

Subject: Arts and Culture Strategy
Agenda item: Public Item 10
Report No: 7
Meeting date: 05/12/2012
Report to: Board
Report of: Paul Brickell, Executive Director of Regeneration and Community Partnerships

FOR DECISION

This report will be considered in public

1. SUMMARY

- 1.1. The report sets out the London Legacy Development Corporation's Arts and Culture Strategy and requests that Board approve this final version of the Strategy.

2. RECOMMENDATIONS

- 2.1 Board members are invited to:
- 2.2 **APPROVE** the content of the Arts and Culture strategy.
- 2.3 **AGREE** the work programmes outlined in the strategy.

3. TIMING

- 3.1. The Board is requested to approve this final version of the strategy which will be launched in Spring 2013. It is **PRESSING** that the Board approve this as work on a number of projects has commenced following agreement by the Board of the draft strategy in March 2012 and a clear external message on the arts and culture programme is needed. If the Board agrees the strategy, the steps in launching it will be as follows:
- Mid December Design approved
 - Mid January print approved
 - End January printed strategy received
 - Mid February launch of strategy

4. BACKGROUND

- 4.1. The London Legacy Development Corporation is committed to creating world class arts and culture in and around the future Queen Elizabeth Olympic Park for all to enjoy.

- 4.2. The LLDC Arts and Culture Strategy builds on the Olympic Delivery Authority's programme of integrated Art in the Olympic Park; a hugely successful programme investing over £33m in arts and cultural benefits for east London. The report of this programme of work *Square pegs and round holes*, recommended that an art strategy is published to ensure the future cultural and economic success of Queen Elizabeth Olympic Park (the Park).
- 4.3. The appointment of the Arts and Culture team at Legacy Corporation formerly the Olympic Park Legacy Company (OPLC) ensured that organisational support for the regeneration of the Park through arts and culture was embedded from the outset. A comprehensive arts and culture strategy was required in order to deliver a successful programme which could build upon and enhance the existing *Art in the Park* programme.
- 4.4. Following a competitive tender process, BOP Consulting were appointed to deliver a comprehensive and useful strategy that outlined the aims and objectives of the Legacy Corporation's Arts and Culture programme post Games which would then be used by Legacy Corporation to ensure an integration of arts and culture as a cross-cutting theme for the entire organisation.
- 4.5. A draft strategy was approved by OPLC Board in March 2012.
- 4.6. From May 2012 to October 2012 a thorough consultation process was undertaken with key external and internal stakeholders. The consultation process included LLDC departments as well as external stakeholders, arts organisations, artists and communities. A series of events called 'Play Time: Art in the Park' was also devised during July 2012 to engage a wider public audience and raise awareness of the Legacy Corporation's draft Arts and Culture strategy. Feedback from the consultation process has been embedded in the strategy.
- 4.7. In particular, the strategy has referenced and reflected the priorities of the Deputy Mayor for Education and Culture, the GLA Culture team and Arts Council England throughout its development.
- 4.8. The strategy sets out our core aims and objectives, details projects already in progress and explains our next steps, while advocating for the support, development and investment of arts and culture in east London.
- 4.9. The strategy proposes five programmes: Creative Destination, Creative Workspaces, Taking Park, Art in the Park and Festival which have been devised following the consultation process and respond to the core priorities of regeneration and convergence. They have also been developed in consultation with Legacy Corporation's departments to ensure the delivery of arts and cultural programmes fits within the overall ambitions of the strategy. Endorsement of the five programmes will ensure a cross cutting/priority theme approach is taken by the organisation as a whole.

5. FINANCIAL IMPLICATIONS

- 5.1. The Arts and Culture programme is contained within the LLDC's annual budget and business plan. In addition to core funding through LLDC, a published strategy will enable the Arts and Culture team to work with other funding organisations to leverage income from sources such as The Legacy List and Arts Council England.
- 5.2. In addition to the Arts and Culture budget allocation, other departments also support the ambitions of the strategy through their workstreams such as Transformation (North and South Park Hubs, U11 underpass, Hoardings) and Events and Programming.
- 5.3. There are no negative financial implications for the Board in approving this strategy.

6. LEGAL IMPLICATIONS

- 6.1. The pursuit of the strategies set out in the Arts and Culture Strategy assists in the creation of an attractive climate for the Arts and culture in the Mayoral Development Area. Such a climate assists in the regeneration of the Mayoral Development Area and accordingly, it is within LLDC's powers under Section 201 of the Localism Act 2011, which allows LLDC to undertake anything that furthers regeneration in the MDA or that is incidental to it.
- 6.2. The procurement of artists and any suppliers of goods, works or services in furtherance of the strategy will be undertaken in accordance with the Public Contracts Regulations 2006 and EU procurement law.

7. PRIORITY THEMES

- 7.1. The Legacy Corporation is continuing the priority themes set by its predecessor the OPLC. These are: Promoting convergence and community participation; Championing equalities and inclusion; Ensuring high quality design; Ensuring environmental sustainability.
- 7.2. The Arts and Culture strategy contributes towards the priorities themes in the following ways:
 - 7.2.1. promoting convergence: by considering how Arts and Culture contributes to creative job opportunities;
 - 7.2.2. community participation: by providing arts and cultural programming which encourage participations and engagement with local, national and international communities;
 - 7.2.3. championing equalities and inclusion: by providing creative opportunities for diverse communities to engage with the Park as well as ensuring a range of diverse artists are represented through commissioning;
 - 7.2.4. ensuring high quality design: through the core principals of imagination, quality, viability and impact; and
 - 7.2.5. ensuring environmental sustainability: by including sustainability as integral to all our objectives.
- 7.3. Executive Directors and Directors from every department have been interviewed as part of the ambition of the strategy to be adopted across the organisation. They have taken the opportunity to respond comprehensively and support the vision and objectives of this strategy.

8. Appendices

- 8.1. List appendices to this report below and include them to the paper. If any of these are exempt under Schedule 12A – please state the exemption and clearly label this.

- Appendix 1 – Draft Arts and Culture Strategy

List of Background Papers:

None

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The London Legacy Development Corporation Arts and Culture Strategy

Final draft text

BOP · 2012
CONSULTING

Chair's Foreword

Suggested content for Boris Johnson to draft / sign.

TO COMPLETE

- *Acknowledge the prominent role of culture within the Mayor's vision for London (referencing Mayor's Culture Strategy)*
- *Acknowledge the important role of arts and culture in London's Olympic journey via ODA, LLDC and Cultural Olympiad*
- *Confirm that the London Legacy Development Corporation will maintain a firm and ambitious commitment to arts and culture*
- *The importance of 'convergence' agenda. A renewed east London will contribute to London's economic competitiveness and quality of life. Arts and culture will contribute to that bigger goal*
- *Invite everyone to be part of it. Openness, dialogue and partnership are key to delivery*

Executive Summary

The London Legacy Development Corporation is committed to creating world class arts and culture in and around Queen Elizabeth Olympic Park for all to enjoy. This is an opportunity to show how arts and culture can enliven our public spaces and connect and work with local communities. This is our chance to make sure that arts and culture are at the heart of this new piece of city so that it becomes a destination of international distinction and a thriving new metropolitan district.

Making arts and culture a core part of the Legacy Corporation's work will further enhance London's appeal as a vibrant world city and will support the Mayor's vision for London. This strategy makes the most of the once-in-a-lifetime opportunity provided by the London 2012 Games, and will continue to showcase our greatest talents to the rest of the world in east London. To achieve this, the strategy sets out our core aims and objectives, details projects already in progress and explains our next steps, while advocating for the support, development and investment of arts and culture in east London.

Our aims and objectives to achieve this are:

Excellence: to deliver the most spectacular, innovative and accessible work across all artforms in the Park, to be enjoyed by local and international visitors

Creative destination: to strengthen the position of east London as a destination for arts and culture by connecting the area's existing wealth of arts and cultural organisations and spaces with each other, and with the Park

Participation: to connect the Park to local communities through arts and culture by delivering the highest quality programmes of active participation – getting people making and doing

Influence and Advocacy: to use our influence and position as a planning authority to advocate for best practice in public art, and to ensure arts and culture are considered and woven into future development plans

Employment and economy: to support local employment opportunities and contribute to London's economy by developing the cultural infrastructure such as cultural venues and affordable creative workspaces

Talent and skills: to inspire the next generation of creative talent by enhancing education and life-long learning opportunities in the area, and developing creative skills

This is an exciting strategy which accepts there are challenges ahead, but remains committed to the value of arts and culture in east London. Our strategy will evolve over many years, and will remain flexible and responsive to opportunities and the aspirations of the many artists, communities and partners involved.

The Arts and Culture strategy will be delivered through the following five programmes:

1. Creative Destination

Commissioning highest quality performances, events, and participatory programmes; attracting world class artists; using existing venues and creating new ones to host a year round programme of activities

2. Creative Workspaces

Making a range of affordable creative workspaces available within and around the Park; using interim spaces as an opportunity to develop temporary spaces for creative experimentation; and creating a variety of schemes to learn and develop skills

3. Taking Part

Delivering diverse and high quality programmes of creative activities; creating a link with local communities; and supporting emerging talent

4. Art in the Park

Celebrating the distinctive character of the area through permanent and temporary commissions; visually weaving the Park into the surrounding area; and using the existing artworks in the Park to tell the history of east London

5. Festival

Hosting a recurring, large scale celebration of art and culture to the Park attracting hundreds of thousands of visitors and providing an international showcase for creative talent in east London

We are committed to high standards in everything we do and our core principles are those of imagination, quality, viability and impact.

Our remit and role:

- We are not a cultural agency and need to work in collaboration with a number of organisations including Local Authorities and funders to make Queen Elizabeth Olympic Park and surrounding areas the place to be for arts and culture.
- We will work collaboratively across the organisation to deliver our core objectives and programmes.
- We will develop a range of projects to achieve our aims, which will be publicly funded through our budgets and through match funding from other partners; we will not give out grants.
- We will commission a range of artists and organisations to deliver these projects through open and competitive processes; we will not accept unsolicited proposals.
- We will act as facilitators to broker new partnerships between organisations and will use our influence and Section 106 planning obligations to advocate for and secure new opportunities for arts and culture in the area.

- We will work in close partnership with The Legacy List, the independent charity for arts and education, who receive private and corporate funding.

The principles of equality and inclusion, sustainability, skills development, training and quality are integral to all of our objectives.

How will we know we have succeeded?

- The area will become a significant arts and cultural destination, contributing to the Mayor's aspirations for arts and culture in London
 - Creative talent in east London will be supported and developed, and its cultural infrastructure will be strengthened and sustained
 - Artists, performers and other creative professionals will be key players in the future regeneration of the area
 - A range of funders and other commercial partners will invest significantly in the arts and cultural programmes
 - There will be increased levels of audience participation locally and beyond
 - Development sites and infrastructure will incorporate high quality art commissions, adding to the long-term value and distinctiveness of the area
 - Spin-off economic benefits will be experienced through spending on food and drink, travel and retail evidenced through information captured by working with other teams across the organisation
- This strategy proposes viable future steps for Legacy Corporation to ensure that arts and culture make valuable contributions to all of its communities now and in the years to come.

1. Introduction: What we want to achieve

This strategy sets out the ambition and commitment of the London Legacy Development Corporation to arts and culture. The huge success of the Olympic and Paralympic Games has established the Park and the surrounding area as special and full of potential. The visiting public, the volunteers and all those involved, loved the Park and will want to return. Those watching from afar have been introduced to east London as a visitor destination, full of excitement and activity.

Arts and culture are vital ingredients in these perceptions of the Park and the surrounding area, and must remain a part of its future. Arts and culture will:

- maintain the distinctive look and feel of the built environment, adding surprise to the landscape and public spaces
- be a major part of the wider Park events and entertainment programme, attracting new audiences to memorable and high quality events
- offer new spaces for artists to create work and experiment
- provide opportunities for communities to come together, learn new creative skills, make and take part in arts and cultural activities
- be the focus of a major recurring Festival that celebrates the Park and the area and learns from the Cultural Olympiad
- define the Park as a new area of east London which is a radical and exciting part of London's wider arts scene.

An early draft of this strategy was approved by the Olympic Park Legacy Company in March 2012. Since then, an in depth and extensive engagement process has involved individuals, artists and organisations

across London, to test and further develop our aims and ambitions for arts and culture.

This strategy will guide the Legacy Corporation over the long term. It will be accompanied by a more detailed Arts and Culture Plan focusing on activities within the next five years.

We thank all those who have helped to develop the Strategy (see Appendix). This exciting vision will only be realised with your help and support.

1.1 The power of arts and culture

For a major new destination like the Queen Elizabeth Olympic Park, arts and culture offer a powerful way to generate unique events and experiences that attract visitors and build up the local visitor economy.

Arts and cultural programmes provide opportunities for active engagement and participation within the Park, as well as for relaxing and having fun. They can be an effective way to engage communities during a period of change, helping people to shape their local area, and an effective way to celebrate local history within the built and natural environment. Arts and cultural programmes can generate footfall within quieter areas of the Park, creating natural surveillance while boosting demand for retail and hospitality facilities. They are also an opportunity to build valuable partnerships and associations between the Legacy Corporation and local, national and international artists and organisations.

Introducing creative talent and imagination into the design of key infrastructure and public spaces can produce innovative solutions that strengthen local distinctiveness and the quality of the urban experience. This will help to create an attractive brand that draws in investors and house buyers, and makes a higher quality of development viable and attractive.

Finally, a lively arts and culture offer will help to encourage retention and growth of existing local creative businesses, while attracting further businesses that will activate occupancy of new workspace.

on these previous achievements and engage an even wider range of people and partners than before.

1.2 Building on success

Arts and culture have already played a prominent role in the development of the Park through the work of the Legacy Corporation's forerunners including the Olympic Delivery Authority (ODA) and the Olympic Park Legacy Company (OPLC), both of which were committed to delivering significant arts and culture programmes. These include the ODA's Art in the Park programme of integrated art commissions, Design for London's public realm improvements 'Stitching the Fringe' and The White Building, a new cultural venue. Many of these projects are now continuing within the Legacy Corporation's own programmes. Finally, the Opening and Closing Ceremonies and the Cultural Olympiad have indelibly associated the Olympics with the best of UK culture, for a worldwide audience.

Among other achievements, these previous projects have:

- taken an innovative approach to integrating striking and contemporary artworks into the design of the Park's infrastructure and landscape, providing a unique and lasting contribution to the area
- made a strong statement about the importance of the arts and culture to the London 2012 project, and set the bar as to the high standards that are expected
- enabled arts and culture to start weaving the fragmented areas around the fringes of the Park into the ambitious vision for a new part of London through public realm improvements and projects engaging creatively with local communities
- successfully engaged artists and cultural practitioners, communities and Londoners with the Park during the construction phase of the Olympic Park.

The Legacy Corporation inherits the artistic legacy of these programmes as well as the expertise of the teams that have shaped and implemented them. The Legacy Corporation now has a rich foundation on which to develop arts and culture during the post-Games transformation period, and to help deliver the long term regeneration of the area. We will build

The Legacy Corporation's broad regeneration remit and its planning powers offer an opportunity to:

- Maximise the potential for successful and innovative regeneration
- Provide greater opportunities to work in partnership with east London's existing and growing arts and cultural sector
- Use our influence to protect existing arts and cultural assets while embedding arts and culture into new developments
- Engage private sector developers and encourage them to contribute to the vision for arts and culture
- Unlock new income streams for arts and culture, and help to develop sustainable new financial models.

1.3 The Building Blocks

Our vision for developing arts and culture reflects the diverse and rich culture of the area:

its past – the industrial heritage and its inventors and pioneers, the working waterways and the natural landscape;
its present – the enormous diversity and energy of communities, including artists and creative entrepreneurs.

Our programmes will embrace and support:

- arts and cultural activity of many kinds, including, but not limited to, the performing and visual arts, crafts, fashion, media and film, design and literature
- understanding and learning about ourselves and our history through stories rooted in the area, involving museums, archives and heritage
- celebrating and showcasing through festivals, events and programmes

- creative businesses and enterprises, and the workspaces and infrastructure that support them
- how we use the built and natural environment including the waterways, the Park's venues, neighbourhoods, areas for play and recreation.

We are committed to the highest standards in everything we do. We will be guided by four criteria in making decisions about what will be supported and delivered through this Strategy:

Imagination: creating opportunities for talent to thrive

Quality: stretching the standards to the highest levels and encouraging innovation

Viability: ensuring financial and technical sustainability

Impact: reaching the local, national and global through transformative experiences

1.4 Telling the story

The consultation process has demonstrated the importance of engaging others – listening to their ambitions and concerns and building partnerships and trust. Advocacy and communication is an underpinning aim that needs to be woven into all our work.

The Legacy Corporation along with The Legacy List is developing an advocacy plan in order to:

- build trust and engagement with partners
- stimulate debate, discussion and reflection
- support fundraising and cultivation of new investors
- reach new participants and audiences across London and beyond.

2. Making it happen

2.1 Partnerships

The arts and culture team cannot deliver the ambitions of this strategy in isolation. Realising an ambitious programme of arts and culture for the future Queen Elizabeth Olympic Park can only be done in partnership with many other organisations, and supported by other departments within the Legacy Corporation. This section outlines who these partners are and how we will work in collaboration with them to achieve our objectives.

2.1.1 Across the Legacy Corporation

Arts and culture will make a crosscutting contribution to the work of the Legacy Corporation and will support objectives across the organisation. It will therefore seek to build an organisation-wide commitment to culture.

Arts and culture will in particular support the Legacy Corporation:

- to successfully brand and promote this new part of London
- to position Queen Elizabeth Olympic Park as a major visitor destination offering a wide range of high quality activities across many artforms
- to include arts and culture in the planning, design and development of key sites in the Park, both permanent and temporary
- to deliver its core priority themes of promoting convergence and community participation, championing equalities and inclusion, ensuring high quality design and ensuring environmental sustainability

The Legacy Corporation will also engage with the operators contracted to manage the venues in the Park and the private sector developers working on key sites to deliver these ambitions.

2.1.2 With key London agencies

The Legacy Corporation will work with the Greater London Authority's culture and events teams to ensure that the Queen Elizabeth Olympic Park reaches its potential as a new destination and event venue for London, and helps deliver the vision of both the Mayor's Cultural Strategy and the London Plan.

The Legacy Corporation has already started to build relationships with other London cultural funders and agencies. Arts Council England is working with the Legacy Corporation to explore the potential for partnership working with a range of cultural organisations in east London and across the capital. The aim is to ensure the Legacy Corporation complements London's existing cultural offer and helps to extend it.

2.1.3 With the surrounding London boroughs

There is a wealth of existing creative activity and talent in the surrounding boroughs of Barking and Dagenham, Hackney, Greenwich, Newham, Tower Hamlets and Waltham Forest. There is also a wealth of experience in engaging mass participation in arts and culture, both as audiences through festival and events, and as artists and performers, through programmes such as 'Every Child Counts'. Recognition of this is also set out in the Convergence Framework 2011-2015, which states one of its objectives is 'to motivate, raise aspirations and promote cultural activity.' Partnership working between arts and cultural organisations in the surrounding boroughs will help to bridge boundaries, support existing and new communities, strengthen local creative industries and encourage new enterprises, providing an inclusive and accessible offer for a diverse audience.

The Legacy Corporation has held positive discussions with arts and cultural organisations and partnerships in the surrounding boroughs during the development of this Strategy. The Legacy Corporation recognises that it must benefit from the experience and connections of these local organisations. In turn, the Legacy Corporation can support those organisations to grow over the long term by working together, for example by co-investing in programming and, potentially infrastructure, by offering support and advocacy through its role as a planning authority,

2.2 Putting the strategy into action

Guided by this Strategy, the Legacy Corporation is creating a Plan of specific cultural projects. The Plan is based on the five programmes set out in the Executive Summary of the Strategy. These are explained further below, with a summary of the projects and initiatives that will be developed under each programme from 2013.

The Plan will be a live document that is updated annually.

1. Creative Destination

- Commissioning the highest quality performances, events, and participatory programmes to enliven the landscape in the Park and its surrounding neighbourhoods
- Attracting world class artists and performers to create new work inspired by the Park and its history
- Using the existing world class venues in the Park to show case artworks and performances for all to enjoy
- Developing new cultural venues in the Park, both temporary and permanent, to host a year round programme of activities

Current projects:

- *North Park opening festival* will attract a range of visitors to a cultural celebration of east London, showcasing arts and culture at the heart of its programme
- *The Mobile Artist in Residence* project will work with artists to develop creative activities in communities and bring these to the Park
- The Legacy List is supporting *The Yard Theatre's* innovative creative programming and discounted tickets for local audiences.
- The Legacy List has commissioned *Floating Cinema- Extraordinary* to animate the waterways in east London.

and by providing high profile opportunities and platforms in the Park itself. The Legacy Corporation aims to be a steward that supports the development of local culture and creative businesses.

2.1.4 The Legacy List – the charity for arts and education

The Legacy List is a charity set up in 2011 by founding members the Mayor of London and the Legacy Corporation. Its mission is to engage people actively in the future Queen Elizabeth Olympic Park and in the transformation of their own lives. It will deliver its charitable objectives by making creative connections between people and the Park, facilitating, funding or part-funding an imaginative range of places, programmes and partnerships focussing on arts, culture, education and skills.

Importantly, The Legacy List is exploring new funding models for sustaining arts and culture in this part of London. By working with a range of individual patrons who will donate to the programme over a number of years, developing new corporate partnerships with renowned businesses such as Bloomberg, and developing high profile events such as art auctions and business dinners, The Legacy List is continually attracting a new range of private sector supporters to invest in east London.

Using this support, The Legacy List will work in partnership with the Legacy Corporation to help deliver this Arts and Culture Strategy. The Legacy List programme already includes 'Wild Kingdom' an architect designed green play space near the Park, The Yard Theatre, an innovative theatre and music space in Hackney Wick, the Floating Cinema, the Canals Project: street art on the waterways, a summer Art Camp and Discover Shape Poems, a competition for schools in the surrounding boroughs. This augments the activities and programmes planned by the Legacy Corporation to support the Park's development and growth, engaging and making a difference in the lives of the people who live in and around East London.

- *The Canals Project: street art on the waterways* commissioned by The Legacy List raises the profile of street art using international and nationally renowned artists to animate walls and spaces along the Lee Navigation Canal.
- *Wild Kingdom* is an architecturally designed play space responding to the landscape of Three Mills on the outskirts of the Park commissioned by The Legacy List and supported by Legacy Corporation and Lee Valley Regional Park Authority.

Aspirational Projects:

- *Creative Futures: Speaking Words* is a programme of performance poetry that explores the creative future of the Park and creates the first young Poet Laureate in London.
- The Legacy List is developing a new additional cultural venue by 2015

2. Creative Workspaces

- Making a range of affordable creative workspaces available within and around the Park, embedding new spaces into mixed developments
- Using interim spaces on the Park to make a range of temporary spaces for creative experimentation and to host the current and future art stars
- Creating a variety of programmes for a range of audiences to learn and develop creative skills: from novice to master

Current projects:

- Section 106 agreements for arts and culture in place with all five Legacy Community Scheme neighbourhoods to be developed over the next 18 years; plans to embed arts and culture into the first neighbourhood Chobham Manor, are in development

- *Mobile Artist in Residence* project will place the mobile studio in the Park in summer 2014 as part of the interim use plans, to become the first creative workspace in the Park

Aspirational projects:

- Creative Workspace will be an area explored in more detail by the Arts and Culture team, identifying the specific public benefits from integrating these into mixed used developments

3. Taking Part

- Delivering diverse and high quality programmes of creative activities for visitors to take part in
- Creating a link with local communities through ongoing creative programmes, providing an opportunity to develop ownership of the Park
- Supporting emerging creative talent by offering opportunities for lifelong learning, mentoring and training

Current Projects:

- *Mobile Artist in Residence* will deliver a public programme in the surrounding areas of the park encouraging participation and will run a mentorship scheme for young people interested in the creative sector
- North Park Hub community engagement '*Experiments in Household Knowledge*' is a series of collaborations showcasing and exploring unusual and inventive ways of experimenting with east London ecological and environmental innovators.
- *Dents in the Fence* programme will include arts and culture as ways to involve people in the various different activities around the Park's fringes
- *Creative Futures: Speaking Words* includes a programme of training and mentoring to young people and adults offering pathways to careers and support in spoken word and performance poetry. It also

offers an opportunity to young people inside and outside of formal education to become the first Young Poet Laureate in London.

- The Legacy List's *Discover Shape Poems* is a competition for primary school children in the surrounding boroughs
- *Art Camp* commissioned by The Legacy List is an opportunity for young people in Hackney Wick to collaborate with local artists to learn about creative decision processes and make artworks together.

Aspirational projects:

- The Legacy List-commissioned *Sparked 2 at the View Tube* will programme a series of outdoor exhibitions and free workshops and family events to raise awareness of the artworks in the Park and develop the wider story around these.
- *Fish Fish* is an inter-generational project connecting the past time of fishing with the sustainability and ecology of the park through events and education programmes and new fishing platforms.

4. Art in the Park

- Celebrating the distinctive character of the area through permanent and temporary art commissions, in and around the Park
- Bringing to life interim spaces and visually weaving the Park into the surrounding area
- Using the existing artworks in the Park to tell the history of the area, and demonstrate to other developers, architects and artists how art can be embedded into large scale developments

Current projects:

- North Park Hub '*Urban Caves*' are two permanent artworks embedded in the landscape, offering both contemplative and playful disruptions to the playground and gardens.

- A new underpass by Martin Richman will be built in the middle of the Park providing a vibrant moment as visitors walk through the wetlands.

- Artworks by a range of artists will be commissioned on development plot hoardings.
- A Park Interpretation Strategy will set out how to tell the stories of the artworks in the Park to a range of visitors
- The South Park Pixel Wall is an interactive artwork for the entrance to the hub building.
- Neville Gable's book '*Great Lengths 2012*' brings to life the stories of the workforce captured during his time as Artist in Residence on the Olympic Park.

Aspirational projects:

- Outside/In commissions will work with local artists to create bold and exciting physical artworks in public spaces outside the Park in the run up to Park opening, and will then be temporarily relocated inside the Park's landscape
- The Legacy List commissioned South Park Kalimba is an interactive musical instrument for the South Park landscape.

5. Festival

- Hosting a recurring, large scale celebration of art and culture to the Park attracting hundreds of thousands of visitors and providing an international showcase for creative talent in east London
- Working with a range of new creative partnerships to deliver the event
- Offering a way for artists, audiences, volunteers to stay involved in the longer term
- Attracting valuable editorial coverage and acting as a large scale marketing campaign for cultural tourism and creative industries

Current projects:

- *North Park opening festival* as described above

Aspirational projects:

- The Legacy List is developing a new permanent public art commission in the future Queen Elizabeth Olympic Park as part of the North Park opening festival.
- *2014 Festival in the Park*

3. Next steps

We acknowledge there are challenges ahead in delivering an ambitious and bold strategy not least the need to make a genuine impact in a time of diminished resources. Much of our success will come from our partnerships, internally and externally who will support the vision, help secure the resources required, and continue to develop and adapt the strategy as the Park and this part of London develops. This is the beginning of a unique journey, and our aims will take time to achieve. To ensure we capture the momentum created by the London 2012 Games there are some specific actions that will be developed in the immediate future.

3.1 Securing resources

The Strategy can only be delivered if there are adequate resources within the Legacy Corporation to lead this vision. Currently budgets to develop a range of projects which deliver on the strategy are in place until 2015, and there is a core team of two in place until May 2013. Future resources beyond this need to be identified.

3.2 Exploring alternative financial models and resources

A key opportunity to be explored by the Legacy Corporation is to develop a mechanism for generating ongoing financial resources for arts and culture. There are several opportunities open to the Legacy Corporation, which include:

- Creating an endowment through which resources for arts and culture can be raised, retained and distributed
- Bringing together existing and future Section 106 agreements
- Working with The Legacy List to explore innovative fundraising methods for arts and culture

3.3 Mapping and understanding the potential for Creative Industries

Although the development of the creative industries falls outside of the remit of the Arts and Culture Strategy, it is important that this Strategy facilitates early thinking about this.

Working closely with other Legacy Corporation teams, the Arts and Culture team will contribute to developing a joined-up creative industries strategy which will explore in more depth how the creative industries can contribute to the business model of the Park, and where they are positioned in wider east London economy.

3.4 Our Plan

The Arts and Culture team will develop a plan which expands on the six programmes highlighted in the section above 'Making it happen'. The Plan will outline how each of the programmes responds to the aims and ambitions of this strategy and how they will be delivered. It will also identify the timescales, resources, partners and potential and secured funding of each project within the six programmes.

The Plan is the way in which we will measure our success and monitor how we have delivered against our objectives. Outputs and evaluation of the projects will also be monitored and the Plan will reflect and record the successes as each project is completed. Lessons learned through evaluation of the projects and the Strategy will be built into the development of future projects.

The Plan will be a resource for stakeholders to understand what we are doing and will demonstrate the quality, breadth and impact of the arts and culture programme on this area of east London.

We will make this available as a web resource for everyone to review on line. It will be updated regularly and respond to the flexibility of the Strategy over the next three to five years.

4. Appendix

Stratford Rising Debra Reay Project Director

A focus group bringing together key ACE-funded organisations within the Host boroughs and chaired by Moira Sinclair, was attended by the following organisations:

Organisation	Name	Position
Arts Council England	Moira Sinclair	Executive Director
Create	Jo Baxendale	Relationship Manager Visual Arts
East London Dance	Hadrian Garrard	Director
Greater London Authority	Kiki Gale	Artistic Director
	Munira Mirza	Deputy Mayor for Education and Culture
	Justine Simons	Head of Cultural Strategy
	Sally Shaw	Cultural Strategy Officer
Greenwich and Docklands Festival	Bradley Hemmings	Artistic Director
Graeae Theatre Company	Jenny Sealy	Artistic Director
Hackney Wick Cultural Interest Group	Various local residents and artists	
London Borough of Hackney	Guy Nicolson	Councillor
London Borough of Newham	Graeme Betts	Executive Director
Renaissi	Kirby Swales	Director
Stratford East	Kerry Michael	Artistic Director

Organisation	Name	Position
A New Direction	Steve Moffitt	CEO
The Barbican	Louise Jeffreys	Director of Programming
East London Dance	Kiki Gale	Artistic Director
Rich Mix Arts Centre	Jane Earl	Chief Executive
SPACE	Anna Harding	CEO
Stratford Circus	Clare Connor	Cultural Development Manager
Stratford East	Kerry Michael	Artistic Director
Urban Development	Pamela McCormick	Director
Whitechapel Gallery	Stephen Crampton- Hayward	Managing Director

The following were consulted during a meeting for the arts officers of the six host boroughs as part of LLDC's *Play Time: Art in the Park* event:

Organisation	Name	Position
London Borough of Hackney	Lucy McMenemy	Cultural Programme Officer
Mapping the Change Project	Dimitrios Touroutsis	Project Manager
London Borough of Barking and Dagenham	Michael McCormack	Arts Development Manager
	Lucy Harrison	Artist (Mapping Your Manor)

4.2 Internal consultation

Meetings with members of a number of teams/departments within LLDC took place:

- Key departments/teams within LLDC
- Design
- Park Venues and Operations
- Press and Marketing
- Real Estate and Planning
- Regeneration
- Youth Ambassadors