



# A New Direction: Place Strategy 2022



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**ARTS COUNCIL  
ENGLAND**

**A NEW  
DIRECTION**  
We create opportunity

**Several voices have contributed to this strategy. Our thanks go to the team at A New Direction and the Young Challenge Group, who contributed ideas and learning, a process supported by Karen Birch and Tasnim Siddiqa Amin; to BOP Consulting who carried out capture and analysis of the data about London which features throughout the strategy; and to Sarah B. Davies for drafting and editing support with this document itself.**

# Introduction



# 1. Introduction



**A New Direction's work is rooted in the character, history, stories and qualities of London.** Our organisational mission is to enhance the capacity and agency of children and young people in London to own their creativity, shape culture, and achieve their creative potential. Our work explores the nature of creativity, celebrates cultural expressions of all types, and supports the creative and cultural industries workforce – current and future – to lead, develop and imagine new futures.

The way we create, shape, experience, and involve culture and creativity in our lives is intricately connected to the places in which we live and work. Experiences are both influenced by and leave their influence on the spaces in which they happen, through memories, stories and physical reminders in the form of public art and archives. Culture can offer new interpretations of places, celebrating our heritage and challenging our understanding. Creative public realm design, cultural venues and other spaces for play and everyday creation are part of our neighbourhoods. We sing, dance and create with family and friends in our homes as well as in recognised spaces for culture. The qualities of places – their 'ecology,' including the networks, buildings and history – can also influence young people's opportunities to explore creativity and play an active role in culture.

As such, place is intertwined with A New Direction's activities. Both through how characteristics of the places we live influence young people's experiences and engagement with culture, and through how culture, imagination and creativity influence places: how our creativity impacts and has the potential to change the places we live.

# How We Define Place

When we talk about 'place' we mean a location with a geographical boundary that has **familiarity, meaning or definition**. Internal consultation with our team at A New Direction led us to talk about what makes a place – buildings, people, culture, familiarity, home, spaces to meet – and the way all these things interact. Members of the Young Challenge Group, A New Direction's youth advisory panel of young Londoners aged 16-25, have spoken to us about the importance of online spaces: about the relevance of online communities and the support they have given over the pandemic. Places hold **stories and narratives** about their history; they can be defined by safety and security – one member of the Young Challenge Group described a "place" as "a space with meaning and comfort" – and by conflict, contested or interrupted by change, growth, loss or gain. Young people have spoken to us about their increasing concern for places threatened by gentrification and funding cuts, and the impact these threats have on young people's identities. One member of the Young Challenge Group told us: "everyone deserves to feel like they belong somewhere"; another, that "people make a place".

**Children and young people's lives could be said to be hyper-local:** a state that has intensified since March 2020 by the restrictions of the pandemic. Familiar spaces – school, the library, home – and familiar people are integral to children's lives. In addition, family life has become more local this year, with the loss of commutes and other travel leading to more time spent in our local neighbourhoods.

In this strategy **we will talk about 'place' at different levels:** sometimes a ward or series of streets, sometimes a borough, a sub-region and sometimes pan-London.



# About the Place Strategy



This strategy approaches our thinking and plans relating primarily to our 'place-based' work. When we talk about place-based work we mean supporting young people through a holistic approach that connects factors inherent in a particular geography which affect young people's opportunities to be creative and play an active part in culture.

Inherent in place-based working is a **cross-sector approach**, centring **partnership-working, distributed leadership, community agency** and **inclusivity** with **co-creation at the heart**. We see the identity of place-based partnership programmes we're involved with as **Change Programmes**. These are embedded in their place, working with agility and adaptability, capturing and sharing information about their situation and context. No one organisation can do this work alone and this cross-sector and collaborative nature is implicit throughout this strategy.

# About the Place Strategy

In this Place Strategy, we will introduce seven guiding principles that we employ across our place-based work. These are informed by our reflections on the approaches and features of place-based work but are also relevant and familiar across all A New Direction's work.

Woven throughout the document is contextual information pertinent to the city, to which our work responds. London is always changing and there has been much turbulence over the last two years. This strategy will also locate our work in this context.

Through the document we outline:

- The context of our work – our city (including analysis from BOP Consulting), our policy context and the dynamics that shape and impact on place which are important for our work (Section 2)
- Learning from previous place-based programmes and initiatives – key points of previous learning and implications on our place-based work (Section 3)
- Seven guiding principles – the principles that will shape how we work over the next two years and will guide our planning in the future (Section 4)







**POSITIVE  
ASSET-BASED**

**LONG TERM VIEW**

**LEVELS OF PLACE**

**SHARING LEARNING**

**SUPPORT FOR  
LOCAL LEADERS**

**SHAPING CROSS CUTTING  
NARRATIVES**

**INCLUSIVITY**

SCHOOL  
PARK  
CAFE  
15 MINS



# The Principles in Brief:



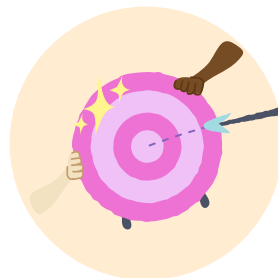
## Inclusivity

Ensuring a wide range of voices are activated and heard



## Levels of place

Understanding that place means different things and requires different programme responses



## Positive asset-based

Recognising local strengths and working alongside existing opportunities, partnerships and collaborations



## Supporting local leaders

Celebrating and empowering those driving change



## Long-term view

Ensuring we take a long-term view to investment, activity and impact



## Shaping cross-cutting narratives

Powerfully communicating the range and variety of our work



## Sharing learning

Reflecting on and sharing practice to build collective knowledge

We hope that this document is a starting point for conversations with others interested in the connections between culture, creativity and places.

# A New Direction's Current Work With Places



- At a programme level, **some of our work is universal**, influenced by dynamics across London (and nationally), but open to all and in that sense, 'place neutral'. For example: thematic, curriculum-based resources we shape for teachers, events we run for cultural sector partners, or LookUp, our digital platform for promoting opportunities and activities by and for schools and cultural practitioners. In this universal work, however, we sometimes notice higher attendance from particular areas of the city.

# A New Direction's Current Work With Places

- We **target some projects based on the locations of specific partners and focus areas of investors.** The programmes we initiate can be creatively responsive to the places in which they're based or draw together local organisations to collaborate. The starting point is often an opportunity identified by a partner, or our own research, to support children and young people. For example, We Belong – our programme designed to empower children in care – worked creatively with young people living in Harrow, Ealing, Barnet and Brent, shaping a series of creative activities and an online platform for collaboration. The work was rooted through partners in those four north-west London boroughs.
- Some of our work is **specifically 'place-based'**. Taking a holistic view of the local factors pertinent to a young person's experience gives us the chance to centre multi-agency and cross-sector approaches and collaborative delivery models for cultural learning. For example, through Challenge London – A New Direction's partnership investment fund from 2018-2022 – we have worked with 17 local cross-sector partnerships supporting cultural education in 14 London boroughs. Our work as operators of the Good Growth Hub is rooted in enabling strong creative employment opportunities for young people living in the boroughs surrounding the Olympic Park.

## A New Direction's Current Work With Places

These different strands of our work **connect and interact**, and we are interested in building on these intersections in the next period. This might, for example, include formalising a learning framework to share developments across the strands, articulating joint impact across programme strands from the perspective of 'place', or capitalising on opportunities for new work or efficiencies where partners might be common across programme strands.

**A New Direction takes different roles in the programmes described above, and this is particularly pertinent in our 'place-based' work.** Sometimes we are a lead organisation, convening local partners and driving forward new approaches, as in the Good Growth Hub; sometimes we are a supporting partner, researching and distilling models of practice that might help programme development and facilitating peer learning for local leaders; sometimes we are an investor offering funds to enable the work's development.



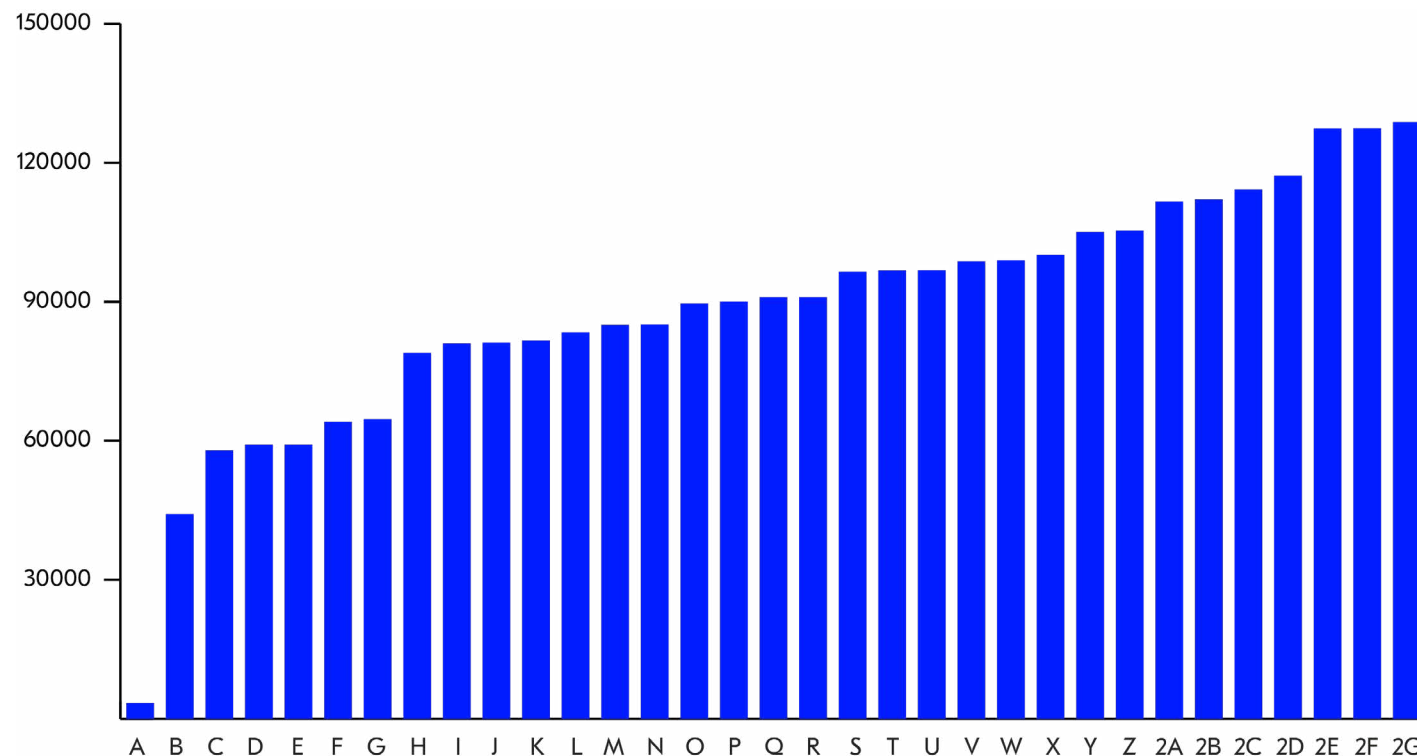
**The  
Context  
of Our  
Work**



# Our City

Our work is responsive to an evolving city and those residing here. London is complex and dynamic, home to just over 9 million people<sup>1</sup>. The city has a young population compared to the national average<sup>2</sup>: an estimated 32.5% of Londoners are aged 0-25<sup>3</sup>.

## 0-25 Population by Borough, 2020



A: City of London  
 B: Kensington and Chelsea  
 C: Kingston upon Thames  
 D: Richmond upon Thames  
 E: Hammersmith and Fulham  
 F: Merton  
 G: Sutton  
 H: Bexley  
 I: Harrow

J: Westminster  
 K: Havering  
 L: Islington  
 M: Barking and Dagenham  
 N: Haringey  
 O: Hounslow  
 P: Hackney  
 Q: Camden

R: Waltham Forest  
 S: Lewisham  
 T: Greenwich  
 U: Lambeth  
 V: Wandsworth  
 W: Bromley  
 X: Southwark  
 Y: Hillingdon

Z: Redbridge  
 2A: Brent  
 2B: Ealing  
 2C: Enfield  
 2D: Tower Hamlets  
 2E: Croydon  
 2F: Newham  
 2G: Barnet

<sup>1</sup> [London's Population - London Datastore](#)  
<sup>2</sup> [London's Population Age, London Poverty - Trust For London](#)  
<sup>3</sup> Number of 0-25 year olds taken from [ONS Mid-Year Population Estimates - Custom Age Tables - London Datastore](#) as compared to London-wide population found at [London's Population - London Datastore](#)

# Our City

Before the pandemic, London's population was predicted to grow significantly: The London Plan estimated this growth would be by 70,000 a year, resulting in a population of 10.8 million in 2041<sup>4</sup>. Considerations of the impacts of Covid-19 might moderate this view<sup>5</sup>. However, some potential causes of population reduction in London, including lower rates of inward international migration, are predicted to rebound<sup>6</sup>, meaning the trend in growth may resume. The birth rate in London has consistently fallen over the last decade since its peak in 2012<sup>7</sup>. We can expect this will have an impact on demand for school places, shifting a recent trend in which demand was at its height.



<sup>4</sup> [The London Plan 2021 – Greater London Authority](#)

<sup>5</sup> [Population change in London during the pandemic – London Datastore](#)

<sup>6</sup> [ibid](#)

<sup>7</sup> [ibid](#)



## Our City

The impact of the pandemic on young Londoners has been significant: for wellbeing, social life and family connections. Education – both learning and assessment – has been disrupted, and the impacts have not been equal. The Sutton Trust reports that more than a quarter of university applicants from working class backgrounds have struggled with adequate workspace at home compared to 16% of those from middle class backgrounds<sup>8</sup>. For those in work during the pandemic, young people were 2.5 times more likely to work in a ‘shutdown sector’ than other employees<sup>9</sup>. Data shows that across all London boroughs, the number of young people eligible for free school meals has increased, with particular jumps in Newham, Southwark and Islington (see next page).

The Young Challenge Group have spoken to us of the ongoing impact of the pandemic on the lives of young Londoners: of the difficulties of working and studying from a family home; of feeling “knocked back two steps” in their careers; of feeling that their youth has been swallowed by the pandemic.

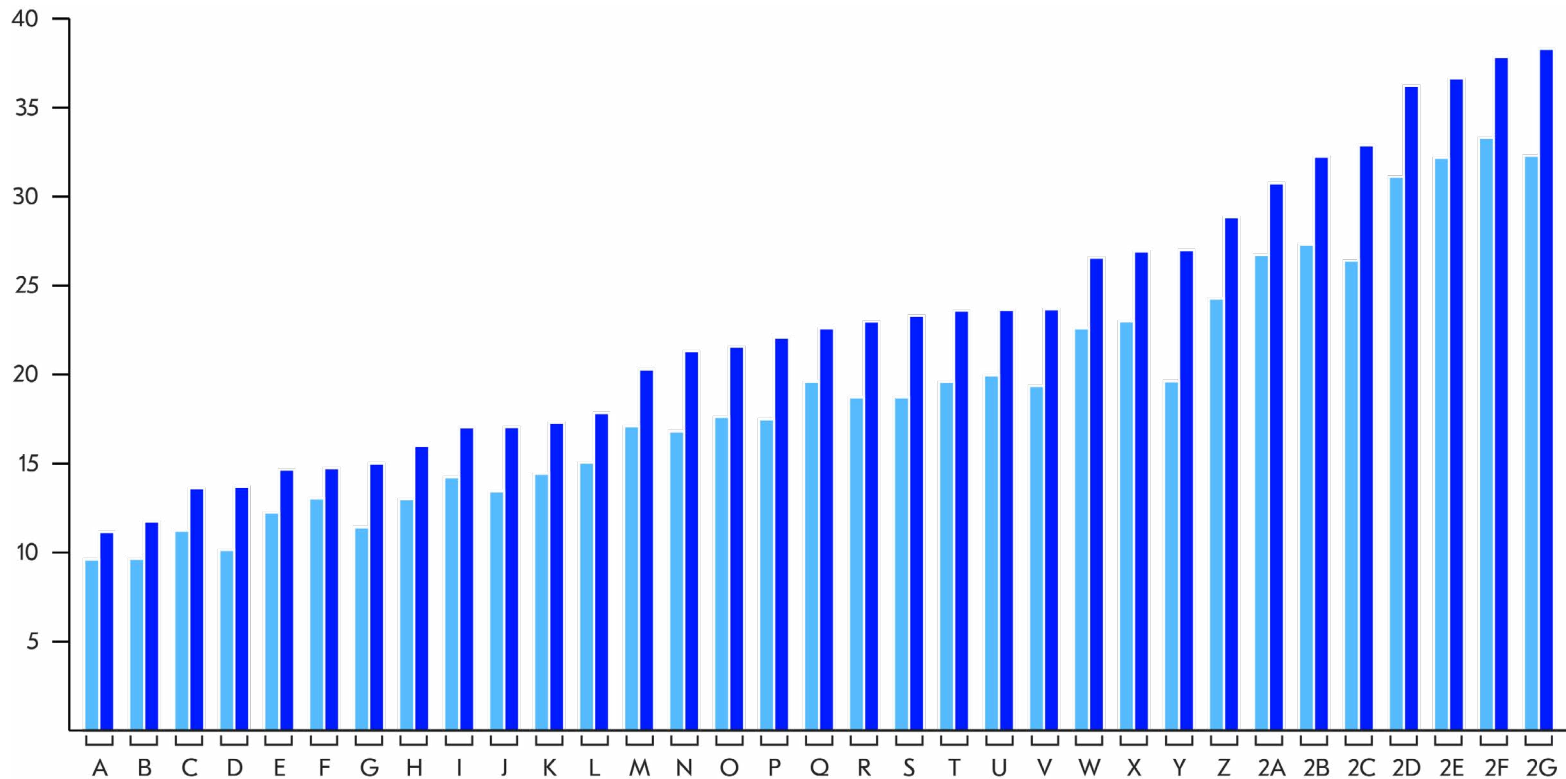
Action prompted by the Black Lives Matter movement following the murder of George Floyd has had a considerable impact for organisations and communities. This has re-emphasised important questions about the lack of equity in employment in the creative industries; who shapes and is involved in publicly-funded cultural opportunities, and how as a sector we can achieve and promote anti-racist working practices.



<sup>8</sup> [A-Level-and-University-Access-2021.pdf \(suttontrust.com\)](#)

<sup>9</sup> [Sector shutdowns during the coronavirus crisis: which workers are most exposed? - Institute For Fiscal Studies - IFS](#)

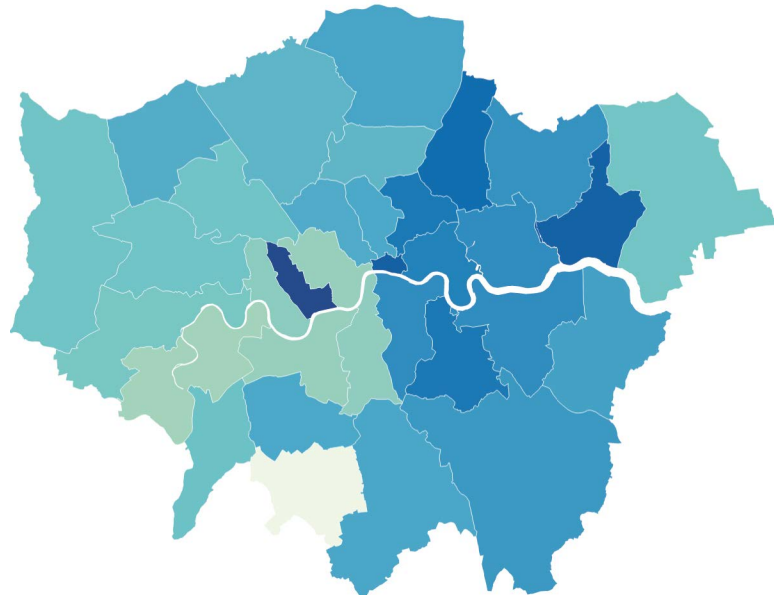
# Changes in Pupils Entitled To Free School Meals, 2019-20 and 2020-21



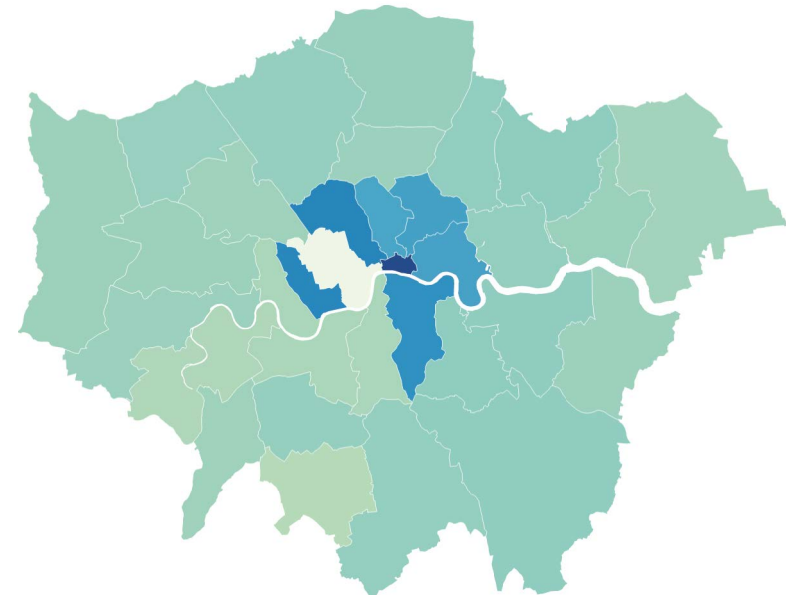
- 2019 - 2020**
- 2020 - 2021**
- A** Richmond upon Thames
- B** Kingston upon Thames
- C** Bromley
- D** City of London
- E** Sutton
- F** Redbridge
- G** Harrow
- H** Bexley
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- 2F** Tower Hamlets
- 2G** Islington

DfE Schools, Pupils and their Characteristics, published June 2021  
 Source: [Schools, pupils and their characteristics: free school meals 2020/21](#)

## Percentage Growth in Creative Industries Employment 2015 - 19



## Absolute Growth in Creative Industries Employment 2015 - 19



The impact of the last two years on the cultural infrastructure in the city has also been significant. Pre-pandemic employment in the creative industries was growing, with 15% growth between 2015 and 2019 (see above). Percentage growth was more pronounced in outer London – with boroughs including Barking and Dagenham, Waltham Forest and Lewisham particularly

impacted – but absolute growth remained greatest in inner London. The impact on the cultural sector of the pandemic is well documented, and we can see that the destination of emergency funding support has largely followed patterns of existing public funding: an uneven spread and per-head spend across the city (see above).

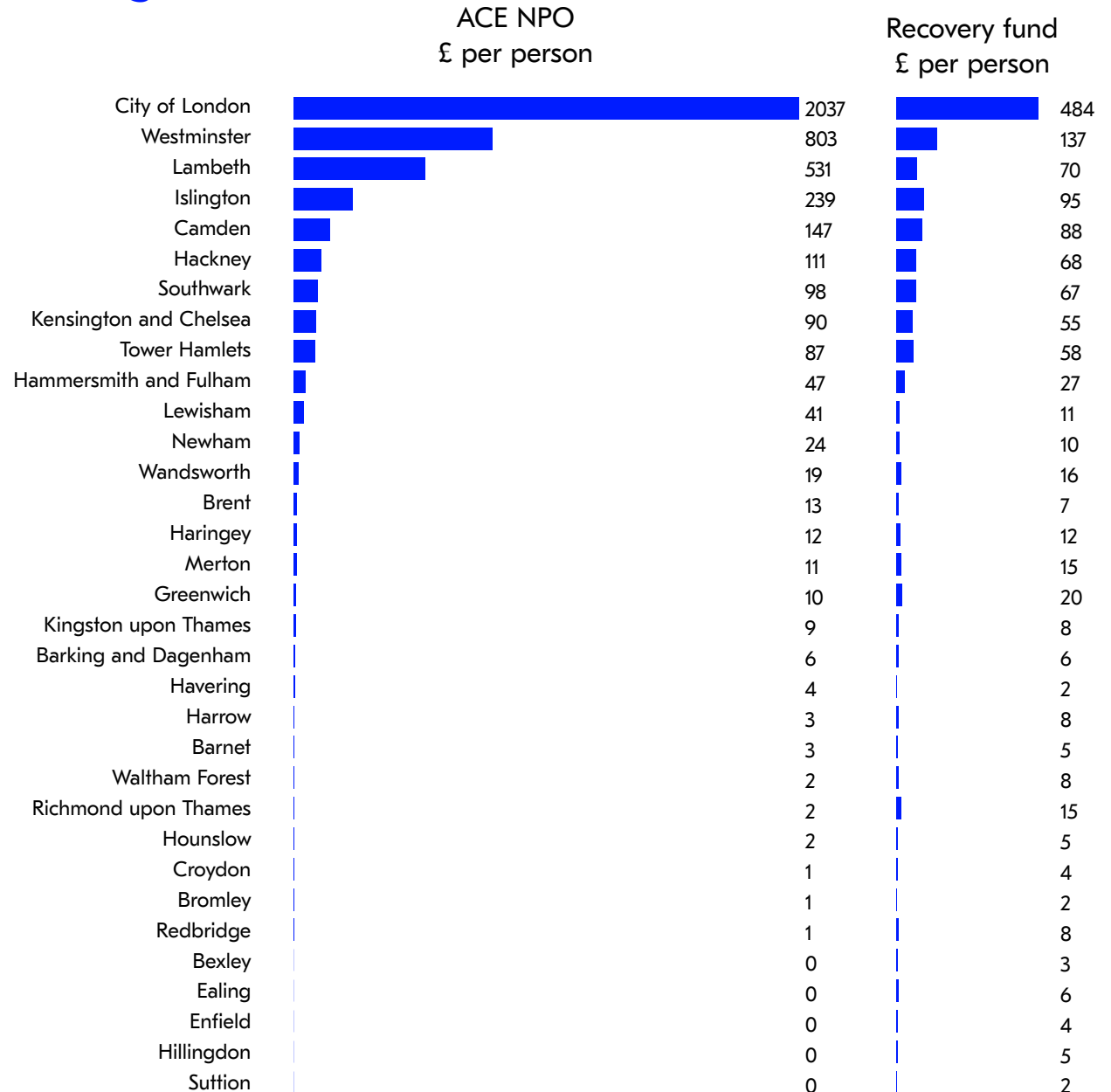
## London's centralised cultural infrastructure means investment is focused on the central boroughs.

### Expenditure on culture and cultural-focused recovery funds

	ACE NPO £ per person	Recovery fund £ per person
Inner	355	98
Outer	5	8

On 5 July 2020, the Department for Digital, Culture, Media and Sport (DCMS) announced a £1.57 billion package to protect the UK's culture and heritage sectors from the economic impacts of Covid-19. As a part of this, the Culture Recovery Fund focused on maintaining England's cultural, heritage, and cinema ecology by supporting culturally significant organisations to recover from the impacts of the pandemic. Analysis of the Culture Recovery Fund demonstrates that emergency funding in the wake of the pandemic followed the pattern set by ACE's National Portfolio: inner London boroughs received substantially more per capita than outer London boroughs, with more money spent per person in the City of London than in the lower 28 London boroughs combined.

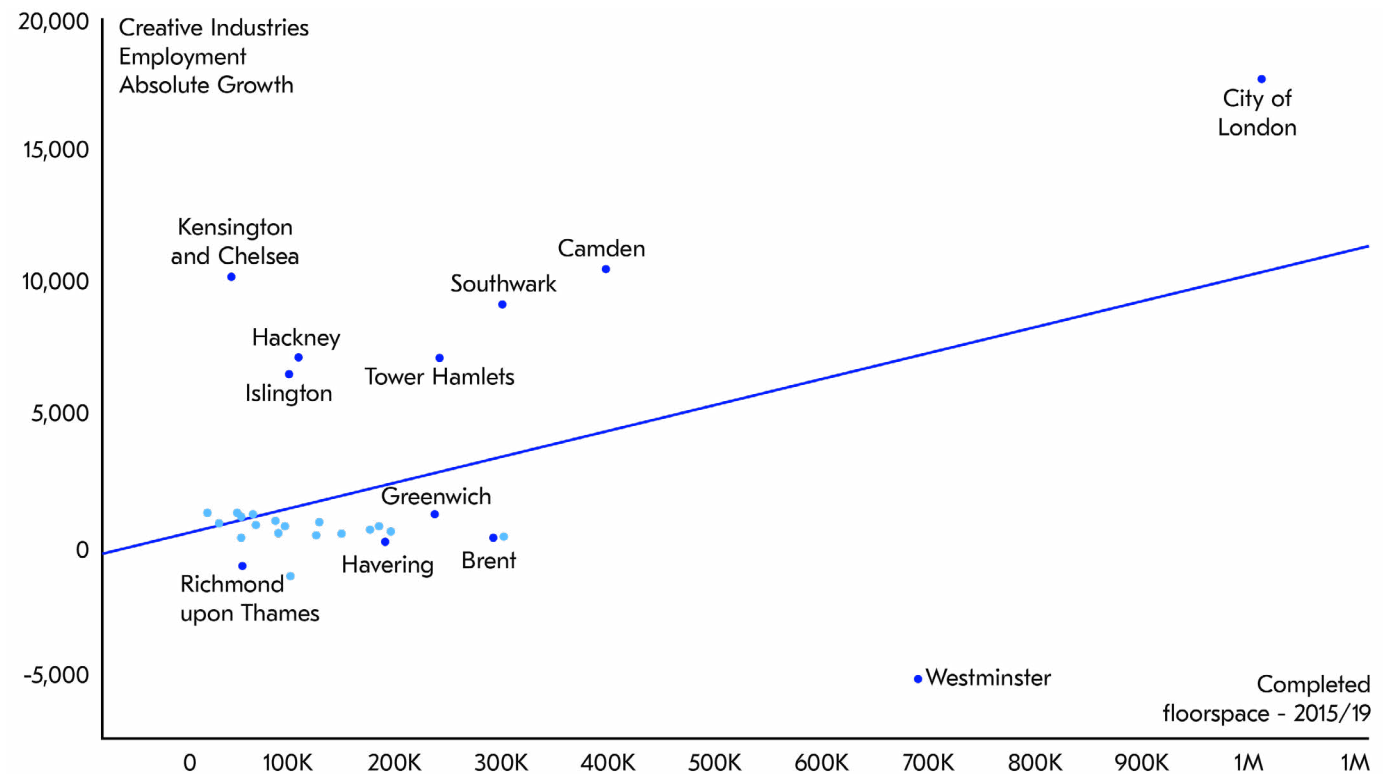
Source: ACE data on NPOs and CRF. GLA data on recovery funds.



In our 2018 Place Strategy<sup>10</sup> we explored characteristics of property development in London and potential connections with culture: developments that featured narratives including culture or promoted cultural opportunities. Returning to this data in 2022 shows that an estimated 42% of new developments have a focus on culture/creative industries – the same rate as in 2017. We can also see a connection between the scale of property development and growth of creative industries employment, with the City of London leading both Significant developments, particularly those with express cultural or creative industries narratives and connections, continue to offer opportunities for culture and cultural learning. The following page outlines the 10 largest future developments, highlighting those which include cultural components.

## Growth in creative industries employment is aligned with increased development, with the City of London adding most floorspace and jobs.

Completed floorspace and absolute growth in creative industries employment 2015 - 19



Source: BOP Analysis of BRES / London Development Database. All use types.

<sup>10</sup> 2018 Place Strategy

## Future employment growth is likely in boroughs with planned development, many of which include cultural components.

42% of the 100 largest developments have a cultural / creative component.

Investor / tenant flight to high quality developments means this is unlikely to change.

### Top ten planning authorities by increased floorspace

Planning authority	Floorspace with planning	% of total
Tower Hamlets	2,051,049	11%
Westminster	1,530,379	8%
London Legacy DC	1,479,479	8%
City of London	1,477,468	8%
Newham	1,393,070	7%
Camden	1,383,796	7%
Hammersmith and Fulham	930,166	5%
Croydon	864,988	5%
Wandsworth	751,332	4%
Southwark	573,305	3%

### Ten largest future developments

Development	Cultural element
Stratford City	✓
Kings Cross Central	✓
Wood Warf	✗
Silvertown Quays	✓
Battersea Power Station	✓
Queen Elizabeth Olympic Park	✓
Riverside South 1	✗
Asian Business Port	✗
Wembley Park	✓
Greenwich Peninsula	✓

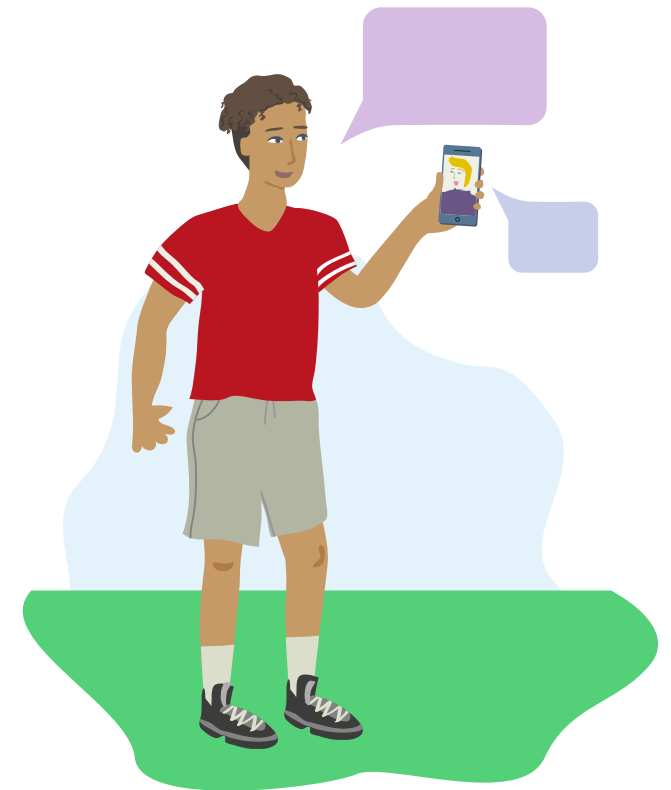
Source: BOP Analysis of GLA London Development Database. Data for all use classes. \*Meridian Water (9,000,000 sq ft) not listed as at different stage in planning process.

## Our City

Throughout the pandemic we have seen huge momentum in collaborative working between organisations and sectors as institutions and communities come together to enable local support. At A New Direction, we have seen significant momentum in cross-sector partnership working to address big challenges. London's Local Cultural Education Partnerships have offered local support as convenors, facilitators and connectors, and several new local projects have been driven by a clear ambition for change. New relationships have been formed using the opportunity of digital working allowing quick, short conversations without the need for travel, and some cultural organisations have found online delivery granted them new, sometimes international audiences.

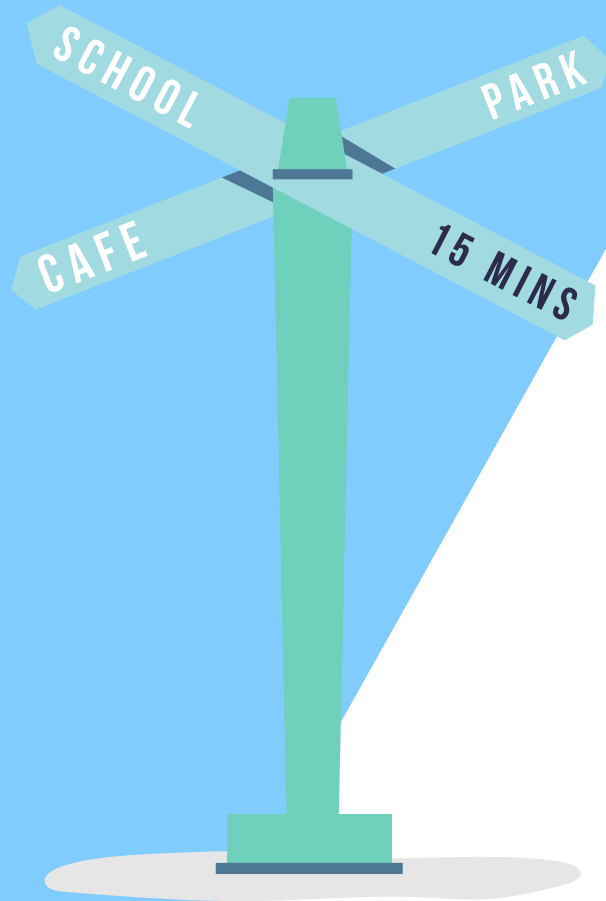
Local Authorities continue to be significant partners for us in supporting place-based approaches for cultural education and learning: over 40% of match investment secured through Challenge London originated from Local Authority budgets or was brokered through Local Authority officers.

A central opportunity for the future of place-based work is the foregrounding of **young people's agency in decisions**. Data can go some way to help us consider factors affecting the lives of Londoners. However, **time and considered, inclusive work is needed** to understand how our context has changed during the turbulent period of the pandemic, and the implications for cultural engagement, cultural learning and **how culture can support young Londoners from here**. There's an opportunity for us to **partner with other sectors** in this: young people's participation in culture can **catalyse broader participation**, and vice versa.





# 15-Minute City



The 15-Minute City, a concept advanced by the Franco-Colombian academic Carlos Moreno, suggests that cities should be designed in such a way that the essential elements of city life – housing, work, food, health, education, culture and leisure – are accessible within a 15-minute walk or bike ride<sup>11</sup>.







We commissioned BOP Consulting to map the distribution of areas of London where residents are more than a 15-minute walk away from a cultural asset or facility. The map they have produced for us is shown on the following page. In BOP's analysis cultural facilities include youth centres with cultural opportunities as well as specifically cultural venues. This analysis is overlaid with areas of multiple deprivation. The map speaks to some of the dynamics at play for young people in the city and shows that although the pan-London dynamics discussed above are relevant in every place, there will be variety in the experience of living in London. The map has particular resonance given the local nature of our lives over the pandemic.

<sup>11</sup> [Carlos Moreno: The 15-minute city | TED Talk](#)






# London's publicly-funded cultural assets are not always easily accessible.

Areas more than 15 minutes walk from a cultural facility

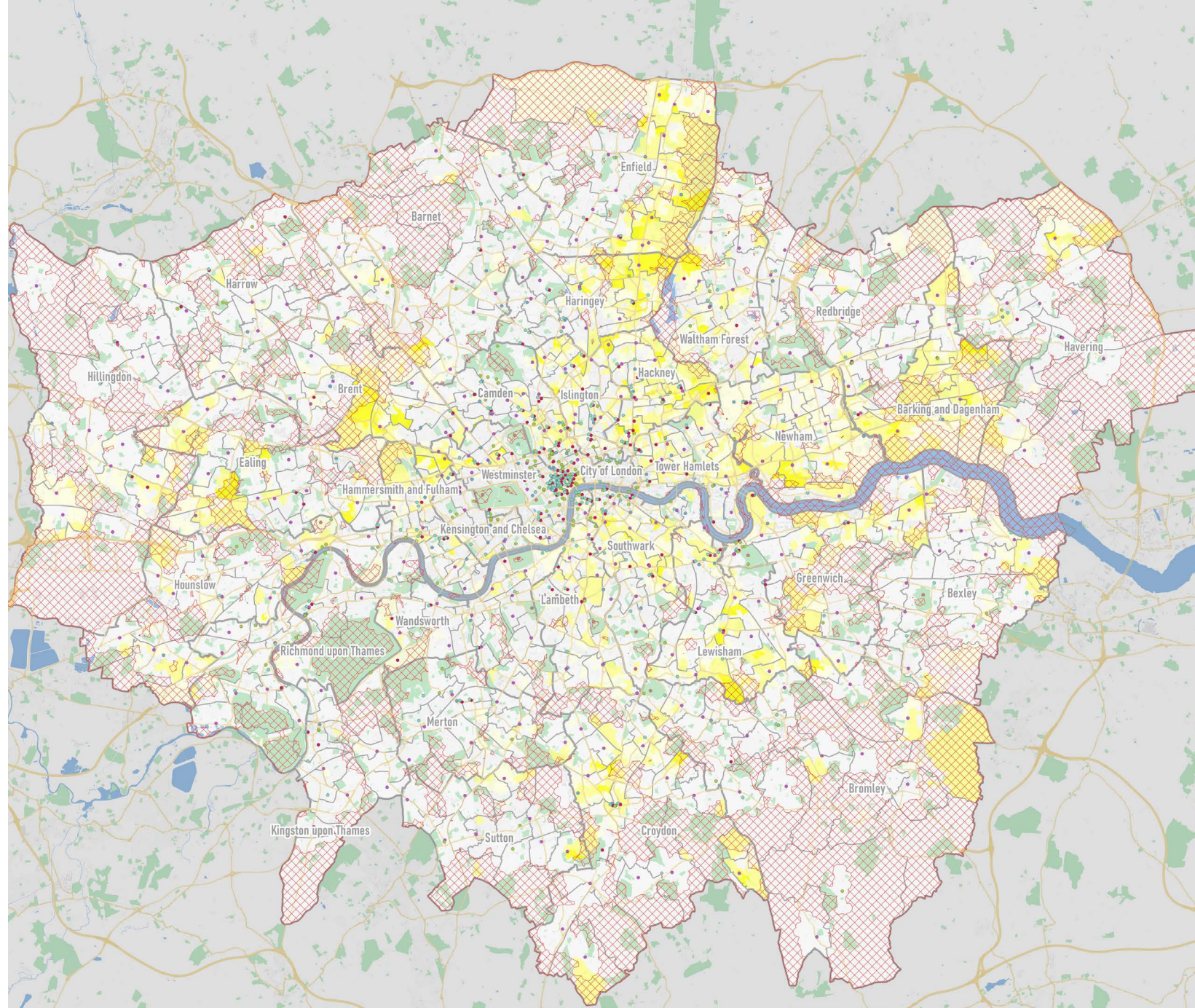
-  Areas more than 15 minutes walk from a cultural facility
-  Boroughs
-  Wards
-  Buildings
-  Waterbodies
-  Greenspace

Indice of Multiple Deprivation Decile Rank

-  1
-  2
-  3

Publicly Accessible High Participation Cultural Assets

-  Artists centres (26)
-  Cinemas (111)
-  Dance performance venues (190)
-  Libraries (342)
-  Museums and public galleries (163)
-  Outdoor spaces for cultural use (17)
-  Theatres (264)



Source: BOP analysis of GLA Cultural Infrastructure Plan.

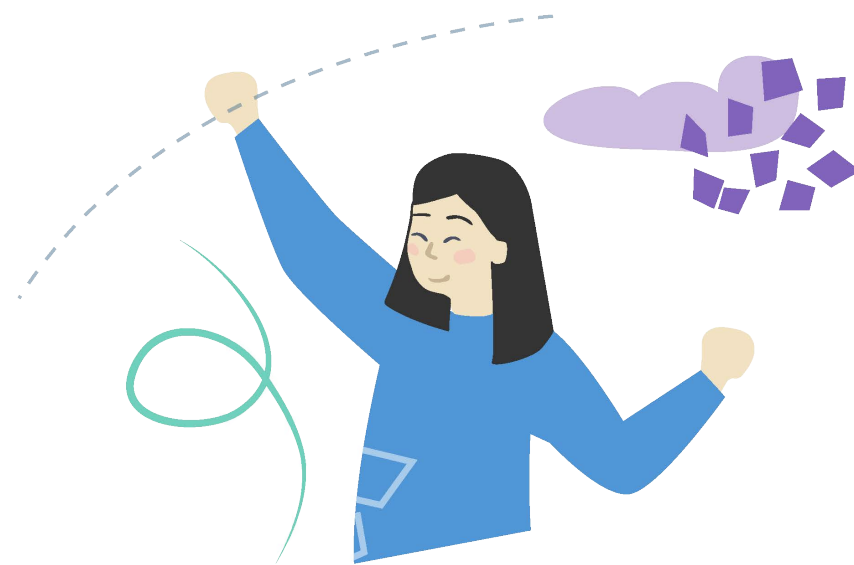


# 15-Minute City

**Most areas highlighted as being more than a 15-minute walk from a cultural asset are in outer London** with particularly large populations affected in Bromley, Croydon, Havering, Brent and Barking and Dagenham. Historically the rate of car ownership is higher in outer London<sup>12</sup>, and this might imply more young people are reliant on lifts to and from venues, or that different types of venues — such as schools — play a more significant role in these areas.

There are also some areas of the London — in the Lea Valley, Brent and Barking & Dagenham — that are more than a 15-minute walk to a cultural space and **rate highly on the indices of multiple deprivation**. In these areas in particular, an exploration around the types of spaces and networks important in cultural and creative experiences for young people might be an interesting point of enquiry.

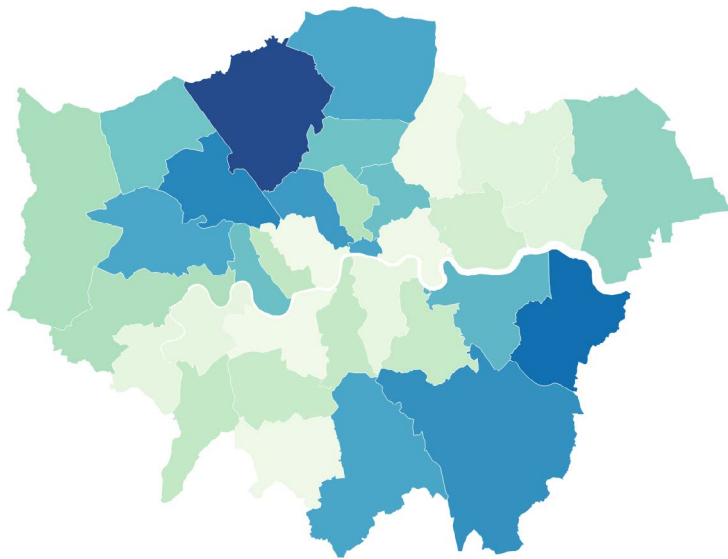
**The map also moves us away from a view which centres borough-boundaries in London.** For some young people their closest or the most important cultural venues might be over a borough boundary. This is interesting in considering our starting points for place-based work, and the factors that might affect our decisions around the **'levels' of place** at which collaborative projects are explored.



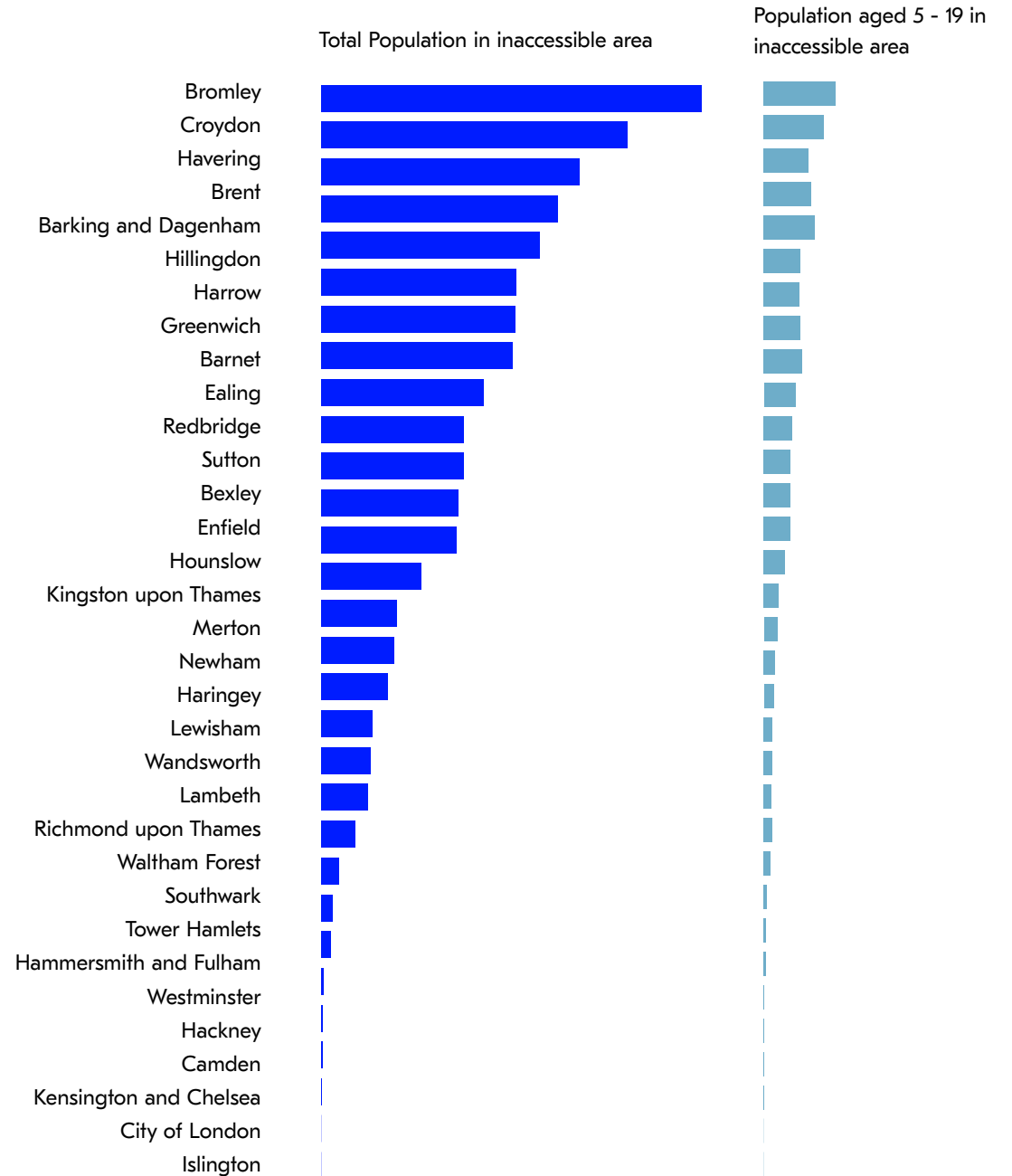
<sup>12</sup> [Centre for London | Chapter 1: Car ownership, use and parking in London](#)

# In some boroughs, over 100,000 people do not have easy access to publicly-funded culture.

Areas more than 15 minutes walk from a cultural facility



Source: BOP analysis of GLA Cultural Infrastructure Plan.



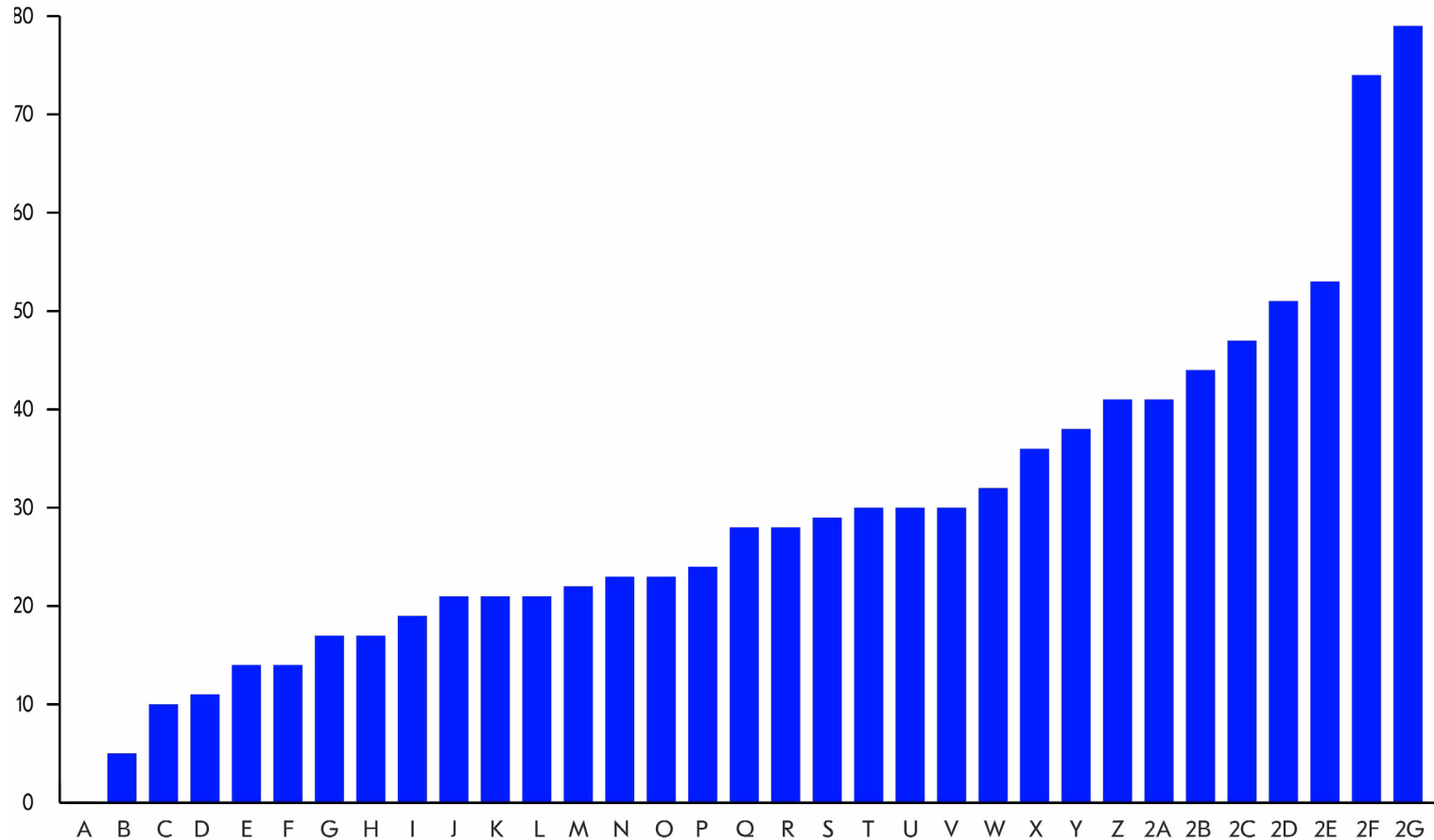
# 15-Minute City

The 15-Minute City and the accompanying map of London are useful prompts for a discursive approach to 'place' and can lead conversations with stakeholders and project beneficiaries. In the preparations for this strategy, our Young Challenge Group explored the concepts of the 15-Minute City, acknowledging the benefits for the environment and wellbeing innate in that level of accessibility. They celebrated London's unique network of high streets and neighbourhoods, and raised questions around what impact a 15-Minute City would have on these discrete local cultures, exploring whether a more uniform approach to planning might erase what makes each area special. Similarly, London's cultural asset maps are a useful method for tracing the shape of the city's cultural offer, but the data is most useful when augmented by representative voices from these local cultural infrastructures.

This document also includes graphs which further highlight the sub-regional differences in London's characteristics: youth populations, proportion of students eligible for free school meals, and rates of academisation.

We have drawn on the contextual data about our city to inform our strategy and shape our guiding principles. The data speaks to the need for an **inclusive approach**, attending to the variety of **levels of place** and young people's own definitions and experiences of place. It also speaks to the **cultural assets** of places and areas, and how they are situated across traditional borough boundaries to form a cultural ecology. The range of data and our differing role in place-based work also brings into focus the need for us to continue to gather relevant data and **share learning**.

## % Of Schools With Academy Status by Borough, 2020-2021



- A** City of London
- B** Camden
- C** Kensington and Chelsea
- D** Lewisham
- E** Ealing
- F** Merton
- G** Hackney
- H** Tower Hamlets
- I** Redbridge
- J** Haringey
- K** Islington
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- 2C** Newham
- 2D** Croydon
- 2E** Sutton
- 2F** Bexley
- 2G** Bromley

DfE Schools, Pupils and their Characteristics, published June 2021, number of academies as compared with total number of schools listed  
 Source: [Schools, pupils and their characteristics: school types 2020/21](#)

## Our Policy Context

A number of key policies and approaches are important influences for our work at this time. These include...

# Let's Create

Arts Council England's 10-year strategy, Let's Create, shares a vision for a country where everyone's creativity is given the chance to flourish, and every one of us has access to high quality culture. Place connects with the ideas in the strategy in its attention to engagement with communities, the inclusion of 'everyday creativity' and implicit connection with a range of spaces and contexts, the vision for collaborative working models, and the 'dissolution' of the separation between artists and public audiences.



# Our Policy Context

**Let's Create shares four investment principles which will guide the Council's investment decisions over the period of the strategy. Each can be seen to connect with local place-based work supporting cultural and creative learning.**

**Throughout Let's Create we can see an emphasis on inclusivity, reflective and developmental working and adaptability.**

- **Inclusivity and Relevance:** As described above, place-based partnership working centres the needs and ambitions of young people and takes a holistic approach to factors affecting their engagement with creative opportunities. Local approaches offer a helpful lens through which to capture understanding about the context to build inclusive and relevant work with, by and for all young people.
- **Ambition and Quality:** In taking a collaborative cross-sector approach, local partnerships supporting cultural education often draw on consultative and developmental approaches, identifying joint local ambitions, and using data-led approaches based on successes and challenges.
- **Environmental Responsibility:** The holistic nature of place-based working lends itself to consideration of all aspects of the current and future environment. As well as attention to the specific impact of activities established, local work has the potential to raise awareness of locally specific environmental issues, as well as connecting environmental and cultural policy.
- **Dynamism:** In their distributed and agile models of leadership, many local partnership models explore ideas for shared resources and investment. They are inherently strategic in nature and look to iterate their offer and connectivity locally.

A series of case studies exploring the Investment Principles in more detail can be found on the [A New Direction website](#)

# Greater London Authority

## Recovery Missions

The Greater London Authority (GLA) have implemented a missions-based approach to recovery from Covid-19. The nine missions are:

- High Streets
- Strong Communities for All
- Digital Access for All
- A Green New Deal
- A Robust Safety Net
- Young People
- Healthy Food and Weight
- Good Work for Londoners
- Mental Health and Wellbeing

Particular connections with this strategy include: Young People, recognising the particular impact of the pandemic on young Londoners; High Streets, in the potential for high streets and public spaces to become hubs for culture and creativity; and Stronger Communities, ensuring agency for communities (**our Young Challenge Group members wrote that a good high street is accessible, authentic, characterful and focused on its community**). We have drawn on these connections to shape our new guiding principles.



**Learning From  
Previous  
Place-based  
Programmes  
and Initiatives**



# Learning From Previous Place-based Programmes and Initiatives

In shaping this strategy, we revisited evaluations and reflection materials from previous place-based work that we've been involved with, including evaluations and Action Research findings from the London Cultural Education Challenge (2015-2018) and early evaluation materials from Challenge London (2018-2022).

The following emerged as key considerations for future work. These learnings are presented alongside possible programme implications.



## Learning

## Implications

The combination of strong **local leadership** (including senior buy-in), strong organisational connections (infrastructure), and a clear vision and case for change is powerful

Invest in supporting local leaders  
For individual programmes:

- Build time for relationship-building upfront
- Centre co-design with partners and stakeholders
- Spend time testing and refining vision for change

The importance of taking a **long-term view** and giving place-based programmes time to breathe and grow

Enable a flexible, iterative approach to project management  
Ensure longevity of investment  
Manage expectations of risk and flexibility about early outcomes

Youth/community **voice** and **involvement** is a key area for development

Explore connections between community participation and youth participation specifically  
Centre consultation and co-production early in the project generation process  
Create mechanisms for ongoing involvement of young people

Work is needed to build **strong evaluative/impact** models, particularly given **long-term** ambitions

Ensure data capture is clear and focused to enable a clear story of impact  
Learn from other sectors in this space, developing developmental evaluations and collective impact models

Place-based partnerships benefit from **sharing of expertise and assets**

Facilitate opportunities for connections between leaders in place-based projects

The shift to **digital working** has generated opportunities for new relationships, ways of working and communication tools

Continue to explore digital mechanisms for consultation, distributed leadership and wider involvement in local projects.

These key findings align with our role in place-based contexts and our development of **partnership-working, distributed leadership, community agency** and our **inclusive, young lens with co-creation at the core of what we do**. These findings have helped refine our new guiding principles, detailed in the following section.

**Our  
Guiding  
Principles**

**4**

# Our Guiding Principles

Building on the context and learning shared in previous sections, this section outlines a set of seven guiding principles that will inform the direction of our work with places.

As discussed in the introduction to this strategy, A New Direction currently works with places in different ways. We are a leader of place-based programmes, a partner and supporter, and sometimes a funder. We hope these principles will be able to inform our involvement across these different levels of our work.





# 1. Inclusivity

## Ensuring a wide range of voices are activated and heard

A focus on inclusivity is as vital as ever as we work to support communities after a turbulent period and will underpin all our place-based practices.



### Prompts to help shape our place-based work:

- How can inclusive approaches enable us to interrogate the parameters of a place-based programme?
- How can we take an inclusive approach to defining where a place starts and finishes, based on young people's experiences?
- How have people's perceptions of places, the connections, networks and priorities shifted in the last 24 months?
- What spaces of listening can we create so that young people have the opportunity to share their voice and have their experiences, views and opinions heard?
- Who else can we invite to be included?

## 2. Levels of Place

**Understanding that place means different things to different people and in different contexts and requires different programme responses.**

Our place programmes will observe and respond to the multiple levels of place in a way that can adapt to the dynamics of a place, e.g. with focused thematic work or wider oversight conversations. We will also incorporate broader interpretations of place and aim to be responsive with appropriate approaches and models.

### Prompts to help shape our place-based work:

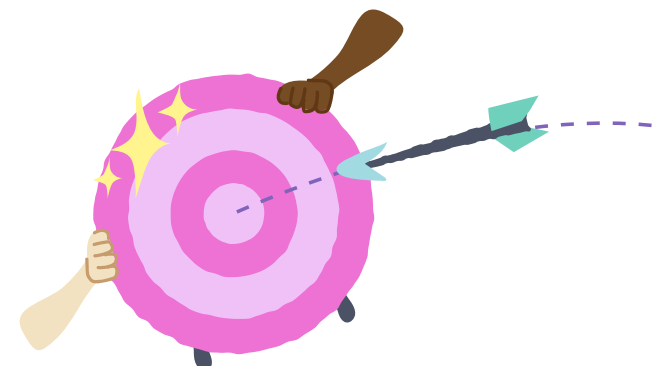
- What is the limit of this place and who decides?
- Is this a fixed notion or an evolving and growing place? How might this affect how we will work?
- What contribution do we aim to make in this place? What is the appropriate level and breadth?
- How can our programme at A New Direction remain relevant and responsive to different interpretations of places and as such different models of place-based working?



## 3. Positive Asset-based Approach

### Recognising local strengths and working alongside existing opportunities, partnerships and collaborations

We place great value on an asset-based approach and following work in recent years will actively move away from a view in which ideas of 'deficit' are foregrounded. We will look at local strengths such as existing networks and initiatives, paying attention to the real and digital, and include insights into cultural democracy, the cultural offer and infrastructure. We will also use this asset-based approach to support communities who have lost cultural infrastructure, building on the assets of a place to help repair losses and meet local need.



### Prompts to help shape our place-based work:

- How can we explore local strengths and assets in this place?
- What sorts of local partnerships/relationships do we need to make?
- What role might schools and the local authority play?
- What role might digital infrastructure and connectivity play?
- Are there relevant networks already active in this area?
- What role could these existing networks play in this partnership in support of young people's cultural learning?
- How can an asset-based approach support communities in a changing cultural landscape?

## 4. Supporting Local Leaders

### Celebrating and empowering those driving change

Local leaders are essential to the success of place-based collaborations supporting children and young people. Given the cross-sector nature of local partnership working, local leaders might work in schools, local authorities, youth centres, or be young leaders. We will centre support for local leaders across our work and programmes.

### Prompts to help shape our place-based work:

- How can we best empower those enabling place-based interventions at different levels and scales?
- How can we support local leaders to amplify grassroots voices in their place?
- How can place-based partnerships support emerging place-based leaders from underrepresented groups?
- How can we empower young Londoners to become local leaders?
- How might place-based programmes shift local power dynamics and leadership to more inclusive, equitable and relevant approaches to change? How can leadership be truly distributed?



## 5. Long-term View

### Ensuring we take a long-term view to investment, activity and impact

We are committed to taking a long-term view which includes consolidating existing work whilst testing new approaches, supporting transition and the continuation of local leadership. We seek to make long-term investments for long-term change. We will employ a flexible, iterative and responsive approach as places evolve.



### Prompts to help shape our place-based work:

- How might we support longer term local impacts regardless of the scale of our intervention?
- How will we support partners and local leaders to take a long-term view?
- What connections can be made between long-term cultural planning and the sector's response to the earth crisis?
- How can we encourage long-term planning in the context of uncertainty and funding cuts?

## 6. Shaping Cross-cutting Narratives

### Powerfully communicating the range and variety of our work

Recognising that we have strategic work that runs alongside delivery work, and programmes with geographic areas of focus alongside place-based working, we will develop effective and engaging narratives demonstrating the range and scope of our work: e.g. where Artsmark, creative careers support, and a Local Cultural Education Partnership create a complete picture.



### Prompts to help shape our place-based work:

- How might we develop clear, engaging narratives that powerfully communicate the value of place-work and creates a consistency across our organisation's programmes?
- How can we better share and celebrate our different strands of work?
- Who do we need to help us tell a cross-cutting narrative?

## 7. Sharing learning

### Reflecting on and sharing practice to build collective knowledge

We will commit to sharing our learning across and between our teams, to inform programme development and to shape an evidence base/evidence of change. We will ensure the city-wide data we share holds value for our teams and our partners, and that our data capture tells a clear story of impact. We will explore learning frameworks to speak of our impact. We will continue to learn from other sectors in this space.

### Prompts to help shape our place-based work:

- How might we foster continuous learning and reflection between teams around the notion of place?
- What new partners can we learn from, and who can we share our learning with?
- What stories can we tell with our data?
- What voices are we missing?



**Next Steps:  
Implementing  
the Strategy**

**5**



# Next Steps: Implementing the Strategy

There are several mechanisms through which we hope to take forward the learning and recommendations within this strategy.



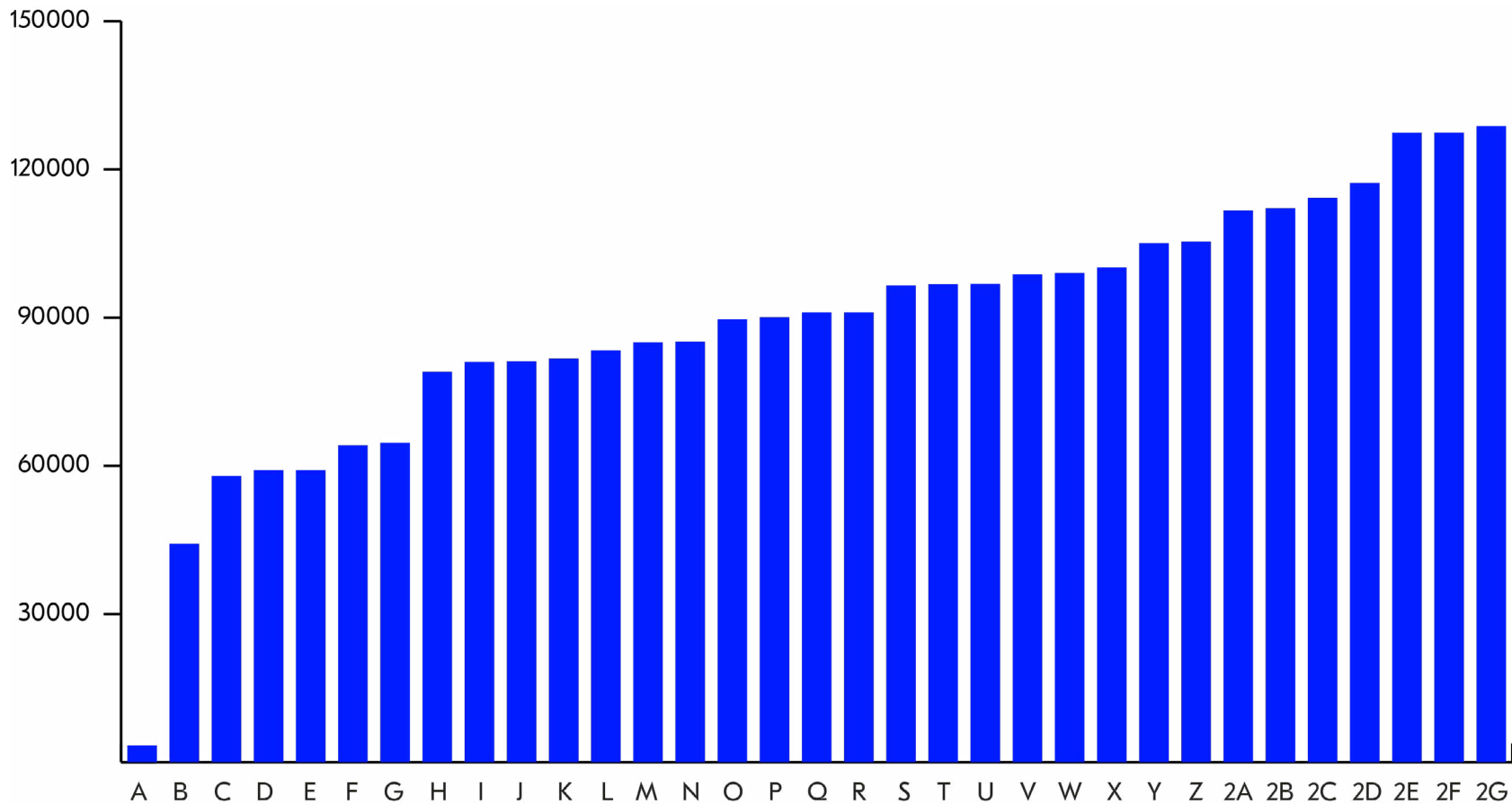
- As a first step we will share these ideas and principles with peers, partners and other organisations involved in place-based work to support cultural learning. We will seek feedback and advice on ways of building on this document and seek opportunities to move forward ideas collaboratively.
- Many of the ideas presented in the document are already in development in places across London, with local leaders driving forward programmes focused on inclusivity, centring young people's voices, and lots of work around evaluation. We hope to learn from these examples and support continued development in these areas.
- Internal consultation at A New Direction has been important to the strategy development so far. We will begin work on the principles focused on internal change, shaping a joint narrative across our place-based work, and developing mechanisms for internal sharing and learning in line with other organisational developments.

A number of plans will interact with this strategy at A New Direction, including our business plan and programme activity plans for 2022 and beyond. Our Partnership Investment Plan for 2022-23 has been directly influenced by this strategy: through the Transition Fund we will ensure London continues to be home to a network of embedded local cultural education partnerships, and the Cultural Leadership Action Research programme will support strategic partners to explore the future challenges and opportunities for place-based work. These together will

contribute to our ambition to offer a strong programme to continually support those leading place-based initiatives for cultural education and learning in London; to enable the achievement of locally defined success criteria for local programmes in London; and to galvanise energy around place-based approaches for cultural learning, sharing knowledge and expertise. We look forward to implementing this strategy, continuing to develop our work further and supporting the work of others in the coming phase.

# Appendix

## 0-25 Population by Borough, 2020



A: City of London  
 B: Kensington and Chelsea  
 C: Kingston upon Thames  
 D: Richmond upon Thames  
 E: Hammersmith and Fulham  
 F: Merton  
 G: Sutton  
 H: Bexley  
 I: Harrow

J: Westminster  
 K: Havering  
 L: Islington  
 M: Barking and Dagenham  
 N: Haringey  
 O: Hounslow  
 P: Hackney  
 Q: Camden

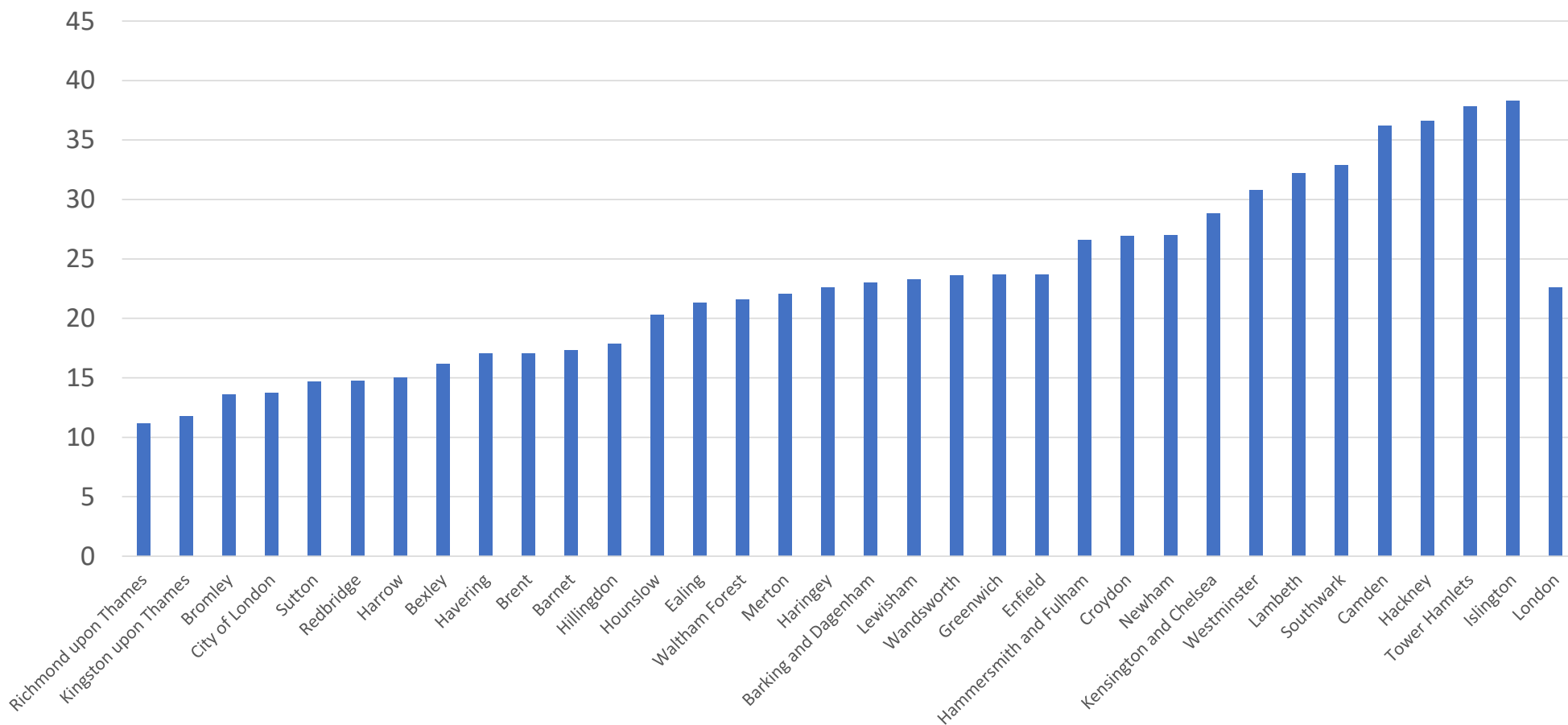
R: Waltham Forest  
 S: Lewisham  
 T: Greenwich  
 U: Lambeth  
 V: Wandsworth  
 W: Bromley  
 X: Southwark  
 Y: Hillingdon

Z: Redbridge  
 2A: Brent  
 2B: Ealing  
 2C: Enfield  
 2D: Tower Hamlets  
 2E: Croydon  
 2F: Newham  
 2G: Barnet

ONS mid-year population estimates, 2020; ONS population custom age tool

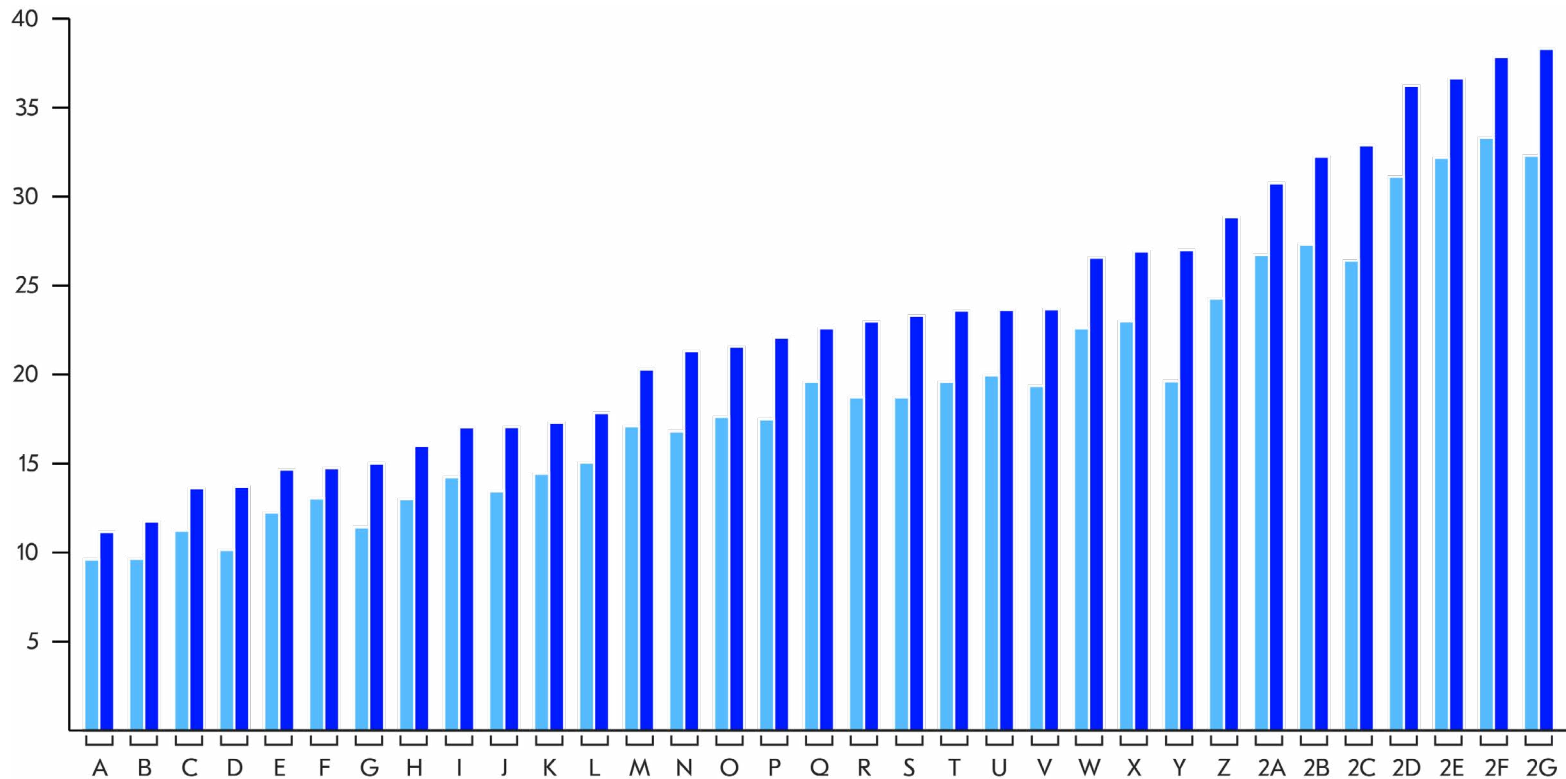
Source: [ONS Mid-Year Population Estimates - Custom Age Tables - London Datastore](#)

## Proportion of pupils entitled to Free School Meals, 2020-2021



DfE Schools, Pupils and their Characteristics, published June 2021  
 Source: [Schools, pupils and their characteristics: school types 2020/21](#)

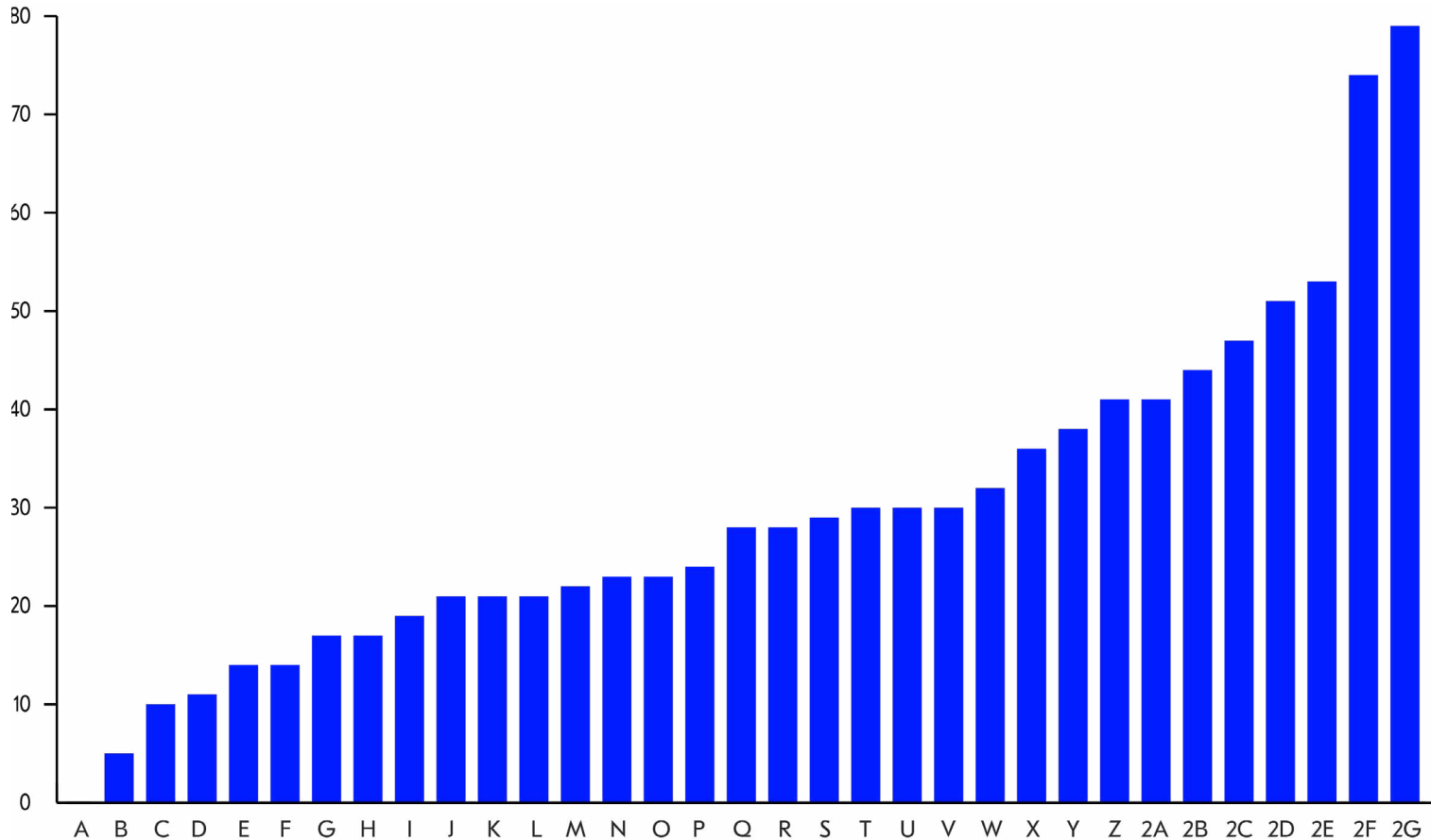
# Changes in Pupils Entitled To Free School Meals, 2019-20 and 2020-21



- 2019 - 2020**
- 2020 - 2021**
- A** Richmond upon Thames
- B** Kingston upon Thames
- C** Bromley
- D** City of London
- E** Sutton
- F** Redbridge
- G** Harrow
- H** Bexley
- I** Havering
- J** Brent
- K** Barnet
- L** Hillingdon
- M** Hounslow
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- 2B** Lambeth
- 2C** Southwark
- 2D** Camden
- 2E** Hackney
- 2F** Tower Hamlets
- 2G** Islington

DfE Schools, Pupils and their Characteristics, published June 2021  
 Source: [Schools, pupils and their characteristics: school types 2020/21](#)

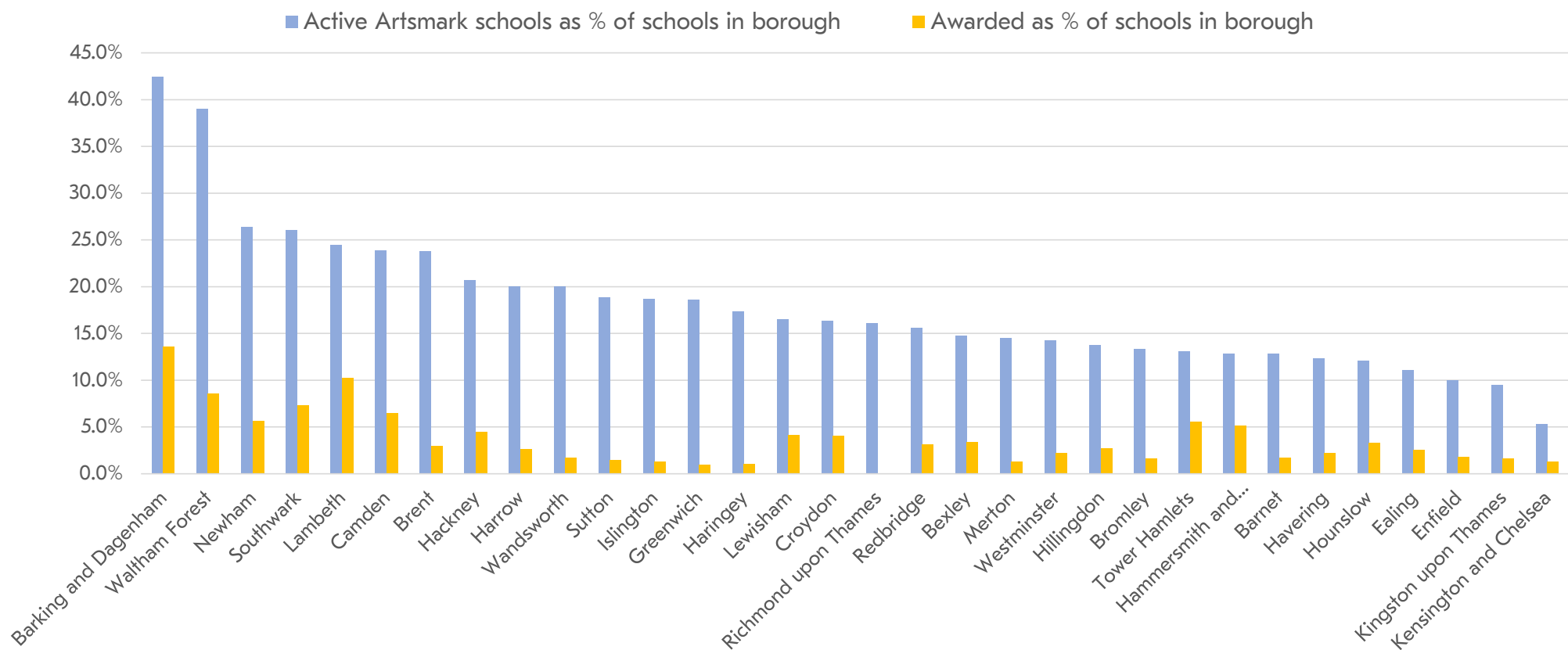
## % Of Schools With Academy Status by Borough, 2020-2021



- A** City of London
- B** Camden
- C** Kensington and Chelsea
- D** Lewisham
- E** Ealing
- F** Merton
- G** Hackney
- H** Tower Hamlets
- I** Redbridge
- J** Haringey
- K** Islington
- L** Richmond
- M** Westminster
- N** Lambeth
- O** Wandsworth
- P** Barnet
- Q** Barking and Dagenham
- R** Southwark
- S** Greenwich
- T** Brent
- U** Hounslow
- V** Kingston
- W** Hammersmith and Fulham
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- 2C** Newham
- 2D** Croydon
- 2E** Sutton
- 2F** Bexley
- 2G** Bromley

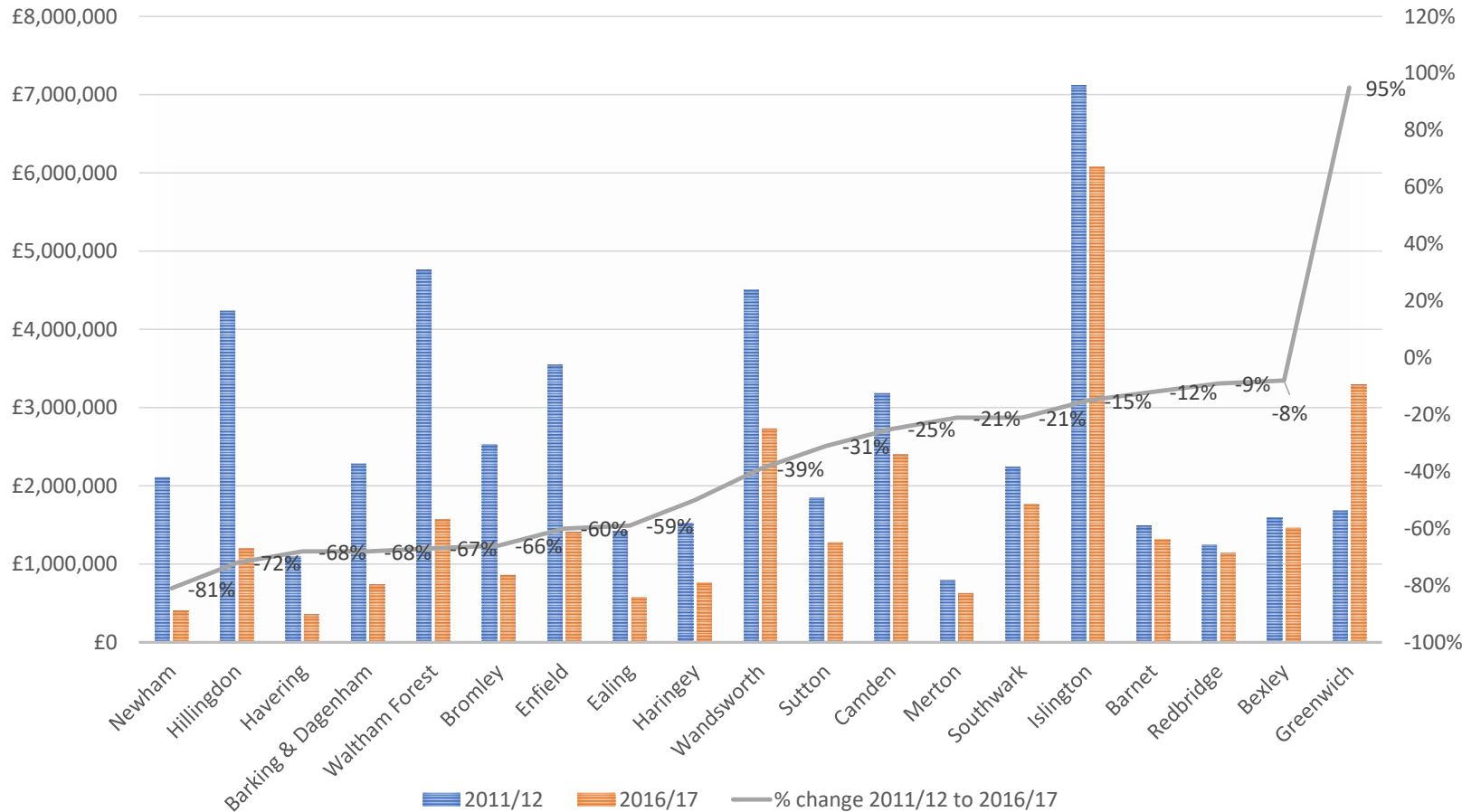
DfE Schools, Pupils and their Characteristics, published June 2021, number of academies as compared with total number of schools listed  
 Source: [Schools, pupils and their characteristics: school types 2020/21](#)

# Proportion of active<sup>1</sup> Artsmark schools<sup>2</sup> Sept 2021



<sup>1</sup> Includes all registered and awarded schools. <sup>2</sup> Includes all eligible Artsmark settings (not nurseries)  
 Source: Artsmark by Borough, A New Direction

# Provision for CYP outside of formal education: changes to council Youth Service Budgets 2011/12 – 2016/17



Missing Responses:	
Croydon	No Response
Hackney	No Response
Harrow	No Response
Hounslow	No Response
Lewisham	No Response
Hammersmith & Fulham, Kensington & Chelsea, Westminster (shared services)	No Response
Tower Hamlets	Refused

Source: London's lost youth services: The dramatic disappearance of support and facilities for young people in London (Sian Berry, Jan. 2017)



# **Cultural infrastructure**

**The slides in the second  
section of this presentation  
(slides 10-17) were prepared  
by BOP consulting for A  
New Direction, September  
2021**

# Cultural infrastructure

## About the report

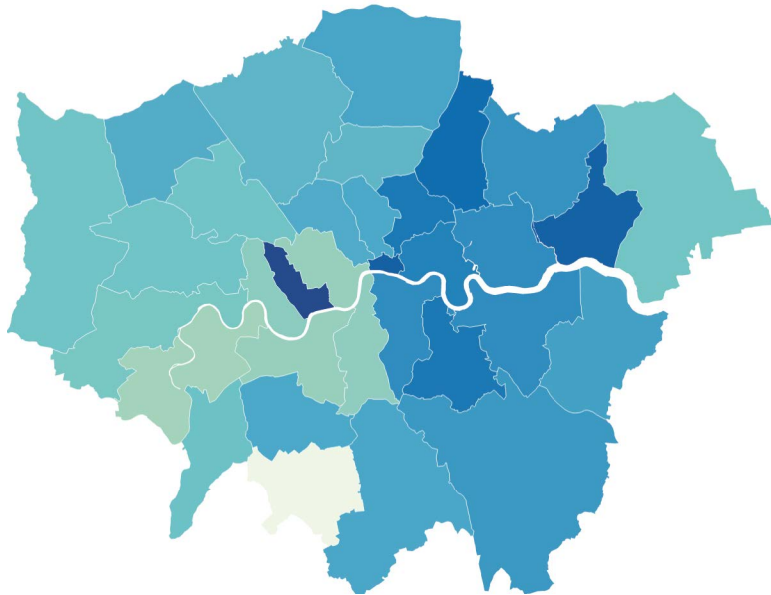
- This report updates the key slides from our work for the AND Place Strategy in 2017 (this document can be found online here: [Place Strategy | A New Direction](#)). Where possible it includes the impact of the pandemic. These are not yet included in official employment statistics which have a two-year lag.

## Headlines

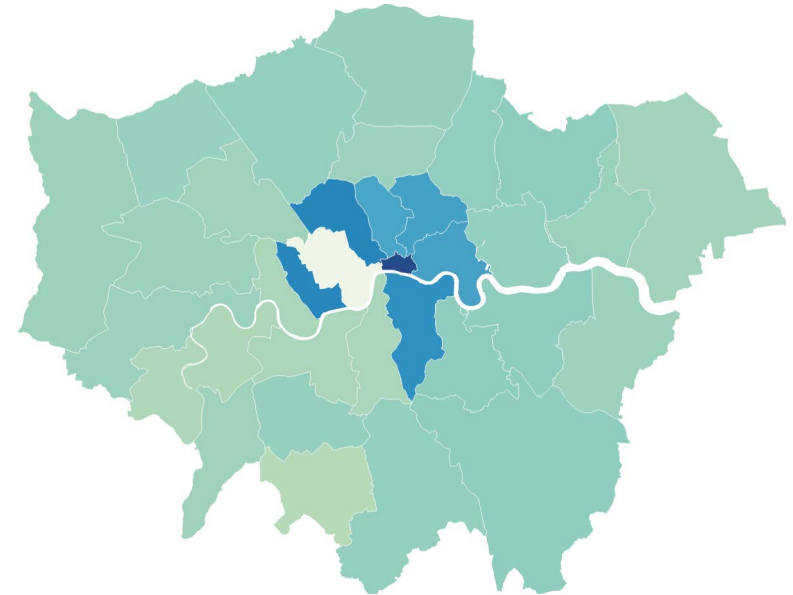
- Between 2015 and 2019 the creative industries grew by 15%. Although percentage growth has been higher in the outer boroughs, absolute growth remains higher in inner boroughs.
- There appears to be a close link between availability of workspace and creative employment growth. The City of London leads both.
- Tower Hamlets and Westminster now have most planned development. In 2017, the City and Tower Hamlets had most. The ratio of developments with a focus on culture / creative industries remains the same as in 2017, at 42%. The pandemic is not thought likely to change this.
- The pandemic has changed the way that people live in London. During the first six months of the pandemic, footfall at transport hubs was significantly down, especially in the centre. Footfall in parks was significantly up in outer boroughs. There are indications that this change will be sustained.
- London's cultural infrastructure is highly centralised. Recovery funding has been directed at the areas which also receive NPO funding. This creates significant imbalances when investment is looked at per head.
- For many in London, cultural activity is not easy to access, especially without transport. Our mapping suggests 1.2m live more than 15 minutes walk from a cultural facility. 240,000 are aged 15-19.
- These gaps are largely in the outer north-west and outer south-east boroughs. But there are also large pockets in culturally rich boroughs like Lambeth (15,000) and Southwark (6,000).

**Creative industries employment grew 15% between 2015 – 2019, with most jobs being added to the inner boroughs. However, some boroughs saw negative growth.**

### Percentage Growth in Creative Industries Employment 2015 - 19



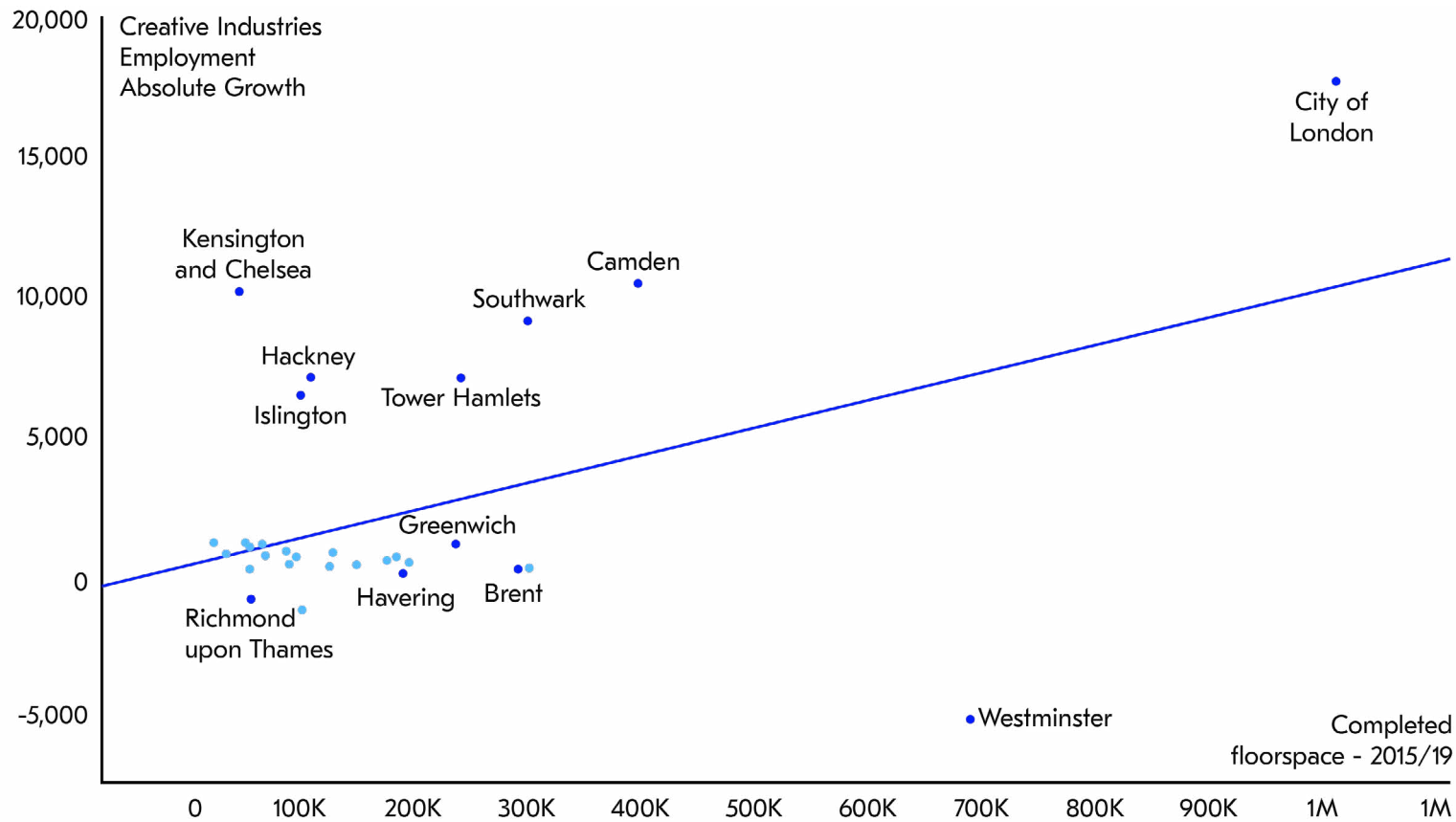
### Absolute Growth in Creative Industries Employment 2015 - 19



Source: BOP Analysis of BRES Office of National Statistics

# Growth in creative industries employment is aligned with increased development, with the City of London adding most floorspace and so jobs.

## Completed floorspace and absolute growth in creative industries employment 2015 - 19



Source: BOP Analysis of BRES / London Development Database. All use types.

## Future employment growth is likely in boroughs with planned development, many of which include cultural components.

### Top ten planning authorities by increased floorspace

Planning authority	Floorspace with planning	% of total
Tower Hamlets	2,051,049	11%
Westminster	1,530,379	8%
London Legacy DC	1,479,479	8%
City of London	1,477,468	8%
Newham	1,393,070	7%
Camden	1,383,796	7%
Hammersmith and Fulham	930,166	5%
Croydon	864,988	5%
Wandsworth	751,332	4%
Southwark	573,305	3%

### Ten largest future developments

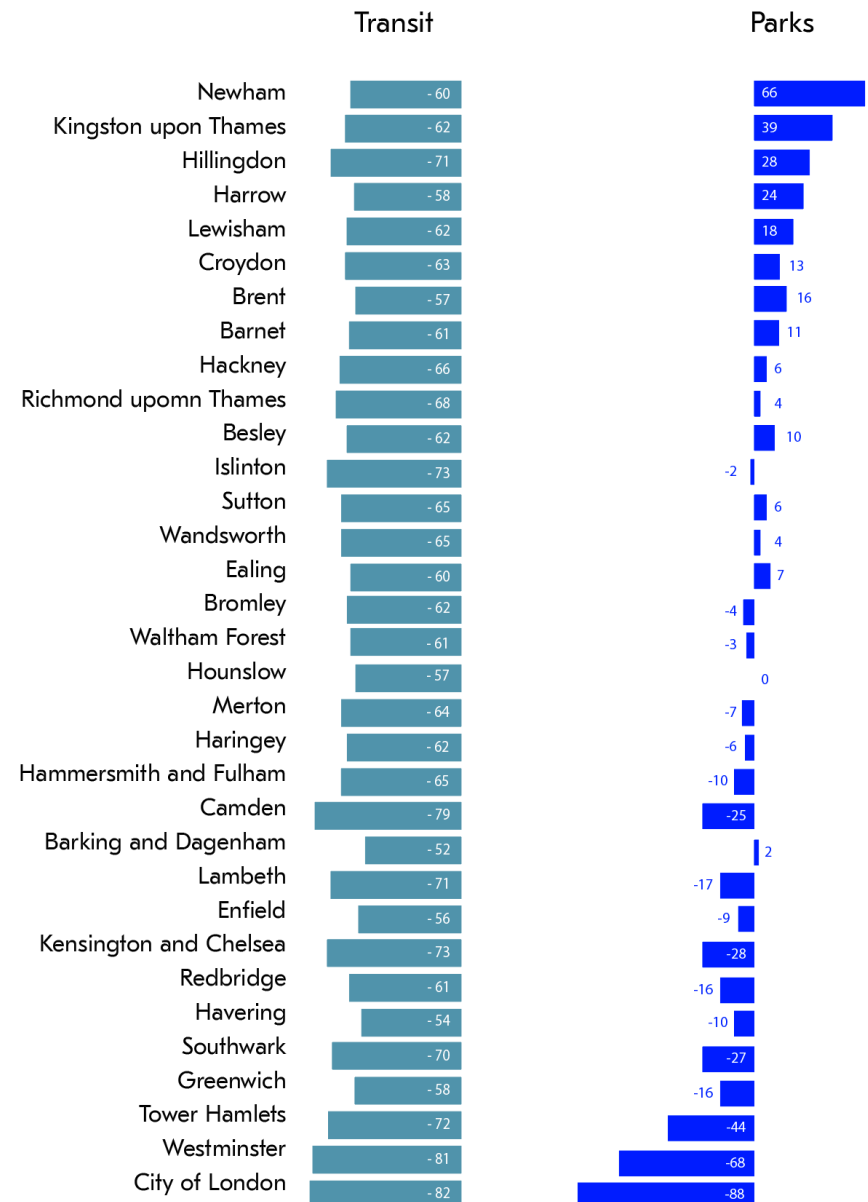
Development	Cultural element
Stratford City	✓
Kings Cross Central	✓
Wood Warf	✗
Silvertown Quays	✓
Battersea Power Station	✓
Queen Elizabeth Olympic Park	✓
Riverside South 1	✗
Asian Business Port	✗
Wembley Park	✓
Greenwich Peninsula	✓

Source: BOP Analysis of GLA London Development Database. Data for all use classes. \*Meridian Water (9,000,000 sq ft) not listed as at different stage in planning process.

# The pandemic hit activity at transport hubs consistently across London, but in outer boroughs saw significant increase in park use.

## Year on year change in footfall from baseline – Spring 2021

% change from baseline	Inner	Outer
Transit stations	-71	-61
Parks	-18	-4
Grocery shops/pharmacies	-35	-23



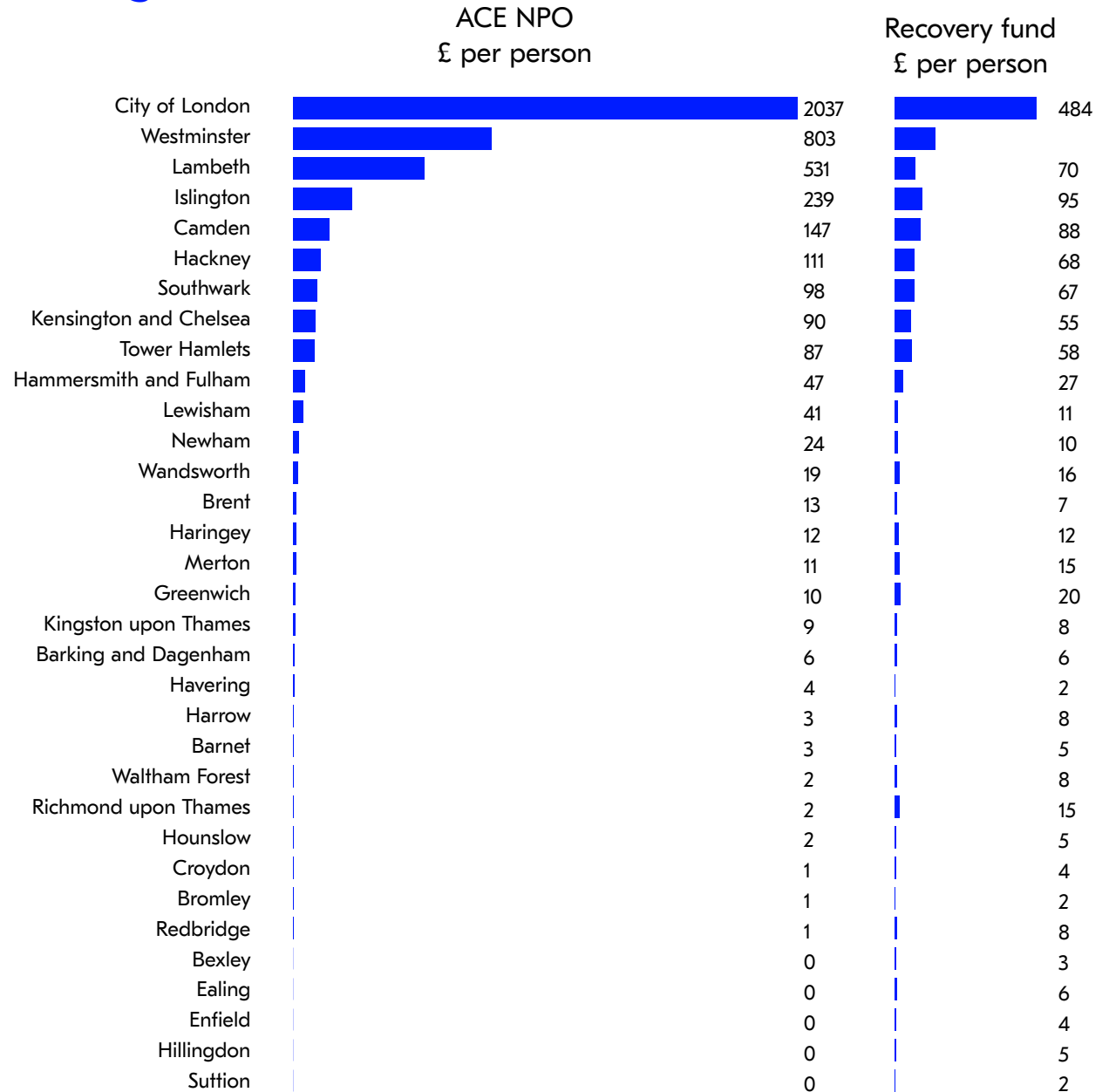
## London's centralised cultural infrastructure means investment is focused on the central boroughs.

### Expenditure on culture and cultural-focused recovery funds

	ACE NPO £ per person	Recovery fund £ per person
Inner	355	98
Outer	5	8

On 5 July 2020, the Department for Digital, Culture, Media and Sport (DCMS) announced a £1.57 billion package to protect the UK's culture and heritage sectors from the economic impacts of Covid-19. As a part of this, the Culture Recovery Fund focused on maintaining England's cultural, heritage, and cinema ecology by supporting culturally significant organisations to recover from the impacts of the pandemic. Analysis of the Culture Recovery Fund demonstrates that emergency funding in the wake of the pandemic followed the pattern set by ACE's National Portfolio: inner London boroughs received substantially more per capita than outer London boroughs, with more money spent per person in the City of London than in the lower 28 London boroughs combined.







Source: ACE data on NPOs and CRF. GLA data on recovery funds.








# London's publicly-funded cultural assets are not always easily accessible.

Areas more than 15 minutes walk from a cultural facility

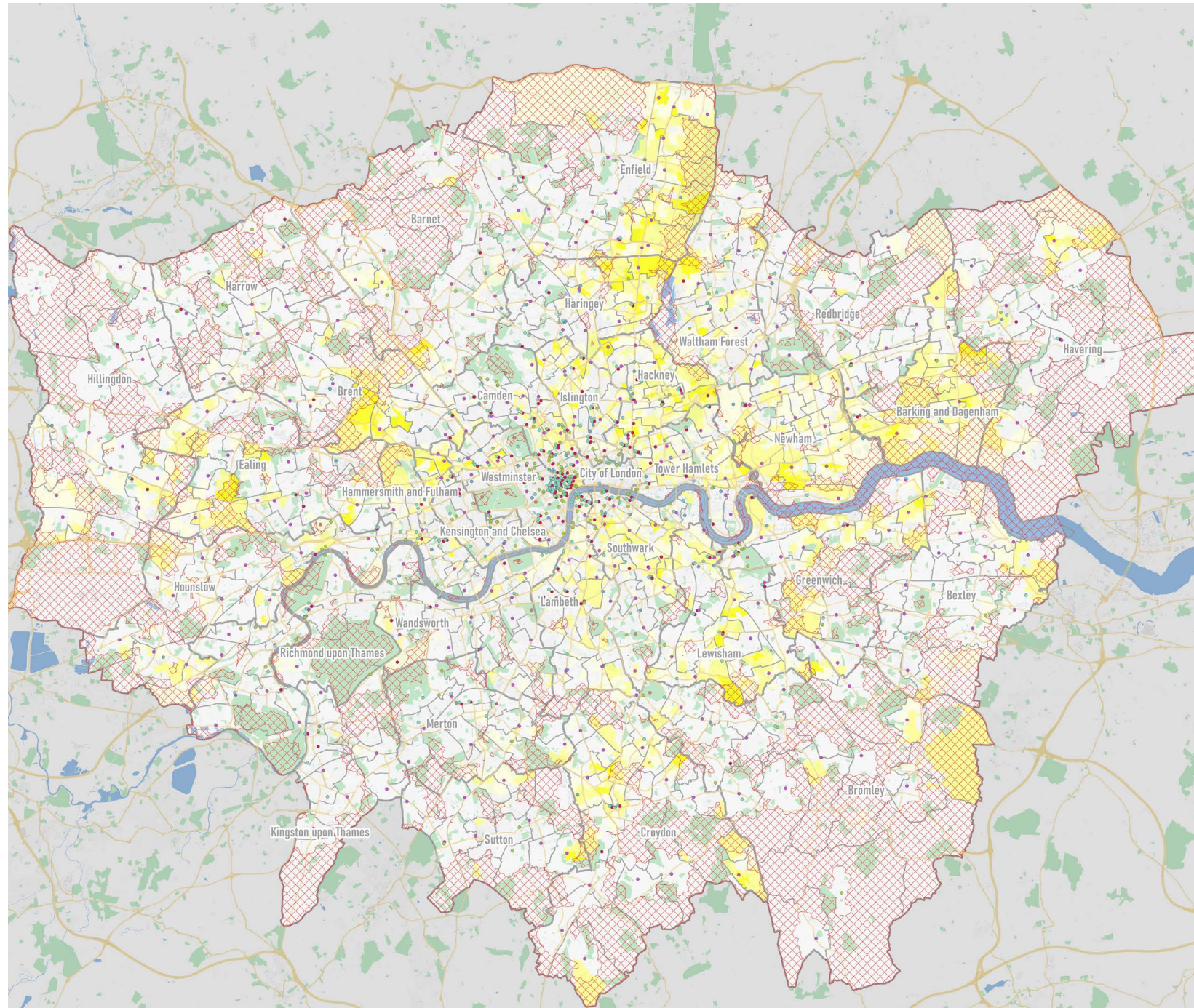
-  Areas more than 15 minutes walk from a cultural facility
-  Boroughs
-  Wards
-  Buildings
-  Waterbodies
-  Greenspace

Index of Multiple Deprivation Decile Rank

-  1
-  2
-  3

Publicly Accessible High Participation Cultural Assets

-  Artists centres (26)
-  Cinemas (111)
-  Dance performance venues (190)
-  Libraries (342)
-  Museums and public galleries (163)
-  Outdoor spaces for cultural use (17)
-  Theatres (264)

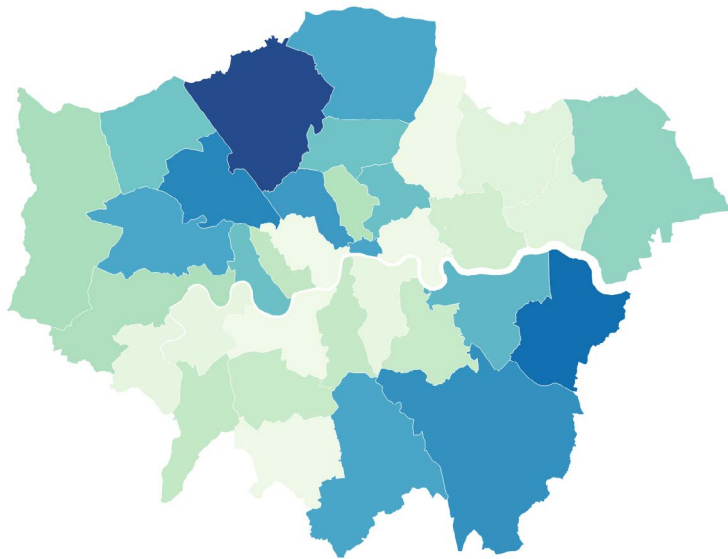


Source: BOP analysis of GLA Cultural Infrastructure Plan.



# In some boroughs, over 100,000 people do not have easy access to publicly-funded culture.

Areas more than 15 minutes walk from a cultural facility



Source: BOP analysis of GLA Cultural Infrastructure Plan.

