

# Partnership Investment Plan

## 2018-22

**This Partnership Investment (PI) Plan shares A New Direction's approach to securing Partnership Investment between 2018 and 2022. Our plans develop our London Cultural Education Challenge (Challenge), which framed activity in this area 2015-2018.**

A New Direction will again invest a quarter of our Arts Council Bridge grant in Partnership Investment with a focus on establishing a strong, sustainable infrastructure to support children and young people's creative development, enabling the success of London's Cultural Education Partnerships, catalysing responses to Arts Council England's Cultural Education Challenge, and securing long term outcomes for children and young people.

In March 2018 we will launch a new iteration of the London Cultural Education Challenge. This will consolidate powerful aspects of the programme's structure and adapt other areas to incorporate learning both from evaluation and our understanding of the evolving context in London. We will work with two central groups of advisors: the Challenge Group; senior representatives drawn from across sectors, who will work with us to agree investment programmes through an open application process; and a parallel Young Challenge Group. We will consolidate the local, needs-led focus of the programme, and aim to co-invest with strategic partners whose ambitions overlap with our own. Programmes receiving support will clearly approach evidenced opportunities to improve outcomes for children and young people.

**We anticipate the following from Partnership Investment activities:**

- New creative opportunities for over 4000 young people. New activity will target evidenced need, and range from participation in newly developed workshops and activities across a range of art forms including digital content, to opportunities to devise and develop original work.
- Commitment from four boroughs to support an increase of schools to attain Artsmark. Boroughs will apply for Partnership Investment to develop cultural education including support for Artsmark (Strand 1 below), and investments will be decided in consultation with our Challenge and Young Challenge Groups. We will identify individual targets based on current Artsmark levels, all of which will be greater than 20%.
- 100% of Partnership Investment programmes which involve direct delivery with young people will have embedded Arts Award in their delivery
- Relationships with up to eight new strategic investment partners
- To consolidate relationships with up to four local authorities

Following Arts Council's expectations Partnership Investment will support the strategic development of Local Cultural Education Partnerships as a priority focus wherever possible. This may include resource to support capacity, planning or evaluation of LCEP progress. Investment outside of this scope will only be agreed in exceptional circumstances. Our ambition is that LCEP areas will continue to grow and thrive over the next four years and we consider Partnership Investment to be central to this success.

Partnership Investment must not be used to facilitate programme delivery, it is not an alternative to project grants and the Arts Council will not support the approval of applications where this is the case.

Our ambition is that Partnership Investment will support local areas to create new financial sustainability for cultural education. Therefore at least 100% match funding must be sourced from alternative non-arts income. This cannot include Lottery funding or support in kind.

We will support LCEP partners to develop their cultural education offer locally and will be able to advise on how Partnership Investment can support their strategic development and future sustainability.

In-line with our ambition to share our learning beyond London and broaden and deepen our working across the country, particularly with Bridge colleagues, we will work to have at least one cross—area or national programme proposal in place by April 2019 and six overall between 2018-2022. These programmes will be funded by the Challenge Partnership Investment funding and will be reviewed by the Challenge Group, who will input advice to the executive. But because these grants will need to be agreed by a broad range of national partners they will not go through any open-application process or be subject to the same time scales as the other Challenge proposals and will in effect be solicited.

### **In common with the other Bridges we will:**

- Ring fence some of our PI allocation for use as part of the national network. This amount will be decided depending on the opportunities arising and level of commitment, but we anticipate will be a maximum of £100,000
- Commit to working together (with the Bridges) as part of an energetic, responsive and opportunity-driven national network.
- Arising from this network, pursue PI opportunities in sets of smaller groups and clusters based on our individual interests, connections and overlapping local needs (e.g. groups of 3-4 bridge organisations). But, of course, ensure that the wider network are always aware of both the detail and big picture – and can amplify, comment, connect and enhance as appropriate.

## **Overview**

Central to the current Challenge programme are six themes, which we believe are important for children and young people's creative and cultural freedom in London:

Equity and Geography, Equity and Wealth, Influence and Diversity, A Super-Served System (in terms of partnerships with schools), New London New Schools and Entry to Employment.

Cumulatively these six themes have had significant traction with co-investors and cultural and education partners, and we have found valuable common ground on which to establish new initiatives. As such we will retain and build on their place at the heart of the programme.

In the lead up to the launch of the new programme we will review and renew the detail, content and data in the themes, updating as appropriate in order to make sure we are representing the most up to date landscape. Early evidence suggests 'wellbeing, health and safety' would be a strong new theme. We hope this consistent but refreshed central premise will allow us to deepen existing co-investment relationships, as well as opening-up new partnership opportunities including with place-making agencies and health partners.

## **Investment process**

The new Challenge programme will include two levels of grant making, both requiring a minimum of 100% match investment from strategic rather than delivery partners:

1. **'Smaller Grants' (£25,000-£75,000):**

Specifically for existing Cultural Education Partnerships and other strategic working groups already formed. Applicants will be required to commit to supporting at least 20% of schools in their borough to achieve Artsmark. We will look for senior local authority buy-in and involvement of a range of local partners with a common and defined purpose with children and young people at its heart. A logic model approach will present assumptions, anticipated outcomes and resourcing.

**Timescale:**

Programme launch online: March 2018

Applications open: April 2018

Deadline and decisions: July 2018

2. **'Larger Grants' (£50,000-£150,000)**

An opportunity for new or newly formed consortia and exceptional investment opportunities. A New Direction will solicit applications for this strand. A longer time-frame from launch to full application will allow partnerships to consolidate governance and vision to reduce risk within programme timelines.

**Timescale:**

Programme launch online: March 2018

Applications open: June 2018

Expressions of interest: early November 2018

Deadline and decisions: early March 2019

£900,000 will be made available across these two strands for applications in the 18-19 financial year.

## Considerations

- Across the portfolio of programmes supported we will aim for 50% to commit to embedding Arts Award.
- Our Place Strategy (to be complete in spring 2018), including contextual information about London's demographic and growth landscape, will inform investment decisions.
- Applicants will be asked to highlight how their programmes respond to and embed quality in new work established. This might include using the Quality Principles as a framework in the development of new provision or as a reflective tool with delivery partners.
- Alongside support for Local Cultural Education Partnership programmes we will respond to exceptional investment opportunities. These might include connection with the two London Boroughs of Culture; the move of the Museum of London; and significant investment around Thamesmead connecting with the 'Production Corridor' along the Thames to Thurrock.
- We will work with our Bridge colleagues to scope and secure a national Partnership Investment by April 2019. This will draw on cross-regional priorities and could include a partnership with a national multi-academy trust.

Across 2018 and 2019 we will scope and develop opportunities to secure a primary sponsor for the Challenge from 2020, working closely with the Challenge group and our development team. If successful we'd hope to secure a significant investment from one strategic partner, and shape and co-lead a Challenge strand with this partner in the latter two years of the current period.

## The Challenge Group

A new, central advisory group for the Challenge will first meet in spring 2018. This group will support network development, enabling connections across sectors. They will meet at least three times a year and provide advice to us on our investment decisions.

A new Young Challenge Group (aged 16-25) will also be central to the process. We will work with the group to platform their voices in pan-London conversations around cultural education and learning in the city.

In this cycle we hope to develop the Challenge and Young Challenge Group's role across A New Direction. We will establish a plan for this with the group once membership is confirmed. We anticipate this will include at least one joint meeting with A New Direction's board in the first year and exploring links for individual Challenge Group members with other areas of A New Direction's programmes and teams, to enable cross-organisational connections to develop and grow.

## Learning

A culture of ongoing reflection, evaluation, and impact assessment, and action research will underpin all Challenge work.

Representatives from projects receiving Partnership Investment will be invited to join a joint peer learning programme alongside Cultural Education Partnership leads and managers. This programme, renewed annually, will provide opportunities for face-to-face meetings as well as making use of digital platforms. We will draw on existing consultation to plan content for the programme, which might include: cross-sector partnership working; connecting strategically with schools; models of local governance and leadership; and listening to young people's voices and concerns.

A second layer will bring together representatives from strategic co-investors once a year. These sessions, carefully programmed to enable significant cross-sector dialogue, will deepen connection with a range of partners, with discussions contributing to future planning within and beyond the Challenge. We hope these meetings will be supported by Challenge Group members.

A monitoring process will track project development and learning gathered will feed into our online communications in blogs, resources, toolkits and other materials sharing our developing understanding of this work. We will take an action research approach allowing us to draw out the story of the Challenge and iteratively contribute to programme developments.

## Communications

We will launch our new London Cultural Education Challenge programme online in March 2018 with newly created materials, documents and information including:

- An overview of vision, priorities, aims and theme.
- The timeline for applications and investments.
- Connections to related research and documentation, for example, our research *The Cultural Regeneration: Building Creative Places for Young London* and *Caring for Cultural freedom: An Ecological Approach to Young People's Cultural Learning*.
- Connections to newly published learning (planned for March 2018) from our work to date with London Cultural Education Partnerships.
- Contextual information from our Place Strategy Research drawing out key information about London's demographic and growth landscape.