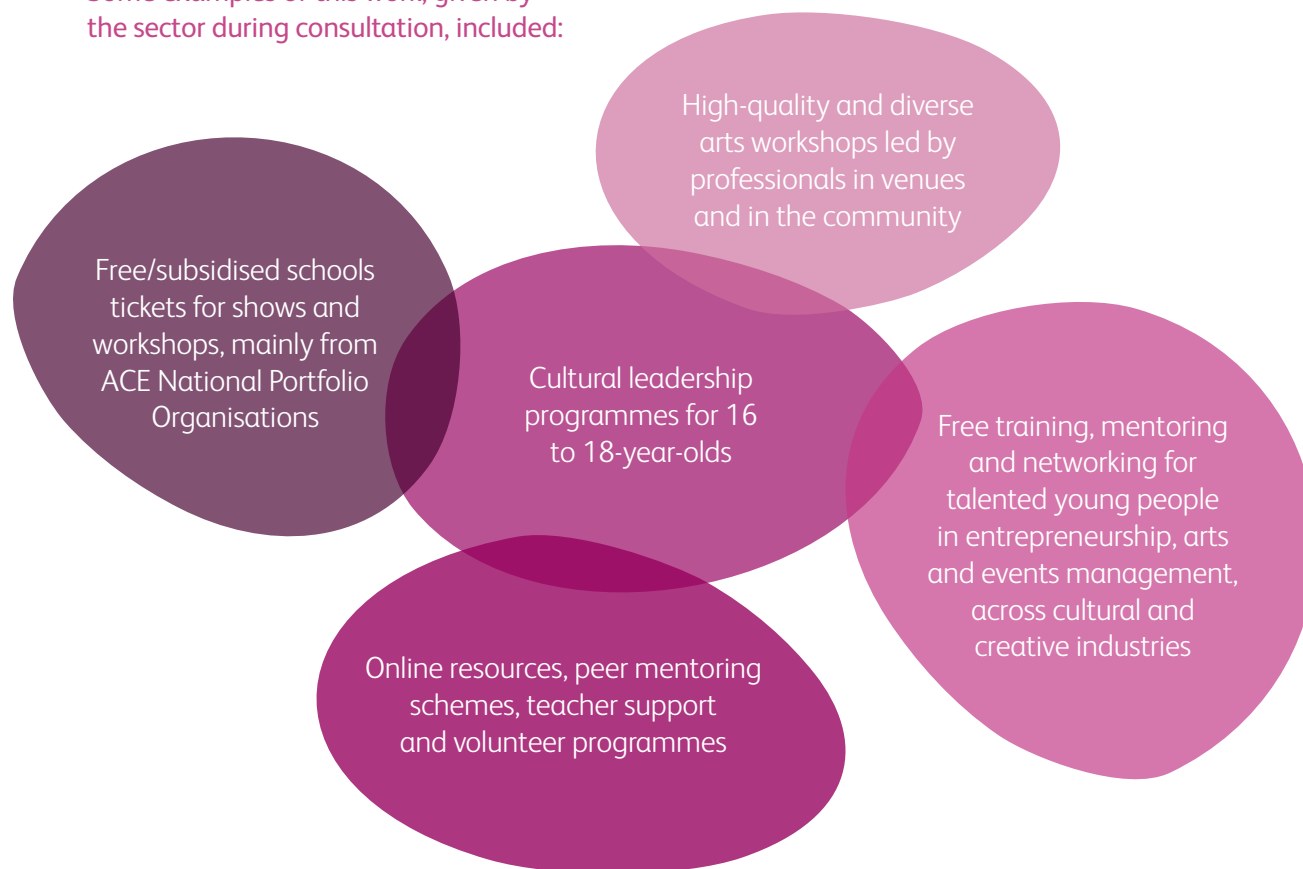




## EDUCATION DIVIDEND DELIVERED BY THE ARTS & CULTURE SECTOR

Hackney's arts and culture sector is very experienced in supporting schools to deliver the arts through the national curriculum, and building partnerships, making it an excellent resource for the local education system.

Some examples of this work, given by the sector during consultation, included:





## DILA TUMER, OUTSTANDING HACKNEY 100 EMPLOYEE

The Hackney 100 scheme is aimed at 16 to 24-year-olds looking for some high-quality paid work experience.

The Council works with employers across the borough to create exciting work placements that help young residents build careers in the tech, digital, creative, hospitality and construction industries.

Dila Tumer secured a placement as a trainee journalist on Hackney Today, when she was just 15. She went on to win the Outstanding Hackney 100 employee title at the Mayor of Hackney's Business Awards in 2016 and a place at SOAS.

"This placement forced me to push myself. I got to know people from all over the world and all different walks of life. I was treated as an equal. I was given real work, sent to events where I met even more people and I got to write about it too.

"The people that I have had the pleasure of working with have not only been mentors to me at work, but have also taught me a lot about myself and life."

Photo: Sean Pollock





## EDUCATION DIVIDEND

### THE CHALLENGES

Contributors to the cultural strategy research and engagement process said that:

▲ There is a reduction of arts-based subjects in the national curriculum, due to pressures caused by a Government focus on science, technology, engineering and mathematics (STEM) and the core subjects.

▲ The teaching of arts subjects focuses heavily on theory, rather than practice, and there is a lack of funding for arts and cultural visits, as well as inclusion and enrichment posts in schools.

▲ Concerns are being raised about the long-term impact this may have on young people's health and wellbeing. Concerns are also being expressed by the wider creative sector about the availability of a future workforce with the right skills and where employees may come from.

▲ Despite Hackney's rich cultural offer, local arts organisations find it increasingly hard to engage with schools in the borough and at present, there is no centralised service to facilitate connections between a range of art-form providers and schools.

▲ Hackney Music Service is very successful in making connections between schools and music providers, but there aren't equivalent services for other art forms. Feedback from head teachers is they feel swamped by approaches and would value a central team to instigate partnerships.



Design by Malaika  
Parillon Langlais Baron,  
a pupil from The  
Urswick School, which  
won the Council's  
Black History Flag  
competition, 2018



## HACKNEY EMPIRE

Hackney Empire, on Mare Street, is the borough's oldest theatre and an iconic local landmark. Built in 1901, it has attracted some of the world's most renowned performers, from Charlie Chaplin to Louis Armstrong.

The Grade II-listed theatre has faced many ups and downs during more than a century of existence, and has been threatened with closure more than once. But residents, the Council and wider theatrical community have always come together to save it.

Following a major refurbishment in 2004, the venue has expanded its offer to world-class opera, theatre, dance, live music, and comedy plus a renowned panto, now a ritual of the London festive season.

It offers a huge amount of free or subsidised educational cultural activity for children and young people, including subsidised tickets for schools, as well as a youth forum, and its School and College, Artist Development and Creative Futures programmes.

Photo: Robert Workman





## EDUCATION DIVIDEND

### OUR ASPIRATIONS

In the context of a national curriculum with an increasingly narrow academic focus<sup>19</sup>, it is more important than ever for local authorities to champion and enable an arts and creative curriculum in schools. Policymakers and educators should aim to give young people at all stages of the education system exposure to the multi-disciplinary mix of science, technology, arts, humanities and enterprise that underpins creative success in the UK.

Hackney is already a leader in music provision in schools, and over the next three years the Council aims to consolidate and strengthen that, and expand provision into other aspects of performing and visual arts.

The aspiration is: to provide a much-needed link between the arts and cultural sector and schools; to expand the provision of Black History and other diverse, cultural education in schools; and to work closely with all schools to support the provision of a first class arts and cultural education for every Hackney child.

The Council aims to ensure that all children and young people, regardless of their background, have access to high-quality and affordable arts and cultural activities and pathways into creative employment.

Pitch Futures was launched in 2017, by resident and publisher Sherry Collins, to inspire primary school children about opportunities in the creative industry





A large group of children, mostly girls, are shown in a crowd. Many of them have their mouths open in surprise or excitement, looking towards the camera or slightly off-camera. They are wearing various casual clothing like t-shirts and dresses. The background is filled with more children, creating a sense of a large gathering.

## HACKNEY SCHOOLS MUSIC & DANCE FESTIVAL

The Hackney Schools Music and Dance Festival has been running for over 20 years and is believed to be the largest event of its kind in London.

In 2018, 56 schools and 5,000 children took part from across Hackney. Six events and 13 performances were held over two weeks at the Round Chapel in Clapton at the end of summer term.

This community event provides an opportunity to highlight and celebrate the musical achievements and progress that young people have made throughout the year.

The event is run by Hackney Music Service with partners including ACE, local parochial charities and Music Education Hub Partners.

Photo: Gary Manhine



## EDUCATION DIVIDEND ACTION PLAN

### PUTTING CULTURE AT THE HEART OF THE HACKNEY CURRICULUM

#### AIMS

Broker and facilitate relationships between schools and the arts and culture sector

#### ACTIONS

- ☐ Establish a cultural education officer post to act as a link between the sector and Hackney schools. This role would focus on boosting engagement and the creative curriculum; work with secondary schools to promote a creative careers agenda; work with Hackney Music Service; and support and enhance Hackney Museum's work with schools
- ☐ Support Hackney Music Service to set up a charitable arm, while remaining part of the Council, to allow it to attract corporate and philanthropic donations, as well as individual donations from Hackney parents. Establish a long-term Corporate Social Responsibility (CSR) partner for the service
- ☐ Work to develop a framework and action plan for improved arts education services
- ☐ Work more closely alongside Hackney Music Service to deliver arts and culture in schools
- ☐ Further develop the Cross Council Cultural Working Group to ensure it is fully joined up with Heritage, Libraries, and Young Hackney
- ☐ Develop a Creative Education Partnership network in Hackney
- ☐ Work with East London-wide arts and education partnerships ie ELCEA
- ☐ Lobby Government to advocate for an improved creative national curriculum in schools

*in potential partnership with...*

The Council's Cultural Development, Heritage, Libraries, and Young Hackney teams, Hackney Learning Trust + schools, VCS, ELCEA





# **FUNDING & RESOURCING**



## FUNDING & RESOURCING

### CULTURAL DEVELOPMENT TEAM



The Council's Cultural Development Team, and its core events programme, are funded through a combination of Community Infrastructure Levy (CIL) and Council funding.

The CIL contribution is £450,000 per annum which covers most of the costs of the team, plus the running costs of Hackney Carnival (based on previous expenditure), Discover Young Hackney, and the Hackney Pride 365 programme. Use of CIL to fund cultural activity in the borough was a direct result of the 'Hackney: A Place for Everyone' engagement programme, which showed the importance

residents place on cultural and community events as a means of strengthening cohesion.

Culture, in its broadest sense, is seen as a primary tool for tackling some of the fundamental challenges of economic growth in Hackney: helping communities to remain strong and cohesive in the face of rapid change and a divisive housing market. As well as borough-wide events, the team is responsible for delivering a number of neighbourhood level and smaller scale events, such as Dalston Children's Festival, Hackney Circle, the Windrush programme, and a Festive Lights event.



### OTHER COUNCIL INVESTMENT IN CULTURE

Young Hackney spent £1.3million on commissioned projects aimed at supporting young people, through 14/15 to 16/17. The main recipients of this funding were: Hackney Empire, Hoxton Hall, The Mouth that Roars and Immediate Theatre

Hackney Museum and Archives cost £543,000 per annum to run, which includes private finance initiative (PFI) construction costs for the Hackney Learning Trust building

The borough's arts and culture sector receives significant funding from the Council's main VCS grants programme, in 16/17 this totalled £225,900

Create London receives an annual contribution of £25,000 from the Council

Hackney Music Service is no longer directly funded by the Council, although it remains within its management responsibility. The service is currently funded through a combination of ACE grants and income

The Mayor's Music Awards programme, which is delivered by Hackney Music Service, was funded at £25,000 per annum by the Council, but this came from reserves and there is currently no ongoing funding.



## FUNDING & RESOURCING CHALLENGES



Ridley Road Market during Hackney Carnival. Photo: Sean Pollock

## HACKNEY CARNIVAL

### THE CHALLENGE

Carnival is getting bigger year-on-year, with an attendance of 65,000 in 2018. The growing success and reputation of the event will inevitably lead to an annual increase in infrastructure, security, and policing costs, in order to deliver a safe and successful carnival.

ACE has invested in elements of the engagement programme, such as the Kids Carnival, however the main infrastructure and event management costs sit with the Council.

### POTENTIAL SOLUTIONS:

- Set up a Council board for Hackney Carnival delivery to ensure full organisation-wide ownership and support for the event
- Explore alternative models, such as NPO status, to stabilise external funding
- Continue to seek commercial sponsorship for aspects of the event
- Continue to develop a partnership with ACE around the carnival engagement programme
- Explore possibilities of funding and /or in-kind support from the Mayor of London, as the event becomes more and more significant in the capital's cultural calendar
- Design, manufacture and sell Hackney Carnival merchandise in order to generate income.



## FUNDING & RESOURCING CHALLENGES



Eid Street Party 2018. Photo: Misbah Media

## NEIGHBOURHOOD LEVEL & SMALLER SCALE EVENTS

### THE CHALLENGE

There is a growing appetite in the community for smaller, neighbourhood level cultural events, and the Council currently has no clear policy about how it resources and supports those events, either through direct funding, or in-kind support such as free road closures.

Some valuable event programmes delivered by the team are funded insecurely, or from limited funding allocations. For example, the Dalston Children's Festival has become well-established over several years, and is dependent upon a Section 106 pot that will eventually become exhausted.

There is a growing expectation that there should be an annual Windrush event, but there is no allocated resource. Other examples are Hackney Circle,

which needs £10,000 a year to sustain the project, which relates to health and wellbeing for older people, and Hackney Pride 365, which needs £15,000 a year, to continue to support the borough's LGBTQI+ community.

### POTENTIAL SOLUTIONS:

- Review with colleagues in Finance, Public Realm and Regeneration, how the Council supports neighbourhood level events, with a view to establishing a clear set of policies, and a Community Infrastructure Levy fund which local groups can apply to
- Review with stakeholders, the smaller events programme undertaken by the team to determine the future and funding of each one, in order to move towards a stable and properly funded overall cultural events programme.



## FUNDING & RESOURCING CHALLENGES



Hackney Music Service Gala & Mayor's Music Awards, 2018. Photo: Gary Manhine

## CULTURAL CURRICULUM

### THE CHALLENGE

One finding from the consultation that was carried out in order to develop this strategy, was the extent to which the arts and culture sector found it extremely challenging to engage with schools, but also the strong appetite within the sector to do so.

Hackney Museum provides valuable borough-wide support for Black history education, but this is delivered on an extremely tight budget, and is necessarily limited in scope.

Hackney Music Service has clear aspirations to expand into other aspects of performing arts, such as dance and drama, if resources permit.

### POTENTIAL SOLUTIONS:

- Establish a cultural education officer post, as part of the Council's Inclusive Growth agenda, to act as a link between the sector and Hackney schools. This role would focus on boosting engagement and the creative curriculum, work with secondary schools to promote the creative careers agenda, and support and enhance Hackney Museum's work with schools
- Support Hackney Music Service to set up a charitable arm, whilst remaining part of the Council, to allow them to attract corporate and philanthropic donations, as well as individual donations from Hackney parents. Establish a long-term Corporate Social Responsibility partner for the service
- Further develop the Cross Council Cultural Working Group to ensure it is fully joined up with Heritage, Libraries, and Young Hackney.



## FUNDING & RESOURCING CHALLENGES



Elders tea party to celebrate the borough's Windrush generation, held at Hackney Town Hall, 2018. Photo: Adam Holt

## EVENTS MANAGEMENT

### THE CHALLENGE

The growth in the Council's cultural events programme means that significant amounts of officer time within the Cultural Development Team is being spent on the logistical aspects of event management.

These include venue and artist booking, requesting road closures, securing permissions, organising catering, security, health and safety, risk assessments, invitations etc, which restricts the time they can give to development work, funding and grant applications.

### POTENTIAL SOLUTIONS:

- Resource to be sought for a dedicated officer to support all events delivered by the wider Communications, Consultation and Culture service.



## MEET THE CULTURAL DEVELOPMENT TEAM



### **LUCY MCMENEMY**

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#### **Responsible for:**

Hackney Carnival; Hackney Circle; Dalston Children's Festival; & Festive Lights.



### **PETRA ROBERTS**

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#### **Responsible for:**

Hackney Live; Black History Season; Discover Young Hackney; & National Windrush Day.



### **JANE YOUNG**

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#### **Responsible for:**

Hackney Pride 365 festival; cultural asset development including Stoke Newington Town Hall; & Love Hackney website.



## REFERENCES

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7. **‘The Hackney Wick and Fish Island Creative Enterprise Zone Report’** (2018) by Hackney and Tower Hamlets councils and London Legacy Development Corporation
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17. **‘Panic! It’s an Arts Emergency’** (2018) commissioned by Create London: a report on social class, taste and inequalities in the creative industries
18. **‘Culture Club: Social Mobility in the Creative and Cultural Industries’** (2019) by Centre for London”
19. **‘Enriching Britain: Culture, Creativity and Growth’** (2015) by The Warwick Commission: a report on the future of cultural value



HACKNEY-BASED NATIONAL PORTFOLIO ORGANISATIONS IN 2019

- ▲ A New Direction London Ltd
- ▲ Access All Areas
- ▲ Arcola Theatre Production Company
- ▲ Art Services Grants Ltd (SPACE)
- ▲ Autograph
- ▲ Avant Garde Dance Company
- ▲ B3 Media Ltd
- ▲ Book Works
- ▲ Brownswood Music Ltd
- ▲ Clod Ensemble
- ▲ Counterpoints Arts
- ▲ Eastside Educational Trust
- ▲ Fevered Sleep
- ▲ Geffrye Museum
- ▲ Graeae Theatre Company Ltd
- ▲ Hackney Empire Ltd
- ▲ London Arts in Health Forum
- ▲ Mimbres
- ▲ Ministry of Stories
- ▲ Musiko Musika
- ▲ National Centre for Circus Arts
- ▲ NTS Live
- ▲ OTO Projects CIC (Cafe Oto)
- ▲ Otolith Collective Ltd
- ▲ Peer UK
- ▲ Sound UK Arts
- ▲ Studio Wayne McGregor
- ▲ Theatre Centre
- ▲ Vital Xposure
- ▲ Yard Theatre Ltd







