



# Royal Borough of Greenwich Culture Strategy Study Phase 1 report

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## Introduction

Art Reach is working with the Royal Borough of Greenwich to undertake a study and create a Culture Strategy for the Borough.

This report collates the results of the first phase of the Culture Strategy study. This stage aims to ensure a thorough understanding of the context and importance of culture within the localities, as well as a review of wider strategies that the Culture Strategy needs to reference and connect to. A thorough investigation at this stage will directly inform our approach to consult with stakeholders in Phase 2.

This report includes; research undertaken as a mapping exercise, an analysis of the context for the Royal Borough of Greenwich's culture including alignment with other strategic documents, and finally a proposal for a consultation plan which will form Phase 2 of the study.

## Audience Profile Data



### Demographics

Demographic data for Greenwich shows a relatively young population, relatively healthy (though notably in poorer areas life expectancy is worse than national averages) and very diverse, including: 59% white / 24% African-Caribbean / 14% Asian. Figures in the 2022 Our Greenwich Plan (Corporate Plan) are: 41.4% White British/ 15.3% Black African/ 12.4% Other White/ 5.1% Other Asian, with a range of other diverse ethnicities under 5%.

The Corporate Plan 2022 identifies that 93.8% of businesses in Royal Greenwich are classified as Micro Businesses, a slightly higher rate (1.1%) than in London as a whole.

The population is ageing, and the over 75's is expected to increase 25% between 2017 and 2027.

The population is also expected to grow, from 282,800 in 2017 to 311,100 by 2027.

The Joint Strategic Needs Assessment (JSNA) for Greenwich shows:

- The Borough is in the top 20% of most deprived local authorities in England

- LSOAs (Lower Layer Super Output Areas) show a mixture of deprived and not deprived areas
- There are higher rates of child poverty than the national average
- Homelessness rose between 2013/14 and 2014/15
- Teenage pregnancies were in high in 2017

51.8% of households in Royal Greenwich are classified as being deprived in one or more areas. (Corporate Plan)

## **Royal Borough of Greenwich Audience Segmentation**

(Data taken from Audience Agency\*)

For the purposes of this report, we have looked at the following Postcode areas to gather and refine the Data. These are: *SE2, SE3, SE7, SE9, SE10, SE18, SE28*

*Audience Agency define audiences into the following categories:*

- *Kaleidoscope Creativity* - Mixed age urban low engagers preferring free, local, culturally specific arts and festivals.
- *Experience Seekers* - Highly active, diverse, social and ambitious regular and eclectic arts engagers.
- *Metroculturals* - Prosperous, liberal urbanites, interested in a very wide cultural spectrum.
- *Trips & Treats* - Mainstream arts and popular culture fans influenced by children, family and friends.
- *Frontline Families* - Frugal, semi-urban renting families, light on arts and culture but heavy on community.
- *Supported Communities* - Culturally low engaged, health poor, craft circle and church group seniors and youths.
- *Dormitory Dependables* - Suburbanites and small towners interested in heritage activities and mainstream arts.
- *Home & Heritage* - Rural and small town pensioners attracted to daytime activities and historical content.
- *Up Our Street* - Sociable retirees looking for inexpensive, mainstream, local leisure opportunities.
- *Commuterland Culturebuffs* - Affluent, professional and suburbanite keen consumers of traditional culture.

### **Dominant Segmentation for SE3 & SE10 – ‘Metroculturals’**

**Metroculturals** are described by Audience Agency as: Prosperous, liberal urbanites, interested in a very wide cultural spectrum.

Metroculturals choose a city lifestyle for the broad cultural opportunity it affords. They are therefore interested in a very wide spectrum of activity, but many tend towards their own preferred artform or style. Although active museum attenders, they engage more with the

performing arts, and many on a weekly basis. Working in demanding but rewarding professions, they are highly educated and have a wide variety of other interests from food and travel to current affairs and architecture.

### **Core Characteristics:**

- **Profiles:** An active, educated, prosperous, ethnically diverse and liberal-minded group who choose the urban lifestyle specifically for the broad range of cultural opportunities it offers.
- **Attitudes:** Time is more important than money for this busy, cultured and creative group, who are happy to pay for premium experiences and support the arts as a worthy cause.
- **Sectors:** Though primarily Performing Arts leaning, this group is also drawn to Museums, Heritage sites and Festivals and is the most open to new and innovative creative work.
- **Places:** This group is overwhelmingly located in prosperous city centres, especially London, and engages with the concept of 'community' on a societal, rather than local, level.
- **Digital Activities:** As early adopters, this group is confident with both in-situ digital art and engaging with arts online and are likely to have done so even more during the pandemic years.
- **Communications:** This trend-setting group likes to feel on the cutting edge of culture and responds best to well-targeted e-comms that acknowledge their broad and refined tastes.

The Covid Cultural Participation Scale shows whether this group's **intention and ability to engage** with arts and culture long term was likely to have been **affected by Covid** than other segments.

- As Metroculturals are both heavily urban and highly culturally engaged, their long-term attitudes towards engaging with the arts are likely unaffected.
- They are the most likely group to have missed arts during lockdown and they are likely to have taken up cultural organisations' digital offers, and to have been especially keen to return in person.
- For many city centre venues, especially theatres, this will probably have been the first group back through the door when restrictions were lifted.

### **Demographics**

**There is a lot of demographic diversity in this segment, especially in terms of age, family circumstance and cultural background.**

- This segment is made up of many different age groups, trending just slightly younger than the population average.
- Only a fifth have children at home, while nearly 50% are single.

- Metroculturals are truly cosmopolitan; nationally, they are the group least likely to identify as “White English”.
- Nationally, the segment includes above average numbers of people of all other cultural backgrounds and ethnicities, including the highest number of foreign nationals and people of mixed cultural heritage. However, in postcodes SE3 64% of people class themselves as 'white' and in SE10 it's 54% (data source PostcodeArea.co.uk), which is a higher proportion than most of the Borough.
- They have the lowest levels of disability and long-standing illness (17%) and of mental health conditions (19%) of any Audience Spectrum group.

### **Socioeconomics**

**Metroculturals are a highly educated, prosperous, successful, liberal-minded and urbanite segment.**

- While Metroculturals are notable for their affluence and city-centre living, their most defining demographic feature is level of education.
- Over 70% have a degree level education and a significant proportion have further post-graduate or professional qualifications.
- They play hard, but they work even harder, typically holding demanding but rewarding high-status roles in key financial and professional organisations, as well as in politics, media and the arts.
- From primary research it can be noted that a significant proportion of Metroculturals are arts and museums professionals.

### **Lifestyle**

**Many among this digitally savvy and constantly connected group have chosen a city lifestyle specifically for the broad cultural opportunity it affords.**

- Beyond their core and character defining passion for culture, Metroculturals are also highly active in other ways, taking part in a broad spectrum of leisure pursuits, from fitness and sport to speaking events and eating out.
- They are avid travellers, taking frequent foreign trips to a wide variety of destinations, and are most likely to visit heritage sites, both home and away.
- Metroculturals are generally early adopters and have amongst the highest online presence of all the segments and use web and mobile extensively for leisure purposes.

### **Dominant Segmentation for SE2, SE7, SE9, SE18 and SE28 –**

#### **‘Kaleidoscope Creativity’**

**Kaleidoscope Creativity** are described by Audience Agency as: Mixed age urban low engagers preferring free, local, culturally specific arts and festivals.

These ethnically diverse, inner-city dwellers often live in local authority housing close to a lot of cultural provision, but don't tend to engage, as low education, employment and income all act as barriers to access. Some do consider themselves 'arty' though, so community-led, local co-creation can be key to engagement, and culturally specific festivals, street arts, and live music, beyond the western mainstream and outside of traditional venues, all tend to be more popular. The most ethnically diverse segment, this mixed aged group tends to be council housed, with low education, employment, and income restricting leisure opportunities.

### **Core Characteristics:**

- **Profiles:** The most ethnically diverse segment, this mixed aged group tends to be council housed, with low education, employment, and income restricting leisure opportunities.
- **Attitudes:** Characterised by their low cultural engagement, despite some considering themselves 'arty', they are easily put off by price, so are more likely to attend free events.
- **Sectors:** Though attendance is generally low, culturally specific festivals, street arts and live music, beyond the western mainstream and outside of traditional venues, are relatively popular.
- **Places:** These inner-city dwellers are close to a lot of cultural provision, but income and transport limitations inhibit access, so community-led, local co-creation is very important.
- **Digital Activities:** Smartphones, apps, social networks and subscriptions feature very heavily in this group's daily lives, but engagement with arts and culture content online is unlikely.
- **Communications:** Access this group through a combination of respected community advocates and entertaining marketing content, pushed to their devices through apps and networks.

The Covid Cultural Participation Scale shows whether this group's **intention and ability to engage** with arts and culture long term was likely to have been **affected by Covid** than other segments.

- Despite being relatively young (30s-50s) and heavily urban, this group already showed a distinct lack of interest in traditional artistic institutions pre-pandemic.
- This could be an opportunity though when innovating with regards to placemaking and local engagement as we build back better in the wake of the pandemic, and the provision of (free) outdoor and local events, festivals and carnivals etc could be well received.

### **Demographics**

**The most ethnically diverse of all the groups, incorporating a broad age range of over 35s, who are usually either single or part of older families.**

- This group has the most diverse ethnic profile of any of the segments, with 59% identifying as White British.
- There is a very high proportion coming from a mixed ethnic background, almost a fifth are from Asian backgrounds and one in ten is from African/Caribbean backgrounds.
- This segment comprised people from a broad age spectrum, with over 70% spread evenly across the 35-65 years age range.
- There is a mixture of singles and generally older families, although approximately a third have children in the household.
- Disability levels are slightly above average.

## **Socioeconomics**

### **Financially strained council tenants with low levels of educational attainment and limited employment prospects.**

- Household incomes tend to be low for the majority, with around two-thirds facing economic challenges, living on less than £20,000 per year. (*figures c.2015*)
- Educational attainment is mixed, with a quarter having completed a Higher Education course, but most of this group have not followed a further education path.
- This, combined with a reliance on public transport for travel, contributes to some facing limited employment options.
- They're found in inner city suburbs in flats and terraced housing, where the majority are council tenants, though some own their own homes in slightly more prosperous areas.

## **Lifestyle**

### **Leisure activities are mostly limited to at home entertainment, though clothes shopping is a favourite pastime, and some write their own music and poetry.**

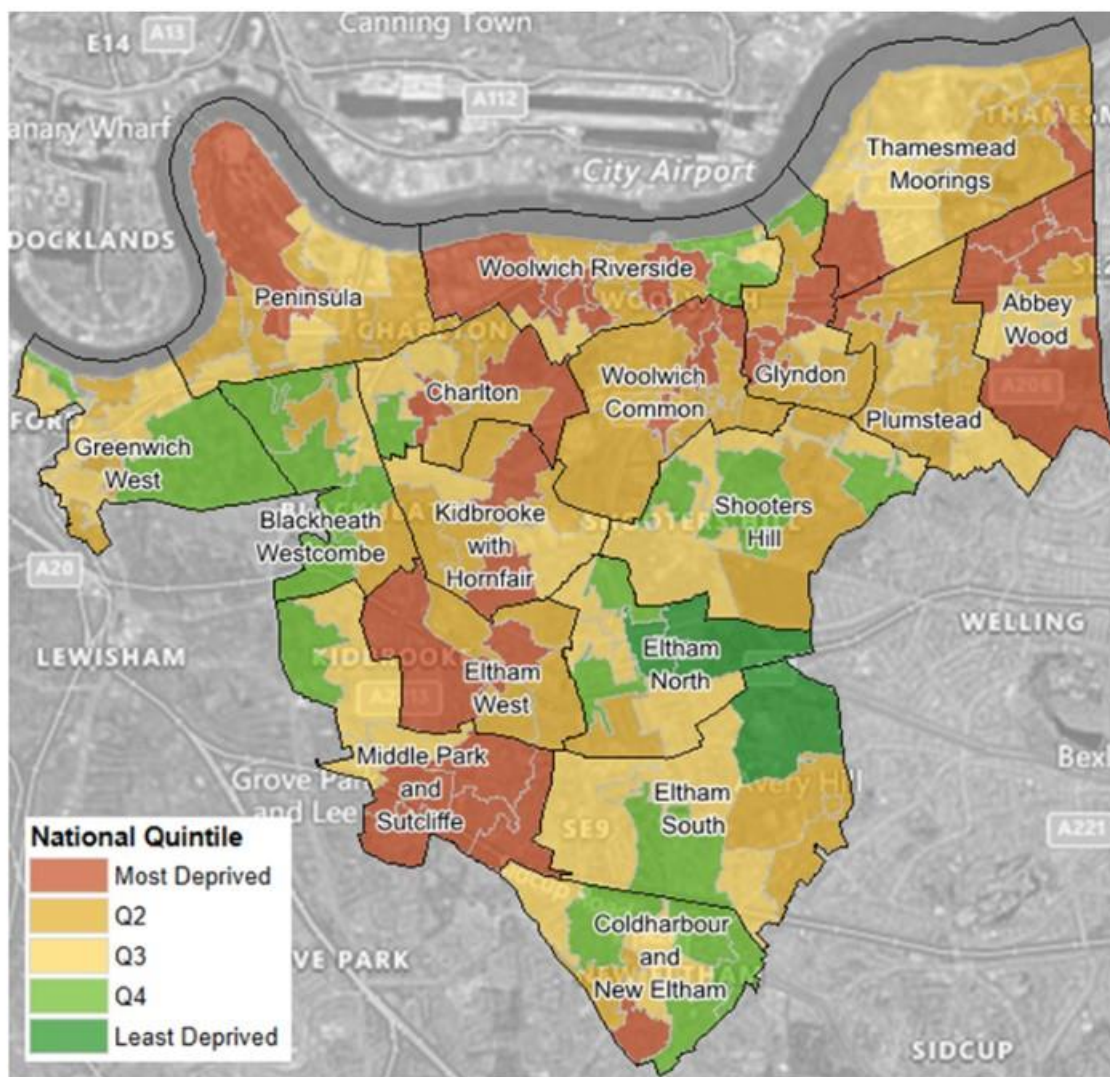
- Kaleidoscope Creativity are very interested in fashion – more so than any other segment – and being based in central locations they have access to and spend a significant amount of time shopping.
- Otherwise, their leisure interests are not extensive and lower incomes are likely to restrict opportunities for eating out at restaurants or spending time in pubs and bars.
- They do have some propensity, albeit comparatively small, to take up home based leisure activities such as cookery, playing computer games and browsing the internet, and are also quite heavy viewers of television through cable and satellite subscription services.
- Whilst they're comparatively niche pastimes, there is also a relatively high propensity amongst this group to compose music or to write poetry.

\*The Audience Agency (TAA) is a mission-led charity: our purpose is to provide knowledge, data and insight enabling cultural organisations to increase their relevance, reach and resilience. The Audience Agency is funded by Arts Council of Wales, Creative Scotland and a range of other project funders and partners. <https://www.theaudienceagency.org/>



## Lower Super Output Areas

Lower Layer Super Output Areas (LSOAs) are geographic hierarchies for reporting of small areas statistics in England and Wales. LSOAs are made up of groups of Output Areas, usually four or five. They comprise between 400 and 1,200 households and have a usually resident population between 1,000 and 3,000 persons. The following image maps the Indices of Deprivation across LSOAs in the Royal Borough of Greenwich, illustrating the wide ranging variety of situations for residents.



Source: Ministry of Housing, Communities & Local Government The English Indices of Deprivation 2019 (IoD 2019)

## Mapping

The appendix mapping document has been created to discover creative and cultural activity in the Borough. The document includes demographic information, cultural venues, cultural organisations, cultural events, a selection of community and leisure centres, libraries and significant parks and open

spaces. The document is still being developed but has enabled a wide ranging contact list to be drawn up which can be used to invite relevant people to attend consultation events.

## **SWOT and PEST Analysis**

The following analyses are intended as starting points and will be developed further as a result of the Phase 2 consultations.

# SWOT Analysis

## Strengths

- A number of internationally significant heritage assets along the riverside
- Established arts organisations including NPO funded organisations and those with international reputations
- Higher than the London average number of green spaces
- Strong regeneration projects already underway
- New transport infrastructure which has created better links with wider London
- Active community groups, many with long histories, with good local knowledge
- Two organisations in Royal Borough of Greenwich benefited from funds via the Commission for Diversity in the Public Realm
- Five organisations in Royal Borough of Greenwich benefited from the Culture and Community Spaces at Risk programme
- Strong visions articulated in the Greenwich Local Plan and Greenwich Corporate Plan
- A drive towards delivering the Greenwich Carbon Neutral Plan
- A rich diversity in the population of cultural backgrounds and heritage
- Local arts grants programme by the local authority which support community arts and festivals
- Greenwich Peninsula legacy from the 2012 Olympic and Paralympic Games, increased tourism and culture spend in Greenwich
- Local authority has a strong commitment to Equity and Inclusivity

## Weaknesses

- Polarisation of cultural access, affected by wide variance in economic, social and cultural capital across the Borough; some communities are able to take advantage of the vibrancy of culture on offer, whereas other communities are not well served or engaged by the existing offer
- Significant levels of multiple deprivation in communities in certain areas in the Borough
- Greenwich Cultural Forum diminished in activity and support, possibly indicating lack of coordination and connection between culturally active organisations across the Borough

# Opportunities

- Royal Greenwich is part of the Thames Estuary Growth Area
- Mayor of London cultural strategies and funding opportunities (such as London Borough of Culture and Impact Awards)
- Royal Borough of Greenwich Council successfully secured Mayor of London's Night Time Enterprise Zone status for Woolwich
- Arts Council England's Let's Create Strategy prioritises activity that can support community needs in Royal Borough of Greenwich, such as activity for young people's engagement and skills development, culture supporting community cohesion, supporting local identities and civic pride and celebrating diversity
- Underused assets that could help fill capacity gaps
- Peabody Housing Association has recognised that culture needs to be a part of its offer to residents
- Outdoor spaces available in the heart of communities which could be utilised more for cultural offer

# Threats

- High profile, one-off incidents such as the murders of Stephen Lawrence and Lee Rigby are a focus of right wing extremists. However locally, the incidents brought communities together with stronger cohesion as a result
- Arts Council England currently focussing funding more outside London
- Continuing cost-of-living crisis and the effects of Covid-19 pandemic which disproportionately affect lower income and ethnic minority communities has further polarised some communities' ability to access culture
- Increased operating costs (including energy) threatens sustainability of some venue-based cultural organisations

# PEST Analysis

## Political

**Cultural London:** At the time of writing, the Mayor of London has put culture firmly on the agenda for London as an important economic and social contribution for London.

The Mayor's Culture Strategy 2018:

- Love London – more people experiencing and creating culture on their doorstep.
- Culture and Good Growth – supporting, saving and sustaining cultural places and spaces.
- Creative Londoners – investing in a diverse creative workforce for the future.
- World City – a global creative powerhouse today and in the future.

**Levelling Up:** London and the UK are affected by the government’s Levelling Up policy, which aims to focus funding towards areas of the country that need uplifting with the ambition to become level with more successful areas. In June 2023, GLA Economics produced a report to consider the impact of this policy on London: “The culture sector and creative industries in London and beyond: a focus on levelling up, provision, engagement and funding”. Their findings conclude that the cultural and creative industries in London and the rest of the UK are more interdependent than has been recognised. The government’s Levelling Up White Paper recognises the disparities within London, and that the city needs to level up. Despite this, London has received a small share of funds specifically for this purpose, and a real terms cut in the arts has resulted. There is scant evidence that either the London economy, or the creative industries within it, are limiting either the UK economy, or its creative industries. The report concludes that the Levelling Up policy as it is currently being implemented is damaging to London’s cultural and creative industries, and therefore for the wider UK too.

As an interpretation of the Levelling Up agenda, Arts Council England has focussed more funding for the arts in the regions. Within Greenwich, established arts organisations in receipt of Arts Council funding (NPOs) appear to have received less funding than previously. However, a deeper look indicates that those organisations within London have still received around the same level of investment from Arts Council, however this is for work actually taking place outside the Borough. Although this continues to support those organisations located in Greenwich, it is not benefitting communities within the Borough boundary.

**Royal Borough of Greenwich’s priorities:** RBG’s Corporate Plan identifies its priorities as follows. Culture can support each of these areas.

- Health and wellbeing: creating opportunities for people to come together in healthy / outdoor activity, for physical, mental and social wellbeing
- Discrimination: culture can tell the stories that help people understand people from different backgrounds. Culture can bring communities together and share multi-cultural experiences, which contributes towards cultural cohesion
- Children and young people: the Corporate Plan identifies that there needs to be more opportunities for children and young people to take part in activities, which can be supported by cultural activity
- Neighbourhoods, community and public realm: the mission aims to create culturally vibrant spaces, with quality socialising spaces; community spaces that support events and festivals are valued by residents
- The economy: Culture can support high street and town centre economic development through providing vibrant, attractive offers that encourage greater footfall, and developing evening economies around theatre, cinema, entertainment etc.

## Economic

**Cost of living:** Nationally, there continues to be a cost-of-living crisis. This will affect communities’ ability to take part in and access cultural activity, as household budgets are squeezed.

In addition, costs of energy have risen substantially and continue to rise, which is putting unprecedented pressure on cultural venues who have to meet their utility bills. This has caused real risk to cultural venues nationally and will be so for those in Greenwich.

Economic growth nationally is slow and continues to verge on possible recession. This affects local economies and will impact on households' confidence further if they feel jobs are at risk, requiring them to spend less on cultural activity.

Local authorities are under pressure with continued budget cuts from central government impacting across services.

In Greenwich, there is a high proportion of small businesses, many of which will be cultural and creative businesses. Rising costs and high inflation affect these businesses' sustainability. Many cultural organisations are charitable and are facing the challenge of heightened competition for funding from charitable funders.

**Growth areas:** Greenwich is positioned to benefit from growth initiatives including the Thames Estuary Growth Plan, the Night Time Enterprise Zone for Woolwich, and significant cultural and heritage assets which can attract visitors as supported by the Visit Greenwich Destination Management Plan 2023-28.

Woolwich Works, the opening of the Elizabeth Line, Woolwich High Street improvements and the Greenwich Builds housing programme are all strong foundations to support future growth within Royal Greenwich.

## Social

**Diversity:** Greenwich is a highly diverse population with a significant mix of ethnicities in the resident population. The Borough population is also growing significantly. This can put pressure on services, housing and cause tensions between communities.

In such a diverse population, much good work has been done to support community cohesion. Celebrations of diversity and positive sharing of cultures across communities needs to continue and grow.

**Young people:** Greenwich (along with London generally) has a relatively young population. Children, young people and families continue to need support and activity to participate in to ensure they can thrive.

## Technological

**New Technologies:** Digital, Virtual and Artificial Intelligence continue to be prominent new industries developing across the world, and the creative industries need to be supported to innovate in these areas. Communities that may be experiencing digital deprivation need supporting to enable them to fully participate with digital cultural opportunities.

**Sustainability:** The environmental crisis faced globally requires innovative solutions and sustainable growth practices. Investing in sustainable technologies should be considered within all development and growth agendas. Cultural and creative industries also need to be supported to develop sustainable and innovative practices and to share good practice.

## Alignment with other strategies

The following table aims to map links between Culture Strategy areas and other Corporate Plans and Strategies.

Strategic document	Most relevant links to the Culture Strategy
Greenwich Core Strategy Local Plan 2014	<p>The Vision in the Local Plan is for Greenwich Peninsula to establish creative industries, especially digital media, with a new District Centre including the offer of an entertainment hub to attract national and international visitors.</p> <p>In 2028, the vision is for the 3 town centres will be culturally vibrant, establishing a strong community identity.</p> <p>Greenwich Peninsula has a legacy from the 2012 Olympic and Paralympic Games, resulting in an increase of tourism and culture spend in Greenwich. This will lead to an increase in community pride.</p> <p>The historic heritage, conservation and new developments need to be harmonious.</p> <p>The local plan aims to meet the wide ranging needs of its diverse population.</p>
Royal Borough of Greenwich Arts Grants and support schemes	<p>Although not currently underpinned by a formal strategy, the Arts Grants do indicate strategic priorities for the borough. Current Arts grants include:</p> <ul style="list-style-type: none"> <li>- Community Arts grants, encouraging participatory activity;</li> <li>- Black History 365 grants, celebrating the diversity of the borough;</li> <li>- Arts &amp; Culture Strategic Funding, supporting professional cultural organisations in the borough;</li> <li>- Royal Greenwich Festivals grants, acknowledging the importance of the well known / international festivals programme.</li> </ul> <p>In addition, Greenwich has the Greenwich One Card which combines library, leisure centre and local discounts cards. There is an opportunity here to extend the card to encourage more cultural activity by users.</p>
Regeneration in Royal Greenwich	<p>Aims and Projects:</p> <p>Greenwich Town Centre designated as a World Heritage Site.</p> <p>Greenwich Peninsula developed, establishing creative industries, the new District Centre, offer of entertainment hub for national and international visitors.</p>

	<p>Maritime Greenwich World Heritage Site as a site of international significance.</p> <p>Woolwich Creative District and the Woolwich Works project to restore 5 heritage industrial buildings on the Royal Arsenal, creating a new landmark cultural hub for London.</p> <p>Cutty Sark renovated as a major tourist attraction.</p> <p>Greenwich Riverside a Strategic Cultural Area, and Creekside to be developed sensitive to its waterside and industrial heritage character.</p> <p>Transport infrastructure developments which will support visitors to cultural assets.</p> <p>Cultural vibrancy improvements to the three major town centres: Woolwich, Greenwich and Eltham, by 2028, establishing strong community identities.</p> <p>Woolwich aiming to be designated a Metropolitan Centre, with better connectivity between Town Centre, Woolwich Common, Royal Arsenal and River Thames.</p> <p>Charlton Riverside developments to be harmonious with heritage character and conservation.</p>
Community Development Strategy	<p>Proposes community development officers for new residential developments. These roles could support cultural community activity which helps to build community cohesion for new residents. The strategy also notes the importance of community facilities such as centres, meeting spaces and arts facilities to enable this to happen. The strategy notes that there are no plans to extend library provision.</p>
Our Greenwich Corporate Plan 2022 (Vision 2030)	<p>The plan focuses on improving the quality of life and health of residents.</p> <p>Amongst its achievements since the last Corporate Plan, Royal Greenwich has since the opening of the Woolwich Works, opening of the Elizabeth Line, secured £17m funding for Woolwich High Street improvements, built a new Plumstead Centre and started work on Woolwich Leisure Centre and planted over 2,500 trees in the last 4 years. Over 750 homes are also being built through Greenwich Builds.</p> <p>Of the areas of priority in the Corporate Plan, culture can support:</p> <ul style="list-style-type: none"> <li>- Health and wellbeing, creating opportunities for people to come together in healthy / outdoor activity, for physical, mental and social wellbeing</li> </ul>

	<ul style="list-style-type: none"> <li>- Discrimination: culture can tell the stories that help people understand people from different backgrounds. Culture can bring communities together and share multi-cultural experiences, which contributes towards cultural cohesion</li> <li>- Children and young people: the Corporate Plan identifies that there needs to be more opportunities for children and young people to take part in activities, which can be supported by cultural activity</li> <li>- Neighbourhoods, community and public realm: the mission aims to create culturally vibrant spaces, with quality socialising spaces; community spaces that support events and festivals are valued by residents</li> <li>- The economy, especially of high streets, is an area of priority. Culture can support high street and town centre economic development through providing vibrant, attractive offers that encourage greater footfall, and developing evening economies around theatre, cinema, entertainment etc.</li> </ul>
<p>Greenwich Joint Health and Wellbeing Strategy 2019-2024</p>	<p>The GJHW Strategy identifies 4 priorities for Greenwich:</p> <ol style="list-style-type: none"> <li>1. Improving Mental Health and Wellbeing</li> <li>2. Improving Healthy Weight</li> <li>3. Live Well Greenwich (prevention approach)</li> <li>4. Health and Social Care System Development</li> </ol> <p>Arts and culture can play a part in supporting these priorities:</p> <ol style="list-style-type: none"> <li>1. Mental Health: arts and cultural activities can provide socialising opportunities which help to tackle loneliness; arts and cultural participation can support young people's self-esteem; and arts and culture can bring vibrancy to public spaces which supports healthy physical environments.</li> <li>2. Improving Healthy Weight: arts activities such as drama and dance can provide fun, sociable and healthy physical activity opportunities as alternatives to sports and exercise.</li> <li>3. Living Well: arts and cultural activities support community life and social connections. They can also be part of social prescribing, providing fun, creative activities that help people socialise and stay active.</li> </ol>
<p>Royal Borough of Greenwich Voluntary and Community Sector Strategy 2017-2022 (a new version for 2023-2027 is currently being developed)</p>	<p>This strategy is now out of date, and was written before the Covid-19 pandemic, so many of the aspects in the strategy may have changed. However, some aspects will remain the same.</p> <p>Many arts and cultural organisations depend on volunteers and undertake charitable work, so priorities in the VCS Strategy will also be priorities for these groups.</p> <p>One priority identified was for leveraging in more funding to local groups. Arts Council England, the Heritage Fund and the National Lottery, as well as a number of Trusts and Foundations, provide</p>



	<p>opportunities for arts and heritage organisations to apply for funding. In addition, cultural activity can support areas contained in the strategy, such as promoting inter-faith collaboration through sharing cultural traditions.</p>
<p>Greenwich Carbon Neutral Plan</p>	<p>Empowering wider change: the Plan aims to support and encourage all businesses and organisations to work towards Carbon Neutral targets. This needs to include arts and cultural organisations, festivals and events etc. to scrutinise their own practices and improve towards carbon neutral.</p> <p>Other most relevant themes to cultural organisations are: Energy supply, in terms of cultural energy use; Circular economy for use / re-use / recycling / upcycle of materials; and Transport, particularly for audiences and visitors.</p>
<p>Mayor of London 2018 Culture Strategy; Let's Do London (response to Covid); London Borough of Culture Award</p> <p>Mayor of London's Night Time Enterprise Zone</p>	<p>Culture Strategy is themed around 4 priorities:</p> <ul style="list-style-type: none"> <li>• Love London – more people experiencing and creating culture on their doorstep.</li> <li>• Culture and Good Growth – supporting, saving and sustaining cultural places and spaces.</li> <li>• Creative Londoners – investing in a diverse creative workforce for the future.</li> <li>• World City – a global creative powerhouse today and in the future.</li> </ul> <p>Transport and links: Indirectly, Greenwich benefits from links with the major investment into Newham Royal Docks, across the River Thames. Greenwich Peninsula is now connected to Royal Docks via London's only Cable Car, across the Thames, as well as the Woolwich Ferry which locates near to London City Airport. Greenwich also benefits from the DLR and Elizabeth Line, connecting it into London better with rail.</p> <p>Royal Greenwich is also part of the Thames Estuary Growth Area (see Thames Estuary Growth Plan). The Culture Strategy aims to establish the case for investment for centres of cultural and creative production along the Thames Estuary.</p> <p>Policy 1: The Mayor will help build and strengthen communities by investing in local culture.</p> <p>Policy 2: The Mayor will help bring Londoners together through major cultural programmes, festivals and events.</p> <p>Policy 3: The Mayor will support his 'family' of museums.</p> <p>Policy 4: The Mayor will promote the benefits of arts and culture for the health and wellbeing of Londoners.</p> <p>Policy 5: The Mayor will deliver a pro-cultural planning framework and help to safeguard existing cultural facilities.</p> <p>Policy 6: The Mayor will support and help to protect creative and artist workspaces, particularly where they are affordable.</p>

	<p>This includes the Creative Enterprise Zones. The zones are in Brent, Croydon, Haringey, Hounslow, Islington, Lambeth, Lewisham, Hammersmith &amp; Fulham, Ealing, Waltham Forest, and Westminster, with a single zone across both Hackney and Tower Hamlets. Although not in Royal Greenwich, some zones are adjacent and could impact on RBG’s creatives. There could also be some learning that could be applied to RBG from the CEZ Impact Report.</p> <p>Policy 7: The Mayor will integrate culture into major infrastructure projects. This includes: Establish the case for investment for centres of cultural and creative production along the Thames Estuary; and Explore the case for a new cultural vision for the river.</p> <p>Policy 8: The Mayor will champion high quality design, architecture and public art. This includes: Publish a suite of design guides to help developers embed culture; with the good links with developers and RBG Culture in Greenwich, there is scope here to support developers in embedding culture.</p> <p>Policy 9: The Mayor will support London’s diverse historic environment, includes: to champion heritage as the foundation of much of the capital’s unique tourism offer.</p> <p>Policy 10: The Mayor will work with industry, leaders and experts in culture and sustainability to support a greener and cleaner London environment.</p> <p>Policy 11: The Mayor will support culture in and out of schools to develop young talent.</p> <p>Policy 12: The Mayor will help more Londoners get employment in the creative industries.</p> <p>Policy 13: The Mayor will help to increase diversity within the creative workforce. Includes an employment programme for the Creative Enterprise Zones, Creative Entrepreneurs Programme, Mayor’s Fund for London’s Creativity Works Programme, Our Time scheme, and expand the Equal Access Network.</p> <p>Policy 14: The Mayor will work with artists and cultural organisations to promote London as an open and welcoming city. #LondonIsOpen campaign.</p> <p>Policy 15: The Mayor will advocate for the best possible Brexit deal for culture and the creative industries.</p> <p>Policy 16: The Mayor will support creative production and export through a range of activities and funding.</p> <p>Policy 17: Through his promotional agency, London &amp; Partners, the Mayor will promote London’s cultural riches to tourists.</p> <p>Policy 18: The Mayor will support the Night Time Economy through leadership initiatives and guidance. Includes: Advocate for every Borough to have a night time vision; and Set up a Night Time Borough Champions network across local authorities.</p> <p>Policy 19: The Mayor will collaborate with city leaders from around the world to drive culture up the urban agenda.</p> <p>London Borough of Culture: This includes a Legacy Framework with 6 core themes. LBoC bids should be made as part of an overarching culture strategy for the</p>
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	<p>Borough, which shows longer term plans and how the LBoC is a part of this. The 6 Legacy Themes are:</p> <ol style="list-style-type: none"> <li>1. Equality, Diversity &amp; Inclusion (mandatory)</li> <li>2. Cultural Policy (mandatory)</li> <li>3. Community engagement</li> <li>4. Creative workforce and training</li> <li>5. Cultural and heritage infrastructure</li> <li>6. Cultural ecology and economy</li> </ol> <p>November 2022: Royal Borough of Greenwich Council successfully secured Mayor of London’s <b>Night Time Enterprise Zone</b> status for Woolwich. This sees £130,000 worth of funding awarded to the borough by the Mayor of London. The project is aimed at enlivening Woolwich’s high streets after 6pm with innovative events, public realm interventions and business support to drive the area’s social and economic recovery. The fund is a partnership with London Economic Action Partnership (LEAP)</p>
<p>GLA Economics report June 2023: The culture sector and creative industries in London and beyond: a focus on levelling up, provision, engagement and funding</p>	<p>Their findings conclude that the cultural and creative industries in London and the rest of the UK are more interdependent than has been recognised. The government’s Levelling Up White Paper recognises the disparities within London, and that the city needs to level up. Despite this, London has received a small share of funds specifically for this purpose, and a real terms cut in the arts has resulted. There is scant evidence that either the London economy, or the creative industries within it, are limiting either the UK economy, or its creative industries. The report concludes that the Levelling Up policy as it is currently being implemented is damaging to London’s cultural and creative industries, and therefore for the wider UK too.</p>
<p>Thames Estuary Growth Plan</p>	<p>Greenwich is included in the Thames Estuary Growth Plan <a href="#">Home - Thames Estuary</a>.</p> <p>“Backed by Government, the Thames Estuary is the UK’s biggest growth opportunity, and the country’s gateway to the world.</p> <p>With its proximity to London, abundance of development land, excellent transport links and the Thames itself it has the potential to drive the national economic growth and prosperity.</p> <p>Guided by our vision for Good Green Growth as set out in ‘The Green Blue’ action plan, a huge range of sustainability growth projects that will attract billions in investment are in the works led by the Thames Estuary Growth Board and private and public sector partners.” 28 October 2022</p>

<p>London’s Commission for Diversity in the Public Realm</p>	<p>The Commission for Diversity in the Public Realm is an initiative established by the Mayor of London Sadiq Khan to review and access public tributes including statues and other landmarks.</p> <p>Royal Greenwich has benefited from 2 Untold Stories grants for community-led projects: In Conversation with the Statues and Shadows of Woolwich, by Creating Ground CIC; and Hidden Histories, by Avant-Gardening.</p>
<p>Visit Greenwich Destination Management Plan 2023-28</p>	<p>The vision focuses on maximising the value of the riverfront assets, positioning Greenwich as a “must see” destination in London. It aims to grow sustainable tourism to Greenwich, whose benefits are spread across the Borough. Written after the pandemic of 2020-2021, the Plan aims to recover visitor numbers to 2019 levels by 2024, and then increase further up to 2028.</p> <p>The vision aligns with the full London 2030 Tourism Vision. The Greenwich DMP is based on culture, aiming to build the Greenwich brand around “heritage, culture and entertainment”, projected as “an eventful destination.”</p> <p>The DMP aims to encourage more Borough residents to be employed in the cultural assets of Greenwich, to ensure that the benefits of its visitor economy from Greenwich’s significant assets support local workers and local businesses.</p>
<p>Culture and Community Spaces at Risk programme – grant recipients (City Hall programme)</p>	<p>Grant recipients in Greenwich from this fund were:</p> <p>Middle Park Community Centre, Eltham <a href="http://middleparkcc.org.uk">Middle Park Community Centre (middleparkcc.org.uk)</a></p> <p>The artFix Circle, a community arts centre designing participatory artistic and well-being activities that inspire users to express themselves creatively. <a href="http://artfix.org.uk">artfix • artFix</a></p> <p>OneSpace, a community centre and a café that serves Kidbrooke Village in South East London.</p> <p>The Gate Darkroom.</p> <p>George and Dragon, LGBTQ+ venue.</p>
<p>Arts Council England</p>	<p>The Arts Council’s 10 year strategy 2020-2030, <i>Let’s Create</i>, is underpinned by 3 Outcomes. The Outcomes are:</p> <ul style="list-style-type: none"> <li>- Creative People – enabling more people to be creative and engage with arts and culture</li> <li>- Cultural Communities – bringing organisations to work together to create more culturally vibrant places</li> </ul>

	<ul style="list-style-type: none"> <li>- Creative and Cultural Country – developing excellence, talent and international links to contribute towards a creative and cultural country.</li> </ul> <p>The Culture Strategy needs to consider how activity in Greenwich can support each of these outcomes.</p> <p>Greenwich is eligible to bid for the 2025-28 programme for Creative People and Places programme, a 3 year funded programme from ACE which aims to engage people in areas of low cultural engagement. There are pockets in the Borough who could benefit from this programme, if a strong bid could be made. The bid needs to come from a consortium of organisations who can support the programme. Applications open in winter 2023, with successful applicants announced in Autumn 2024.</p> <p>Cultural Compacts: ACE is interested in supporting Cultural Compacts. Compacts are a group of organisations from a broad spectrum of services and interests who have a vision for culture to develop in their place, providing a body for strategic leadership for culture. Southwark was London’s first and trialled a Cultural City Compact, the learning from which could be useful for Greenwich.</p>
Heritage Lottery Fund 2033	<p>The Heritage Lottery Fund launched a new 10 year strategy in 2023, <i>Heritage 2033</i>.</p> <p>The guiding principles for their investment are:</p> <ul style="list-style-type: none"> <li>▪ Saving heritage: conserving and valuing heritage, for now and the future.</li> <li>▪ Protecting the environment: supporting nature recovery and environmental sustainability.</li> <li>▪ Inclusion, access and participation: supporting greater inclusion, diversity, access and participation in heritage.</li> <li>▪ Organisational sustainability: strengthening heritage to be adaptive and financially resilient, contributing to communities and economies.</li> </ul> <p>Heritage Lottery has a broad definition of heritage, which includes community heritage and oral histories as well as buildings, assets and collections. They are interested in new ways of encouraging participation, especially where it can widen inclusivity and engage a diverse range of people.</p>
National Lottery Community Fund Strategy 2023-2033	<p><a href="https://www.tnlcommunityfund.org.uk">Strategy overview   The National Lottery Community Fund (tnlcommunityfund.org.uk)</a></p> <p>National Lottery Community Fund also launched a new strategy in 2023, with a vision for 2030. The focus is to support activities that create resilient communities that are more inclusive and environmentally sustainable - activities that will strengthen society and improve lives across the UK.</p> <p>Creative and cultural activities which support community cohesion, address social issues and encourage climate action could be of</p>

	<p>interest to this funder. They also support communities to create physical and virtual spaces for community use, which could support cultural activity spaces.</p> <p>The fund wishes to enable children and young people to thrive, enable people to live healthier lives, and to tackle inequality. These are all areas that could benefit Greenwich’s community needs and be delivered through creative and cultural activities.</p>
<p>DCMS: Levelling Up the United Kingdom Policy paper 2022</p>	<p>“We will also ensure that great cultural institutions play their part in spreading access to excellence. As we significantly <b>increase cultural spending outside the capital</b>, 100% of the Arts Council England funding uplift announced at SR21 will be directed outside London, with support for theatre, museums and galleries, libraries and dance in towns which have been deprived of investment in the past. We will explore how more flagship national cultural institutions can support the strength of our historic cultural heritage in great cities such as Stoke and Manchester.” This has mainly been done by refocussing Arts Council England funding to be weighted more towards culture outside London.</p> <p>“The UK government will drive further school improvement in England through 55 new <b>Education Investment Areas (EIAs)</b> in places where educational attainment is currently weakest. The Department for Education (DfE) will support strong multi-academy trusts to expand into these areas and offer retention payments to help schools with supply challenges in these areas to retain the best teachers in high-priority subjects. More intensive investment will be available across some EIAs to tackle wider issues that may be limiting school improvement. The UK government will ensure that talented children from disadvantaged backgrounds have access to a post-16 provider with a track record of progress on to leading universities by opening new 16-19 free schools targeted in areas where they are most needed, such as high priority EIAs.</p> <p>“In addition, we will create the <b>UK National Academy</b>. Just as the UK pioneered the Open University, this new digital education service will support pupils from all backgrounds and areas of the UK to succeed at the very highest levels. The UK National Academy will be free and made available online to support the work of schools up and down the country. It will allow students to acquire additional advanced knowledge and skills, offering even more opportunities for every child to thrive.” However there is no specific focus on cultural education.</p> <p>“Further, £560 million will be invested in young people for new and improved youth facilities, services and experiences in England where they are needed most, launching a new <b>National Youth Guarantee</b> so that by 2025 every young person in England will have access to regular out of school activities, adventures away from home and opportunities to volunteer. We will ensure the Duke of</p>

	Edinburgh Award is offered to every state secondary school in England. We will give more students the transformative opportunity to join the cadets, providing more support to the state school sector too. This will include linking funding of cadet units in private schools with a requirement to ensure support for the expansion of cadet forces in state schools and open access to nearby state school students.” Joining army cadets could be of relevance in Greenwich, since the Royal Army barracks are located there.
London Recovery Board statement on Levelling Up, 6 August 2021	<p>A statement produced post-pandemic reflecting on the current context for Levelling Up. A summary of key points:</p> <p>We agree that uneven growth is not good for the whole of the UK. But the economy is complex and interdependent, and it’s wrong to think that growth in one area happens at the expense of another. The data shows that the economic fortunes of the capital and the rest of the country are strongly correlated.</p> <p>London is not uniform, socially or economically, and has some of the most entrenched areas of deprivation in the country. The pandemic also cruelly exposed many injustices and structural inequalities in our city.</p> <p>We understand that the Government is keen to extend devolution to other parts of the country such as the counties: we hope it will understand that it must devolve and delegate further in the capital and in other metropolitan areas as well.</p>
London Central Activity Zone, Supplementary Planning Guidance 2016	Although not in the CAZ itself, Greenwich Riverside is identified as an area of opportunity linked to the CAZ, for 5k homes and 4k jobs.

## WIDER CONTEXTS

2030 seems to be a key Vision year for many of the local strategies.

Climate Action and Social Justice are now, nationally, important priorities which need to be reflected in the Strategy.

### **Challenges for cities: World Cities Culture Forum (WCCF), World Cities Culture report 2022 (BOP Consultants)**

“Culture is now supporting communities, improving health and wellbeing, engaging young people, boosting jobs and the economy, giving our cities a distinctive identity and bringing in tourists.”<sup>1</sup>

The report looks at current challenges for cities following the Covid-19 pandemic, which exposed existing inequalities, and challenged cultural activity significantly. It also takes in the context of global climate action and social justice.

<sup>1</sup> Pg4 [dab1b4\\_b4271220631e4259a75cadb649320636.pdf \(bop.co.uk\)](#)

## Page 11 Summary of findings:

- Covid-19 exposed and worsened existing inequalities, but the causes of these were deep-rooted and pre-dated the pandemic. Our cities face profound social and economic challenges, and also urgently need to transition to becoming environmentally sustainable.
- We cannot continue as is – change is needed now. A new approach is needed across people, place and the planet. This embraces how people relate to their city, how they are included, engaged and see a place for themselves. We must encompass the needs of the next generation; support more decentralised spatial design, resetting the relationship between live, work and play; and embed environmental actions in everything we do.
- To achieve this, we need a new way of thinking: a new era of mission based urban policy. It means drawing on expertise, resources and ideas from a whole spectrum of perspectives to find the solutions to urgent and deep-rooted challenges.
- Within this, there is a specific role for culture. Culture is a means by which citizens can be engaged and mobilised to participate around issues. It is a way people identify with, and feel included in, their city and develop a greater sense of responsibility for the city they live in and connection to one another.
- Culture can support cross-cutting work, with creative thinking and practice helping to drive innovative solutions and encourage collaboration.
- Cultural programmes that are designed around, for and with young people, can cultivate lifelong interest in the arts, but are also a way to develop skills and to embed a shared set of community values.
- Cultural infrastructure is an important way to anchor neighbourhoods and build social cohesion, as well as provide cultural services and access locally.
- And finally, culture has a twofold role in addressing climate action: both reducing the environmental footprint of the sector, and in raising awareness around climate change and helping to change behaviours.
- This is a bold call to action – to rethink how we shape local government, decision-making and ways of working. Through culture, we can create a framework robust enough to respond to the next crisis.

## Pg 12: CALLS TO ACTION

### PEOPLE

- Collaborate Across Teams. Cross-department and sector working is the only way to address the complex challenges we face.
- Engage, Listen and Work with Young People. Help support the future citizens of your city.
- Revive Relationships Between Government and People. There must be genuine inclusive engagement with the public as stakeholders within our cities.



## PLACE

- Rethink the Shape of the City. Our future is urban, but it will look different. To create greater opportunities across neighbourhoods, new models are emerging. For example, polycentric and decentralised cities are creating space for, and recognising, the diversity of voices in our cities.

## PLANET

- Embed Environmental Action Across Your Work. Social and economic equity will not happen without it.
- Embrace Digital Tools and Best Practice. Across different parts of the culture sector there are tools to guide best practice and measure impact. Encourage your creative communities to use these.
- Communicate Through Culture. Culture is a powerful tool to communicate and change behaviours – use it.

Pg 15:

“...the shape of many cities is changing, with urban areas no longer so dependent on their city centres as the focus for economic and cultural activity. Instead, we see polycentric models, such as those taking shape in Paris through their 15-minute city approach, Chengdu’s Park City concept, or Amsterdam’s ‘doughnut economics’ model, with a focus on decentralisation and localised supply chains.”

Pg 36:

“Arts and culture are unique in how they can shift narratives and make issues that can be polarising relevant to a broad variety of people. They can make challenges understandable and actions inspirational.” Lucy Latham Senior Manager, Cities, States and Regions, Carbon Disclosure Project

## Consultation Plan

Following the mapping and research of the borough, the following plan is Art Reach’s intention to consult with relevant target groups and stakeholders. Exact logistics are still being developed and alterations may need to be made due to budget constraints or availability of venues or groups.

### Questions for the consultation

Areas for exploration have been identified as:

- Local community need, at micro-level
- Scope for linking established arts and cultural organisations with local communities in the Borough
- Common threads / common identity that could unify people in the Borough and become a theme for the Borough of Culture
- Legacies that are required, long term change that could be instigated by the Borough of Culture activities

- Risks to culture, especially after the pandemic and as a result of cost-of-living crisis
- What could support those who currently have lower engagement in culture? (e.g. Creative people and Places programme)
- What can attract the Kaleidoscope Creativity audience (identified as a significant audience segment for Greenwich in the Audience Profile Report)? Data from Audience Agency suggests co-creation, outdoor festivals, and activities that support or showcase writing music and poetry could be of interest to this group. Activities need to be low or no cost, and cost of transport needs to be considered, as this group will choose to stay at home rather than spend.

## Consultation Activities

Within the current contract, Art Reach believe they can deliver the following proposed plan. 2 consultation sessions per day will be planned for the focus groups and pop-up sessions, which will cut down on the staff time required for travel to London, and enable us to deliver more activity within the time allocated.

The following plan represents:

- 5 days of consultation sessions
- 3 pop-up creative events
- 9 hours of telephone consultations
- A session for Elected Members

Consultation will take place from September to November 2023.

### 1. Stakeholder consultation.

- Phone calls to be set up with:
  - o Arts Council England, August 2023
  - o Heritage Lottery Fund
  - o Greenwich Heritage Trust
  - o Tramshed (ALD & Disability led programme, artists development and community work)
  - o GCDA (Greenwich Cooperative Development Agency)
  - o Eltham Arts (social needs)
  - o Black Female Entrepreneurs Greenwich
  - o Woolwich Works
  - o Visit Greenwich
  - o Peabody – Head of Culture
- **Elected Members session:** date to be confirmed.
- **Focus group sessions:** cultural organisations, faith groups etc. to be invited to attend a two hour session at one of the following (dates to be scheduled):

Possible venues include: GLL (Greenwich Leisure Limited) venues, Woolwich Works, Tramshed meeting room

- A venue in Greenwich --West Greenwich Library, Greenwich Theatre or Greenwich Borough Hall
  - A venue in Eltham – Eltham Library, Bob Hope Theatre or St Mary’s Community Centre (Eltham High Street)
  - Thamesmead/Abbey Wood – perhaps a Peabody venue, or Abbey Wood library or Abbey Wood Community Group Hall.
- An online call to be scheduled with **education** representatives (October)

## 2. Community consultation.

### Target groups for community consultation.

**Deprivation** in Greenwich is an area of concern, there are high levels of deprivation in areas across the Borough. The most deprived areas in the Borough are around:

Middle Park, Eltham West

Woolwich Riverside, Peninsula, Charlton

Abbey Wood

The Borough also has a high (and increasing) level of **ethnic diversity**, a higher number of **children** than the average for London, a **lower life expectancy** than average for London (especially for women), and a rising **older population**.

Therefore, target groups for specific consultation could be aimed at the groups in bold above.

Target consultation sessions will be aimed at:

**Communities from a range of ethnicities** where possible, via community champion contacts or faith communities. In order to reach the maximum number of community groups, a strategy to mobilise and train community ambassadors could be employed, particularly securing engagement with groups reluctant to be involved with council consultations. The aim would be to find out what these communities think is important to them in terms of culture, if they feel culture supports community cohesion and how, and ideas for how this could be done further.

**School children.** Approach a group of children or young people as ambassadors who would be interested in taking a survey into their schools and collecting responses. Art Reach could provide training for them and work with them to identify relevant questions. This would aim to find out what types of cultural activity is important to them, how they like to engage, and what their aspirations are for culture.

**Older population.** Art Reach would aim to visit an organisation who provide services for older people and provide an activity to engage with them. For example, at a coffee morning or lunch club, Art Reach could provide entertainment with a game-style consultation activity for attendees. This could be a fun voting game or similar. This would aim to find out what types of cultural activity is important to them, how they like to engage, and what supports their wellbeing.

### 3. Wider public.

- **Online survey.** A survey will be devised to reach a wider range of the general public in Royal Greenwich. The survey will aim to gauge levels of engagement and access to culture for people living in different parts of the Borough, and their views on possible developments.
- **3 Pop up consultation events.** We propose that we stage a visible, creative community consultation activity located in the three areas of deprivation listed above: Middle Park, Woolwich and Abbey Wood. These should be fun, surprising and creative pop up activities that may attract local people in those areas to take part and talk to our team. We would like to identify either already organised events for the community that we can stage our consultation at, or central community areas with footfall (such as a market or high street) where we could stage an activity. We would approach a South London based (if possible) artists group to create an engaging activity for those spaces. Art Reach is discussing possibilities with MashUp! Productions (early proposals are included in the appendix).

## Creative Consultation Ideas

MashUp! Productions have proposed ideas of how a creative consultation pop-up activity could look, and Art Reach will continue developing these ideas with them. The ideas and information about MashUp! are included as an appendix.

## Appendices