

ELEVATE.

EVALUATION REPORT
ON LAMBETH'S LONDON BOROUGH OF CULTURE
CULTURAL IMPACT AWARD



ELEVATE.

IT STARTS HERE

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MAYOR OF LONDON



LSBU

Cover: Elevator,
Ayomide Adegun
(Coco Shaw /
Renaissance Studios)

London Borough of Culture is a Mayor of London
initiative, supported by the City of London Corporation's
charity, City Bridge Trust and Airbnb.

Elevator, Damian Reyes-Fox
(Coco Shaw / Renaissance Studios)



LAMBETH'S MISSION TO SUPPORT TALENT AND OPEN UP THE CULTURAL WORKPLACE

ELEVATE

*How can we Elevate, that question will never change
From the buskers who demand centre stage outside the station
To the tender age of a dreamer praying
'get a real job' parents will see the vision
From the black boys who spat bars and wrote their way into stardom
before it was written in the stars that they'd be in prison
to the young woman discouraged
cah she don't see herself in a senior position*

*How can we Elevate, that question will never change
And it starts here
in Lambeth lays a whole untapped industry
in the streets, in the heart, in the art
in the palms in the reach of each creative
tryna wrestle with the glass ceiling
we're all seeking a rock, I see elevate as our rock
supporting creativity*

*Supporting the rebel in radical hearts and open minds
to reshape and co-design a potent kind of Lambeth
where we see tourists visit and locals proud to be
in cultural hub that dissolves all boundaries*

*Attitudes of gentrification and crime could change with
creative companies who nurture their natives
Lambeth wasn't built in a day, although it's a strong one
Elevate. The movement, needs all of our support
we have to be in it for the long run.*

Abstract Benna, Spoken Word Artist, Social Entrepreneur,
Community Activist and Elevator



1 EXECUTIVE SUMMARY

We want Lambeth to be at the cutting edge of London's dynamic creative and digital economy. And we want to see growth in the sector make an outstanding contribution to tackling inequality, helping to forge a positive future for new generations.

Creative Ways to Grow, Lambeth Council's Creative & Digital Industries Strategy for Growth, 2019

INTRODUCTION

In 2018, Lambeth's London Borough of Culture bid, Radical Hearts Open Minds, won a Cultural Impact Award from the Mayor of London. The award of £200,000 set ELEVATE in motion. Named 'Next Generation' in the Borough of Culture bid, ELEVATE's purpose has been to catalyse a next generation of culturally diverse artists and sector leaders.

Responding to the Creative Industries Federation recommendation that the sector become more representative of UK society, ELEVATE aims ultimately to address the disproportionate representation of people who identify as Black, Asian or minority ethnic, from a low income background, as disabled or female in the creative workforce. This means confronting statistics such as three in five people in Lambeth describing their ethnicity as other than white British (rising to four in five among 10–19 year-olds) while only 11% of creative jobs are held by people identifying as Black, Asian or minority ethnic in the UK.

In Lambeth, the barriers to engagement in the sector include a lack of networks and information, informal recruitment practises and unpaid entry points to employment, plus low visibility of career pathways amongst educators, young people, parents and carers, together

with few role models for underrepresented groups. This reinforces inequalities in a capital where there is a wealth of cultural opportunity, for example, one in three creative businesses in the UK is based in London and four in ten creative jobs are in the Capital; and damages the sector's competitiveness.

To overturn these barriers, ELEVATE sets out to identify and scale best practice, while testing and supporting new and high-quality connections to the creative industries. Managed by the Business Culture and Investment (BCI) Team at the council, a year of planning included development of a fundraising strategy and strategic relationships across the council and borough. ELEVATE has begun to catalyse change and collaboration within the sector, while also influencing the council's relationship to culture making it central to delivering Lambeth's Borough Plan objectives.

**CLICK THROUGH TO VIEW A VIDEO
ABOUT THE ELEVATE MISSION**



LAUNCH

In July 2019, ELEVATE launched as ***Lambeth's mission to support talent and open-up the creative workplace,*** with the following objectives.

ELEVATE OBJECTIVES

Supporting Creativity

To discover, nurture and spotlight talent, supporting creativity in the Borough

Building Career Pathways

To build pathways which improve opportunities for young people to succeed in the creative and digital industries

Changing the way we work

To champion new and inclusive employer practices

Making the right connections

To support and grow connectivity across the borough to strengthen Lambeth's creative ecology

A launch event took place on the South Bank at Rambert Dance Company's state of the art studios, attended by 100 stakeholders. From the national institutions at the South Bank, including the Southbank Centre, the world's largest Arts Centre, to grassroots organisations embedded in Lambeth's communities, the full capacity turn-out was a demonstration of how ELEVATE has set about harnessing Lambeth's rich creative resource to the benefit of its residents.

From the start ELEVATE has been committed to collective creative processes and co-design. It established quickly a Youth Advisory Group, self-named the Elevators, and a Project



London's Deputy Mayor for Culture & Creative Industries, Justine Simons OBE, speaking at ELEVATE Launch
(Jon Spaul)

Advisory Group comprising representatives from the Creative Industries. The launch event was compèred by the Elevators, some of whom were also commissioned to perform. This sent out a clear signal that ELEVATE would put young people in the lead. Keynote addresses, underlining the urgency of opening up opportunity to a new generation were given by London's Deputy Mayor for Culture, the Leader of Lambeth Council and its Cabinet Member for Equalities and Culture.

We need to make sure people from diverse backgrounds are getting the breaks, the introductions, the experience – are getting a better future.

Jack Hopkins, Leader of Lambeth Council

PROJECT ACTIVITY

With ELEVATE's launch a concentrated programme of activity took place, including workshops for young people within the South Bank organisations, a careers festival in the heart of Brixton and a creative youth zone placed at the entrance to Lambeth Country Show. This led into a year-long programme of work, incorporating original ways to profile the creative industries, creating new, empowering

connections between Lambeth's young residents and the sector, and establishing and strengthening connections within the sector itself. The projects which ran from July 2019 to March 2020 were:

ERIC Festival*: radical careers fair, designed by young people for young people, enabling direct contact with creative employers and support agencies; held at Pop Brixton and International House; scaling ERIC's festival format and testing engagement through this mode.

Front Line Lambeth*: paid Front of House work experience and skills development programme; scaling this programme run successfully at The Old Vic to six cultural venues across the borough (Streatham Space Project, Omnibus Theatre, Pop Brixton, Garden Museum, Morley College Gallery, Southbank Centre); creating a network between different parts of Lambeth's cultural sector, different areas of the borough, different sized organisations, new and established; sharing and building best practice.

Inside Out: production training programme for young people at risk of violence, led by Livity and Spiral Skills, leading to the realisation of a creative youth zone at Lambeth Country Show; testing a public platform for celebrating the arts and reversing negative rhetoric around young people; trialling new relationships with and ELEVATE connection to the Lambeth Country Show.

WOWsers*: girls clubs established in five Lambeth schools by The WOW Foundation, giving girls the chance to meet women working in the creative industries, culminating in appearances at WOW Festival, Royal Festival Hall, raising aspirations, building confidence; testing a strategic programme in schools and



L - Director of Iconic Steps, Victoria Ijeh,
R - Lambeth Council Cabinet Member for Equalities and Culture, Councillor Sonia Winifred, at ELEVATE Launch
(Jon Spaul)

establishing a network that could grow across schools and into community settings.

Creative Catalyst*: digital lab for young artists, with mentoring and industry introductions; testing a collaboration between B3 Media, a small-scale Arts Council England National Portfolio Organisation and Lambeth College, a Further Education College.

Creative London, The South Bank*: activity pack for primary schools, bringing to life the jobs within Southbank Centre, the BFI (British Film Institute), National Theatre and Rambert, in collaboration with the Mayor of London's London Curriculum Resource; bringing the South Bank partnership into an active relationship with ELEVATE and its objectives; testing ELEVATE's ability to add creative value to the curriculum.

A Lambeth Local Cultural Education Partnership (LCEP):

a long-term initiative to bring schools and cultural organisations together to ensure access to high quality creative learning and an increasingly diverse curriculum; in the reporting period involved planning and fundraising to establish the structure for long-term delivery.

* Named in London Borough of Culture bid (Inside Out and the LCEP were opportunities the team chose to pursue in addition – the opportunity to form an LCEP took precedence over pursuing the bid-named project with Clore Leadership).

REPORTING

This report has been jointly prepared by a team of academics in the Arts & Creative Industries faculty at London South Bank University (LSBU) and the Business Culture & Investment Team, Lambeth Council.

L - Elevator, Akira Williams, M - Lambeth Council Cabinet Member for Jobs, Skills and Community Safety, Councillor Jacqui Dyer, R - Director of Module Studio, Andrew Walker, at ELEVATE Launch (Jon Spaul)

Between July 2019 and March 2020, LSBU were present at, gathered and analysed data on ELEVATE pilot projects: ERIC Festival at Pop Brixton, Front Line Lambeth, Inside Out, WOWsers, and Creative Catalyst.

LSBU's data analysis allows us to see the following:

THE MAJORITY TAKING PART WERE AGE 16-24 (63%)
70% SELF-IDENTIFIED AS FEMALE, EXCEEDING TARGET OF 50%
11% SELF-IDENTIFIED AS DISABLED, MEETING 11% TARGET
82% SELF-IDENTIFIED AS OTHER THAN WHITE, EXCEEDING TARGET OF 60%

own targets and further information on these projects, can be found in the Projects Chapter starting on page 19.



However, the report covers a greater volume of activity, from April 2018 when planning began to March 2020. In 2018 a test Lambeth ERIC festival was held at The Office Group in Vauxhall, attended by 277 young people, and ELEVATE's launch event and Creative London, London Curriculum workshops involved further participants. We therefore know the total number of participants to be 859, while the LSBU data reflects 492 participants.

ELEVATE set an engagement target of 2,000, exceeding this by engaging 2,229, including 859 participants, and 1,370 audience members present at ELEVATE events. All projects within the full programme met or exceeded their

Before the detail on projects, the report presents Key Achievements across the programme, information on Governance and on the Launch Event.

Following the Projects Chapter, a summary is given by LSBU of ELEVATE's achievements, what was discovered and where advances can be made. Recommendations for taking ELEVATE forward, drawn up with LSBU and including input from Advisory Groups and Councillors, complete the report. These are accompanied by a Theory of Change to guide the development of ELEVATE over the next three years, 2020/21 to 2022/23.

CONCLUSION

The feedback ELEVATE has received, from those who took part and from stakeholders, has been overwhelmingly positive.

I think that opportunities should be more frequent for young people as you do pick up so many skills as well as network with so many people that can uplift you in your career. It also proved that when young people and adults come together for productive conversations, amazing things can happen. I can only hope that we see more of this in the future.

Khush, participant in Livity's Inside Out project

As a new organisation, we appreciated being able to get our name out there. Working with the Old Vic raised our profile and it was nice to be in the room with other fantastic organisations. I liked that we were able to be a part of something bigger.

Lucy Knight, Executive Director, Streatham Space Project

Culture revitalises neighbourhoods and brings us together, creating bridges where often there are none.

Justine Simons OBE, London's Deputy Mayor for Culture & Creative Industries

Demand for the programme dictates that momentum not be lost; partnerships, networks, participatory activity and the young people involved in the mission must be nurtured and sustained.

In line with the recommendations detailed p.X ELEVATE should remain a test bed, providing a vehicle for longer-term and more deeply anchored sector specific interventions that target a range of age groups along a route

of engagement, towards employment in the creative industries. Initial activity suggests young people's access points need to be widened through work with schools and in Lambeth's neighbourhoods.

Success of the programme to date shows ELEVATE can and is making a difference but there is more to do and plenty of energy in the work so far to take this forward and achieve continuous and ever greater impact.



2 KEY ACHIEVEMENTS



Attendees at
ELEVATE Launch
(Jon Spaul)

A STRONG LAUNCH

Developed by the Elevators, the launch was a call to action communicated with ELEVATE's mission and objectives through ELEVATE branding and promotional videos; produced by two Brixton based, young, female Black-led enterprises, Renaissance and Iconic Steps.

26 organisations brought into partnership and a creative relationship with ELEVATE through the development of innovative project activity.

Full capacity turn out at South Bank launch event, July 2019, hosted by Elevators with Keynote speeches from London's Deputy Mayor for Culture and Lambeth's Leader.

A month of concentrated creative activity, raising awareness of the mission with ERIC Festival, Inside Out at Lambeth Country Show, schools workshops and Front Line running across the borough; publicity at bus stops, print and social promotions creating a high profile place-based campaign.

SCALABLE APPROACH

The Old Vic scales Front Line to across the borough in collaboration with six other employers.

A Creative Youth Zone is established at Lambeth Country Show, to be repeated and expanded in years to come.

ERIC Festival broadens its partnerships and holds its largest careers festival to date.

The WOW Foundation takes WOWsers into Lambeth Schools, setting up a network that can be built on.

A Local Cultural Education Partnership is forged with 15 founder members and membership to grow with its development.

New practices tested, adopted and plans for further scaling embedded in **a plan for ELEVATE programme over the next three years** (2020/21 to 2022/23).



ERIC Festival stage at Pop Brixton, with Elevators Letitia Johnson and Kyra Cherise Campbell - R (Vicky Long)

STRUCTURAL CHANGE

Project Advisory Group and Youth Advisory Group* (self-named the Elevators) placed practitioners and residents at the heart of programme development.

Partnership model leads to an increase in the council's contacts, e.g. ERIC working with Universal Music, The WOW Foundation with Bloomberg.

Establishing a Local Cultural Education Partnership embeds a concrete structure for ELEVATE's work with schools in the long-term.

Involving colleagues across the council and Cabinet members with different portfolios means that cultural activity begins to be seen as a key mechanism for change.

Two new ELEVATE / cultural development posts created at the council, forming an experienced team to lead the programme.

Through London Borough of Culture networks, pan London connectivity grown.

*Named as Over to You in London Borough of Culture bid

MEETING TARGETS

All projects met or exceeded their targets (see Projects Chapter for detail)

ELEVATE's engagement target of 2,000 exceeded by 229, engaging 2,229 in total.

859 active participants better linked to creative industry employers.

1,370 audience members with a greater awareness of the creative industries.

63% of participants aged 16-24, demonstrating benefit to young residents leaving education and entering the world of work.

70% self-identified as female, exceeding target of 50%.

11% self-identified as disabled, meeting 11% target.

82% self-identified as other than white, exceeding target of 60%.

89 engaged in skills and leadership support (WOWsers, Livity, B3 Media).

215 young creatives' talents showcased through 5 talent showcases (Launch Event, ERIC Stage, Livity Stage, B3 Media showcase, WOWsers presence at Royal Festival Hall).

60 Lambeth primary and 22 Lambeth secondary schools connected to Lambeth Cultural organisations and employers better through the Local Cultural Education Partnership.

* This data provided by LSBU on ERIC Festival at Pop Brixton, Front Line Lambeth, Inside Out, WOWsers, and Creative Catalyst – see Chapter 5 for more information.

FUNDRAISING SUCCESS

The Business, Culture & Investment Team worked with smaller organisations in the borough to submit funding bids and build capacity at grass roots level. Together with bids directly from the council, which secured funding from A New Direction and The Mayor's Enterprise Fund, this leveraged significant funds towards the ongoing mission.

**£928,000 RAISED IN TOTAL
EXCEEDING THE FUNDING TARGET
OF £722,500**

**£549,000 RAISED FROM EXTERNAL
SOURCES (9 OUT OF 9 APPLICATIONS
SUCCESSFUL, INCLUDING LONDON
BOROUGH OF CULTURE BID).**

**£150,000 OF THE ABOVE TO FUND
CULTURAL EDUCATION WORK IN
2020-21, 2021-22.**

**£72,000 OF THE ABOVE TO FUND
EMPLOYMENT AND SKILLS TRAINING
IN 2020-21.**

**£126,000 RAISED FROM INTERNAL
CROSS DEPARTMENTAL WORKING
TO FUND WORK IN LAMBETH
NEIGHBOURHOODS AND LOCALISED
CAPACITY BUILDING INTERVENTIONS
IN 2020-21.**

Plus £250,000 received in-kind from partners.

SHARING LEARNING

To close off ELEVATE's initial activity, an event to share learning is in planning, though postponed due to Covid-19. The ELEVATE Team anticipate holding the event online in the new year for 50 attendees - cultural leaders and educators - syncing with the GLA's own Cultural Impact Awards events.

Films made of the programme and its activity, produced by Iconic Steps young trainees capture delivery and impact; film links are flagged through the document and listed at the end.

ELEVATE learning shared with other boroughs through Cultural Impact Awards reflective learning sessions organised by the GLA and The Audience Agency.

3 GOVERNANCE

Placing industry experts and residents at the heart of ELEVATE has been a key feature of the initiative to date.

Two advisory groups oversee and guide ELEVATE – i) a Youth Advisory Group and ii) a Project Advisory Group, comprising representatives from the creative industries. The advisory groups review the progress of ELEVATE, help shape plans and policy and advise on project delivery. They have also been instrumental in making connections to others within the local area who can advise and promote ELEVATE.

Elevators, L-R Damian Reyes-Fox, Letitia Johnson, Whitney Achonwa, Kyra Cherise Campbell, and Co-Director ERIC Festival, Mae Yip, in a programming workshop at Lambeth Town Hall, Tripod co-working space (Coco Shaw)

THE ELEVATORS

The Elevators are ELEVATE's youth advisory group.

To date there are nine Lambeth-based creatives, aged 18+, in the group. All are passionate about broadening access to the creative industries and generating opportunities to showcase local talent.

Representing those under-represented in the creative industries, the group has been a committed and influential voice in shaping ELEVATE's programme. In addition to attending advisory meetings, five in this period of



reporting, they have acted as ambassadors at public facing events and contributed their own creative talents too.

One of the Elevators' first tasks was to think through the ELEVATE mission, defining the change it would set out to achieve. The Elevators wanted the word 'mission' to appear in ELEVATE promotional materials because as well as being a programme they felt ELEVATE should have a strong campaigning character.

Working with the female, Black led, Brixton start up agency, Renaissance, the Elevators took part in two branding workshops helping to define the look, feel and messaging employed by ELEVATE. The photos placed through this document, featuring the Elevators, were produced as part of that branding process and have set a benchmark for future ELEVATE photography.

In recognition of the group's valuable contributions, the council bought each member Southbank Centre Membership. As Elevators went on to perform key roles, presenting and performing at the July launch and hosting parts of the ERIC Festival programme, they were paid freelance fees, in line with ELEVATE's aim to create paid employment opportunities. One of the group, Abstract Benna, a spoken word

artist, was commissioned to write and perform an ELEVATE poem at the Launch. The poem appears on page 3 of this report.

Elevators have learnt from the various engagements they have taken part in, for example, ERIC Festival held a session with the group, opening up their programming approach and offering the Elevators an hour-long slot to programme themselves at the Pop Brixton Festival. But the commitment from the group towards ELEVATE has been beyond expectation and as such the Elevators will become a key filter for decision making.

The Elevators in 2019-20 have been: Akira Williams, Ayomide Adegun, Abstract Benna, Housni Hassan (DJ), Emeka Ughanwa, Damian Reyes-Fox, Kyra Cherise Campbell, Letitia Johnson and Whitney Achonwa.

I feel it is important to give your time to something that enforces social change. I feel that opportunity is underrated and devalued and giving opportunity to those who may not know how to access opportunity is really important.

Akira, media worker, Lambeth Care Council

I have enjoyed the inclusiveness of ELEVATE. We have really worked hard as a team to come up with the name and the branding. It really gives you a sense of happiness when you can see the end goal. You meet some really nice people, people with the same positive vision as you. It became a group of friends coming together.

Kyra, performer and presenter



THE ELEVATORS, ELEVATE'S YOUTH ADVISORY GROUP

- 9 young creatives (aged 18-35) selected through borough referral and their own networks
- Representative of the borough's diversity and a range of creative disciplines
- Attended 5 advisory group meetings in the reporting period
- Attended 2 workshops to develop the mission's communications & branding
- Took a lead in the mission's launch, by hosting, presenting and performing
- Took part in programming and hosting ERIC Festival at POP Brixton

- ✓ **Programme responsive to Elevators' ideas**
- ✓ **Elevators given employment and showcasing opportunities**
- ✓ **Youth influence embedded successfully**

Elevators,
Renaissance Studios
Creatives, Lambeth
Council Councillors,
London's Deputy
Mayor for Culture,
at ELEVATE Launch
(Jon Spaul)

**THESE YOUNG
ELEVATORS ARE FULL
OF ENTHUSIASM. THEY
FACE SOME INCREDIBLE
CHALLENGES BUT THEY
ARE UP FOR THIS,
AND YOU KNOW
LAMBETH, RADICAL
HEARTS, OPEN MINDS!**

Councillor Sonia Winifred,
Cabinet Member for
Equalities and Culture

RECOMMENDATIONS

- Expand the group to 12
- Consider an Associate Membership
- Grow paid opportunities
- Grow training opportunities and consider a longer-term accredited training programme
- Embed Elevators further in decision making processes
- Invite members to take the lead on strands of programme development



PROJECT ADVISORY GROUP

The Project Advisory Group brings together a range of professionals from the creative industries, from education, and from both the charitable and corporate sectors. The make-up of the group exceeds 50% representation of both women and Black African diaspora people.

Advisory Group members in 2019-20:

- **Councillor Sonia Winifred**, Cabinet Member for Equalities and Culture
- **Joel Balkwill**, Co-founder & CEO, Spiral Skills – Training & Employment
- **Graham Devlin**, Arts Professional – Governance & Funding
- **Chrystal Genesis**, Education Manager, Young People 15-21 Southbank Centre – Young People / Broadcast & Podcast Industry
- **Ellie Johnson**, Young Lambeth Co-op, Business Development and Fundraising Manager, Deputy MD – YLC / Entrepreneurial models
- **Pastor Lorraine Jones**, Director Dwaynatics ABC Boxing Awards Brixton – Grass Roots Community / Violent Crime
- **Amy McGann**, Head of National Programmes, Learning & Participation ROH – Young People (LCEPs)
- **Jessie Nicholas**, Asst. Head, Head 6th Form & Textiles Teacher, The Norwood School – Secondary Education
- **Maria Oshodi**, Artistic Dir & CEO, Extant – Performing Arts / Disability perspective
- **Natasha Preville**, Head of Content, Into Film – Film (familiar with GLA, working with LBOC winners)
- **Mark Martin**, Founder UK Black Tech & Teacher at Southbank Engineering UTC

In the reporting period, the group met quarterly to feed into the development of the programme, including towards the development of the Theory of Change to guide ELEVATE's continuation.

Working with ELEVATE's Project Advisory Group since inception has been an amazing experience; to see the creative industry in Lambeth make strong commitments to develop and nurture homegrown talent. A success of ELEVATE has been to empower young Elevators to host events and have a voice in the decision-making process. The groundwork that ELEVATE is doing in Lambeth is something we'll cherish in years to come.

The professionalism of the team is second to none, they regularly update us on the progress of ELEVATE, have visited our work places and have showed real commitment to giving us a platform to share our expertise and further develop the programme.

Mark Martin MBE, Co-founder, UK Black Tech, Teacher at UTC Technology College

RECOMMENDATIONS

- Create stronger links to the Elevators
- Revisit terms of reference and membership, to grow engagement in forthcoming **ELEVATE** Employment initiatives

4 LAUNCH EVENT

We need to make sure people from diverse backgrounds are getting the breaks, the introductions, the experience – are getting a better future.

Jack Hopkins, Leader of Lambeth Council

Leader of Lambeth Council, Councillor Jack Hopkins, at ELEVATE Launch
(Jon Spaul)

ELEVATE was originally conceived as a campaign with the aim of programming a week of concentrated activity to promote opportunities within the creative industries. Key to this was the development of a brand. Through an open call, Renaissance, a local, female Black-led company, newly established in Brixton, was commissioned to develop the ELEVATE brand, working in collaboration with the Elevators. The resulting branding and communications pack was deemed 'exemplary' by the GLA and has since been promoted as a model of best practice.

Iconic Steps, another female Black-led company, a video training social enterprise, was commissioned through another open call to produce a short film capturing ELEVATE's mission. Young trainees shot and edited the film, which featured the Elevators and representatives from each pilot project. Iconic Steps' were also commissioned to document project activity and the films sit on the council's ELEVATE web pages; links to the films can be found through this document and listed in Appendix 1. Impressed by Iconic Steps' work, the GLA invited the company to register as a supplier.

Both the brand and the first ELEVATE film played a significant part in a launch event held at Rambert Studios on the South Bank on 4 July 2019, with a full capacity audience of over 100 stakeholders in attendance. The event



celebrated the diversity of Lambeth's cultural offer and gave a platform to local talent.

Elevators, Ayomide Adegun and Letitia Johnson compered the event with powerful speeches by fellow Elevators, Kyra Cherise Campbell, Damian Reyes-Fox and Akira Williams. Elevator and Corali dancer, Housni Hassan (DJ) performed a specially commissioned ELEVATE dance. Elevator and poet Abstract Benna, accompanied by pianist Roella Oloru from Tomorrow's Warriors, a talent development agency resident at Southbank Centre, performed a commissioned ELEVATE poem.

ELEVATE.

IT STARTS HERE



Hillmead Primary,
Deputy Head Teacher,
Becky Lawrence and
pupils, speaking at
ELEVATE Launch
(Jon Spaul)

Primary students from Hillmead School also spoke about their experience of taking part in workshops that morning, led by the Southbank Partnership (National Theatre, Southbank Centre, BFI and Rambert) as an introduction to the Creative London, The South Bank resource.

Light and sound for the event was designed and run by Rambert's top technical team and Elevators later commented on how much they valued being able to present and perform in a world class facility.

Keynote addresses stressing the importance of creativity to society and the need for equal access were given by:

- Jack Hopkins, Leader of the Council
- Councillor Sonia Winifred, Cabinet Member for Culture and Equalities
- Justine Simmons OBE, Deputy Mayor of London for Culture and the Creative Industries

With a Jamaican buffet before and time to network afterwards, the event brought people together and for many was a first visit to Rambert's studios. Rambert commented that hosting the event injected new energy into their own community engagement.

CLICK THROUGH TO VIEW A SHORT VIDEO OF LAUNCH HIGHLIGHTS



RECOMMENDATIONS

- Continue to bring people together to showcase and celebrate achievements, communicate plans and to facilitate knowledge exchange and relationship building
- Continue to put young people at heart of the programming and presentation of public events
- Use public events to engage potential funders and other key stakeholders e.g. major creative and cultural industry employers

5 PROJECTS

5.1 ERIC FESTIVAL



Soothsayers
performance on the
ERIC Festival Stage,
at Pop Brixton

ERIC Festival Crowd
at Pop Brixton

(ERIC Festival)

Following ELEVATE's launch, on the weekend of 6-7 July 2019, ERIC, a start-up run by two young women, ran a radical careers festival at Pop Brixton and nearby International House. The aim was to test an approach that could excite, inspire and engage while providing practical guidance on career opportunities.

372 attended a first-of-its-kind, day-to-night, community led programme from 12 noon to 12 midnight. On arrival, festival goers were

given a printed Zine by The Old Vic's Front Line Lambeth trainees (see 4.3). The Zine was produced by ERIC in collaboration with Renaissance (a connection made through ELEVATE). Named *Soon Come*, Jamaican colloquial for 'on its way', the Zine contained a festival map, a programme with notes on contributors and a Lambeth directory with details of 37 of the borough's creative organisations and the kinds of opportunities they provide.

The atmosphere was buzzing with a spectacular range of offers and opportunities including:

- conversations with employers about how to enter and secure roles in the creative industries
- 15 workshops, talks and panel discussions
- games and immersive experiences
- exhibitions and pop up stalls
- presentations and performances on the Pop Box stage
- pop up podcast studio



ERIC Festival reverse mentoring in action, at Pop Brixton

ERIC Festival DJ, at Pop Brixton

(ERIC Festival)

27 employers were present with 9 advertising recruitment opportunities:

- ELEVATE partners - B3 Media, WOW Foundation, Rambert, Southbank Centre, British Film Institute, National Theatre, The Old Vic
- Lambeth employers: Us Two Games, Word on the Curb, AWMA Design Collective, She is Clothed, The Champion Agency, Spiral Skills
- Plus: Universal Music, BBC Sport, Havas Advertising, One Tech, Lush Cosmetics, FYI (Find Your Intern), BIY People & Talent, Blackstar Music

Reverse mentoring panels provided employers the opportunity to hear from young creatives on how to increase their diversity and become more accessible, and the event culminated in an evening in the Pop Box, featuring 25 Lambeth-based presenters and performers showcasing their musical and dance talent. This began with an hour of creative stage participatory games (e.g. complete the lyric!) run by the Elevators and Jay McGregor of Reprezent Radio.

ERIC Festival proved an important part of ELEVATE activity, providing a springboard for young people to find out more about the creative industries and acting as a connector to employers, opportunities, work experience and employment.

The festival was promoted with posters and flyers, InLink screens at bus stops and the screen in the Civic Centre were used, but ERIC's social media and Instagram campaign had the largest impact. ELEVATE T-shirts and banners at the festival, helped to build the profile of ELEVATE.

The Makeshift Foundation (the newly founded charity dedicated to creating places that champion individuality) which created and manages Pop Brixton, enjoyed a greater diversity of people on site.

I saw that ERIC Fest were doing a festival in Brixton and specifically for natives of Lambeth. So, living in Lambeth for 20 plus years I thought, yeah, this speaks to me. I really enjoyed what they were doing and the whole idea about connecting young people who might not have insight into these kinds of industries, opportunities and information. There were people from a similar background who are in these industries and can kind of provide guidance and mentorship.

There was someone from Sony and they were just explaining the difficulties they have in reaching young creatives. It was quite insightful, and I think they learned a lot from us as well.

I also visited the stalls and signed up to a lot of things. It was good to understand more, really worthwhile to have that experience, to make connections with people
Davide, ERIC attendee and panel guest

CLICK THROUGH TO VIEW A FILM OF THE PROJECT AND PARTICIPANTS



ERIC FESTIVAL

- 372 people attended the careers festival
- 84% Black, Asian and minority ethnic attendance
- 68% female attendance
- 44% live, study, work in Lambeth
- 59% of 102 surveyed attendees wanted to learn more about available creative opportunities
- 59% took part for creative inspiration
- 61% wanted to network and meet new people

RECOMMENDATIONS

- Experiment with running Careers Festivals across multiple sites, e.g. at Lambeth College, Streatham Space Theatre, BFI, etc. as well as at a popular hang out such as Pop Brixton
- Consider commissioning a series of careers events, each focussing on a single discipline, e.g. publishing, TV & Media, start ups, etc.
- Think through how the ERIC Zine and its Lambeth Directory could be built on, perhaps working towards a digital ELEVATE hub holding information and signposting young people to career opportunities
- Explore how the Festival could be brought into close partnership with local education and training organisations, to bring more work experience and job opportunities to local people, as part of a system brokering connections and tracking outcomes.

5.2 INSIDE OUT

Inside Out was a skills and confidence building programme for 14 young people at risk of violence. The group worked towards the design and production of a new Youth Zone for the Lambeth Country Show, with the purpose of challenging negative rhetoric around young people by presenting a positive alternative narrative. Five full-day workshops took place over five weeks,

The project, led by Livity a Brixton-based creative youth marketing agency, was proposed to the Leader of the Council early in 2019, then folded quickly into ELEVATE, creating a new relationship between the Business Culture & Investment Team and Livity, as well as with their project partners: Active Communities Network, Juvenis, School Ground Sounds and Spiral Skills.



Inside Out stage,
at Lambeth
Country Show
(Livity)

led by professionals with plenty of 1-2-1 support. While learning producing and curating skills, participants also worked up industry standard CVs and visits took place to:

- Somerset House to see Get UP Stand Up Now, an exhibition celebrating 50 years of black creativity in Britain
- Artist Gaika's studio for a workshop on making public art
- Parliament, to discuss political participation and empowerment

The participants programmed two days of music and spoken word for the Inside Out stage, with performers from the age of 5 to 30 taking part. Two interactive art installations were positioned close to the stage and a market-place selling products made by young Lambeth artists, makers and entrepreneurs.

8 of the participants completed two days of paid work experience, hosting the zone: MCing on stage, introducing visitors to the installations, and guiding people towards the market-place.

Taking part has made me want to step out and find more programmes. I have been working at jobs I know aren't going anywhere just to make money, but it made me realise I could do jobs that I want to have on my CV. I have been going to Lambeth Country Show since I was a kid and to be able to say I worked there is a nice feeling. I curated and pulled together something, which made me realise I should always be thinking and doing things that have something to do with my future.

Nathan, Inside Out participant

Overall, I thought that this project was not only a massive hit at Lambeth Country Show but really offered my hard-working colleagues and me a huge amount of experience. Being so active for both days was tiring but I sincerely enjoyed every moment of it. I felt so proud as a young person, working with other young people to produce something that was so innovative while having such a powerful ethos behind it. I think that opportunities should be more frequent for young people as you do pick up so many skills as well as network with so many people that can uplift your career. It also proved that when young people and adults come together for productive conversations, amazing things can happen. I only hope that we see more of this in the future.

Khush Jandu Quiney, Inside Out participant
(Quote taken from Wizard Radio guest blog post)

It was a real privilege for SGS to be involved with Inside Out. These platforms are very important for young people to be able to have a voice in their communities and within their art forms. This project is an example of what local organisations can achieve when they work together.

School Ground Sounds

INSIDE OUT

- 14 young people designed and delivered a public facing event in a new Youth Zone the Lambeth Country Show
- 8 of the participants took the opportunity of paid work experience at the Show
- 8 of the participants took up further paid opportunities (3 as paid consultants on a Livity project with Facebook)
- 90 young people's creative talents were showcased in the Youth Zone – all are now part of the Livity network, receiving a weekly newsletter with events and paid opportunities highlighted
- 100% of the 14 participants stated the experience would have a positive impact on their lives
- 35% said it had increased their awareness of local creative opportunities
- 650 people at least visited The Youth Zone
- 65 young people performed on the Inside Out stage
- 12 creative businesses led by young people held market stalls



RECOMMENDATIONS

- Continue to develop and integrate a Youth Zone with a strong ELEVATE presence at Lambeth Country show and explore other platforms for bringing ELEVATE to a wider public
- Plan for a longer lead in time to such events in future years and bring a greater number of partners in to strengthen marketing, messaging, signage and delivery
- Consider developing the kind of training provided by Livity into fuller accredited production training programmes, leading towards the design and delivery of public events



Inside Out production workshop, at Livity HQ (Vicky Long)

Inside Out stage, at Lambeth Country Show (Livity)



Lambeth Front Line participant, at The Garden Museum (Iconic Steps)

5.3 FRONT LINE LAMBETH

As an expansion of The Old Vic's flagship *Front Line* employability initiative, from June-July 2019, *Front Line Lambeth* supported 30 Lambeth residents aged 16-25 to complete paid work placements front of house at cultural organisations throughout the Borough. Before *Front Line Lambeth*, The Old Vic had only ever run *Front Line* from its theatre. As part of ELEVATE's aim to nurture new connections the council encouraged The Old Vic to scale up its programme and run it in collaboration with 6 other cultural organisations. The council helped identify and broker relationships across the borough: Streatham, Clapham, Brixton, Vauxhall, Southbank and Waterloo.

Participants were matched with a single organisation and completed up to 16 hours of

paid work (4x4 hour shifts with financial support for travel and uniform). This gave practical experience to help develop transferable employability skills, working at Front of House; meeting, welcoming and helping customers in a variety of settings, including:

- Theatre and performance spaces (at Old Vic, Southbank Centre, Pop Brixton, Omnibus, Streatham Space Project)
- Events spaces (at Southbank Centre, Garden Museum, Pop Brixton)
- Art galleries (at Morley College Gallery & Streatham Space Project)
- Radio and recording studio (at Morley College Gallery and Pop Brixton)
- Retail (at Garden Museum, Pop Brixton)

Lambeth Front
Line participant, at
Streatham Space
Project (Vicky Long)

Partner organisations were given the training to host work placements successfully and were supported throughout by The Old Vic Community and Education Team, meeting at the beginning and end of the programme as a group. The network created between them serves to strengthen the creative ecology of the borough.

The programme improved the visibility of, and access to jobs in a range of cultural organisations. Participants received 1-2-1 support from their partner organisations and attended sessions with The Old Vic, including:

- an induction workshop to explore good customer service
- a CV and interview skills workshop
- a networking session with a range of professionals in the creative industries

Participants were also able to attend events, performances, exhibitions at the venues, including a performance of Present Laughter at The Old Vic. On completion, they were offered continued contact with The Old Vic and access to its youth alumni network. A number of participants were employed to welcome attendees at the ELEVATE Launch, as well as to assist with evaluation tasks at the Inside Out Youth Zone at the Lambeth Country Show.

The creative industry is very scary and it is all about getting your foot in the door. That's the hardest part. When I have applied for ushering jobs everyone was like, 'you haven't got any work experience'. Doing Front Line Lambeth was really helpful because now I have experience.
Sabiriin, Front Line Lambeth Participant



From speaking to others on Front Line Lambeth I could tell there was a great mutual appreciation for being able to get a foot in an industry. I've already been invited back for an interview for a permanent position at Southbank Centre, which I was thrilled with.
Southbank Centre Participant

Taking part in Front Line Lambeth gave me something valuable to do with my summer instead of staying at home. I was able to make use of the long summer and I had to learn so many new things. I know so much more about how a business works. Personally, the programme really helped me become more confident because I did so many things that were outside of my comfort zone. I have been able to have other opportunities such as working at a festival at Brockwell Park [Livvy's Inside Out] and be put in contact with other people in the theatre industry for shadowing or work experience.
Pop Brixton Participant

Lambeth Front
Line participant, at
Southbank Centre
(The Old Vic)

**CLICK THROUGH TO VIEW A FILM OF
THE PROJECT AND PARTICIPANTS**



FRONT LINE LAMBETH

- 30 Lambeth residents took part in paid Front of House work experience at six venues
- 67% Black, Asian and minority ethnic participation
- 75% of placements took place at a creative organisation that was unknown or unvisited by the participant prior to their work experience
- 29% uplift in employment for previously unemployed participants, as a direct result of engagement with Front Line Lambeth
- 5 young people secured paid employment with hosting partners
- 1 participant secured a sports training apprenticeship
- 92% rated the experience as good to excellent
- 100% rated the support received as good to excellent
- 58% reported increased confidence in their abilities
- 92% of participants were inspired to visit more creative organisations
- 100% of partner employers reported the wish to take part in a future Front Line Lambeth programme

RECOMMENDATIONS

- As per The Old Vic's own evaluation conclusions, in future Front Line programmes increase the number of shifts from 4-5 and extend CV and Interview Skills Workshop at the end of the project, including employment goal setting
- Work with the Old Vic and other employers to target priority groups more effectively, including Children Looked After and those not in education, employment or training
- Continue to work with the Old Vic and borough partners to scale and embed Front Line further
- Identify other paid work experience opportunities in the borough to back and scale, and bring these to the attention of schools and further education colleges through the LCEP

5.4 WWSERS

The WOW (Women of the World) Foundation focuses on gender equality and social activism. For ELEVATE it ran a programme for girls aged 13-15 addressing the barriers that prevent young women from achieving their potential and widening their knowledge of varied career pathways within the creative industries. 69 young women from five Lambeth schools took part.

Across the autumn 2019 and spring 2020 terms students took part in a series of workshops in school, led by professional poets, Mandisa Apena and Bridget Minamore, and visual artists Kay Davis and Kazvare Made. Workshops focussed on gender equality and why it matters as well as demonstrating how the arts can offer a viable career and be life-enriching. Each group of students created and presented an assembly for their peers on gender equality in the creative and cultural sector.

Over the Autumn term, students from Lilian Baylis and St-Martin-in-the-Fields visited Bloomberg's Head Offices to see the world of work and took part in a speed mentoring event on the London Eye on Day of the Girl, talking to professional women from different backgrounds

and attending a specially organised celebratory event at the National Theatre afterwards.

During the Spring term, students from Dunraven, Norwood and Woodmansterne produced an online zine celebrating the women who inspire them, showcased at the 10th Anniversary WOW Festival at Southbank Centre. At the festival the girls also hosted their own stall and gave away postcards of the artwork for people to send on to the women that, in turn, inspire them. The students joined The WOW Foundation founder and CEO, Jude Kelly in discussion on the Royal Festival Hall stage.

This is an amazing group of young leaders. The girls took part in an initial session about gender equality, why we should care and what issues girls are facing today. Then they were asked to look at who they had in their lives, or through history, that inspired them. Working with poet Mandisa Apena and artists Kay Davis and Kazvare Made they produced texts and visuals inspired by their role models and we're going to show you some of this artwork up on screen now.

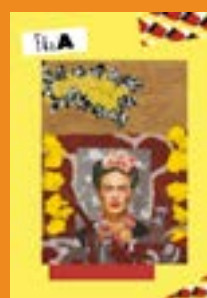
Jude Kelly, founder of The WOW Foundation speaking from the Royal Festival Hall stage



WOWsers
presentation,
Lilian Baylis School
(Sally Kneeshaw)

WOWsers participants, at Bloomberg
(Sally Kneeshaw)

WOWsers participants on the Royal Festival Hall stage, at WOW Festival (Vicky Long)



**VIEW THE
WOWSERS
ONLINE ZINE**

The best element of WOWsers from my perspective is the access students got to young professionals in the industry... [hearing] about the importance and value of education and those subject skills that you need in order to be successful. It just reinforces the message they get from school and gives the opportunity to see people that look like them in a context that they wouldn't normally see them in.

Jordan Crawford, Assistant Head Teacher of Key Stage 4, Lilian Bayliss School



WOWsers participants on the London Eye (WOWsers)

WOWSERS

- 69 young women, aged 13-15, took part in WOWsers clubs at five Lambeth schools
- All met and worked with women leading professional lives in the creative industries
- Each school club created and presented an assembly on gender equality and creativity to their year group
- Two schools' achievements were celebrated at a specially planned event on Day of the Girl at National Theatre, three schools' at the 10th Anniversary WOW Festival at Southbank Centre
- Students noted that their confidence, public speaking, problem solving and leadership skills were boosted by the programme
- 100% of participants reported increased knowledge of gender equality
- 90% reported enhanced creativity
- 85% reported increased knowledge of mentoring
- 78% reported knowing where to look for training, education, and other opportunities in the creative industries

RECOMMENDATIONS

- Explore opportunities for the continuation of WOWsers, through ELEVATE's LCEP and its work with schools
- Develop the partnership with The WOW Foundation and other gender equality organisations to connect Lambeth residents more effectively to female role models in the creative industries
- Research other ways in which to empower young women in secondary schools and raise career aspirations
- Research other ways to increase mentoring and work experience opportunities between the creative industries and schools

Wowzers enabled me to be creative, to create something that meant a lot to me and I was proud of. I've never been a part of something like this, it was a great experience.

Norwood School participant

5.5 CREATIVE CATALYST



Creative Catalyst participants at Brixton Book Mongers, shooting 3D video

Creative Catalyst participants at Brixton Library, presenting at the end of the course

(B3 Media)

Based on the *Talentlab* development programme created by B3 Media, Creative Catalyst was an incubator lab for young creatives in Lambeth aged 16-25 who were at the beginning of their creative journey. ELEVATE helped forge a partnership between B3 Media and Lambeth College, now part of LSBU, and 12 students took part in the lab, experimenting with digital media and through workshops and industry introductions advancing their careers.

Set up as a junior parallel version of *Talentlab* and held in the community room at Brixton Library, the aim of Creative Catalyst was to bring in alumni of past B3 programmes as mentors, speakers and workshop tutors, so engage with the young people and show them how they can go from being a training programme participant to becoming a creative professional. Sessions were led by storytellers,

poets, writers, directors, producers, Virtual Reality (VR) specialists and animators. Roger Robinson, an alumni of B3 Media training programmes and most recent winner of the TS Eliot Prize, took a leading role, helping students to work through their artistic ideas, and take steps towards bringing them to fruition.

From February to March, participants worked with B3 to produce Personal Development and Project Development Plans to set their own objectives for the programme. Part of the course required students to work in teams, making short films with VT technology in a Brixton setting. The process involved a self-directed approach where the group took responsibility for managing their own teams and selecting their mentors, in a way that was designed to building individual and team confidence. Participants had the opportunity to share their work at a closing session, attended by invited guests.

Participants were then encouraged to sign up to further workshops, talks and networking events at the BFI and Tate Modern, enabling contact with the arts and media industry.

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I learnt a whole variety of skills and advice from Creative Catalyst. Creative Catalyst introduced me to VR filmmaking and I'd never really thought about it before, and it's actually really cool and Really interesting. I've also learnt how to be creative and use my imagination a bit more to help with my creativity and start the ideas process for writing in a different way. Creative Catalyst has cemented what I want to do and who I am going forward in my life, who I want to be and I know that who I am now is who I want to over the next months and year as I continue towards my career. Going forwards I will look more into VR filmmaking as that was a real game changer for me.

Christopher Maudlin, Lambeth College student – wants to be film and TV producer, screen writer and script editor

Participants appeared shy in the beginning, [but the success of the project was about] unlocking something that was in the way and leaving the space to find it for themselves.

Marc Boothe, founder of B3 Media

CREATIVE CATALYST

- 13 Lambeth residents (12 participants from Lambeth College) took part in a lab which developed their creative and digital skills and built confidence
- 40 participants attended public taster events at the Ritzy and Lambeth College
- 30 people attended the final showcasing event
- 9 B3 Media alumni members and creative practitioners were engaged as workshop leaders and mentors
- 89% rated the creative workshops as useful or incredibly useful
- 100% believed the project should be offered again
- 100% would recommend the project to others
- Over 50% of positive feedback was connected to the advice provided by professional practising creatives
- Participants strengthened their communication and teamworking skills and enhanced their confidence in developing their creative ideas

I was really interested by the virtual reality element because I am confident that it is going to be part of the future for film. I got to learn more about the direction side and storytelling side of things. I am always trying to evolve and create more from the skills I already have.

Marika, singer-songwriter

RECOMMENDATIONS

- Explore more ways of bringing the creative and further education sectors together to build skills and increase industry contact
- Back projects which involve experienced creative practitioners in their delivery
- Increase **ELEVATE's** engagement with the digital and tech sectors

5.6 CREATIVE LONDON: THE SOUTH BANK

Creative London: The South Bank is an activity pack that brings to life the jobs belonging to the Southbank Centre, BFI, National Theatre and Rambert for key stages 2 and 3. Consultation revealed that this cluster of world class creative organisations are not much visited by residents to the south of the borough. The pack, part of the Mayor's London Curriculum, is a step taken by these organisations with ELEVATE to open up the buildings, de-mystify the work that goes on within them and send out the message that these are places worth a visit and perhaps even one day to work in.

The morning of the ELEVATE Launch, taster workshops were held for classes from 4 schools (3 of which were from Lambeth) at the South Bank organisations. The Lambeth schools attending were Woodmansterne, Hillmead and Heathbrook Primary with approximately 90 Lambeth pupils.

Students toured the buildings, going backstage at Southbank Centre, visiting the costume department at the National Theatre and exploring Rambert's dance studios. Two of the students then came on to the launch to speak to attendees about the experience with their teacher.

The resource is free to download on the Mayor of London curriculum site and will be promoted to all primary schools in the Borough as ELEVATE's Local Cultural Education Partnership becomes active.

RECOMMENDATIONS

- Promote the activity pack to primary schools through the LCEP and a new ELEVATE Education website
- Continue and develop the connection to the Mayor of London's, London Curriculum initiative
- Develop further resources that not only demystify the creative industries, but diversify and decolonise the curriculum



CLICK THROUGH TO PDF

5.7 LOCAL CULTURAL EDUCATION PARTNERSHIP

Consultation identified a lack of connection between schools and cultural organisations in the borough. Some schools are super-served while others have no contact at all. Teachers wanted more contact with creative organisations to ensure that activities were devised to work with the changing curriculum and support teaching in an effective way. Improving connections comprehensively across the borough would improve cultural enrichment for young people and ensure that dynamic arts and cultural activities would be inclusive and open to all young people in Lambeth from an early age.

The council worked with a group of cultural organisations to submit a bid to *A New Direction, Challenge London Fund* for the creation a Local Cultural Education Partnership (LCEP), as part of ELEVATE. The application was successful, matched with funds from the GLA for *Brixton Creative Enterprise Zone*.

The funding creates a new post at the council, a dedicated LCEP Manager, and an appointment was made in March 2020. The post sits between the council's Schools Improvement Service and the Business Culture & Investment Team, enabling greater understanding and joined up working between the two. Work is underway to develop a Cultural Education Strategy, which will aim, over time, to make a significant difference to the arts and culture offer in schools, through, for example, the creation of a network of cultural ambassadors in schools, increased creative industries work experience opportunities, co-designed curriculum development and teachers' CPD.

Lead partners:

- 198 CAL
- BFI
- Imperial War Museum
- Lambeth Music Service
- London Connected Learning Centre
- National Theatre
- Photofusion
- Rambert
- Raw Material
- Southbank Centre

RECOMMENDATIONS

- Develop a 3-year LCEP strategy with its own Theory of Change that ensures all young people in Lambeth have awareness of and access to a coherent cultural offer that enriches their lives and gives them the tools to succeed
- Produce an educational website with resources for use within schools and at home
- Continue to grow the LCEP membership and cultivate a Champions network of teachers and educators that can advocate for the importance of creative learning
- Identify CPD needs of teaching staff
- Work on the design and delivery of an annual programme of borough specific Artsmark support that will enable a 30% uplift in Lambeth Schools achieving Artmark status
- Investigate opportunities to work in partnership with the GLA and the Education sector to explore ways of diversifying the curriculum to ensure it is representative and responsive to our diverse community
- Explore online learning opportunities for future resources

6 CHANGING THE WAY WE WORK

Early on in the development of ELEVATE it was recognised that to deliver a programme that could really effect change, the council needed to take a collaborative and creative approach to partnership working in the widest sense. To achieve the desired increase in diversity within the creative industries the council needed to take a lead by ensuring that any commissioning or partnership brokering around core projects was also undertaken in line with the ELEVATE's objectives.

Two examples of this commitment are given in the Case Studies below. Both illustrate how the council also took the opportunity to help these organisations, both with limited human and financial resource, capacity build.

ICONIC STEPS

A social enterprise and video training / production company, Iconic Steps is based at International House, Brixton. It supports young people to develop skills through hands-on experience, delivering high-quality video and photography for clients. Led by founder and CEO Victoria Ijeh, Iconic Steps was commissioned by Lambeth Council to create a series of short videos promoting and documenting ELEVATE in its pilot year. The films, made by five local young people, received highly positive feedback from ELEVATE Launch attendees and project partners. Three of the young people involved continue to work in the creative industries and one is now at university. Iconic Steps also picked up new clients, including the GLA (Greater London Authority).

Through the commission Lambeth Council and Iconic Steps got to know each other and

ELEVATE's fundraising consultant assisted Iconic Steps in securing £120K funding from the Mayor of London's Young Londoners Fund, ESFA (Education and Skills Funding Agency) EQUIP Community Grants and ScreenSkills. This funding enables Iconic Steps to deliver new ways of working with young people including week-long skills development courses and, crucially, the appointment of dedicated Youth Provision Support Officer as well as Youth Progression Officer roles. The experience has been key in informing future ELEVATE strategy, which will continue to offer planning and fundraising support to smaller organisations across the borough, to build their capacity.

ELEVATE was our first major commission. It meant a lot that we were trusted to capture all its content. It helped us formalise how to run the commercial in the future; how we work with young people to create the content; and it helped me particularly with writing proposals.

I don't think we would have secured funding if it wasn't for ELEVATE. I learned how a different language is needed for funding applications. Now, I have a blueprint of how to talk eloquently about what we do. Working on ELEVATE has been fantastic as it has not only allowed us to build a great portfolio but gave five young people the opportunity to build their portfolio skills.
Victoria Ijeh, Founder and CEO, Iconic Steps

MAKESHIFT FOUNDATION

Makeshift Foundation is a newly founded charity. It aims to widen access to enterprise and employment opportunities through training, mentoring and creating access to affordable events and workspace. Makeshift manages Pop Brixton, Peckham Levels and from summer 2020, Clarnico Quay (Hackney). Bayo Obasaju, Programmes and Partnerships Lead, has been a strong collaborator and advocate of ELEVATE's mission. He worked in close collaboration with ERIC Festival to deliver their careers festival at Pop Brixton, was a partner in the Old Vic's Front Line Lambeth, hosting five young people and, with the support of ELEVATE's fundraising consultant, has recently secured funding from ESFA (Education and Skills Funding Agency) EQUIP Community Grants to deliver a 10-week events management project for young people not in employment, education or training in Brixton.

Makeshift's engagement with ELEVATE has provided a powerful example of the potential for ELEVATE to make connections between cultural partners, with funders, and grow networks to strengthen the cultural ecology in the borough.

ERIC Festival sign,
at Pop Brixton
(ERIC Festival)

ELEVATE has given us the chance to understand better how to develop our work and thinking on a larger scale. We have felt (at times) disconnected from some of the other large institutions in Lambeth, or found ourselves trying to anticipate what parts of our work might be appealing to funders and decision makers. The connections made through ELEVATE have benefitted us in growing our peer network and through that our knowledge base and capacity. The relationships that emerged have allowed us to socialise our future plans - this informal support has been invaluable.

Bayo Obasaju, Programmes and Partnerships Lead, Makeshift Foundation

RECOMMENDATIONS

- Commit to supporting fundraising and capacity building for smaller and new organisations in the borough where their aims support ELEVATE objectives



7 LSBU SUMMARY OF ACHIEVEMENTS & LEARNINGS

1. TRAINING AND EMPLOYMENT

In collaboration with ELEVATE, Partners created a variety of complementary training and employment opportunities. These were innovative in design and delivered in ways that increased participants' confidence and aspirations, while building the skills needed to thrive in the creative industries.

2. SATISFIED PARTICIPANTS

Participants felt the quality of the projects was high and found them beneficial.

3. ENTHUSIASTIC PROJECT PARTNERS

ERIC Fest and Lambeth Front Line (The Old Vic) commented on the level of support they received from Lambeth Council as 'extraordinary'. All project partners have signalled a desire to keep involved in ELEVATE's mission.

4. CAPACITY BUILDING

ELEVATE has helped build the capacity of smaller creative organisations by signposting and providing hands on support for grant applications, resulting in six new initiatives receiving funding for creative industry career pathway training.

5. INCLUSIVE AND RESPONSIVE TO NEED

ELEVATE has been run by Lambeth's Business, Culture & Investment Team with an open and collaborative approach to young people, creatives and organisations. Advisory Groups established: Project Advisory Group and the Elevators, have ensured throughout the reporting period it has remained responsive to the needs of the local community.

6. SELF-REFLECTIVE

Results of the programme's first year are being used to inform future development. During the evaluation period, LSBU ran three workshops to help plan for ELEVATE's future. These sessions produced a Theory of Change which will guide ELEVATE over the next three years. The workshops also established three core activity strands for ELEVATE: Education (led by the LCEP, working with schools and colleges), Employment (working with employers and trainers) and Neighbourhoods (working with young people in the places where they live).

7. CONNECTED

Strengthening connections between large and small cultural organisations and across sectors has been a priority for the programme. The council has helped establish 31 new relationships through delivery of this pilot year, for example B3 Media were introduced to Lambeth College, The Old Vic Theatre to Drive Forward and The WOW Foundation to five new schools.

Project partners have also taken steps towards developing stronger participant networks and engagement post-project (for example Livy's newsletter, ERIC Fest's complementary zine and Front Line Lambeth's Alumni network). Cross-departmental communication at the council has connected ELEVATE to the work of the Regeneration Teams, Economic Inclusion, Adult Learning, Youth Commissioning and Community Safety, and Education. Backed by the Leader, Executive, Cabinet Members and Strategic Leads across the council, ELEVATE has earned strong officer and political support.

Lambeth's Business, Culture & Investment Team was also connected to other Borough of Culture, Cultural Impact Awardees, through reflective learning sessions organised by the GLA. These sessions gave the chance to share experiences with other boroughs and influence working methods and policy on a city-wide, even national level. ELEVATE has been promoted through this network as a model of good practice and has been widely publicised through the GLA's communication channels.

8. COMMITTED AND STRATEGIC

ELEVATE is being embedded in the council's longer-term plans to effect lasting change. One example is the Local Cultural Education Partnership (LCEP) where the funding raised from A New Direction has established a post which sits between the Education and Business Culture & Innovation Teams. The LCEP itself, enables joined up working between the education and cultural sectors and is a mechanism through which projects tested with this initial activity, such as WOWsers clubs, can be continued and developed.

9. AMBITIOUS

To achieve its ambitions, the council recognised the benefit of going beyond commissioned projects and increasing impact by working with a greater number of partners that share similar objectives.

The Business Culture & Investment Team have worked actively to create relationships, networks and mechanisms that will sustain ELEVATE's impact in the long-term. Making connections across the borough has been an important development in strengthening Lambeth's creative and cultural ecosystem. However, stretching beyond commissioned projects, stretches the team and calls up questions of resource.

10. DATA

Lambeth Council has relied on UK and London-wide data, where no Lambeth-specific data is available to support the project. This means some lack of clarity with regards to baseline figures and a lack of precision in reporting on Borough-wide changes. There is a need to put measures in place that can produce better data and with it proof of impact as ELEVATE continues.

11. MORE TO ACHIEVE

Success of the programme to date shows how ELEVATE can and is making a difference but there is more to do to tackle the lack of diversity in the creative and cultural sector. Initial activity suggests that young people's access points to culture and awareness of creative careers need to be widened through work with schools and in Lambeth's neighbourhoods. There is potential for ELEVATE to strengthen its employment work by aligning with the emerging Lambeth Skills & Employment Strategy. By continuing to spearhead and scale change-making projects, ELEVATE can also make a substantial contribution towards the achievement of Lambeth's new Economic Resilience Strategy and other major umbrella initiatives, including the Lambeth Youth Promise and flagship projects such as Kickstart. Above all, momentum must not be lost, but partnerships, networks and the young people involved in the mission must be nurtured and activity sustained.

8 THEORY OF CHANGE AND RECOMMENDATIONS

THEORY OF CHANGE

During the evaluation period, LSBU ran three workshops to help plan for ELEVATE's future. These sessions produced a Theory of Change which will guide ELEVATE over the next three years. The workshops also established three core activity strands for ELEVATE: Education (led by the LCEP, working with schools and colleges), Employment (working with employers and trainers) and Neighbourhoods (working with young people in the places where they live).

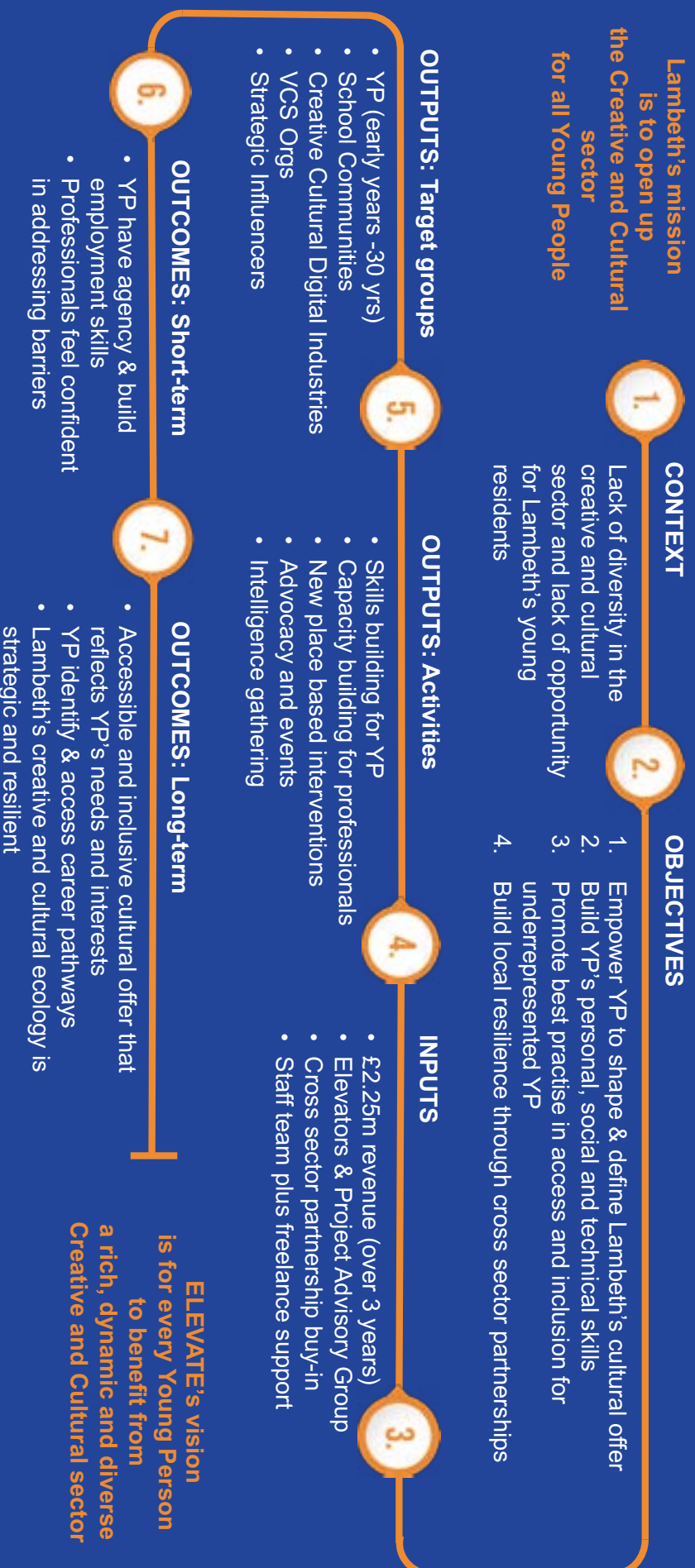
WOWsers workshop
with artist Kay Davis
at Woodmansterne
School
(WOWsers)



RECOMMENDATIONS FOR ELEVATE'S FUTURE DEVELOPMENT

- Build a three-year plan around the Theory of Change
- Refresh ELEVATE's vision, mission and objectives as part of this plan
- Use the plan to source funding from the council and external bodies, e.g. GLA, Arts Council, Trusts and Funds
- Commit to supporting fundraising and capacity building for organisations and projects the council is not able to commission directly, but where aims support ELEVATE objectives
- Consider how the council's Affordable Workspace policy can be used to provide long term affordable space opportunities for charities and social enterprises working towards ELEVATE goals.
- Continue to make connections across council departments, so that planning and implementation become increasingly joined up
- Work with the council's economic inclusion team to develop a long term employment and skills programme aligned to the ELEVATE mission and the council's Employment and Skills strategy.
- Continue to embed ELEVATE plans and practice within Borough policy and strategy
- Consider working towards the creation of a Borough-wide platform to connect creatives and signpost opportunities for education, training and employment within the creative industries
- Develop the Local Cultural Education Partnership (LCEP) and secure its strategy within ELEVATE's wider strategy
- Make sure to build pathways from early on in education and community settings towards further education, training, work experience and employment
- Find increasingly strategic ways to champion new and inclusive employer practices, by, for example, working directly on change with a mixed cohort of Lambeth employers
- Begin to work with young people in the places where they live, commissioning organisations and projects to take place in neighbourhood contexts
- Build on the success of the Launch Event and create more moments for communication and celebration with participants, partners and stakeholders
- Continuously expand networking opportunities for partners and stakeholders to support development and resilience of diverse, dynamic sector
- Build the capacity of Business Culture & Innovation Team to assure strong delivery on communications and project management
- Continue to be led by local knowledge and experience through advisory and working groups, as well as partnerships
- Employ an iterative methodology over the next three years, with annual evaluations to help shape future plans
- Undertake research to build Borough-specific data, making clear where progress is being made

ELEVATE THEORY OF CHANGE



ELEVATE.

9 REPORT AUTHORSHIP AND METHODOLOGY

**This report has been co-authored by
London South Bank University and
London Borough of Lambeth.**

Data used within this report has been collected from the following sources:

- Sessions with ELEVATE Youth Advisory Group and Project Advisory Group
- Semi-structured interviews with four members of Lambeth Council's Business Culture & Innovation Team
- Findings of Resident Consultation for Lambeth Council's London Borough of Culture bid 2017
- Pre-project focus group held by ERIC Festival
- 4 reflective sessions with Project Partners and Business Culture & Innovation Team
- 3 completed project evaluation forms by Project Partners
- Research Assistant observations of workshops and events
- 183 participant/attendee (as applicable) questionnaires
- Verbal feedback collected during workshops and events
- 6 post project in-depth interviews with participants
- 4 semi-structured interviews with Project Partners/contributors
- 3 Theory of Change workshops with Lambeth Council, led by LSBU

The LSBU team responsible for evaluating ELEVATE and co-authoring this report comprises:

- Kristina Nilles, Research Assistant, ELEVATE
- Dr Maria Chatzichristodoulou, Associate Professor Arts & Creative Industries, Director Centre for Research in Digital Storymaking - Lead Academic
- Dr Elena Marchevska, Associate Professor Arts & Creative Industries

10 THANKS

Lambeth Council gratefully acknowledges:

GRANTS

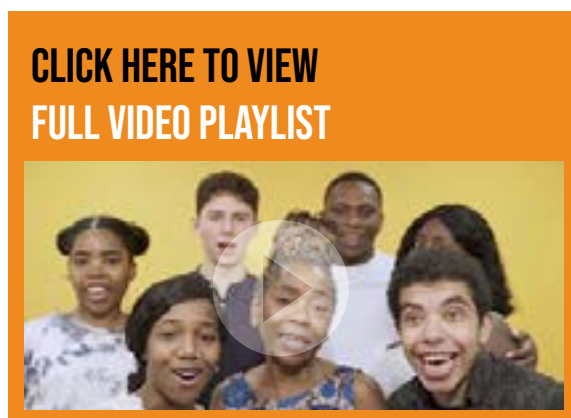
- The Mayor of London's London Borough of Culture, Cultural Impact Award (GLA) - £200,000 which enabled ELEVATE to get started
- A New Direction, Challenge London Fund - £75,000 to set up a Local Cultural Education Partnership (LCEP) in Lambeth and fund a new council post: Cultural Education Manager
- Mayor of London's Creative Enterprise Zone programme (through the Brixton Creative Enterprise Zone) - £75,000 match funding towards the LCEP
- LSBU - £22,000 towards Evaluation costs

IN-KIND SUPPORT:

- Southbank Partners (Southbank Centre, National Theatre, British Film Institute, Rambert), The Old Vic and Lambeth Front Line Partners (Streatham Space Project, Pop Brixton, Omnibus Theatre, Garden Museum, Morley College, Southbank Centre), Brixton Library, The London Eye, Bloomberg, ERIC Festival partners

Special thanks to ELEVATE's Advisory Groups (the Elevators and the Project Advisory Group); to the Mayor of London's, London Borough of Culture Team for its outstanding programme support and ELEVATE's lead delivery partners for the strength of their commitment to the mission: ERIC Festival, Livity, The Old Vic, The WOW Foundation, B3 Media and the South Bank Partners (BFI, National Theatre, Rambert, Southbank Centre).

APPENDIX I: ELEVATE PLAYLIST



APPENDIX II: LIST OF PARTNERS

3Space International House	LSBU (London South Bank University)
198 Contemporary Arts & Learning	Makeshift Foundation
A New Direction	Meanwhile Space, Tripod Brixton
B3 Media	Morley College
BFI (British Film Institute)	National Theatre
Brixton BID (Business Improvement District)	Omnibus Theatre
Brixton Learning Collaborative	Photofusion
Brixton Library	Pop Brixton
Brixton Project	Rambert
Coral	South Bank BID
Creative Sparkworks	(Business Improvement District)
Drive Forward	Southbank Centre
ERIC	Spiral Skills
Garden Museum	Station to Station BID
GLA (Greater London Authority)	(Business Improvement District)
Iconic Steps	Streatham Space Project
Imperial War Museum	The Old Vic
InStreatham BID (The WOW Foundation
Business Improvement District)	This is Clapham BID
Lambeth College	(Business Improvement District)
Lambeth Country Show	Vauxhall One BID
Lambeth Music Service	(Business Improvement District)
Livity	We Are Waterloo BID
London Connected Learning Centre	(Business Improvement District)

APPENDIX III: REFERENCES

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