Appendix 3:

Our Process in Creating Wandsworth's New Arts & Culture Strategy

This Arts and Culture Strategy is Wandsworth's commitment to creating a long-term creative vision for the Borough to help improve the lives of residents, support economic growth and local jobs, and create thriving local neighbourhoods.

This strategy is an opportunity for Wandsworth to be, and be recognised as, a leader of arts and culture in its broadest sense and is supported by a Joint Cultural Needs Assessment (JCNA) developed in partnership with Arts Council England (ACE). Wandsworth is the London test of this approach of assessing need for arts and culture informed by resident demographics and place. This commitment to testing, helping develop systems and further strategies for wider use within the national sector, and being recognised as a centre for innovation, inclusivity, influence and experimentation, is core to the ethos and future aspirations of Wandsworth's arts and culture sector.

To develop this Arts and Culture Strategy we have followed the JCNA framework, focusing on collaboration, conversation and listening. We have collaborated internally within the Council. We have consulted local artists, groups and projects as well as our organisations and institutions. We have had productive conversations with many of our creative partners, stakeholders, critical friends of the Borough and

— perhaps most importantly, given that this is a ten-year, long-term visioning strategy — our local young people, students, creatives, and future place-makers.

We have approached this document as a group project: we are Wandsworth, and Wandsworth is many things. Whether you are an established institution, or a resident rediscovering your neighbourhood or celebrating your creativity, whether you want to be a creative collaborator and friend to organisations and groups, or you're a new resident or visitor coming to the Borough for the first time: Wandsworth welcomes you.

Our Terminology

Arts and culture mean different things to different people. However, we have decided to adopt the common usages as defined below.

"**Culture** means many things to many people... Here, we use it to mean all those areas of activity associated with the artforms and organisations in which Arts Council England invests collections, combined arts, dance, libraries, literature, museums, music, theatre and the visual arts... Similarly, we have used 'creative practitioners' rather than 'artists' as an umbrella term for all those who work to create new, or reshape existing, cultural content. We also recognise that the traditional boundaries between and around cultural activities are disappearing as new technologies and other societal changes alter the ways in which many artists, curators, librarians and other practitioners work, as well as how culture is made and shared." Arts Council England's Let's Create 10 year strategy

"**Creativity** describes the process through which people apply their knowledge, skill, and intuition to imagine, conceive, express or make something that wasn't there before. While creativity is present in all areas of life, in this strategy, we use it specifically to refer to the process of making, producing or participating in 'culture'." Arts Council England's Let's Create 10 year strategy

Creative Industries "Those industries which have their origin in individual creativity, skill and talent, and which have a potential for wealth and job creation through the generation and exploitation of intellectual property." This covers advertising, architecture, art, crafts, design, fashion, film, music, performing arts, publishing, R&D, software, toys and games, TV and radio, and video games." Department for Culture, Media and Sport (DCMS).

The Stages Followed

We have been working within the suggested Arts Council England's Joint Cultural Needs Assessment process for gathering information to evidence need and inform our approach. We have done this by undertaking the following:

• Convening
• Collecting
• Consulting
• Co-ordinating
• Commissioning
• Checking / Capturing

Covening

This phase brought together existing partners and audiences to pool knowledge and look at capacity to collaboratively respond and map an overview of the cultural sector as it historically and currently stands. We did this by collecting information from the Arts Service, What Next? Wandsworth Chapter-key external audiences, groups, partners, and internal stakeholders.

As part of place -shaping, we have been working with policy and planning to capture key local data and suggest key opportunities and challenges for the consultation exercises to inform outcomes and focus areas for the strategy.

In June 2020 we hosted a series of virtual workshops and discussion groups with the What Next? Wandsworth Chapter and other key local stakeholders/cultural champions. This knowledge collection, produced via Teams chat, included the co-creation of a 'word waterfall' exercise and general discussion around set topics. The following areas were explored in four group sessions:

1. Cultural Ecology / Rebuilding: This group looked at the existing cultural and creative industry sector in Wandsworth and what support is needed to maintain and grow this sector in the future, especially post Covid-19. The group also took a place-based approach and explored tourism, the night-time economy, and the role the digital culture offer can play going forward.

2. Empower / Inspire: This group looked at expanding access to cultural engagement and using culture to empower individuals. It focused on the role culture plays in community cohesion, supporting grassroots creativity, and how it can be utilised to bring together people to solve other issues such as climate change.

3. 2030 visioning / Young People: This group looked at what we need to do to support the next generation to reach their full potential. It discussed ways to support young people to discover and nurture their creative talents, raise aspirations, and develop career pathways and progression routes to ensure a diverse creative workforce for the future.

4. Health and Wellbeing / Legacy: This group looked at the role arts and culture plays in supporting public health and ensuring that all residents lead healthy lives. It also explored the opportunities for cultural social prescribing in Wandsworth and what needs to be put in place to maximise health benefits.

Key words collected from all four of the
convening workshops.

Consulting

We kept this activity regular and inclusive, continuing local dialogue with key stakeholders/communities and drawing on support, contacts and expertise across our partnerships. This part of the process was an opportunity to refine ideas, draw on knowledge and skills available, and enhance shared priorities through virtual round table meetings, online surveys, phone calls, and public engagement opportunities.

Due to the current situation, face to face conversations, local walks, door knocking, street art, sharing food etc. could not be part of our consultation process. This will need to take place if and when it is safe to do so. In the meantime, we took to social media and produced email campaigns to gather information via the Wandsworth Art October 2020 season.

As part of the investigation into priority areas through the convening workshops, we identified nine areas that we explored in more detail with key internal and external arts and culture partners and stakeholders.

Topics Discussed During Round Table Sessions

(led by external partners via Zoom/Teams):

1. Diversity: Celebrating and amplifying local communities and their stories better representing and supporting all our diverse communities.

2. Access and Trust: Disability, harder-to-reach audiences, culture in people's lives and the importance of organisations communicating trustworthiness, how to build on our great disability organisations and programmes.

3. Future Visioning – Climate change, building trust, making Wandsworth internationally connected, asking what we need to think about in a ten-year strategy? Do we need to plan for another Covid, the effects of isolation, hyper local, migration, place-making.

4. Young People / Schools / Families: How arts and culture can help young people at school and increase confidence, reading, writing and communication skills, raise aspirations, increase likelihood of higher education, voting and volunteering and sustained employment

5. Start well, live well, age well: Place making and community cohesion, universalism; young offenders are less likely to re-offend if engaged in the arts; intergenerational appeal, the under 5 offer; supporting parents / older people (isolation, depression) meet other local people; networks for children and adults; importance of hobbies and discovering talent and interests.

6. Health and Wellbeing: Social prescribing, mental and physical health, open spaces / physical activity, dementia, music therapy, healthy eating, preventative action.

7. Careers / Routes into creative industry jobs: Career pathways and progression routes, ensuring a diverse creative workforce of the future, encouraging fair paid and paying for staff time, the responsibility of organisations, reflecting on the Let's Create agenda and advocacy.

8. Cultural Ecology: What currently exists and how can it be supported? Post- Covid how can we continue to thrive? Considering high streets, employment, start-up / incubator spaces, what's missing and where? What can we do to grow and nurture the cultural and creative industries in the Borough (a design and tech quarter, a South London innovation corridor, potential Creative Enterprise Zones)?

9. Partnerships / Collaboration: Cross programming, co delivery, support, networks, sharing resources, local cultural education partnership, advocacy, placemaking, on / offline.
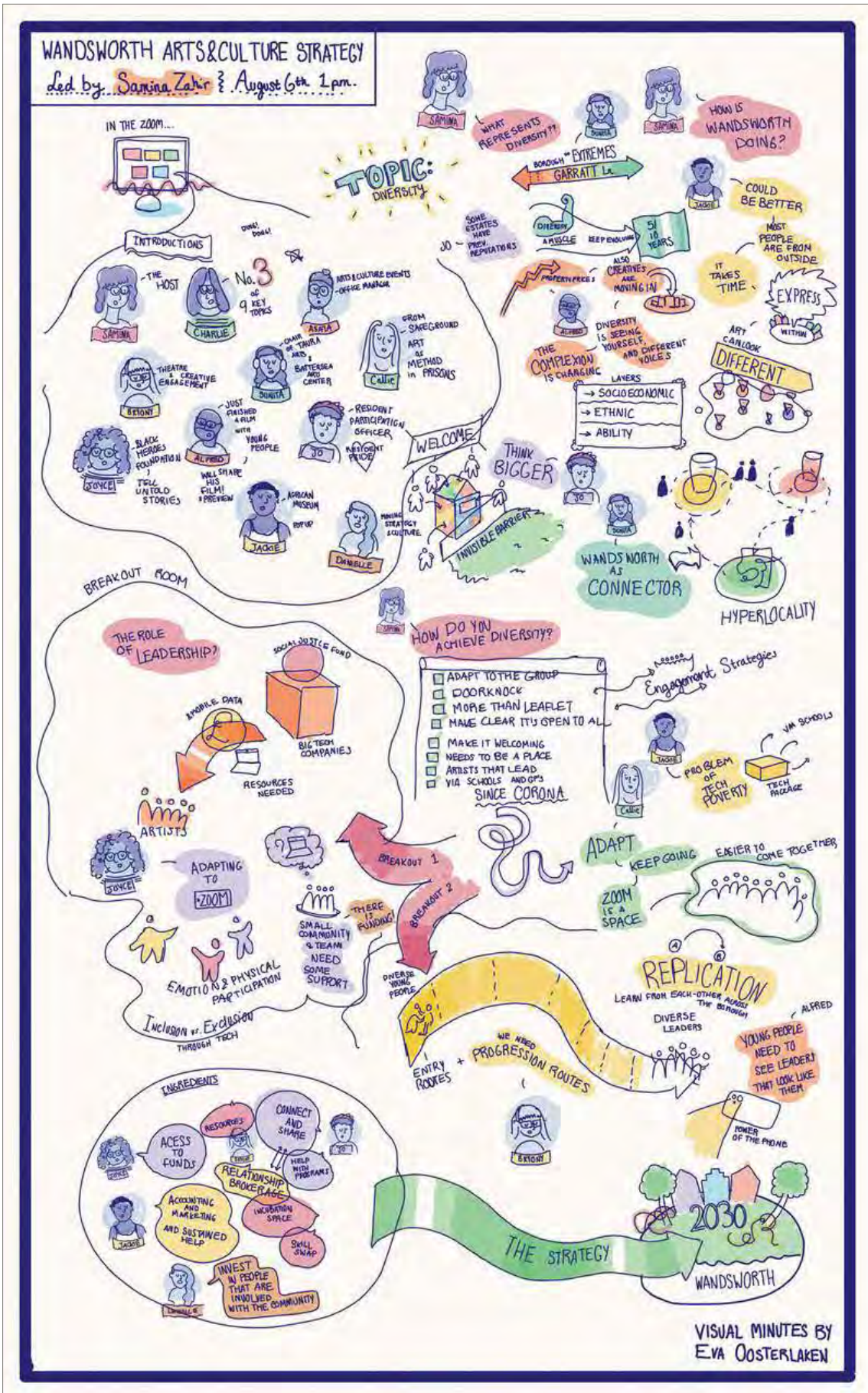
Partners in developing the new strategy

Due to the pandemic all workshops and roundtables had to be held via video link, but we still manged to get good buy-in from many local organisations despite almost all of them bing closed and staff furloughted. Participants came from:

A New Direction
A2ndvoice
ACAVA
Act Up
Action Space
Agora Arts Circle
Attic Theatre Company
Bach Club CIC
Battersea Arts Centre
Battersea Power Station
Battersea Society
Black Heroes Foundation
Bounce Theatre
Britalians TV
Bureau Of Silly Ideas
Carney's Community
Chocolate Films
Clapham Junction Business Improvement District
CoDa Dance Company
Doddington & Rollo Community Roof Garden
Enable Leisure and Culture
Fragility
George Shearing Centre
GLL
Group 64 Theatre For Young People
HTA Design
INC Arts
Katherine Low Settlement
Keepsake Videos
Love to Learn
Matt's Gallery
My Roehampton
NEBLINAart

NEKO Trust
Nine Elms Arts Ministry
Oily Cart
Outside Edge Theatre Company
Putney Arts Theatre
Putney Society
Qultura Core
R.O.C.K.S International Arts Ltd
Roehampton Shed
Royal Academy of Dance
Royal College of Art
Safe Ground
School Ground Sounds
Sen Talk
South Thames College
South West London and St George's Mental Health NHS Trust
Spare Tyre
Sprout Arts
SWLSTG Mental Health Trust
Tara Arts
Tavaziva Dance
Theatre 503
Ubuntu Museum
University of Roehampton
Wandsworth Care Alliance
Wandsworth creative youth panel
WHABBstudio
WildCity
WIP Space Ltd
Women of Wandsworth
World Heart Beat Music Academy
575 Wandsworth Road National Trust

We also had a range of creative freelancers engage with us, some from the Wandsworth What Next? Chapter, as well as from the Wandsworth Arts Fringe and Wandsworth Artists Open House networks.

Visual Minutes for sessions 1 by Eva Oosterlaken.

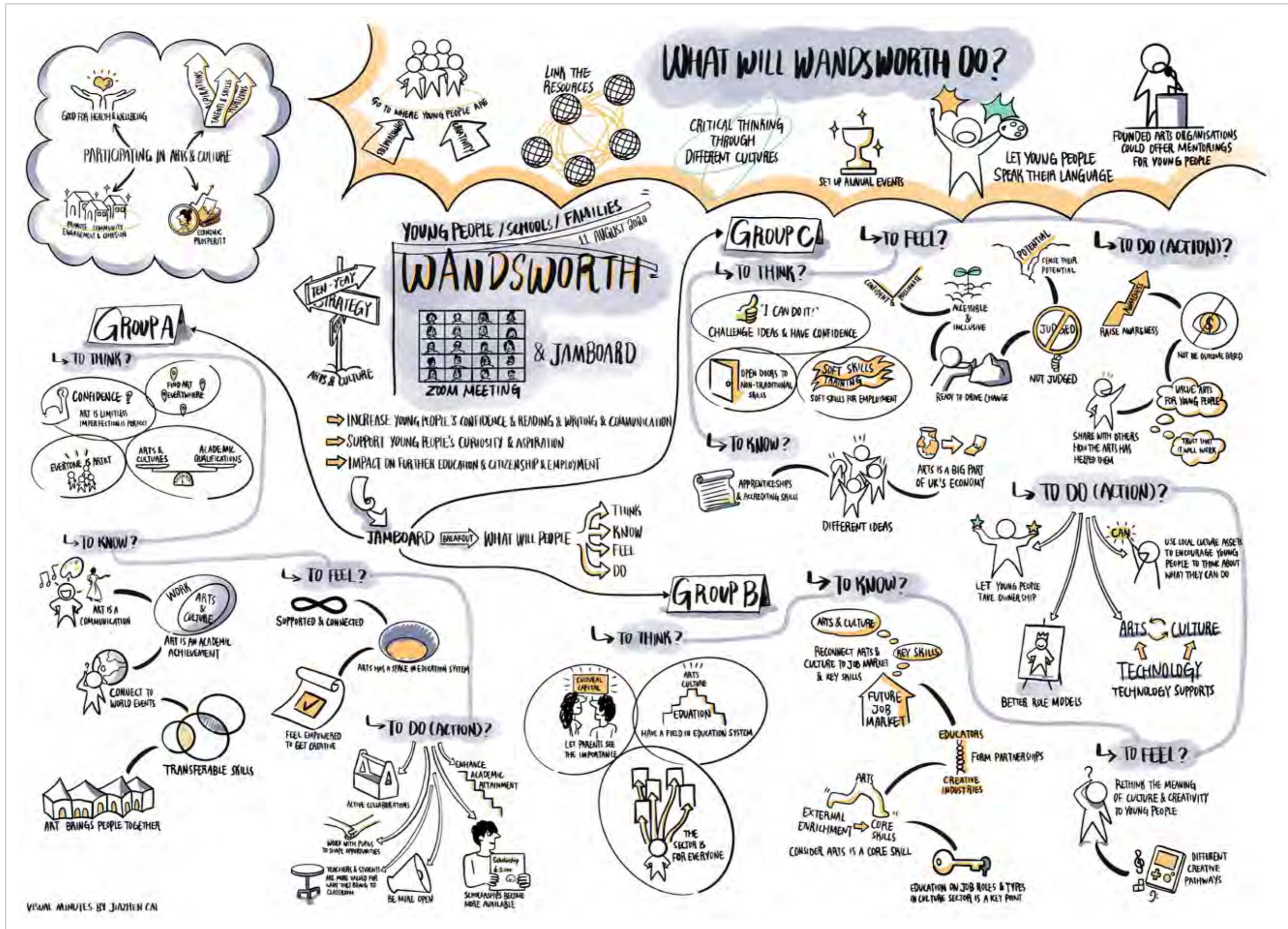Visual Minutes for sessions 2 by Eva Oosterlaken.

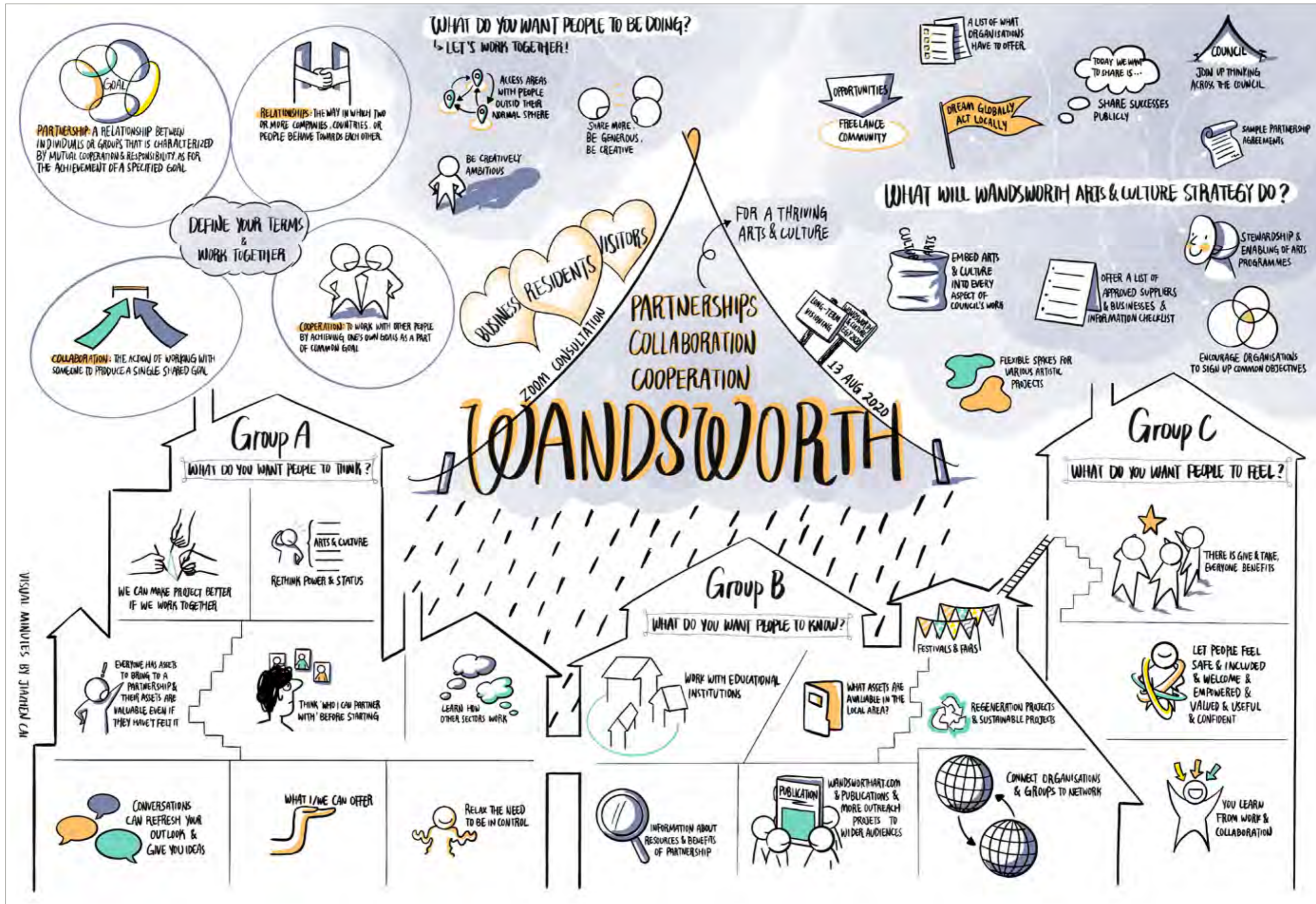Visual Minutes for sessions 3 by Eva Oosterlaken.

WHAT WILL WANDSWORTH DO?

GOOD FOR HEALTH & WELLBEING

PARTICIPATING IN ARTS & CULTURE

PROMOTE COMMUNITY ENGAGEMENT & COHESION

ECONOMIC PROSPERITY

GO TO WHERE YOUNG PEOPLE ARE

LINK THE RESOURCES

CRITICAL THINKING THROUGH DIFFERENT CULTURES

SET UP ANNUAL EVENTS

LET YOUNG PEOPLE SPEAK THEIR LANGUAGE

FOUNDED ARTS ORGANISATIONS COULD OFFER MENTORINGS FOR YOUNG PEOPLE

YOUNG PEOPLE / SCHOOLS / FAMILIES
11 AUGUST 2020

TEN-YEAR STRATEGY

WANDSWORTH
& JAMBOARD
ZOOM MEETING

ARTS & CULTURE

⇒ INCREASE YOUNG PEOPLE'S CONFIDENCE & READING & WRITING & COMMUNICATION
⇒ SUPPORT YOUNG PEOPLE'S CURIOSITY & ASPIRATION
⇒ IMPACT ON FURTHER EDUCATION & CITIZENSHIP & EMPLOYMENT

GROUP A

↳ TO THINK?

CONFIDENCE?
ART IS LIMITLESS IMPERFECTION IS PERFECT

FIND ART EVERYWHERE

EVERYONE IS ARTIST

ARTS & CULTURES

ACADEMIC QUALIFICATIONS

↳ TO KNOW?

WORK ARTS & CULTURE

ART IS A COMMUNICATION

ART IS AN ACADEMIC ACHIEVEMENT

CONNECT TO WORLD EVENTS

TRANSFERABLE SKILLS

ART BRINGS PEOPLE TOGETHER

↳ TO FEEL?

SUPPORTED & CONNECTED

ARTS HAS A SPACE IN EDUCATION SYSTEM

FEEL EMPOWERED TO GET CREATIVE

↳ TO DO (ACTION)?

ACTIVE COLLABORATIONS

ENHANCE ACADEMIC ATTAINMENT

WORK WITH PUPILS TO SHAPE OPPORTUNITIES

TEACHERS & STUDENTS ARE MORE VALUED FOR WHAT THEY BRING TO CLASSROOM

BE MORE OPEN

SCHOLARSHIPS BECOME MORE AVAILABLE

JAMBOARD [BREAKOUT] WHAT WILL PEOPLE
THINK
KNOW
FEEL
DO

GROUP C

↳ TO THINK?

"I CAN DO IT!"
CHALLENGE IDEAS & HAVE CONFIDENCE

OPEN DOORS TO NON-TRADITIONAL SKILLS

SOFT SKILLS TRAINING
SOFT SKILLS FOR EMPLOYMENT

↳ TO KNOW?

APPRENTICESHIPS & ACCREDITING SKILLS

DIFFERENT IDEAS

ARTS IS A BIG PART OF UK'S ECONOMY

↳ TO FEEL?

CONFIDENT POSITIVE

ACCESSIBLE & INCLUSIVE

SENSE THEIR POTENTIAL

READY TO DRIVE CHANGE

NOT JUDGED

RAISE AWARENESS

NOT BE OUTCOME BASED

VALUE ARTS FOR YOUNG PEOPLE

SHARE WITH OTHERS HOW THE ARTS HAS HELPED THEM

TRUST THAT IT WILL WORK

↳ TO DO (ACTION)?

LET YOUNG PEOPLE TAKE OWNERSHIP

CAN
USE LOCAL CULTURE ASSETS TO ENCOURAGE YOUNG PEOPLE TO THINK ABOUT WHAT THEY CAN DO

BETTER ROLE MODELS

ARTS ⇄ CULTURE
↑ ↑
TECHNOLOGY
TECHNOLOGY SUPPORTS

GROUP B

↳ TO THINK?

CULTURAL CAPITAL

ARTS CULTURE

EDUCATION
HAVE A FIELD IN EDUCATION SYSTEM

LET PARENTS SEE THE IMPORTANCE

THE SECTOR IS FOR EVERYONE

↳ TO KNOW?

ARTS & CULTURE

RECONNECT ARTS & CULTURE TO JOB MARKET & KEY SKILLS

KEY SKILLS

FUTURE JOB MARKET

EDUCATORS
FORM PARTNERSHIPS

ARTS
CREATIVE INDUSTRIES

EXTERNAL ENRICHMENT ⇒ CORE SKILLS

CONSIDER ARTS IS A CORE SKILL

EDUCATION ON JOB ROLES & TYPES IN CULTURE SECTOR IS A KEY POINT

↳ TO FEEL?

RETHINK THE MEANING OF CULTURE & CREATIVITY TO YOUNG PEOPLE

DIFFERENT CREATIVE PATHWAYS

VISUAL MINUTES BY JIAZHEN CAI

Visual Minutes for session 6 & 5 above by Siddhi Gupta.

Visual minutes for sessions 7 and 8
above by Pooya Sareh.

Visual minutes above for session 9 by Jiazhen Cai.

Sometimes it's weird and sometimes it's not

Response by Ghilse, age 8, from Bounce Theatre's youth group, to the question "What role does art play in your life today?" at the participation workshop in August 2020 with artist Elly Clarke.

Over summer and autumn 2020 these themes and topics were refined through internal and external conversations and additional public engagement via artist Elly Clarke and Wandsworth Art.

Public Engagement Strategy

The purpose of the public engagement strategy was to engage residents, local young people, visitors and tourists, as well as the cultural and community/ voluntary and business sectors in Wandsworth within the development of the Arts and Cultural Strategy and to feed their thoughts into the Strategy to ensure ownership and future activation.

Understanding what young people value is important to us. Our creative youth panel asked 87 young people what cultural provision they valued within the Borough and what they felt was missing.

We also commissioned artist, Elly Clarke, who ran workshops with the following groups to reflect the diversity within the Borough and to find out 'what role does art play in your life today?': Battersea Power Station Community Choir; Bounce Theatre's youth group; Carney's Community Boxing Club; Furzedown Community Network and Sprout Arts; Katherine Low Settlement's The Elders group; Kimber Stake Park; Love to Learn for children and young people from refugee backgrounds; Roehampton's Men's Shed; Soundminds; Wandsworth LGBTQI Forum; and Women of Wandsworth[1]. This provocation lead to direct feedback about what the participants thought art was, what it meant to them and what its potential future could be in Wandsworth.

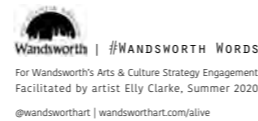It'd be a boring place, a dull borough without it

DAVID | 36

Wandsworth | #Wandsworth Words

From a conversation in response to the question:
'What role does art play in your life today?'

For Wandsworth's Arts & Culture Strategy Engagement
Facilitated by artist Elly Clarke, Summer 2020

Wandsworth LGBTQ+ Forum | Zoom | 19.08.20

@wandsworthart | wandsworthart.com/boring

It could be something like 'Staying Alive' or 'Keeping Alive'

JOHN | 84

Wandsworth | #Wandsworth Words

From a conversation in response to the question:
'What role does art play in your life today?'

For Wandsworth's Arts & Culture Strategy Engagement
Facilitated by artist Elly Clarke, Summer 2020

Katherine Low Settlement - the Elders | August 2020

@wandsworthart | wandsworthart.com/alive

It helps me forget about something I am angry about

YUSHA | 13

Wandsworth | #Wandsworth Words

From a conversation in response to the question:
'What role does art play in your life today?'

For Wandsworth's Arts & Culture Strategy Engagement
Facilitated by artist Elly Clarke, Summer 2020

Love to Learn | Trinity Fields Club House | 12.08.20

@wandsworthart | wandsworthart.com/angry

The arts allow me to use my creativity and skills to help others, society, and improve my wellbeing

CHARLES | 36

Wandsworth | #Wandsworth Words

From a conversation in response to the question:
'What role does art play in your life today?'

For Wandsworth's Arts & Culture Strategy Engagement
Facilitated by artist Elly Clarke, Summer 2020

The Men's Shed | Email | 28.09.20

@wandsworthart | wandsworthart.com/creativity
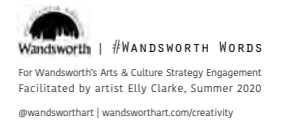
Without art nothing would exist

YANNIS | 11

Wandsworth | #Wandsworth Words

From a conversation in response to the question:
'What role does art play in your life today?'

For Wandsworth's Arts & Culture Strategy Engagement
Facilitated by artist Elly Clarke, Summer 2020

Bounce Theatre | Tooting | 21.08.20

@wandsworthart | wandsworthart.com/nothing

For example, plants grow better with music, cows also love music

BEATRICE | 55

Wandsworth | #Wandsworth Words

From a conversation in response to the question:
'What role does art play in your life today?'

For Wandsworth's Arts & Culture Strategy Engagement
Facilitated by artist Elly Clarke, Summer 2020

Battersea Power Station Community Choir | GF | 16.08.20

@wandsworthart | wandsworthart.com/cows

I use art to make time go a little faster

JOSIE | 18

Wandsworth | #Wandsworth Words

From a conversation in response to the question:
'What role does art play in your life today?'

For Wandsworth's Arts & Culture Strategy Engagement
Facilitated by artist Elly Clarke, Summer 2020

Kimber Skate Park | King George's Park | 20.08.20

@wandsworthart | wandsworthart.com/faster

I can see some opportunities for more local things mushrooming and developing

LIZ | 66

Wandsworth | #Wandsworth Words

From a conversation in response to the question:
'What role does art play in your life today?'

For Wandsworth's Arts & Culture Strategy Engagement
Facilitated by artist Elly Clarke, Summer 2020

Wandsworth LGBTQ+ Forum | Zoom | 19.08.20

@wandsworthart | wandsworthart.com/mushroom
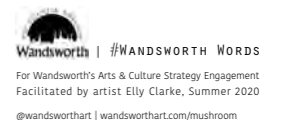
Coordinating

This is our current stage, coordinating information gathered and putting forward our draft Arts and Culture Strategy for Wandsworth for public consultation. Work is also progressing on developing a Joint Cultural Needs Assessment dashboard that can pull together data on the borough's cultural ecology that will sit on www.datawand.info and be publicly accessible from the end of 2021. All of this work will feed into the ongoing action plan to deliver the strategy.

As part of coordinating, we are developing the outputs and outcomes for Arts and Culture Strategy's action plan. We will then map and match available boroughwide resources against these set outcomes. The aim is to work with the existing cultural ecology to ensure that cultural activities and programming reflect the borough's needs around place and people, co-creation of outreach to target areas and groups, training and interventions. Output and outcomes will be linked to monitoring and evaluation. The action plan will be widely shared, communicating the shared vision and who is involved for delivering different aspects.

The action plan will be contining rolling three year plan covering the lifetime of the strategy. The first draft of the action plan will cover 2022 to 2025.

Commissioning
This will be the next, ongoing, step in delivering the Arts and Culture Strategy and action plan by securing the resources, skills and activities that deliver the agreed outcomes. This process will look at gaps and rebalance the offer through call outs for proactive 'doing'. Co-design with partners, artists, producers' projects that clearly link to agreed framework / goals.

Checking / Capturing
This stage will be ongoing throughout the ten years, monitoring is the programme delivering against agreed measures, outcomes and outputs? Monitoring the data to make changes if needed to improve impact and reach. This process will be evidence and outcome led, with a focus on capturing data in real time to allow us to be responsive to changing need and circumstances.

Footnotes

1. https://lordslibrary.parliament.uk/covid-19-impact-on-the-uk-cultural-sector/

2. ibid

3. https://www.london.gov.uk/what-we-do/arts-and-culture/cultural-infrastructure-toolbox/creative-industries-supply-chain-covid-19-impact

4. Arts Index, England 2007 - 2018

5. https://www.craftscouncil.org.uk/documents/1175/200330_CC_COVID19_impact_on_craft_business.pdf

6. https://www.architecture.com/knowledge-and-resources/knowledge-landing-page/riba-covid-19-survey-executive-summary

7. https://www.createjobslondon.org/how-young-creative-coping-lockdown

8. https://uktheatre.org/theatre-industry/news/uk-theatre-and-solt-collaborate-with-the-creative-industries-and-oxford-economics-on-new-report

9. https://pec.ac.uk/blog/how-covid-19-is-impacting-the-cultural-sector-with-the-loss-of-55-000-jobs-in-the-arts

10. Active Lives Survey, average year taken from 2015-2017 data.

11. ONS data drawn from the Inter-Departmental Business Register.

12. Combining Advertising & Marketing, Architecture, Crafts & Design, Film, TV, video, radio & photography, IT software & computer services and Publishing.

13. https://www.londonfirst.co.uk/sites/default/files/documents/2019-05/TouristInformation_0.pdf.

14. https://www.visitbritain.org/sites/default/files/vb-corporate/gbdvs_2018_annual_report.pdf.

15. https://culturallearningalliance.org.uk/evidence/key-research-findings-the-case-for-cultural-learning/finding-9-early-years/

16. https://culturallearningalliance.org.uk/evidence/key-research-findings-the-case-for-cultural-learning/finding-3-skills-and-behaviour

17. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/88447/CASE-systematic-review-July10.pdf

18. WHO (2019)- 'What is the evidence on the role of the arts in improving health and wellbeing? A scoping review'. Health Evidence Network Synthesis Report 67.

19. Sidney De Haan Research Centre for Arts and Health & Nick Ewbank Associates (2014)- 'Cultural Value and Social Capital: Investigating social capital, health and wellbeing impacts in three coastal towns undergoing culture-led regeneration'. AHRC Cultural Value Project focused on Margate, Folkestone and Bexhill-on-Sea.