

367,100 Creatives

Ealing's Manifesto for Creative Change

Access Places Collaboration

Support Sustainability Ambition



**Action Plan
2023-28**

Turbocharging arts, culture and creative industries. Inspiring more creative people, more creative communities and more creative places.

1 - More Access for Arts in Ealing

DELIVERABLES/STEPS/ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
<p>Co-curated through the Culture Hubs, scope a decision and delivery system for a year round series of smaller events, activations, animations that link with 20-minute neighbourhood plans/projects, high streets activations and the Love Ealing Love Local approach to grow local business</p>	<p>To ensure local relevance and that all communities see themselves reflected. Recommendations as highlighted in the 2020 commissioned festivals and events review. Feedback from the 2022 arts and culture survey. Evaluation from Welcome Back To The Highstreet-funded activations in 2021 showed that:</p> <ul style="list-style-type: none"> • £24,045 was spent by attendees on the day per event. 29 events were delivered across the 7 towns. Total additional spend, due to the events was therefore £697,305, against a cost of only £55,000. • 71% said that they looked more favourably on high-street locations visited as a result of their event attendance. • 60% said that they are more likely to return to the high street areas visited over the course of the event • 61% said that they are more likely to shop at local shops and restaurants following their attendance of the event • 61% said that the Love Ealing Love Local Map made them more likely to explore parts of the borough they had not visited before, or recently. • 66% said that they visited shops or restaurants in the high street areas where the event was held, before or after the event. 	<p>A Thriving series of events is creating a buzz in our town centres, creating community pride, bringing people to our high streets, encouraging economic growth in all our towns and boosting 24-hour economy. Local people are engaged and active to make things happen in their local area.</p>	<p>Creates Jobs Fights Inequality</p>
<p>Further develop and grow New Gen festival to:</p> <ul style="list-style-type: none"> • reach a representative section of Ealing's youth population; • become a familiar fixture of Ealing's cultural calendar that young people feel ownership of; • Scope feasibility of setting up a yearly Youth Takeover 'weekend across the borough, with young people in charge, building on the example of 'Who We Are, Who We Aren't' Bollo Brook-curated exhibition at Pitzhanger Manor & Gallery and the New Gen Youth Festival ethos • become a space for empowering youth voices, building communities, and boosting skills and career prospects. 	<p>The Arts and Culture Survey 2022 highlighted that 1) children and young people wanted more opportunities to engage with arts and culture and 2) needed the offer to be more diverse and relevant to them</p>	<p>Regular fixture in event calendar, widespread awareness among Ealing's youth, develops a more connected creative youth culture. New Gen is a London-wide recognised festival.</p>	<p>Creates Jobs Fights Inequality</p>
<p>Informed by the Health and Wellbeing Strategy 2022-2027 - to be published in March 2023 - work with public health colleagues to develop specific actions around arts and health/wellbeing. Scope opportunities and funding for creative wellbeing projects and social prescribing</p>	<p>Commitment in the Health and Well-being Strategy around inclusion through structural change - tackling racism and discrimination in systems</p>	<p>Measurable reduction in barriers to engage in arts</p>	<p>Fights Inequality</p>
<p>Work with ActForEaling or Ealing Transition to integrate climate/eco focus into festivals or other cultural events in the borough</p>	<p>Better knowledge retention and sharing across the council in order to reach target groups. ETI have a 1200 person mailing list to reach "eco-motivated" residents; AFE have grown social media reach in their first year of existence</p>	<p>More effective information gathering and knowledge retention/sharing across the council in order to reach target groups</p>	<p>Tackles Climate change</p>

DELIVERABLES/STEPS/ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
<p>In January 2023 the CEP will launch the Ealing Schools' Arts Charter, co-created by the Cultural Education Partnership and teachers, to show a commitment from Ealing schools to the creative experiences for every child. Across 2023 and beyond, we will implement and deliver a support plan for schools to work towards the commitments of the Arts Charter.</p>	<p>Based on the findings from a Schools Arts Survey in Ac Yr 2021/22 over 85% of schools did not have a specific arts policy in place.</p>	<p>Ealing schools collectively show advocacy for and commitment to arts education. Arts education is highly valued and visibly advocated for by schools and families.</p>	<p>Fights Inequality</p>
<p>Create a digital platform to connect to, families and schools to activities and events across the borough.</p>	<p>Promotion of the creative offer for young people is not held in a central location, but with each provider. A one stop shop for all arts activity will help young people, families and schools find opportunities they want to engage with and discover new things.</p>	<p>Digital platform created to meet needs of the community in terms of arts provision for young people. Used by schools, families and young people themselves.</p>	<p>Fights Inequality</p>
<p>Develop a 'Careers in the Arts' toolkit to raise awareness of the arts as a viable career option, increase the visibility of career pathways and work towards creating a diverse workforce reflective of the local demographic</p>	<p>Widely acknowledged lack of representation in the arts industry.</p>	<p>Creative careers recognised as a viable option by young people, schools and families. Strong connections between schools and employers offering work experience, shadowing, mentoring. Creative workforce reflects the local demographic.</p>	<p>Fights Inequality</p>
<p>In collaboration with Economic Growth, Regeneration, Community Engagement and Public Health (including NHS Borough Based Partnership colleagues), to set-up initial Culture Hub pilots and scope out potential locations, potentially starting in Southall, Greenford/Perivale, Northolt, Acton. Set up local community of practice meetings; decide frameworks for decision-making and outputs. Scope collaborative working and synergies with the health and well-being strategy 2022-2027 and existing plans/structure such as town forums, Community Design Centre, Community Enterprise Hubs, 20-minute neighbourhoods, Community Charter, Community Access Guarantee, Community Champions, Family Hub model, Love Ealing Love Local. Also explore links with the learning zones in each of the four libraries managed by Ealing to see how these spaces could also be part of the hub concept, for example as satellite centres or similar.</p>	<p>To ensure localised decision making based on initial needs analysis and 20-minute neighbourhood frameworks. Appropriate and relevant support mechanisms/infrastructure put in place based on local need. To contribute to all 6 manifesto demands. To increase inclusion, wider community reach, diversity To lay the groundwork and local movements for a LBOC application</p>	<p>Ealing is building a 'new heritage', achieved through empowering our seven Ealing towns with local decision making.</p>	<p>Creates Jobs Fights Inequality</p>

2 - More Places for Arts in Ealing

DELIVERABLES/STEPS/ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
<p>Develop a brief for and commission a Cultural Infrastructure Study and Plan</p> <ul style="list-style-type: none"> Identify what already exists, including neighbouring cultural amenities and transport reach Set out current audiences and demographic profiles set out the demand and desire for future cultural spaces working with local cultural providers, residents and members. <p>Recommending a range of sites/opportunities for cultural facilities with practical business models for delivery, including types of tenants/operators, leases, and rents.</p> <ul style="list-style-type: none"> consider how local audiences will change over the next 5 – 20 years, based on development and trends set out a list of high level costed infrastructure to align with the planning process and CIL and that makes it clear to developers what the cultural need is. Recommending a range of sites/opportunities for cultural facilities with practical business models for delivery, including types of tenants/operators, leases, and rents. Ensure all new infrastructure is specified from the outset to deliver strong environmental performance (energy, water, nature, active travel) <p>To align with/build upon Community- led Regeneration Charter; Industrious Ealing; Southall Reset; Visions for Northolt; ‘20 Minute Neighbourhood’ plans for Northolt, Greenford, Perivale, and Acton and beginning work on the Hanwell and Ealing Metropolitan Town Centre town plans; Development Infrastructure Funding study; Infrastructure Delivery Plan; draft Local Authority Community Infrastructure Levy (CIL) and Charging Schedule (for adoption in 2024) as part of Local Plan.</p>	<p>Comparison with other boroughs shows that Ealing has limited cultural infrastructure. A state-of-the-art arts centre is a commitment in the Council Plan.</p> <p>As per the Arts & Culture survey 2022, one of 5 things currently missing in Ealing was: a creative/performance space/hub for artists, participants and audiences.</p> <p>The arts & culture survey 2022 showed that the majority of residents consumed culture outside Ealing. Having a focal point arts centre will stimulate local footfall and spend and stimulate the 24-hour economy. A thriving cultural scene will also attract further inward investment.</p> <p>Evidence- and research-based approach to inform space needs - To inform the Local Plan and specifically, the Infrastructure Delivery Plan (IDP)</p>	<p>Creative people leads to creative communities leads to creative places: As requirements for culture and affordable creative workspaces are embedded in planning, places are transformed into vibrant ecosystems with mixed uses in which culture has a key role. (Building on examples of good practice such as the Friary Park development as a standard for future developments - developing a community arts strategy; plans in place for before, during and after build; collaborative approach with communities and creatives; ensuring at least one cultural anchor tenant: provider such as Creative Land Trust leasing commercial spaces to provide affordable creative workspaces)</p>	<p>Creates Jobs Tackles Climate change Fights Inequality</p>
<p>Based on recommendation of above Cultural Infrastructure Plan, develop a plan for specific spaces including a state of the art arts/music venue/centre (explore opportunities around Percival House, Hanwell Community Centre, Southall Green Quarter, Ealing Club/British Land, new music venue Park Royal and CEZ...); spaces for participation and grassroots; affordable creative workspaces.</p>	<p>The arts and culture survey 2022 showed that the majority of respondents engaged in community art. Within the 5 things that are currently missing, respondents listed: more opportunities to participate, more opportunities for children and young people, more diversity.</p> <p>Fit-for-purpose local spaces are a requirement to address the above.</p>	<p>Less people travelling out of Ealing to consume culture (and spend money elsewhere). Instead, increased consumption within Ealing, leading to increased footfall and spend (economic impact)</p>	<p>Creates Jobs Tackles Climate change Fights Inequality</p>
<p>Develop an evidence base and toolkit for developers to encourage embracing cultural uses in planning (use info from Government levelling up paper, creative land trust) https://publications.parliament.uk/pa/cm5803/cmselect/cmcomeds/155/summary.html 210047_210915_CreativeWorkspace_FinalReport_LowRes_Spreads-1.pdf (creativelandtrust.org)</p>	<p>In addition to exploring cultural requirements though CIL charging and capital funding projects, to ensure that major new developments consider cultural anchor tenants that engage with local communities</p>	<p>Creative people leads to creative communities leads to creative places: As requirements for culture and affordable creative workspaces are embedded in planning, places are transformed into vibrant ecosystems with mixed uses in which culture has a key role. (Building on examples of good practice such as the Friary Park development as a standard for future developments - developing a community arts strategy; plans in place for before, during and after build; collaborative approach with communities and creatives; ensuring at least one cultural anchor tenant: provider such as Creative Land Trust leasing commercial spaces to provide affordable creative workspaces)</p>	<p>Fights Inequality</p>

<p>Scope funding opportunities for town centre activation events. Utilise thee funds with an open call for proposals. As per under 1. More Access for Arts in Ealing - Co-curated through the Culture Hubs, scope a decision and delivery system for a year round series of smaller events, activations, animations that link with 20-minute neighbourhood plans/projects, high streets activations and the Love Ealing Love Local approach to grow local business. Link with future Night Time Economy plans and build these into UKSPF planning.</p>	<p>The Oxford Economics report for West London Alliance (WLA); June 2020; makes special mention that the CDI sectors already feature prominently in West London's overall strategic ambition. The report also articulates increasing economic activity by boosting consumer and business confidence, making a strong case for culture and events.</p>	<p>Culture is key in economic recovery and bringing people and pride back to our high streets A more diverse festivals and events programme that includes smaller local activations and interventions The cultural vibrancy and innovation of Ealing attracts outside visitors</p>	<p>Creates Jobs Fights Inequality</p>
<p>Meet ambitions related to arts and culture in the Visions for Northolt strategic document. For example Northolt Art Stops; Northolt High Street Signage Competition; Northolt public art programme; Racecourse Together</p>	<p>Projects and actions identified in the Visions for Northolt strategic document; 20-min Neighbourhood Frameworks; response to Sussex Crescent Planning Application/ Petition that stressed need for new community space on the estate</p>	<p>Increased space for community groups and creatives. Space for enterprise/ start ups 'Launch pad' for local creatives to deliver future public art. Supporting vitality of high streets, driving footfall. Employing freelance local creatives and helping them to build their portfolio to secure future commissions.</p>	<p>Fights Inequality</p>
<p>NLHF application for Hanwell Community Centre</p>	<p>Ensure the grade 2 listed building is restored to its full glory and an asset for communities.</p>	<p>Restoration of grade 2 listed Hanwell Community Centre and a sustainable business model that benefits the community</p>	<p>Creates Jobs ackles Climate change Fights Inequality</p>
<p>Through the initial steering groups for Culture Hubs, explore space needs and composition of possible consortia to occupy new and vacant units with balanced business models that can be cross-sector and with partners from other Ealing towns and outside Ealing.</p>	<p>To start with social movements and people who can then activate and run buildings according to local need- as opposed to starting with buildings and then looking for usage and users. Contribute to thriving high streets and night time economy.</p>	<p>7 Culture hubs consist of local change makers that deliver from well-run buildings to meet local need.</p>	<p>Creates Jobs</p>

3 - More Support for Arts in Ealing

DELIVERABLES/STEPS/ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
Update the GLA Cultural Infrastructure Map	Comprehensive mapping to identify gaps and opportunities and inform future cultural infrastructure needs.	A more useful and up-to-date map of cultural infrastructure in Ealing	
Execute Cultural manifesto distribution plan (digital, print, zines, posters, collectable memorabilia, podcast, schools' video competition, YouTube focus group videos, launch party, ongoing activations...). After publishing, set up granular conversations with key stakeholders and across the council to continuously inform actions and accordingly update the action plan.	The manifesto should mean ongoing activism through commissioning local artists across all 7 towns to create memorabilia.	Ealing's Cultural manifesto is a live document that keeps engaging people	<p>Creates Jobs</p> <p>Tackles Climate change</p> <p>Fights Inequality</p>
Include a visual representation of the 2022 arts and culture survey results in the Cultural Manifesto and thereafter, add to the council's Arts, Culture and Creativity pages.	Widely share resident's opinions, needs and barriers re. arts and culture to show the council has heard and is acting.	Progress can be measured by assessing the gaps, needs and barriers that have been addressed	<p>Creates Jobs</p> <p>Tackles Climate change</p> <p>Fights Inequality</p>
Ongoing relationship management, narrative building and speaker invites with GLA. Prepare council working groups, external grassroots and ambassadors for LBOC bid. See also under 6. More Ambition for Arts in Ealing: Apply to the Mayor's London Borough of Culture Scheme	Becoming a Mayor's London Borough of Culture brings funding, visibility, recognition and will put Ealing on the cultural map. I will enable us to achieve all the ambitions in the Cultural Manifesto through the Culture Hubs and thus, provide a lasting decision/delivery structure and legacy. However, to have a chance of being successful with our application (Ealing's 2017 application was not successful), we need to start behaving like a LBOC with support across the council and at executive and member level. Our policies and planning framework need to evidence our ambitions.	Ealing is in a strong position to submit a competitive bid for LBOC	<p>Creates Jobs</p> <p>Tackles Climate change</p> <p>Fights Inequality</p>
Integrate UWL students recording the development and delivery process - generating social media content to support place promotion. (EG Service agreed project model agreed with John Charlton and Faculty Heads).	Support learning and development of relationships between UWL and local communities and invest in employability of HE students and raises aspirations of local residents ink young people.		
Commission Sound Diplomacy to develop a music strategy https://www.sounddiplomacy.com/better-music-cities	A Music Strategy and making Ealing a 'Music City' will contribute to creating good jobs, stimulate night time economy, specify inward investment, support start ups and will inform what type of infrastructure is needed and in what locations.	Ealing's rich music heritage is built upon with new forms and infrastructure. Ealing can be again the cradle for new genres and/or groups.	<p>Creates Jobs</p>
Based on the Cultural Manifesto research of significant Ealing people, places, events, art works, art form, practice, commission an Unheard Voices/Hidden Histories type of interactive map (including oral histories) with local community researchers.	An innovative and creative approach to highlighting he vibrancy of Ealing's creativity.	Heritage and creativity past and present is spotlighted and celebrated	<p>Creates Jobs</p> <p>Fights Inequality</p>
Cultural Manifesto research and above map to inform relevant and diverse, borough-wide public art interventions, informed and co-curated by the Culture Hubs.	Create vibrant and empowered places as well as employment and showcasing opportunities for local artists and organisations	Ealing has a vibrant, ambitious, diverse and well-supported grassroots arts scene that gives us a strong change to become a LBOC	<p>Creates Jobs</p> <p>Tackles Climate change</p> <p>Fights Inequality</p>

4 - More Collaboration for Arts in Ealing

DELIVERABLES/STEPS/ ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/ DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
Arts & Culture service twice-yearly Ealing Arts and Culture network meetings to upskill, connect to national initiatives and encourage peer learning. Deliverables under 6 focus on upskilling. Deliverables under 4 focus on networking and connecting.	To encourage networking and collaborative working.	Community wealth building and increasing social connection.	Creates Jobs Fights Inequality
Create an enrichment programme for teachers to increase confidence in delivery and opportunities for students to experience a broad range of creative activities early in life to cultivate a life-long love for the arts	Provide support for teachers to deliver a diverse and high quality arts curriculum and to support schools in meeting the commitments of the Arts Charter	Strong and prioritised arts programmes in schools. Partnership working with local practitioners and organisations across the borough. Underserved schools engaging and delivering more. Highly engaged schools supporting and staff mentoring others.	Fights Inequality

5 - More Sustainability for Arts in Ealing

DELIVERABLES/STEPS/ ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/ DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
Develop a governance structure owned by a group of organisations and move outside of the council	Cultural Education Partnership will grow further from the solid foundations in the council to become a more agile body based in an arts organisation or as it's own entity.	CEP impact is embedded in the community and young people in particular feel ownership on it's direction.	Fights Inequality
Further expand on and distribute the CEP career videos	Raise awareness and understanding of Creative career options	Workforce in the arts industry is reflective of the local community	Fights Inequality

6 - More Ambition for Arts in Ealing

DELIVERABLES/STEPS/ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
Set up Culture Hub visioning group (internal and external stakeholders)	Ensure cross-departmental synergies, sector buy-in and wider Ealing Culture sector input	A range of supporters and ambassadors that can also be called upon for developing a LBOC bid	Fights Inequality
Relationship building and advocacy with GLA and ACE started in 2020. Ongoing. Continuing the narrative that there is a step change happening in Ealing in the creative sector. Empowering grassroots through the Culture Hubs is key. High level political and executive buy-in and messaging is also key. Evidence that culture is embedded in council planning and policies was a past assessment criterium! By the time of applying, this will need to be in place, for example through CIL.	To achieve and catalyse all of the objectives in the Cultural Manifesto. To put Ealing on the cultural map. To further empower grassroots.	Culture-led regeneration is resulting in thriving places with happy and healthy residents. The calibre of Ealing's grassroots culture has become a benchmark for others. High calibre arts and culture is attracting visitors and contributing to economic impact for our businesses and high streets. High streets continue, post LBOC year, to be vibrant places where culture is central to economic recovery and growth, place-making and form part of a mixed leisure and retail offer.	Creates Jobs Tackles Climate change Fights Inequality
Co-developed and co-delivered by Community Enterprise Hubs and Culture Hubs - activating high streets, adding to cultural offer and enable access to affordable work space. Ensure that projects listed above are bold, innovative and ambitious: under 2. More Places for Arts in Ealing: Search out funding sources for smaller-scale artistic activations and interventions, particularly around town centre regeneration. Utilise these funds with an open call for proposals. Encourage public art, including murals, installations, window vinyl, projections, sculpture parks, light installations	To ensure public events and public art is of the highest calibre. 20-min Neighbourhood Frameworks	High quality public art is attracting tourism, footfall and local spend	Creates Jobs Tackles Climate change Fights Inequality
UKSPF Business Support projects ink: start-up enterprises support and sector-based business engagement and support ink for Creative & Media sector. Also business engagement under Creative Enterprise Zone (CEZ) delivery ink Hub Space and online Platform.	Sector-based approach maximises reach of business engagement led by Economic Growth and capture market intelligence on sector needs and opportunities to create good new jobs. Investing in creating assets to enable business engagement in CEZ area - this will be developed to become a borough-wide resource	Sharing of best practice and a well-advertised and accessible business support offer to start-up and existing creative enterprises	Creates Jobs Fights Inequality
Set up winter and Summer conferences with guest speakers, hosted by a different organisation each time and focusing on a different topic.	Advocacy with GLA and ACE. Encourage peer learning, networking and a more collaborative sector. Upskill and inform organisations to become more resilient, sustainable and thriving, thus being able to provide good jobs. Community wealth building and increasing social connection.	Community wealth building and increasing social connection.	Creates Jobs Fights Inequality
Create a list of available spaces to attract NPOs. Work with developers. Work with ACE Strategic Partnerships team to offer our spaces. Continued national networking. Work with ACE, The Questors and Pitzhanger on strategic planning for ACE applications post 2026. Conversations with The Questors, re. business planning and Governance.	To bring cultural capacity of a high level. Ealing is one of very few London boroughs without an NPO (Gunnensbury Museum becomes an NPO in 2023-jointly owned with Hounslow. London Transport Museum has a depot in Acton)	The national and international flavour of our arts and culture scene is noted. Ealing is home to more than 1 NPO	Creates Jobs Fights Inequality
VCFS capacity building support and a portion (TBC) of an annual fund (£50k) to attract engagement with communities where statutory services are not 'trusted', enabling expressions of new heritage, cutting edge and relevant cultural activities, that enhance their sense of wellbeing	The findings from a DHLUC funded community support matrix project conducted in 2022 (as part of the borough's Community Champions programme) recognise that community focussed and motivated individuals need ongoing support to build their confidence and skills capability to become effective leaders and then they can go on to develop and promote their projects, to galvanise and govern their own groups and to independently secure resources and funding and ultimately, self-sustaining	Fostering of a 'helping hand' community spirit enabling new groups to share and pass on their knowledge and expertise	Creates Jobs

Aspiration

United in our diversity of EALING CULTURES	Let Ealing Create	Galvanise, energise, support, revolutionise our grassroots for a strong Ealing Borough of Culture – create a diverse, relevant and sustainable ‘new heritage’ for future generations.	With strong political and executive buy-in and grassroots activism, we will apply to the Mayor of London to become a future London Borough of Culture to help us achieve all of the above creative ambitions!
--	-------------------	---	---

This Action Plan works in conjunction with the Ealing Cultural Manifesto, 367,100 Creatives

[Ealing cultural strategy](#)

If you would like further information or would like to get involved, please contact Culture@Ealing.gov.uk

