



The Local Social Workbook

A process to deliver social and cultural benefits with local partners in Stratford



Contents

Introduction

5	Setting the Scene
7	Summary
9	Roadmap For This Workbook
11	How to Use This Document
13	Process
15	Glossary

Phase 0 - Imagining

19	0.1 Overview - Phase 0
21	0.2 Stratford History
23	0.3 Stratford Today
25	0.4 Stratford High Street
27	0.5 Stratford Future
29	0.6 Policy Review Summary
31	0.7 Policy Review Matrix
33	0.8 List of Outcomes

Phase 1 - Collecting

37	1.1 Overview - Phase 1
39	1.2 Mapping - Local Delivery Partners
41	1.3 Local Partners Matrix
43	1.4 Mapping - Cultural Organisations
45	1.5 Engaging with Local Delivery Partners

Phase 2 - Mapping

49	2.1 Overview - Phase 2
51	2.2 Mapping - Sites
53	2.3 Site Matrix
55	2.4 Mapping - Public Art
57	2.5 Mapping - Land Ownership
59	2.6 Engaging with Key Delivery Contacts
61	2.7 Engaging with Private Landowners
63	2.8 Spatial Vision

Phase 3 - Engaging

67	3.1 Overview - Phase 3
69	3.2 Engagement Strategy
71	3.3 Mapping - Stakeholders
73	3.4 Stakeholders Matrix

79	3.5 Mapping - Faith Groups
----	----------------------------

Phase 4 - Activating

83	4.1 Overview - Phase 4
87	4.2 Illustrated Map - Existing
91	4.3 Illustrated Map - Proposed
93	4.4 Matchmaking Strategy
95	4.5 Stratford High Street Partnership
97	4.6 Menu of Activations
99	4.7 Open Stratford Festival
103	4.8 Stratford Culture Trail
107	4.9 Wayfinding Activation
111	4.10 Creative Activation
115	4.11 Greening Stratford
119	4.12 Link with Ink
123	4.13 Incubator Workspace
127	4.14 Food is Culture
131	4.15 Zero Waste Store
135	4.16 Stratford Stalls
139	4.17 Activations Priorities List
141	4.18 Costs
145	4.19 Activate Stratford High Street
147	4.20 Cultural Calendar

Phase 5 - Funding

151	5.1 Overview - Phase 5
153	5.2 Funding Strategy
155	5.3 Funding Streams

Phase 6 - Delivering

161	6.1 Overview - Phase 6
163	6.2 Social Value Strategy
165	6.3 Zero Carbon Strategy

Phase 7&8 - Testing & Replicating

169	7.1 Overview
171	7.2 Guide to Replication Strategy
173	7.3 Replication Strategy

Conclusion

177	Conclusion
-----	------------





Introduction

Setting the Scene

Current to 2023, Stratford has undergone significant change, particularly in the last two decades, and the pace of this change is not slowing down. In spite of this change there are strong existing local community, cultural, and retail partners in Stratford. These partners also highlight the contrast between change and fixedness in every aspect of Stratford – it is a destination shopping and cultural centre, and also a local high street; a national transport interchange, and also home to a diverse community. This change should be re-balanced to support the existing local partners that serve the local community.

To shape this change and make sure it benefits local people and the planet, Newham Council have over the last three years developed the Stratford Vision with residents, to help make decisions about how the town centre evolves over the next 10 years. This sets out how physical changes might take place in Stratford, and how guidance can ensure these improve the daily life of people who live, work, and study in Stratford. Part of the Stratford Vision is for a new Civic Quarter around Stratford Old Town Hall which includes Alice Billings House. Creative Land Trust have agreed with Newham Council to lease and refurbish Alice Billings House to turn it into new affordable artist studio space, with a public café and gallery which will activate the public space outside. In order to knit this new creative hub into the high street, Creative Land Trust have commissioned this report to explore ways to activate the high street through locally led activities in partnership with Newham based organisations.

What this workbook is for

The Local Social Workbook is designed to build on the Stratford Vision, and sets out programming that will support similar outcomes to the Vision. This workbook is necessary to support the varied local partners in the face of widespread change in Stratford. Regeneration does not need to result in displacement, and this workbook helps to insulate local partners from this rate of change.

This document is designed to be used by local partners and the council to deliver social benefits with local partners. Through engagement with local people and partners, it aims to support their existing programming by directing funding toward them, while also offering opportunities to activate disused spaces on the high street. In this way, the workbook can amplify local partners to do what they already do, with more support, in the face of change within the area.

This workbook is about locally-led activations, and not about public realm or building. In this way, if the Stratford Vision is about physical changes in Stratford, then The Local Social Workbook is about non-physical changes in Stratford. This means the document suggests people-led programming, activations, and events, rather than physical things.

The workbook can also be used to deliver social benefits on high streets across the country, as shown by the replication strategy in Phase 7 of the document. While the document is tailored to Stratford, and the activations are particular to the local partners in the area, the phased approach set out is applicable to all high streets.



Summary

This document sets out ways for local partners to activate Stratford High Street with opportunities for local people in the short, medium and long term.

More broadly, the workbook shows how cultural uses and activations can deliver social benefits for the high streets they are located on. These social benefits can be delivered through a range of means, from economic to engagement, which we address through suggesting activations for Stratford High Street. This workbook is designed to enable programming that delivers community wealth building to direct money into the pockets of local people and creates an inviting space for discussion and questioning. This will result in more employment opportunities, greater cohesion, and a safer high street.

Local organisations create enormous social value for their local community, and this document looks to present opportunities that can amplify these activities as opposed to creating added or costly responsibilities that move away from core activities. The workbook aims to support local partners to deliver programming tailored to the local community. In this way, the activations will involve, connect and amplify the partners that are already in the local area. The outcomes will be greater financial stability for local partners, better service for local people, and greater uptake of the activations.

To deliver this, engagement will be a key part of the process because we know the most valuable insights are from the people who live in the area. This will change the narrative of Stratford being a place where projects are “done to” the local community, into one where

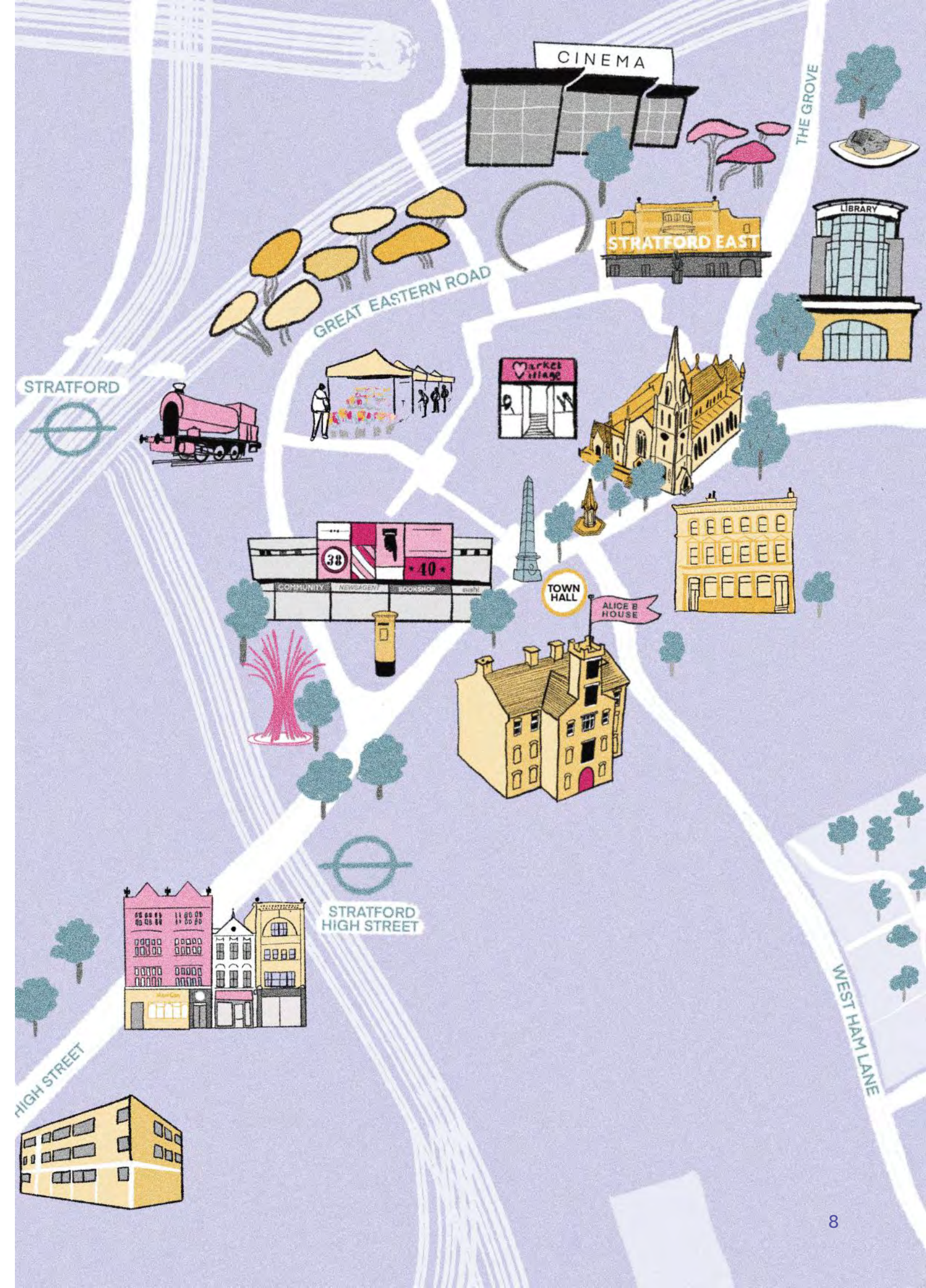
ownership of the process is handed over to local people. All engagement will be paid, to strengthen community wealth building. The outcome of this will be greater involvement of underserved communities, greater agency of partners, and more ownership of the process.

Following a review of relevant documentation and a team walkabout, we have created a workbook with our locally based team and in discussion with key partners. This has been refined with a steering group through a structured process, that this document is the result of. At the end of this document, there is a toolkit showing how this workbook can be replicated on other high streets. This includes methods, contacts, and funding streams to deliver the social benefits set out in this document on other high streets.

The workbook was commissioned by Creative Land Trust, funded by the Greater London Authority High Streets for All programme, and developed in collaboration with Newham Council. This document will help guide the work by Creative Land Trust’s Cultural Engagement Officer, funded by the same High Streets for All programme, who will create a programme of arts, culture and heritage community outreach that responds to local needs. Others can also use it to help guide their own delivery of activations along the high street.

The document was written by Office S&M Architects together with Rosetta Arts and Khan Bonshek.

This document is net zero carbon. For more information, please refer to the zero-carbon strategy later in [section 6.3 of Phase 6](#).



Roadmap For This Workbook

Following the publication of this workbook, it will be taken on by Creative Land Trust, and their Cultural Engagement Officer, Hive Curates, to deliver a pilot project and a 12 month programme of engagement leading up to the opening of Alice Billings House in 2024.

During this time, the workbook will support Hive Curates and Creative Land Trust to work with existing local partners to deliver activations and engage with stakeholders. In this way, the workbook is a roadmap for the activations that can be delivered in Stratford. Creative Land Trust, Newham Council, and Newham based organisations will also in partnership look for ways to implement some of the projects, with the first being supported by the Mayor of London's High Streets for All funds.

At the same time, the workbook offers a clear guide for local partners to develop their existing projects, and highlights their work for funding and commissioning by the council. More broadly, it is a ready made set of partners and projects for the LB Newham Regeneration Team to bring forward in Stratford. Further afield than this, it places local understanding and research in the hands of organisations that are working on new projects in the area, such as Populo Living, UCL, and the East Bank including V&A East, Sadlers Wells, BBC, and UAL, all of which are looking for opportunities to knit their programming in with local organisations. All of these partners can make use of the deep research within this workbook, as a guide to future activations.



How to Use This Document

Overall, this workbook is a guide to the process of delivering activations on the high street. The document is structured with phases that you can work through, with each phase containing practical tools and advice. By following this phased approach, the outcomes set out in this document can be supported and realised.

For Local Partners

This workbook is designed to support you to deliver funded programming tailored to the local community. In this way, the activations will involve and amplify your existing work in the local area. The outcome of this will be greater financial stability for you, better service for local people, and greater uptake of the activations.

At the same time, this workbook does not commit you to anything and is a way of illustrating potential opportunities and the breadth of existing organisations in Newham. We believe it is a way of directing future strategy and funding towards your organisation to support the delivery of your mission. Please use the document as a guide to how these activations can be delivered and a workbook for specific aspects such as engaging with the council or applying for funding.

For Councils

This workbook shows how cultural uses and activations can deliver social benefits for the high streets they are located on. These social benefits can be delivered through a range of means, from economic to engagement, which we have illustrated by suggesting activations for Stratford High Street.

Key to delivering these is a supportive partnership of local organisations, which the council is often in the best place to broker. However, in a similar way to Creative Land Trust leading the creation of this workbook and delivery of the pilot project, this does not mean that the council must be the lead partner. In fact, enabling local partners to deliver activations in this workbook will develop partner delivery skills. Councils should consider that activations need to be thought through carefully with proper provision of resources and/or funding, and in discussion with prospective partners

Below is a key which will help you to navigate this document. Icons and hyperlinks have been added throughout the document to give you more insights into the workbook.

Key

Take me to the online map!

By clicking on this icon you can access the online map

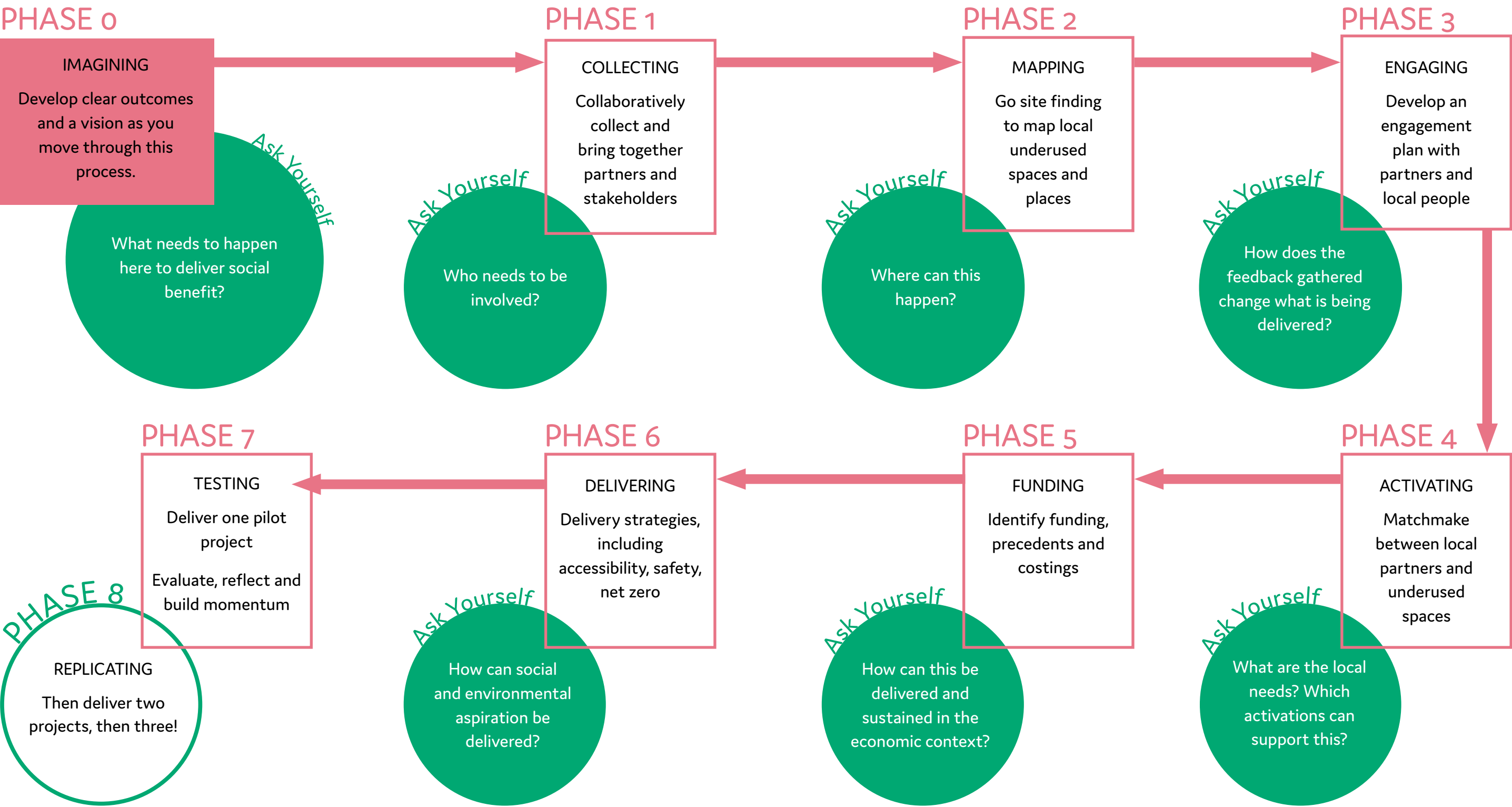
Hyperlink

Any text high lighted in green will take you to a website or another part of the document.



Process

This diagram summarises the steps that have been followed during the production of this workbook and forms a key for each chapter.



Glossary

This section unlocks terms that are unusual and have specific meaning in this workbook, to improve accessibility.

Alice Billings House

A future creative hub offering affordable studio spaces and community asset on Stratford High Street developed by Creative Land Trust.

Activations

A proposal in this workbook that aims to activate the high street in line with identified outcomes and community engagement.

Business Improvement District (BID)

An area in which a levy is charged to all business ratepayers to develop projects that benefit businesses in the local area.

Co-design

A design-led approach that is used as an umbrella term for participatory and co-creation processes. It unlocks the design process to enable collaboration with local people that are directly affected by the proposed changes.

Community Wealth Building

A people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people.

High Streets For All Challenge

An initiative inviting local partnerships to bring forward and co-design innovative high street recovery strategies and proposals.

Local Partners

Representatives of the local area like cultural organisations or businesses offering services and programmes to the community. These are identified as potential delivery partners in this workbook.

Matchmaking

The pairing of potential local partners and sites to generate opportunities for activations on the high street.

Social Value

Financial and non-financial value created by an organisation relating to the wellbeing of individuals, communities and the environment.

Stratford High Street

The area that this workbook is applied to.

Zero Carbon

No production of emissions of carbon from a service or product.

Right
View of Stratford Workshops



Phase 0



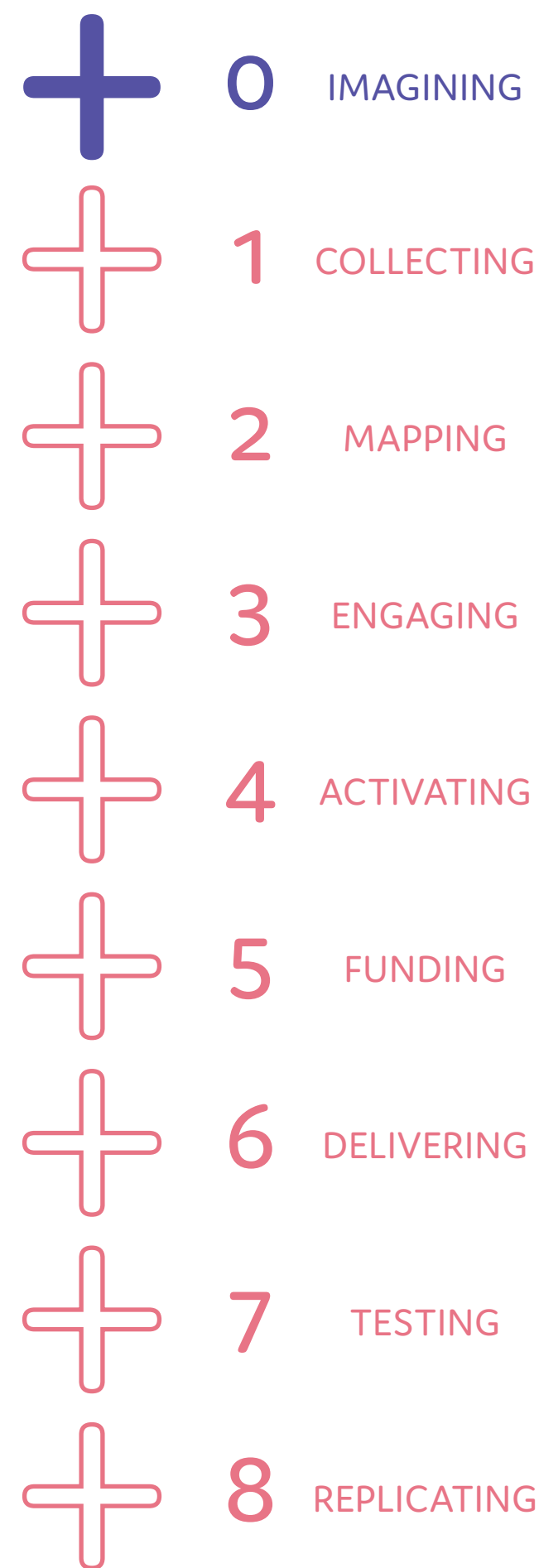
0. Imagining Stratford High Street

0.1 Overview - Phase 0

This chapter outlines how you can imagine the outcomes and vision for your local area.

By reviewing existing policy documents, you can lay the foundations of your vision and suggest a way forward for how activations can be delivered.

Through a study of the local area and its character, you can identify the boundary of your local area and tailor the outcomes to the specificities of the area and its community.



0.2 Stratford History

As indicated by its name - “New” ham, the borough was created in 1965 from East Ham and West Ham which were formerly Essex County boroughs with their own governance, town halls, and high streets. Stratford sits on the edge of the borough, forming a gateway to Essex on the East side of the Lea Valley.

Stratford was first recorded in 1177, and its name is derived from the Old English “straet”, meaning road, and “ford”, meaning river crossing. The ford in this case was the location of the Roman road to Colchester crossing one of the branches of the River Lea. A relatively undeveloped area until the 19th century, Stratford has undergone significant change since the railway station opened in 1839, bringing industrialisation, jobs, and people to the area.

The town centre was comprehensively redeveloped in the 1960s when the Stratford Centre was opened in 1974, and in the run-up to the 2012 Olympics.



Top
Stratford Satellite Map 1945

Centre
Stratford Satellite Map 1999

Bottom
Stratford Satellite Map 2013

0.3 Stratford Today

Newham is one of the most diverse, religious, overcrowded and youngest boroughs in London. While the borough is generally very residential, and therefore centred around several high streets across Newham, Stratford is a key metropolitan centre.

Today, Stratford is a major retail and housing location, served by Elizabeth Line, Jubilee Line, Central Line, DLR, Overground, National Rail, HS1, and bus services. Stratford houses retail centres, including the Stratford Centre and Westfield. It is also home to cultural institutions such as Theatre Royal Stratford East and Stratford East Picturehouse. The neighbouring East Bank contains additional cultural institutions, including the V&A, BBC, Sadler's Wells, and UAL. The Olympic Park hosts sports and performances in the London Stadium, home of West Ham Football Club, Velodrome, Copper Box and the park itself.

Stratford is home to 36,000 residents, many within the Carpenters Estate, which is undergoing comprehensive redevelopment, increasing from 700 to 2000 homes. It also hosts a large student population, attending UCL, UEL and other educational institutions within and outside the borough.

The area of Stratford Town Centre has been outlined in several documents, from the Draft Newham Local Plan and Stratford Visions to the Stratford Original Business Improvement District's (BID) map. Based on these different definitions, we have selected an extended version of the BID boundary as the scope for this workbook, stretching from Maryland Station down to the Bow roundabout.



0.4 Stratford High Street

Stratford High Street, as defined by this workbook, stretches from Maryland Station in the Northeast to the Bow Roundabout in the Southwest. The high street is formed by three connected roads, The High Street, Broadway and The Grove. By the Stratford Centre, the high street is separated into two lanes along Broadway, with a pedestrian zone facing the shop fronts connected to the Stratford Centre.

Stratford High Street has high levels of inactive street frontages, with a cluster of active fronts around the Stratford centre. Along Broadway, many public institutions, community services and offices are located which contributes to the street frontage inactivity. This intensifies further down the high street and transforms the character from retail to residential closer to the Bow Roundabout.

The Broadway and Great Eastern Road create a central island in the town centre, separating the shopping centre and cultural organisations from the rest of the high street. Moreover, the footfall from Stratford Station is directed into the shopping centre which is also defined as a public road. As a result, there is a cluster of active fronts on the central island and inside the shopping centre, hidden from the high street.

Key

Inactive fronts:

Social use (eg. libraries, banks, GP surgeries, education. religious centre)

Hotels & residential

Offices

Vacant shops or buildings

Blank facades & construction sites

Active fronts (shops, pubs, restaurants, cafes)

The Local Social Workbook Area



0.5 Stratford Future

While Stratford has undergone a significant transformation, particularly over the last 20 years, the pace of change is accelerating. Newham is expected to have 40% more homes in 2030 than it did in 2020. Based on the current local plan, existing masterplans, and consented planning applications, Stratford will be significantly different in the next 10 years.

In Stratford, the MSG Sphere will be built, alongside the over-station residential development, and decking of the DLR and Jubilee Line to link with the comprehensively redeveloped Carpenters Estate. Within the town centre, the consented towers for the Stratford Centre, School 360 and other sites will densify the residential and student populations. Finally, the Stratford Vision sets out how cultural, workspace and retail uses will be knitted together through new and existing connections.

The outcomes and proposed activations in this workbook will secure and amplify the presence of existing partners and people within Stratford in the face of this large scale change. By understanding this, we can insulate and empower the local partners in the face of this change.

Future Projects

Masterplan

- 01 Stratford Station Masterplan
- 02 Stratford Vision
- 03 The Carpenters Estate

Entertainment & Culture

- 04 MSG Sphere
- 05 V&A East
- 06 BBC Music Studios
- 07 Sadler's Wells East

Education

- 08 UCL East Campus - One Pool Street & Marshgate
- 09 UAL London College of Fashion
- 10 UEL Connected Campus

Student Housing

- 11 Stratford One
- 12 Unite Stratford
- 13 Dominvs Group
- 14 Grove Crescent PBSA



Top
Stratford Map of Future
Projects

Bottom
View of Stratford Station
Masterplan with new
buildings outlined by 5th
Studio for LLDC, Network Rail,
LB Newham and TFL.

0.6 Policy Review Summary

There is a wide range of existing policy documents and strategy work related to this document. In order to capture this, and their relation to this workbook, we have collected and reviewed these documents.

Some of these policy documents form a background to the workbook and some can be used for future reference during the delivery of the outcomes and activations. All of the documents are publicly accessible.

Below is a summary of some of the key policy documents that have informed this workbook.

[Creative Places Create Value](#)

Sets out how creative uses can increase the value of residential property. Our document complements this by showing how creative uses can also create social value in our town centres.

[High Streets 2012](#)

Sets out an aspirational design framework to create thriving high streets with a sense of wellbeing, community and history. Our document builds onto this by celebrating local heritage and cultural assets through activations springing from community needs.

[High Streets For All Challenge Possibilities Playbook](#)

Sets out challenges facing London's high streets and suggests responses to these. Our documents respond to some of these challenges by strengthening community wealth building, generating social value and improving connections between local communities, partners and stakeholders.

[Stratford Vision](#)

Sets out principles for project ideas and new partnerships in Stratford to improve the town centre for its people and the environment. Our document complements this by expanding some of these ideas into activations strengthening the connection between local communities and partners.



WE ARE NEWHAM. WE ARE ONE STRATFORD:
WE ARE SHAPING OUR TOWN CENTRE



VISION & STRATEGY



Top Left

Creative Places Create Value

Top Right

Stratford Town Centre Vision and Strategy

Bottom Right

High Streets 2012

Bottom Left

High Streets For All Challenge Possibilities Playbook



0.7 Policy Review Matrix

This matrix is a collection of all policy documents that have been reviewed. They lay the foundation for the outcomes defined in this document and outline delivery opportunities for Stratford High Street.

Number	Title	Publisher	Publication Year	Relation to workbook
1	Towards a Better Newham - Covid-19 Recovery Strategy	London Borough of Newham	2020	Strategic
2	Newham Local Plan - Our High Streets	London Borough of Newham	2018	Strategic
3	Levelling Up Fund - Connections to Opportunity	London Borough of Newham	2021	Strategic
4	Inclusive London - The Mayor's Equality, Diversity and Inclusion Strategy	Mayor of London	2018	Strategic
5	Community Wealth Building - For a fair and inclusive Newham	London Borough of Newham	2020	Strategic
6	We Are Cultural. We Are Newham - Building Newham's Creative Future	London Borough of Newham	2022	Strategic
7	Diversity and Inclusivity by Design	Anastasios Maragiannis, University of Greenwich	2021	Strategic
8	Artists' workspace consultation report	Rhian Scott, King's College London	2022	Strategic
9	That Word Art! Putting Art Back into Planning - A Practical Guide for Councils	Town and Country Planning Association	2021	Strategic
10	Creative Places Create Value	Creative Land Trust	2021	Strategic
11	Spaces for Enterprise Asset Management Strategy	London Borough of Newham, REDO, PRD	2020	Strategic
12	Active Spaces	London Borough of Newham	2020	Strategic
13	Stratford Vision & Strategy	London Borough of Newham, Hawkins Brown	2022	Strategic

Number	Title	Publisher	Publication Year	Relation to workbook
14	Stratford Station Masterplan	London Borough of Newham, 5th Studio	Ongoing	Strategic
15	Artists' Workspace Report & Data Note	Greater London Authority	2014/ 2018	Detail
16	High Streets & Town Centres - Adaptive Strategies	Greater London Authority	2019	Detail
17	High Streets for All Challenge - Possibilities Playbook	Greater London Authority	2021	Detail
18	Creative High Streets	Arts Council & SELEP	2022	Detail
19	Making High Streets Work	Mayor of London	2022	Detail
20	Learning From Others - Methods Manual for Interim Use	London Legacy Development Corporation	2013	Detail
21	Newham High Streets Phase 1 Report	London Borough of Newham	2021	Detail
22	Flexible Workspaces on our High Streets	LEAP	2021	Detail
23	Safety in Public Spaces - Women, Girls and Gender Diverse People	Mayor of London	2022	Detail
24	Understanding Where and Why Women and Girls Feel Unsafe	London Legacy Development Corporation	2022	Detail
25	Meanwhile City	Milk	2022	Detail
26	Pop Down: How can local authorities facilitate meanwhile use for long-term community benefit?	Public Practice	2019	Detail
27	High Street 2012	Greater London Authority	2012	Strategic
28	Hypha Studios, Understanding Art, Social Impact and Social Value	Social Value Portal, Hypha Studios	2022	Detail

0.8 List of Outcomes

This potential activations in this workbook will deliver on six key outcomes, which are documented here. These represent the best ways to deliver social benefits and build on community wealth building principles. The outcomes builds onto key points from local policy document like the London Borough of Newham's Stratford Vision and the Newham Draft Local Plan 2023.

These outcomes should be used as evaluation criteria for the activations that are delivered from this workbook.

1 Activations tailored to local people, who have historically been underserved, measured by number of local people participating in the activations for the first time.	4 Increase in local employment opportunities within the creative ecosystem, measured by long term careers created by the creative organisations in E15
2 Greater economic security for local partners, measured by increase in months of forecast cash flow	5 Increased ownership of the engagement process, measured by increase in the number of degrees of separation between engagement champions and participants
3 Increased collaboration between local partners, creating partnerships and a holistic approach, measured by number of partners collaborating on the activation project	6 Increased activation of high street frontages measured by decreased number of vacant units and blank walls and increase in footfall

Overall, the metric for Newham to analyse success is happiness and well-being, rather than economic output. The metrics for evaluating the performance against these outcomes should bear this in mind, and aim to have non-financial but quantitative scores. This is because, the amount spent on an outcome does not directly correlate with its impact.



Right
View of Stratford Workshops

Phase 1



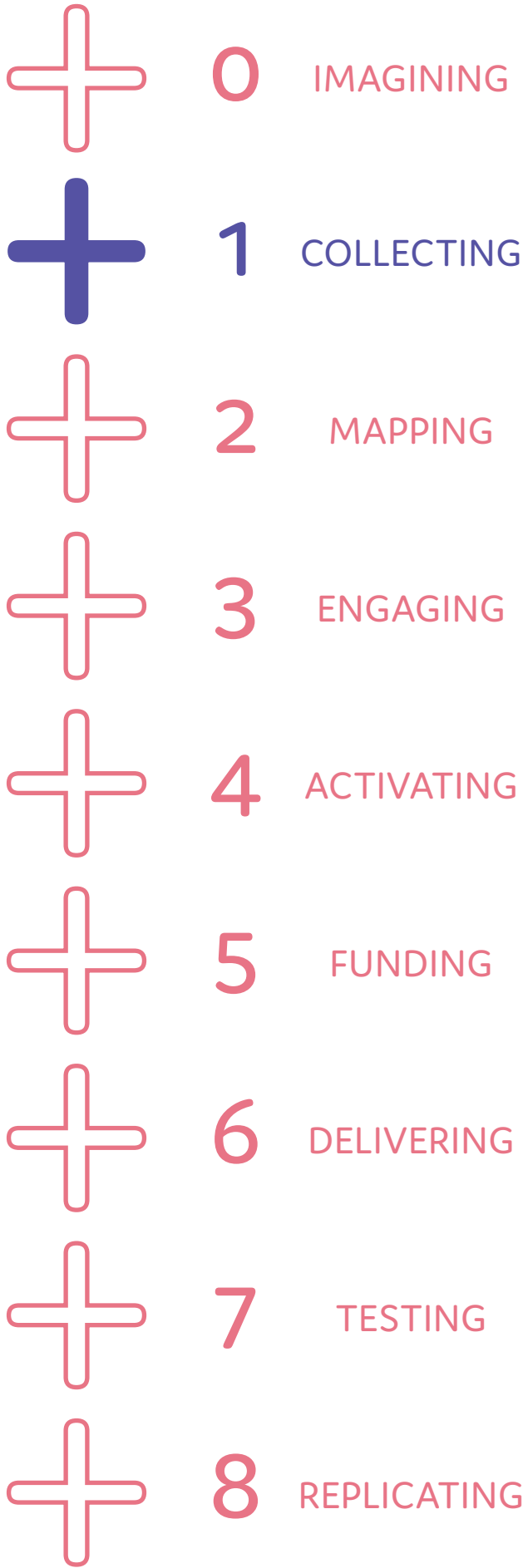
1. Identifying Stratford High Street

1.1 Overview - Phase 1

This chapter outlines how you can identify key local partners for the delivery of your identified outcomes and potential activations.

By mapping local partners, you can define existing programmes and services to be strengthened by the activations. This will improve the resilience of the local area and bolster the existing partners.

Apart from identifying the local partners, the chapter gives guidance on how you can engage with these partners to unlock opportunities and pinpoint constraints.



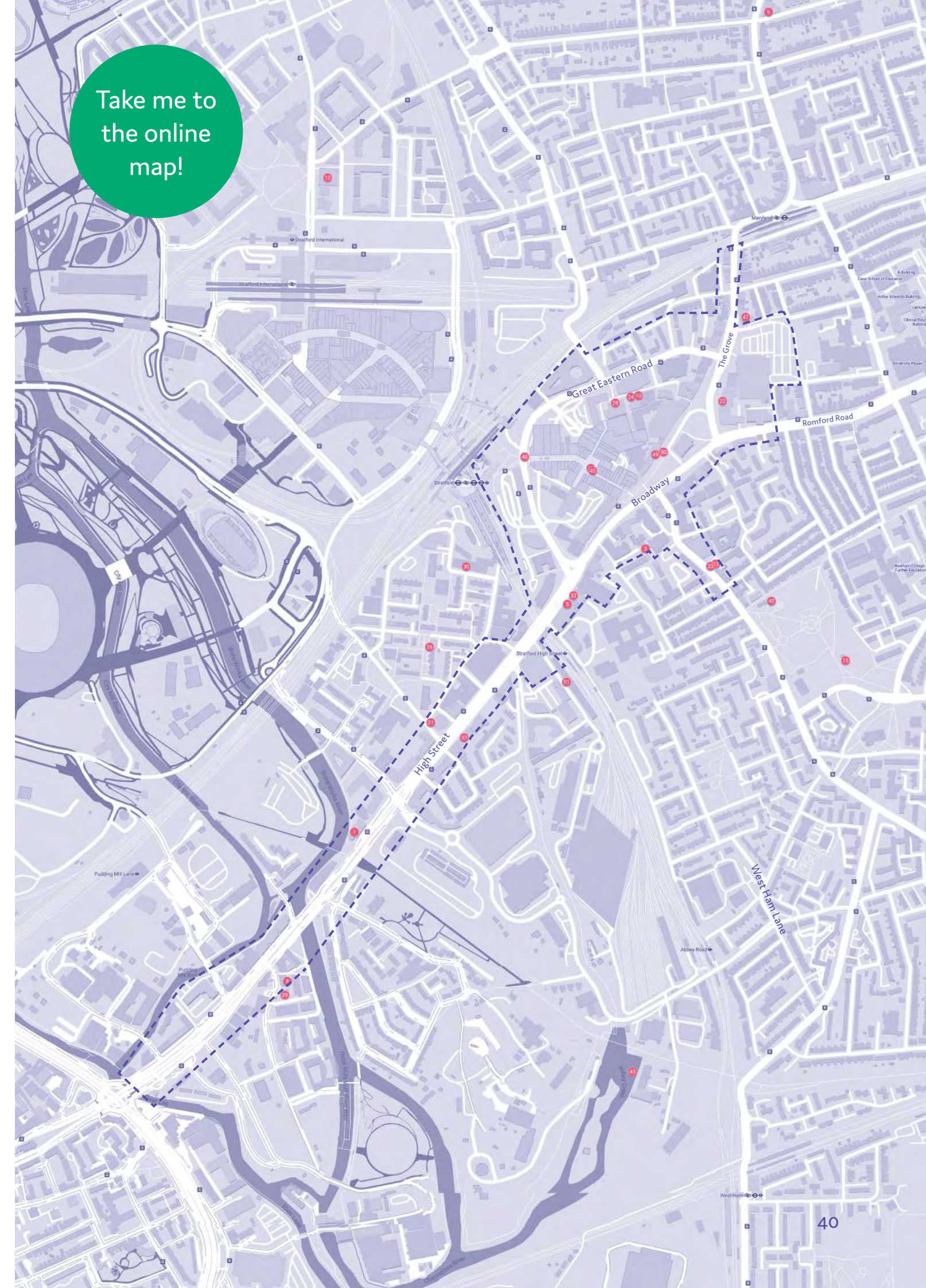
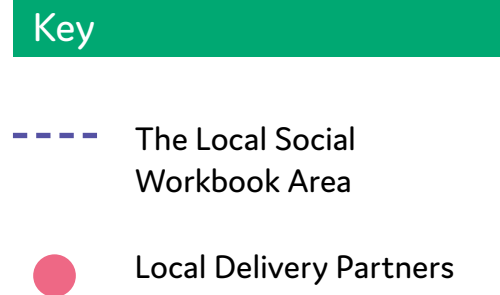
1.2 Mapping - Local Delivery Partners

On and around Stratford High Street, there is a wealth of partners delivering extensive community programmes. This workbook aims to give these existing partners the opportunity to bring their programmes to the high street. A selection of these is presented through this mapping and the workbook will help in further enhancing their presence on Stratford High Street.

The workbook is designed to support local partners to deliver programming tailored to the local community. In this way, the activations will support, involve, and amplify the partners that are already in the local area. This is supported and expanded on in the Greater London Authority's "High Streets & Town Centres - Adaptive Strategies and the "High Streets For All Challenge - Possibilities Playbook".

In this mapping, we identify these key delivery partners that support the existing local culture of Stratford. With this workbook, we want to challenge the definition of arts and culture together with local partners by asking the question of what this means for Stratford. Through their activations, identified partners will help to explore this question with the local community around performance, food and making.

This is part of a wider mapping of stakeholders, which is included in [Phase 3, section 3.4](#). Delivery partners will also be consulted as stakeholders, similarly, it is key to highlight that the wider stakeholder group could form delivery partners for future activations.



1.3 Local Partners Matrix

This matrix is a collection of all identified local partners that could deliver the activations in this workbook, although non-exhaustive. The matrix of partners aims to cover all corners of the local community from faith, culture,

education and social support. A broader mapping of partners is included later in the document, as part of the stakeholder matrix in [section 3.4 of Phase 3](#).

Number	Potential Local Partner	Description	Website
Arts & Culture			
1	ACME Studios	Artist studio provider	https://acme.org.uk/
2	Act Up Newham	Inclusive theatre company	https://www.actupnewham.co.uk/
3	Alice Billings House	Artist studio provider and community art programme	https://creativelandtrust.org
4	Applecarts Arts	Performance Arts Company	https://applecartarts.com/
5	Bow Arts	Arts and Education (Visual arts)	https://bowarts.org/
6	Boy Blue	Diverse dance company	https://www.boyblue.co.uk/
7	Certain Blacks	Organisation supporting the growth of diverse artists	https://certainblacks.com/
8	East London Dance	Workshops, performances, projects and artist development	https://www.eastlondondance.org/
9	Frames of Mind	Empowering communities through digital enagement	https://framesofmind.uk/
10	Fresh Paint Newham	Creative initiative inviting young people to design and paint murals	https://www.instagram.com/freshpaintnewham
11	Generation Arts	Actor training and theatre-making for young people	https://www.generationarts.org.uk/
12	Hypha Studios	Artist studio provider	https://hyphastudios.com/
13	Iroko Theatre	African arts to advance the education, health and wellbeing	https://www.irokotheatre.org.uk/
14	Newham Music	Music hub for education and performances	https://www.newham-music.org.uk/
15	Newham Poetry Group	Community poetry group	http://www.newhampoeetrygroup.com/
16	Newham Recorder	Local weekly newspaper	https://www.newhamrecorder.co.uk/
17	Newham Voices	Community newspaper	https://www.facebook.com/newhamvoices/
18	OOMK	Community and education focussed riso print studio	https://www.rabbitsroadpress.com/
19	Pearls of Islam	Local musicians offering music classes	https://www.pearlsofislam.co.uk/
20	Rosetta Arts	Arts programming to make art more accessible	https://rosettaarts.org/
21	SPACE Studios	Artist studio provider	https://spacestudios.org.uk/

22	Stratford Library	Library	https://families.newham.gov.uk
23	Stratford Unitarian Gallery	Gallery and artist residencies	https://www.stratfordunitariangallery.co.uk/
24	Stratford Youth Zone	Youth Empowerment Service	https://www.newham.gov.uk
25	Studio Wayne McGregor	Creative studio space for artists	https://waynemcgregor.com/
26	The Dovetail	Community center	https://www.thedovetailcalendar.uk/
27	The Line	Public art trail in East London	https://the-line.org/
28	Theatre Royal Stratford East	Theatre	https://www.stratfordeast.com/
29	UD Music/Talent House	Music and dance hub	https://www.udmusic.org/talent-house/
Education			
30	Building Crafts College	Construction crafts education	https://www.thebcc.ac.uk/
31	Caramel Rock	Fashion & Creative Arts Educational charity	https://caramelrock.com/
32	Discover Children's Story Centre	Immersive, exploratory play space	https://discover.org.uk/
33	Mary Ward Centre	Adult education centre	https://www.marywardcentre.ac.uk/
34	UEL Graphic Design Programme	Graphic Design Programme	https://www.uel.ac.uk
Community & Social			
35	15 billionebp	Charity committed to transforming young futures	https://15billionebp.org/
36	A New Direction	Creative opportunities for young people	https://www.anewdirection.org.uk/
37	British Heart Foundation	Cardiovascular research charity	https://www.bhf.org.uk/
38	Open City	Charity making architecture and neighbourhoods more open and accessible	https://open-city.org.uk/
39	Quaker Social Action	Charity aiding people on low incomes	https://quakerssocialaction.org.uk/
40	Sphere Support CIC	Charity supporting Newham residents	https://www.facebook.com/spheresupportnewham/
41	Forest Gate Community Garden	Charity running a community garden in Forest Gate	https://www.fgcommunitygarden.org/
42	Surge Co-op	Organisation aiming to open up the riverside for the local community	https://www.surge.coop/
43	Respace Projects	Non-profit organisation encouraging the use of vacant buildings and waste	https://uk.respaceprojects.org/
44	Tennyson Gardens	Community garden in Stratford	
45	XLP	Creating positive future for young people	https://www.xlp.org.uk/
Food Providers			
46	Made Up Kitchen	Community cooking and improving access to food	http://madeupkitchen.co.uk/
47	Tiffin Walli	Offering training and employment opportunities for women through a catering service	https://www.tiffinwalli.co.uk/
48	Seva Street	Non-profit organisation supporting rough sleepers	https://sevastreet.org
Business & Retail			
49	Stratford Market Village	Local market with 60+ units.	https://stratfordoriginal.com
50	Stratford Outdoor Market	Local market trading	https://www.newham.gov.uk
51	Stratford Original	Business Improvement District	https://stratfordoriginal.com

1.4 Mapping - Cultural Organisations

In this mapping, we have identified key cultural partners that support the existing local culture of Stratford. Through this, we want to challenge the definition of arts or culture by asking the question of what this means for Stratford. The potential partners are invited to explore this with the local community through performance, food and making.

Stratford has a range of cultural offers, from larger institutions such as the Theatre Royal Stratford East and Stratford Library to community initiatives like the Newham Poetry Group. These stakeholders and partners offer the local community extensive cultural programmes. Along with this, the town centre gives space for making and art production within the local area through numerous artist studio providers such as Bow Arts, ACME Studios, SPACE and the upcoming Alice Billings House.

Despite the area's rich cultural offer, most of these organisations are physically tucked away from the footfall of the high street. When using this workbook, it is therefore key to engage with the existing arts and cultural partners to celebrate and strengthen their presence and visibility on the high street and create new connections between partners and stakeholders to create a more culturally resilient Stratford. With this in mind, we propose to bring cultural organisations back onto the high street as a part of the outcomes outlined in the workbook. This also builds on the actions identified in the London Borough of Newham's "We Are Cultural. We Are Newham - Building Newham's Creative Future".

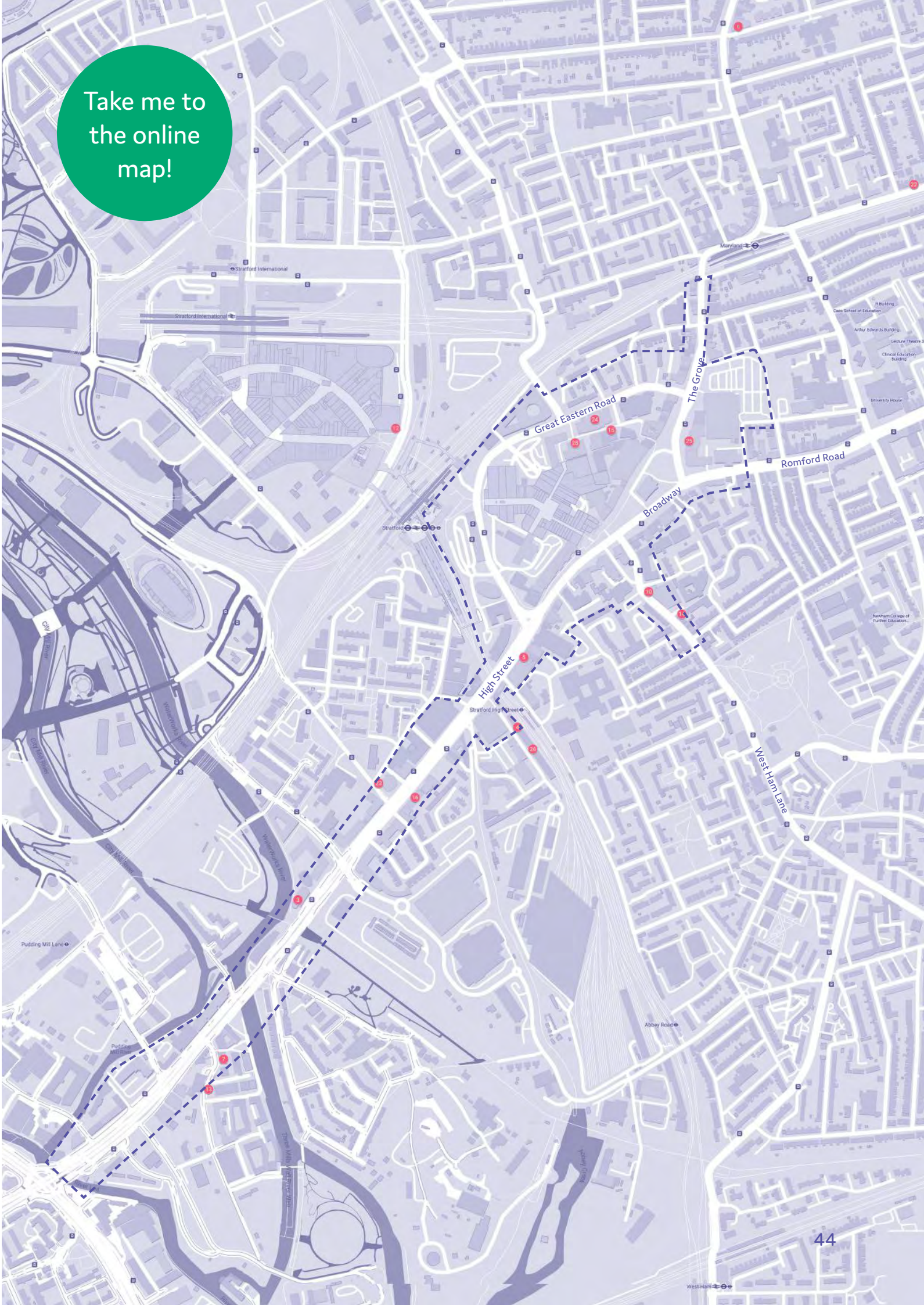
Cultural Organisations - Key

--- The Local Social Workbook Area

● Cultural Organisations

- 1 Applecart Arts
- 2 Act Up! Newham
- 3 ACME studios
- 4 The Base Studios - Photography & Podcast Studio Hire
- 5 Bow Arts - Stratford Studios
- 6 Boy Blue Entertainment
- 7 Discover Children's Story Centre
- 8 East London Dance
- 9 Emergency Exit Arts
- 10 English National Ballet
- 11 Escape Bar - Edinburgh Fringe Events
- 12 Forest Gate Arts
- 13 Foundation for FutureLondon
- 14 Institute of Imagination
- 15 Iroko Theatre Company
- 16 London Film Studio
- 17 Mary Ward Centre
- 18 Newham Poetry Group
- 19 Old Manor Park Library
- 20 Rabbits Road Press
- 21 Rosetta Arts
- 22 Sadler's Wells East
- 23 Salmagundi Films
- 24 SPACE Studios - ASPIRE POINT - JUPP ROAD
- 25 Stratford East Picturehouse
- 26 Stratford Library
- 27 The Stratford Workshops
- 28 Studio Wayne McGregor
- 29 Theatre Royal Stratford East
- 30 Three Mills Green & Three Mills Island

Take me to the online map!



1.5 Engaging with Local Delivery Partners

The identified local partners are key to the delivery of the outcome and activations in this workbook. Engaging with them will create greater resilience within local creative industries. Whilst creating this document, we reached out to the potential delivery partners via email to introduce the workbook, check interest and allow for feedback on the activations. Through these introductions, we received detailed written comments and set up meetings for further discussion which then fed back into the activations. All this allowed us to initiate conversation, collect a network of contacts and create momentum ahead of the delivery of the outcomes and activations.

To replicate and assist this process, we have created the following guidance:

Outcome & Activations Development

- 1 Identify and use local networks such as Creative Newham to introduce your vision and outcomes and initiate first contact with partners. Read more about it [here](#).

Creative Newham is an umbrella for many of the cultural organisations within the borough and this can be used as a guide or introduction to partner organisations. Creative Newham is administered by Rosetta Arts, and has a regular newsletter, where open calls can be posted.

- 2 Introduce the activations that they have been considered for to key delivery partners. Make sure to clarify that they are not signing up for anything and that it is merely to identify local potential and interest amongst local partners.

- 3 Set up meetings with local partners to discuss the outcomes and activations. Work with potential partners to identify opportunities such as existing programmes and constraints such as resourcing and funding.

- 4 Adjust activations to align with feedback from meetings with local partners.

Outcome & Activations Delivery

- 5 Reconnect with local partners that were approached during the development process and assist in forming partnerships for delivery.

- 6 Assign a point of contact and delivery coordinator for the delivery of the outcomes and activations.

- 7 Share tools for assessing outcomes throughout the delivery process, for example using the social value matrix from the workbook.

- 8 Share funding opportunities and direct partners to key delivery contacts and land owners to engage with.

- 9 Build capacity and offer support during the delivery process to aid local partners in meeting the outcomes outlined in this workbook.

Right
Creative Newham Website
www.creativenewham.com

Creative Newham is an independent alliance of arts, cultural, educational, social and voluntary organisations committed to growing and strengthening cultural mobility in all its forms in Newham. Our aim is to provide a strong and connected creative vision for the borough whereby everyone can benefit from creative opportunities - as makers, producers, leaders, audiences and participants - whatever their background or circumstances.

What we do



We work to make Newham's creative vision real for everyone in the borough. We'll make sure that cultural activities involve us all and will help secure continuing support for Newham's creative future.

Advocacy & lobbying

We come together to respond strategically to issues and policies which affect our work, informing and influencing policy-making.

Connection

We enable partners and agencies looking to work in Newham to engage with our extensive pan-borough creative network quickly to identify opportunities and work together.

Collaboration & co-creation

We collaborate on projects we can't do alone or those that would be better served with a more joined-up approach.

Networking

We meet annually at the Creative Newham Social event and at smaller project-based events.

Fundraising

We identify funding opportunities and participate in joint funding bids to attract funding and strategic interest or investment in Newham. For example, Creative Newham assembled support for Creative People and Places, securing significant funds for three years.

Skills & employment

We identify training and employment opportunities for young people and adults, running programmes such as the [Creative Newham Cultural Producers](#) programme and the [Creative Newham Youth Board](#) which gives 13-18 year olds the chance to have a say in local cultural issues and gain experience in the field ([joining details here](#)).

Phase 2



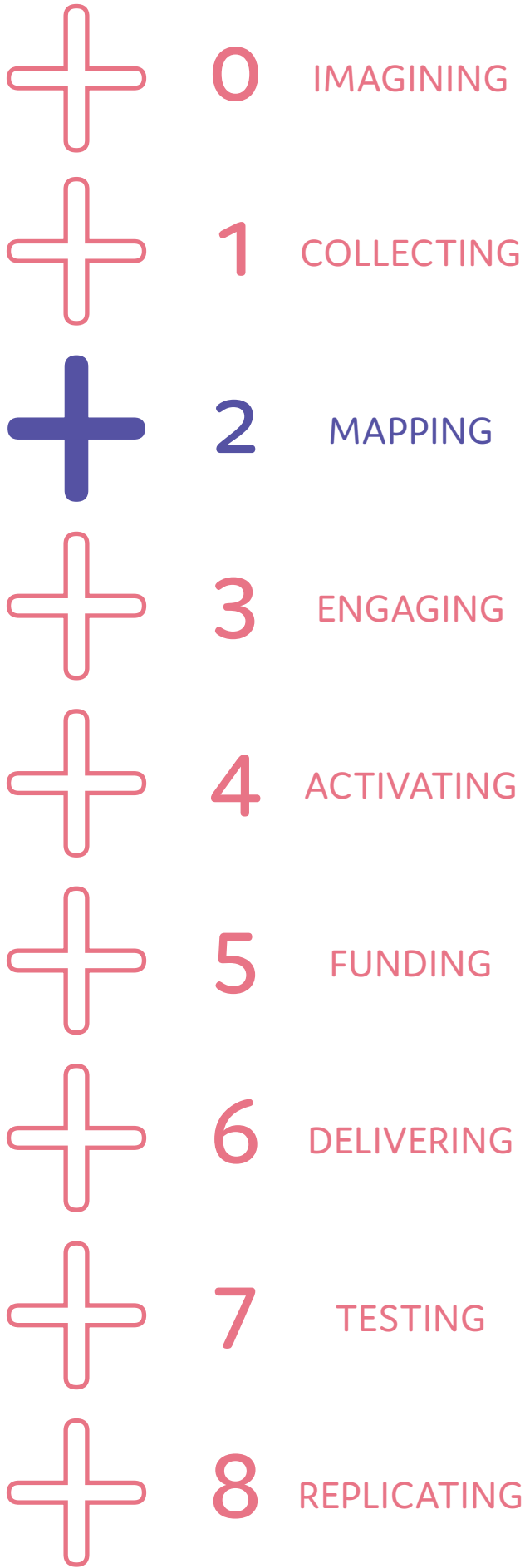
2. Mapping Stratford High Street

2.1 Overview - Phase 2

This chapter outlines how you can map key sites in the local area for the delivery of your identified outcomes and potential activations.

By mapping vacant or underused sites, you can identify opportunities for activating and creating a vibrant high street. The chapter gives guidance on how you can approach key delivery contacts and land owners to unlock spaces for activations. This will improve the resilience of the outcomes of your activations.

In addition to this, it gives an example of how you can identify a spatial vision for your high street to address the spatial issues that have led to vacant or underused units.



2.2 Mapping - Sites

This mapping identifies vacant sites on and around Stratford High Street, where local partners will be matchmade to deliver activations.

These sites have been located through the team's local knowledge, stakeholders and a walkabout around Stratford High Street.

The identified sites offer a variety of typologies, from public spaces and offices to blank facades and vacant retail units. Each site gives local delivery partners a range of opportunities to carry out short, medium and long term activations. By unlocking vacant spaces through activations, this workbook builds on the London Borough of Newham's "Newham Draft Local Plan 2023" and its Meanwhile Use Strategy.

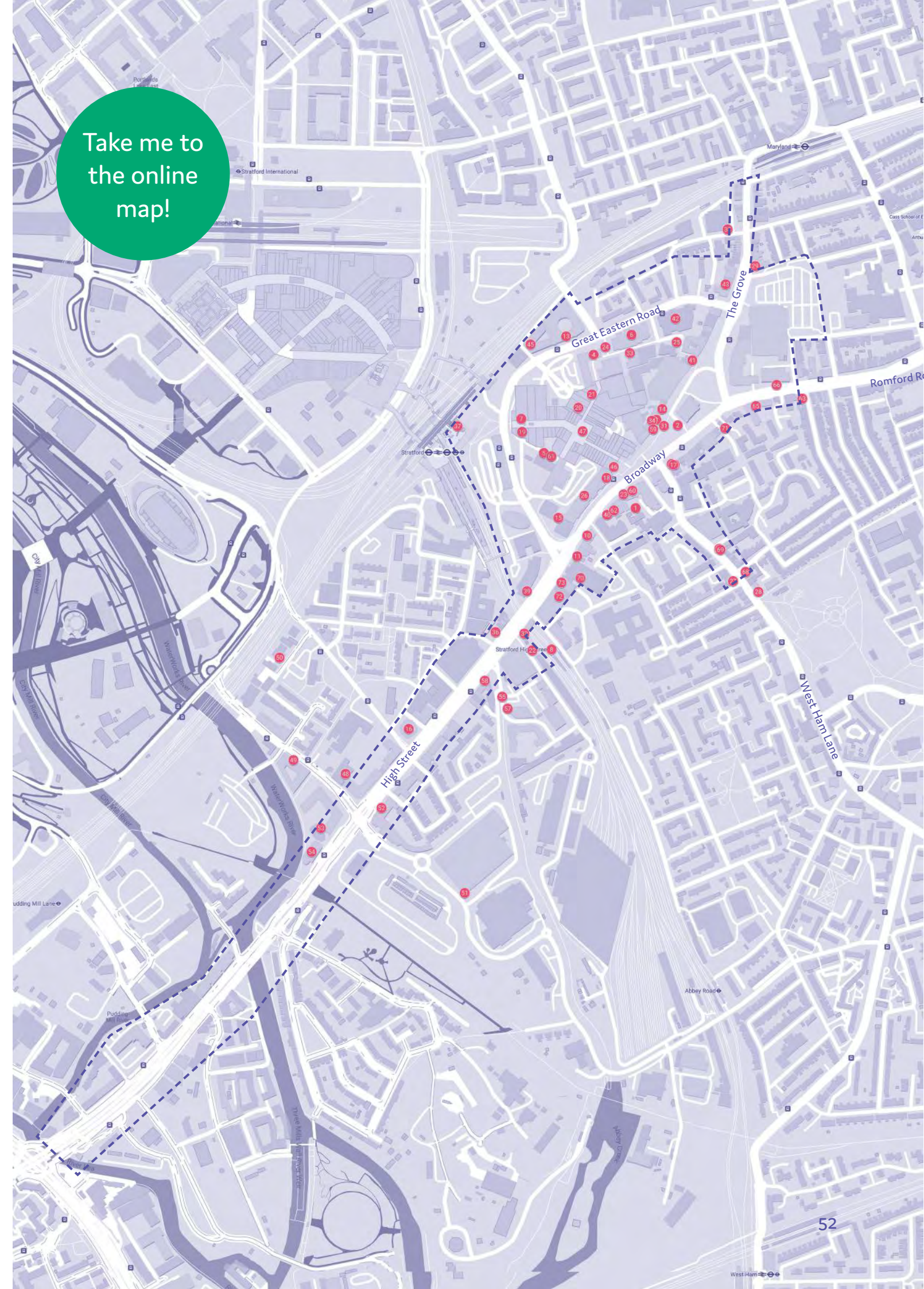
While public spaces can be used by agreement with the relevant council organisations, this requires careful planning which is set out in [section 2.5](#) in this chapter. The use of private spaces can be secured through social value contracts and provide business rates relief, offering economic and legal support to deliver social benefit. Tips on engaging with private organisations are set out in [section 2.6](#) in this chapter.

Vacant Sites - Key

--- The Local Social Workbook Area

● Vacant sites

Take me to
the online
map!



2.3 Site Matrix

This matrix is a collection of all potential sites identified for this workbook, although non-exhaustive. They present opportunities for short, medium and long term activations to be delivered by the local partners.

Number	Type	Site Name	Site Address	Use
1	Outdoor Public Space	Courtyard of Alice Billings House	51°32'25.1"N 0°00'06.0"E	Short Term
2	Outdoor Public Space	St John's Church Yard	Broadway, London E15 1NG	Short Term
3	Empty shop	Market Village units	70-73 The Mall, Stratford Centre, London E15 1XQ	Medium Term
4	Empty shop	Former Applecart	Gerry Raffles Square, London E15 1BG	Long Term
5	Car Park	Morgan House Car Park	Service Rte No 1, London, UK	Long Term
6	Blank Wall	Stratford Picturehouse	Stratford Picturehouse, Salway Rd, London E15 1BX	Short Term
7	Blank Wall & Planters	Sainsbury's	38-40 The Mall, The Stratford Centre, London E15 1XE	Short Term
8	Blank Wall	Stratford High Street Station	London E15 3NT, UK	Short Term
9	Empty shop	Former City Rooms	39 Broadway, London E15 4BQ	Short Term
10	Empty office	Former Family First Fostering	413 High St, London E15 4QZ	Medium Term
11	Empty office	Former Social Care Network	399-401 High St, London E15 4QZ	Medium Term
12	Empty office	Gredley House	11 Broadway, London E15 4BQ	Medium Term
13	Empty shop	Unite Students	2 Angel Ln, London E15 1FF	Medium Term
14	Empty shop	Former Buy Macs	70 The Broadway, London E15 1NG	Short Term
15	Empty shop	Stratosphere Tower	55 Great Eastern Rd, London E15 1DL	Medium Term
16	Empty shop	Aspire Point	210 High St, London E15 2ZL	Short Term
17	Bank	Santander	38 The Broadway, London E15 4QN	Short Term
18	Bank	Halifax	35-37, The Mall Stratford, Shopping Centre, London E15 1XE	Short Term
19	Bank	Barclays	56/58 Broadway, London E15 1XJ	Short Term
20	Bank	HSBC	59-61 Broadway, London E15 1XF	Short Term
21	Car Park	Stratford Workshop Car Park	114 Burford Rd, London E15 2SP, United Kingdom	Long Term
22	Outdoor Public Space	Passage to Alice Billings House	44 A118, London, UK	Short Term
23	Outdoor Public Space	Theatre Square	51°32'34.4"N 0°00'03.1"E	Short Term
24	Outdoor Public Space	University Square	51°32'34.6"N 0°00'09.9"E	Short Term
25	Empty shop	Celsian Education	6 Broadway, London E15 4QS	Medium Term
26	Empty Police Station	Newham Youth Offending Team	18 W Ham Ln, London E15 4SG	Long Term
27	Empty shop	Glo Remit	79A W Ham Ln, London E15 4PH	Short Term
28	Offices	Stratford Advice Arcade	107-109 The Grove, London E15 1HP	Long Term
29	Car Park/Storage Units	Stratford Centre Business car park	31 Service Rte No 1, London E15 1XD	Long Term
30	Outdoor Public Space	Stratford Outdoor Market	51°32'29.9"N 0°00'08.3"E	Long Term

31	Empty shop	Binge	355 High St, London E15 4QZ	Short Term
32	Community centre	Stratford Youth Zone	Theatre Square, London E15 1BX	Short Term
33	Empty shop	Corper Solicitors	308 High Street, London E15 1AJ	Short Term
34	Office	West Ham Labour Party	306 High Street, London E15 1AJ	Short Term
35	Empty pub	The Builders Arms	302 High Street, London E15 1AJ	Short Term
36	Empty shop	Barista Coffee House	Stratford Station, Station Street, E15 1AZ	Short Term
37	Empty shop	Jewsons Ltd Gnd & Mezz Fl	Grove Crescent Road, London E15 1BT	Short Term
38	Offices	Bridge House	320 High Street, London E15 1EP	Medium Term
39	Empty pub	Manbey Arms	48 Manbey Street, London E15 1EU	Short Term
40	Empty shop	Maplin	104-106 Broadway, London E15 1NG	Medium Term
41	Empty shop	University of East London (1st & 2nd Floors)	1 Salway Place, London E15 1NN	Short Term
42	Offices	1st Floor	150 The Grove, London E15 1NS	Medium Term
43	Offices	Morgan House	Morgan House, London E15 1XB	Long Term
44	Offices	Tmuk & Hutchison	Great Eastern Road, E15 1XE	Medium Term
45	Offices	Office 2 2nd Flr, Suite 6 3rd Floor, Office 19 2nd Floor, Office 7A 5th Floor, Office 18 2nd Floor	Burrell House, 44 Broadway, London E15 1XH	Medium Term
46	Empty shop	Stratford Centre (Unit 1, Unit 3, 14 The Mall, 81 The Mall, 83 The Mall, 90 The Mall)	The Stratford Centre, London E15 1XA	Short Term
47	Office	Ground floor Office	180 High Street, London E15 2FD	Medium Term
48	Office	Sapphire Court	19 Warton Road, London E15 2GG	Medium Term
49	Empty workshop	Stratford Wire Works	2 Rowse Close, London E15 2HX	Medium Term
50	Empty shop	Unit 3 International Bus Park	15 Rick Roberts Way, London E15 2LF	Short Term
51	Empty shop	Garry's	253 High Street, London E15 2LS	Short Term
52	Empty shop	Stratford Halo Tower	158 High Street, London E15 2NE	Medium Term
53	Offices	Warton House	154-156 High Street, London E15 2NE	Medium Term
54	Empty shop	The Lock Building (Unit 1 and 2)	72 High Street, London, E15 2QF	Short Term
55	Offices	Oceanova	4 Cam Road, London, E15 2SN	Medium Term
56	Vacant site	Open land	307-325 High Street, London, E15 2TF	Short Term
57	Offices	1st & 2nd Floors	59 Broadway, London, E15 4BQ	Medium Term
58	Kiosks	Red Kiosks	29A Broadway, E15 4BQ	Short Term
59	Offices	Granta House	15-19 Broadway, London, E15 4 BQ	Medium Term
60	Empty shop	Bst & Gnd Flrs	40 Romford Road, London, E15 4BZ	Medium Term
61	Offices	Newham Training & Education Centre	Mark Street, E15 4GY	Medium Term
62	Offices	Stratford Studios	21-25 Romford Road, London, E15 4LJ	Medium Term
63	Offices	West Solar House (4th Floor)	1-9 Romford Road, London, E15 4LJ	Medium Term
64	Offices	Lion House	1 Water Lane, London, E15 4NL	Medium Term
65	Empty shop	Shop unit	43 West Ham Lane, London, E15 4PH	Short Term
66	Offices	Magistrates Court	West Ham Lane, London E15 4PT	Long Term
67	Offices	Suite 7 2nd Flr	63 Broadway, London, E15 4QB	Medium Term
68	Offices	R/o 1 Essex House	375-377 High Street, London, E15 4QZ	Medium Term

2.4 Mapping - Public Art

As a tangential benefit, this mapping identifies existing public art around Stratford High Street and the town centre.

In addition to its cultural offer, Stratford High Street is home to several public art installations, from historic monuments such as the Stratford Martyrs Memorial to contemporary sculptures like the Shoal.

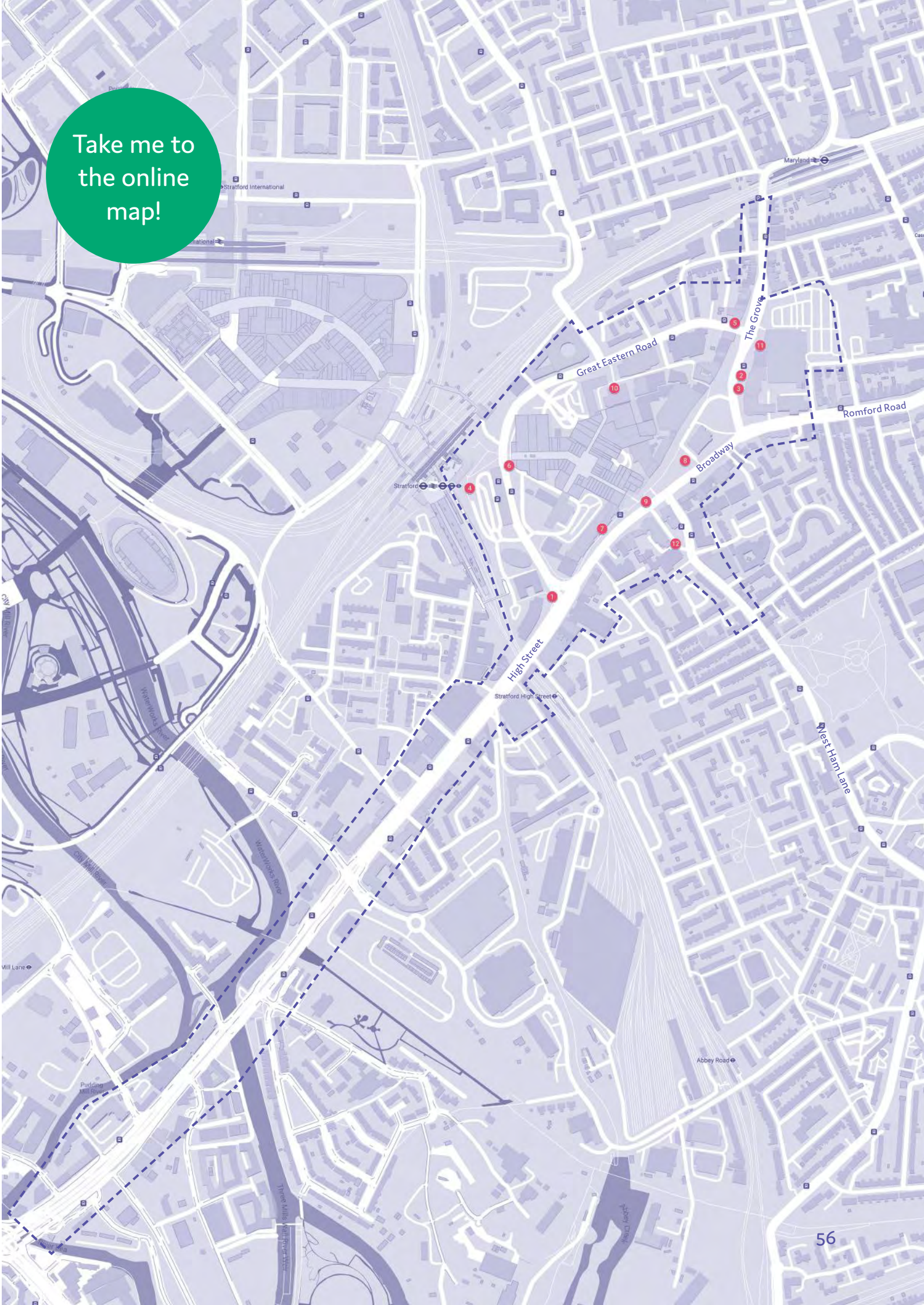
The existing public art is scattered along the high street and is currently not celebrated. The installations cover a wide range of concepts, without an overarching theme connecting them.

With our workbook, it is key to celebrate existing public art as well as contribute with new additions in a holistic way in dialogue with the local partners, stakeholders and the local community. In this workbook, three of the proposed activations are tailored to deliver this.

Public Art - Key

- The Local Social Workbook Area
- Public Art
- 1 The Railway Tree (The Rhubarb)
- 2 Monument to Edith Kerrison by Christine Gregory FRBS
- 3 Monument to the Poet Gerard Manley Hopkins
- 4 Robert the Red Steam Train
- 5 Stratford Mural
- 6 The Shoal
- 7 Olympics Gold Post Box
- 8 Stratford Martyrs Memorial
- 9 Samuel Curney Memorial
- 10 Joan Littlewood Statue
- 11 Music Square
- 12 My Alice Billings House Portrait

Take me to the online map!

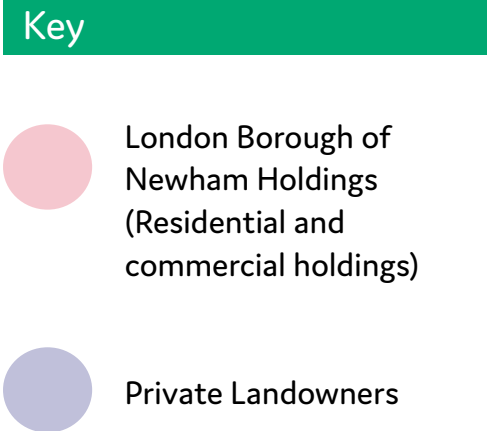


2.5 Mapping - Land Ownership

To support the delivery of the activations on the identified sites, we have mapped the ownership of the land on and around Stratford High Street. As illustrated in the map, most of the land within Stratford is owned by the London Borough of Newham. This includes a mix of residential and commercial holdings.

This mapping will assist the potential delivery partners in identifying key landowners to engage with, in order to enable the delivery of the activations suggested in this workbook.

Further guidance on how to engage with relevant council organisations can be found in [section 2.6](#) in this chapter. Tips on how to engage with private landowners can be found in [section 2.7](#) in this chapter.



2.6 Engaging with Key Delivery Contacts

To make this workbook come to life there are a number of key delivery contacts that local partners should engage with to enable the delivery of the activations.

There are formal processes that need to be navigated in the delivery of programming within the public realm, and there are contractual considerations when delivering in private spaces. Another section will cover engaging with developers, and in this section we have outlined key contacts for delivery of activations within Newham's public spaces.

To assist with this process, we have created the following guidance:

- 1 Identify relevant applications and permits needed to deliver the activation, for example through the local borough's website. This might include road closure or pavement licensing.
- 2 Initiate dialogue with the key delivery contacts to identify requirements and timelines for the applications.
- 3 Research and gather information required for the applications needed. Make contact with local councillors.
- 4 Submit applications and follow up with each department to make sure the application has been received.
- 5 Liaise with relevant departments and provide any additional information needed.

- 6 Once a decision has been received, confirm whether any further details are required.
- 7 Make sure all necessary insurances are in place. Public liability insurance will be required for delivering public activities. While organisations commonly already hold this, it may be that individual practitioners do not. An affordable source of insurance is The Artist Information Company who have a customised policy. Read more about it [here](#).

Number	Key Delivery Contact	Support & Applications	Email
1	London Borough of Newham - Community Neighbourhoods Team	Community support and coordination	CN.Stratfordwestham@newham.gov.uk
2	London Borough of Newham - Food Safety Team	Register a food business	https://www.newham.gov.uk/public-health-safety/register-food-business
3	London Borough of Newham - Licensing Team	Temporary Event Notice Street Trading License	Licensing@newham.gov.uk
4	London Borough of Newham - Environment and Sustainable Transport - Network Management Team	Temporary Traffic Regulation Orders (TTRO) and Special Events Orders (SEO) to close roads for events	trafficorderapplications@newham.gov.uk
		Pavement Licences	Skipsand.Scaffolding@newham.gov.uk
5	London Borough of Newham - Planning Team	Applications to build, extend or demolish a property or change the use of a building or piece of land.	duty.officer@newham.gov.uk
6	London Borough of Newham - Regeneration Team	To discuss regeneration programmes and consultation	regeneration@newham.gov.uk
7	Metropolitan Police	Notification ahead of public event to ensure necessary staffing is provided	https://www.met.police.uk/advice/advice-and-information/e/events-and-processions/
8	Stratford Ward Councillors	To discuss local political incentives and public interests.	Joshua.Garfield@newham.gov.uk Sabia.Kamali@newham.gov.uk terence.paul@newham.gov.uk

2.7 Engaging with Private Landowners

For Local Partners

In order to programme activations in privately owned spaces, it will be essential to engage with property and land owners. This is key to helping unlock the sites identified in this workbook.

To assist with this process, we have created the following guidance:

- 1 Find out who owns the site. This can be obtained from the Land Registry, or by asking neighbours. The Land Registry can be found [here](#).
- 2 Start discussions early. There are numerous benefits, from bringing greater footfall to their area, and finding tenants for the space, to helping meet ESG objectives and saving business rates on vacant space.
- 3 Set out your proposal, funding and timescale early.
- 4 Use a Social Impact Agreement. This contract can help structure the agreement. Platform Places offer templates which can be found [here](#).
- 5 Use this project as a pilot. This can set a precedent to aid in further engagement with other landowners to carry out more activations. Report back successes so that you can show support for future projects.

For Private Landowners

This workbook shows how cultural uses and activations can deliver social benefits for the high streets they are located on. Key to delivering these is a collaborative partnership with private landowners to unlock spaces along the high street. As part of our process we have engaged with developers active in Stratford, which provided insights into the benefits of delivering spaces that create community benefits and social value.

Richard Allen, Head of Retail at Get Living said:

"The arts and creative industries are at the heart of our societies and we feel passionately that they should be accessible for all within our neighbourhoods. Working with Hypha Studios is a natural partnership for Get Living. Reimagining a former unused retail unit for local artists is a truly innovative way to deliver social value for residents and the wider community and supports our mission to bring people together in inspiring spaces."

Hadley Property Group said:

"Looking at how we should activate empty space is a key early action for Hadley for a number of reasons. It offers a great low-risk test bed for innovations, so you can roll out placemaking ideas without fear of failure; it allows you to display authentically what it is you're about as a business, because you're wearing your principles on your sleeve – and linked to that, and perhaps most importantly, it allows you to keep the conversation with local residents open for much longer period than you normally get through traditional consultation methods. That evolving feedback is critical to mixed-use development, and can not be overlooked."



Image Credit: Hadley Property Group



Image Credit: Hypha Studios, 2022

Case Studies

The Light House & Gardens

The developer Hadley Property Group commissioned Nomadic Gardens to create a community garden with a focus on food growing on the IQL North site in Stratford.

In addition to this, Hadley Property Group re-purposed their marketing suite into a community space that is available to the local community to rent.

This precedent is a key example of how developers can create community benefits by pairing up with cultural and community partners.

East Village Stratford

The build-to-rent operator Get Living teamed up with the charity Hypha Studios to unlock a vacant shop and alleviates the business rates liability for the landlord in East Village, Stratford.

Together they created a space for emerging artists, providing artist residencies and exhibitions open to the public.

This precedent is a key example of how operators and cultural partners can team up to generate meanwhile use of vacant spaces and unlock opportunities for creatives.

2.8 Spatial Vision

This workbook is about delivering benefits to local people, but it can also do more than this and undo some of the spatial issues that have led to vacant units. To address this, we have identified a spatial vision that forms the basis for the activations illustrated later in this document. This vision builds on key actions identified in the London Borough of Newham's "Stratford Vision" and the Greater London Authority's "High Streets for All Challenge Possibilities Playbook".

Our spatial strategy outlines the following actions and outcomes:

- 1 Create a better pedestrian experience that joins up the high street by animating blank shop fronts and facades. Examples of this would be to activate inactive frontages through community art installations of different mediums or deliver cultural activations for the local community in vacant shops.
- 2 Improve the visibility of partner organisations by bringing them from the back streets of the surrounding area. An example of this would be to make space for and invite local partners to deliver activations along Broadway and the High Street and benefit from the opportunities of greater footfall.

- 3 Reduce severance between areas of Stratford by connecting culture and retail in order to bolster both. Specific examples of this would be to connect the cultural quarter at Theatre Square, through the Stratford Centre and Market Village to the Broadway Market and St John's Church.
- 4 Connect spatially across the high street. An example of this would be to connect across Broadway to join Alice Billings House and the South side of the High Street to the Stratford Centre and St John's Church.



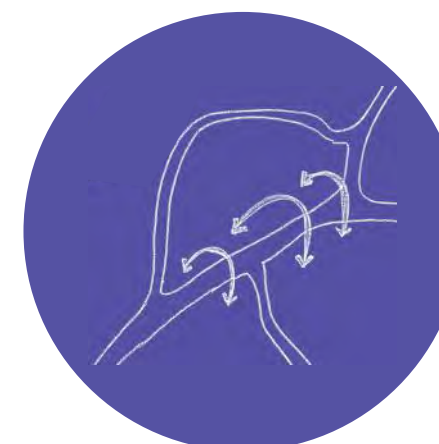
- 1 Animate blank shopfronts and facades.



- 2 Bring partner organisations back to the high street



- 3 Join culture and retail



- 4 Connecting across the high street

Phase 3

3. Engaging Stratford High Street

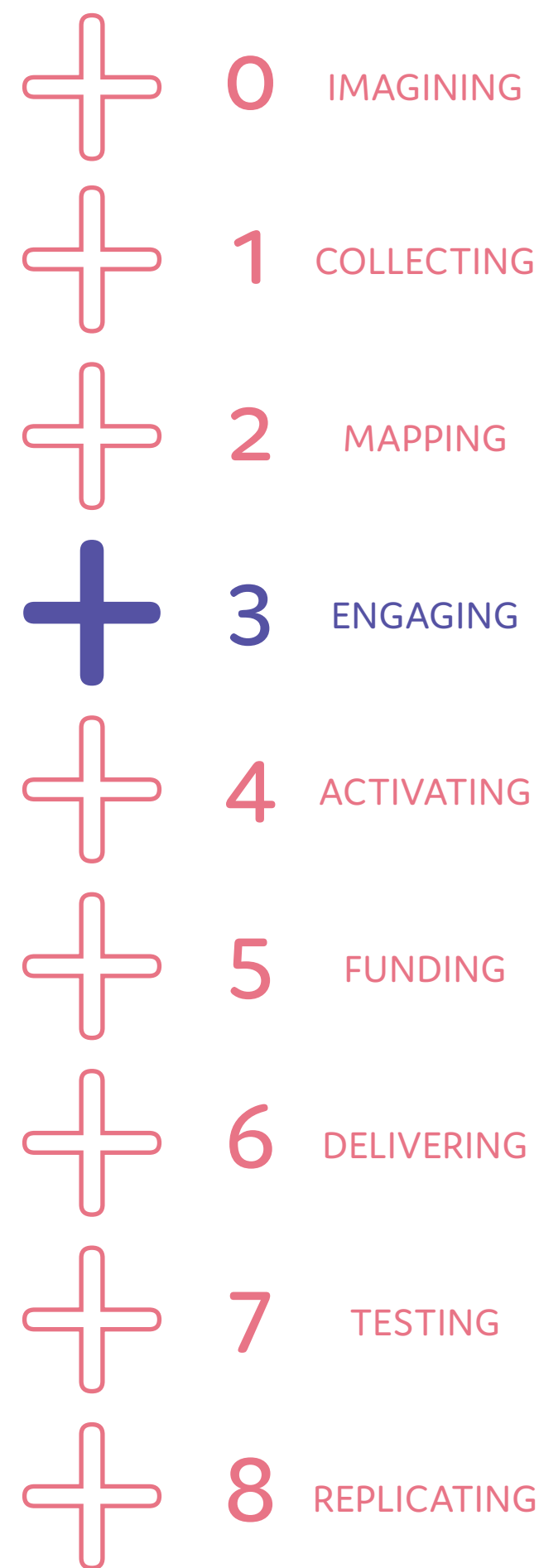


3.1 Overview - Phase 3

This chapter outlines how you can engage with local people and stakeholders for the delivery of the outcomes and proposed activations.

By defining an engagement strategy, you can ensure that all parts of the community are involved and engaged. In this chapter, we give examples of strategies for reaching out to local people and capturing their voices. This will improve the resilience of your proposed activations by embedding the community in the delivery process.

The chapter also gives an example of how you can identify local stakeholders and how these can support the engagement and delivery process by using existing networks and outreach amongst the local community.



3.2 Engagement Strategy

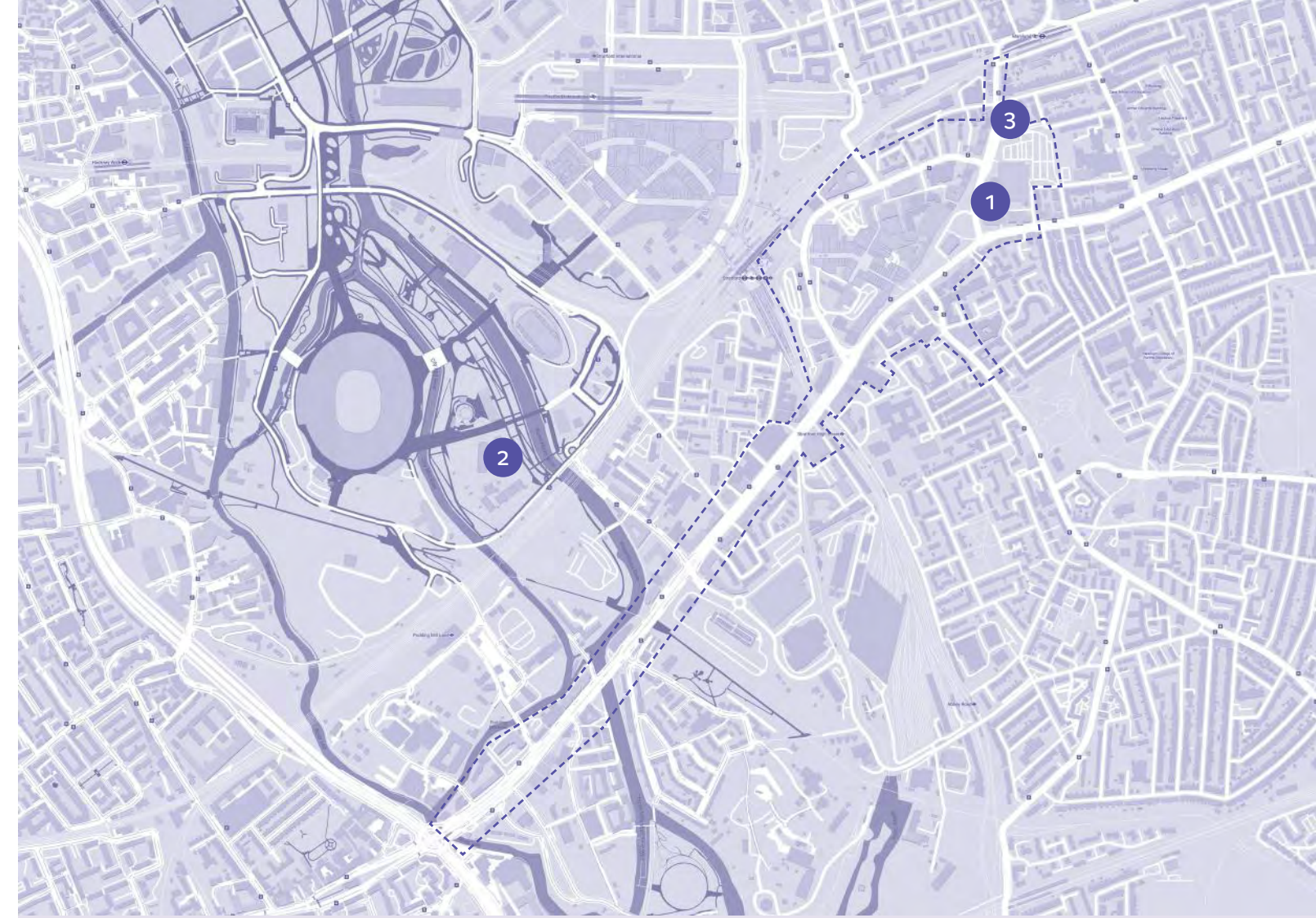
To deliver the activations in this workbook, engagement is crucial to tailor these to the needs of the local community. This is particularly important because sections of the community in Stratford have historically been ignored, marginalised, and underserved. As such, engagement apathy needs to be addressed by using creative and involving approaches.

To do this, the delivery partners should make use of the following strategies:

- 1 Pay all engagement participants for their time.
- 2 Create space for questions, criticism, and different points of view.
- 3 Use Word-of-mouth referrals, starting with friend & family contacts, then paying and championing participants.
- 4 Engage with representatives of local trusted faith groups, and religious communities to spread the word. [See the Stakeholder Matrix for guidance.](#)
- 5 Create steering groups and/or ambassadors that are assigned roles, for example, intergenerational engagement.
- 6 Existing local steering groups should be consulted and/or recruited from. [See the Stakeholder Matrix for guidance.](#)
- 7 Use existing partner organisation networks, mailing lists, websites, social media & marketing assets to publicise, for example the Community Neighbourhoods

mailing lists. However, it should be acknowledged that these will not pick up the breadth of participants that is required.

- 8 Take Access, Language, Cultural, and SEND considerations into account and combat the feeling of 'this isn't for us'. For example:
 - Use wheelchair-accessible sites
 - Perform blended delivery including telephone interviews for shielding participants
 - Use language support like translators via multilingual staff and paid interpreters, BSL interpreters or other language support professionals.
 - Identify any cultural needs not being met & address them; use SEND-trained & DBS checked staff
 - Ask members of the steering group to champion the outcome and activation delivery within their peer groups & recruit
 - Highlight the valuable input of local voices with an end ceremony, celebration or participant-created artwork for example.
- 9 Use Empathy Mapping to ensure that thoughts and feelings are clearly voiced & recorded.
- 10 Collect both qualitative & quantitative feedback throughout & react quickly to make any relevant changes which can improve the process as soon as possible.
- 11 Invite the local community to vote on how the budget is allocated to ensure investment in community needs and make the process participatory.



Engagement Space and Urban Room

To ensure that the engagement process is easily accessible and embedded on Stratford High Street we have identified existing spaces used for engagement. These venues could be used to carry out the engagement strategy as outlined in this document.

These spaces would act as gathering points for the local community to take part in the outreach programme and to learn more about the changes affecting the local area, relating to both this workbook as well as other developments in Stratford. It would also be a tool for the local partners to communicate directly with the local community that the activations will be tailored to.

Existing Engagement Spaces

- 1 **Stratford Library**
Gathering place for Stratford and West Ham Community Assembly
Contact: CN.stratfordwestham@newham.gov.uk
- 2 **UCL Urban Room**
Multi-purpose space for the six Olympic Park boroughs
Contact: urbanlaboratory@ucl.ac.uk
- 3 **Stratford Advice Arcade**
Meeting rooms to rent
Contact: info@saaonline.co.uk

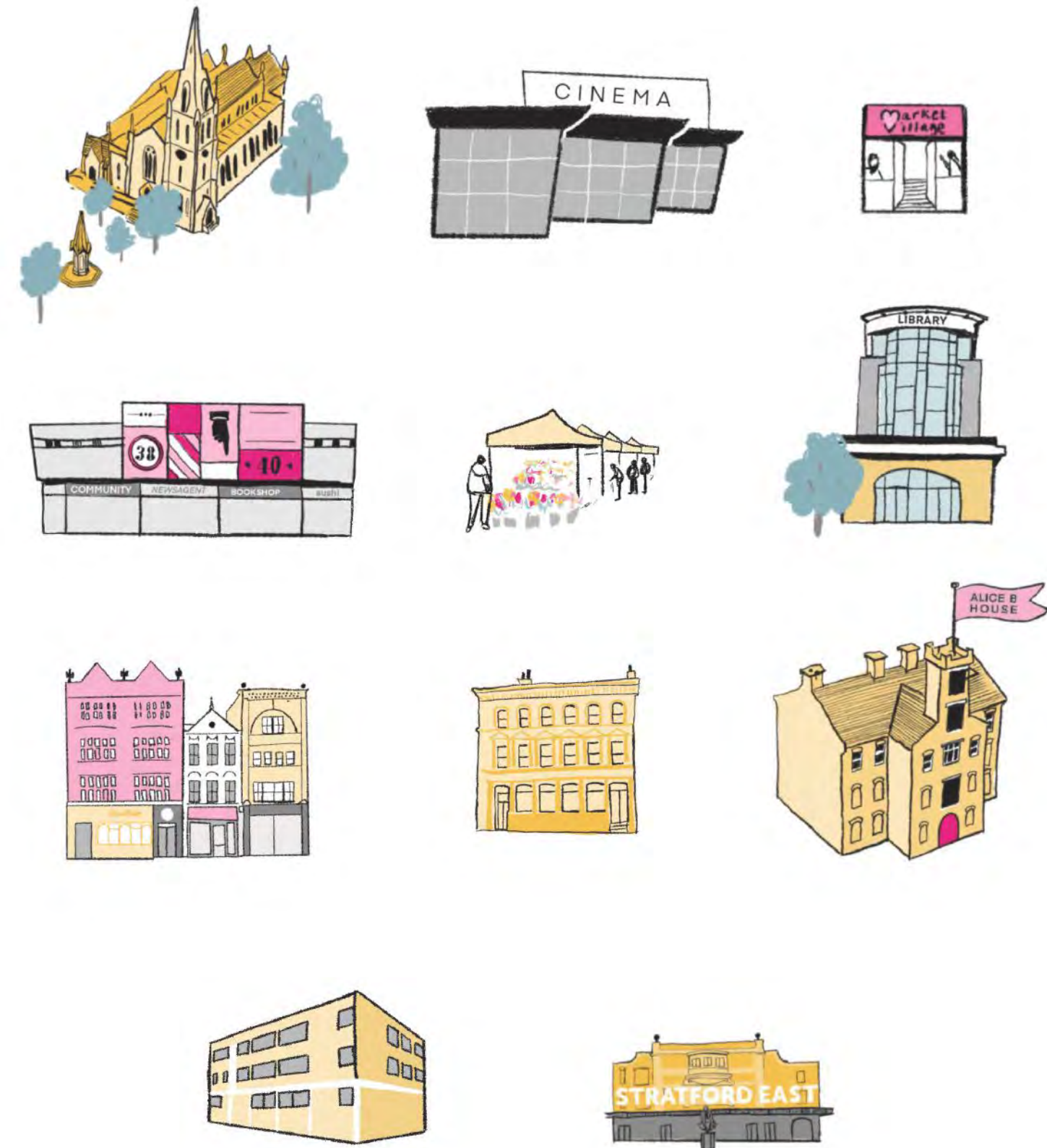
3.3 Mapping - Stakeholders

This mapping collects stakeholders on and around Stratford High Street.

The outcomes of this workbook will be embedded within the local community. It is key that local stakeholders are engaged throughout the process to capture the voices of the local community.

The stakeholders will form part of the engagement strategy where existing networks and local representatives will aid in spreading the word. They will also act as support for the key local partners and their activations identified in this workbook.

While specific local partners have been identified earlier in this document, it is also important that they are consulted as stakeholders, similarly, it is key to highlight that the wider stakeholder group could form delivery partners for future activations.



3.4 Stakeholders Matrix

This matrix shows stakeholders on and around Stratford High Street, although non-exhaustive.

In addition, key delivery partners have been pulled out in [section 1.3 of Phase 1](#).

Number	Stakeholder	Description	Website
London Borough of Newham			
1	LB Newham Access team	Social Care	
2	LB Newham Adult Social Care Worker	Social Care	
3	LB Newham Community Neighbourhoods Team		
4	vLB Newham Community Neighbourhood Link Workers	Local resident support	https://www.newham.gov.uk/health-adult-social-care/community-neighbourhood-link-workers
5	The Metropolitan Police	Safety Lead Stratford Bid and for Stratford area	https://www.met.police.uk/area/your-area/met/newham/stratford/about-us/top-reported-crimes-in-this-area
Arts & Culture			
6	Canals & Rivers Trust	Owner of the Mill on the Lee	https://canalrivertrust.org.uk/
7	Canning Town Old Library	Mew Digital Archive Centre - NLHF bid	
8	Cody Dock	Cody Dock is already home to a number of creative industries, social enterprises and visitor attractions,	https://codydock.org.uk/
9	CPP Newham	World on our Doorstep is overseen by Community Links, Caramel Rock, Faithful Friends, the University of East London, and the National Cricket League	https://www.creativenewham.com/news/world-on-our-doorstep/
10	East London Textiles Art	Workshops with diverse groups of all abilities	https://www.eastlondontextilearts.com/
11	English National Ballet	Bringing ballet to the widest possible audience	https://www.ballet.org.uk/
12	Forest Gate Arts	Platform to support artists to create, promote and network	https://www.newhamheritagemonth.org/contributors/forest-gate-arts/
13	Foundation for Future London	Grant making and fundraising organisation for art, innovation, education and culture	https://future.london/
	Hive Curates	Cultural Engagement Officer for Alice Billing's House	https://www.hivecurates.com/

Number	Stakeholder	Description	Website
14	Sadler's Wells	Performing arts centre	https://www.sadlerswells.com/
15	Stratford Picturehouse	Cinema	https://www.picturehouses.com/cinema/stratford-picturehouse
16	Stratford Unitarian Gallery	Gallery and artist residencies	https://www.stratfordunitariangallery.co.uk/
17	Talent House	UD Music & East London Dance	https://www.udmusic.org/talent-house/
18	The Dovetail	Community Centre	
19	The Line	Public art walk organisation	https://the-line.org/
20	Three Mills	Film and TV studio	https://3mills.com/
21	Together!2012 CIC	Free art activities for the community	https://www.together2012.org.uk/
22	V&A	Art exhibitions moving to stratford to 2024	https://www.vam.ac.uk/info/va-east
Education			
23	Ambition Aspire Achieve (AAA)	Providing opportunities for children and young people in Newham	https://www.theaaazone.com/
24	Aston Mansfield	Holiday & school clubs, childcare	https://www.aston-mansfield.org.uk/
25	Art Matters CIC	Network of primary and secondary teachers to share creative practice	http://www.artmatterslondon.com/
26	Community Links	A hub for tackling health and social inequality in East London	https://www.community-links.org/
27	Discover - Children's Story Centre	A centre for children and families to go learn, play, educate and create their own stories	https://discover.org.uk/
28	Institute of Imagination	Free school programmes to help them build critical skills and literacies in STEM	https://ioi.london/
29	London College of Fashion	Educational institution	https://www.arts.ac.uk/colleges/london-college-of-fashion
30	Mary Ward Centre	Adult learning	https://www.marywardcentre.ac.uk/
31	Newham Adult Learning Service	Part time education for Newham residents	https://families.newham.gov.uk/kb5/newham/directory/service.page?id=hwUrRXFR0oE
32	NewVic Sixth Form College	Sixth form college in Plaistow	https://www.newvic.ac.uk/
33	Royal Docks Learning & Activity Centre (RDLAC)	Activity centre for locals promoting diversity by bringing people together	https://www.rdlac.org/
34	Saturday Club Stratford	Art education programme	https://saturday-club.org/club/ucl-east-art-and-design/
35	Smartkid	Workshops for kids	https://www.smartkid.org.uk/
36	UCL Innovation and Enterprise	University College London Business consultancy	https://www.ucl.ac.uk/enterprise/ucl-innovation-enterprise
37	UEL	University of East London	https://www.uel.ac.uk/

Number	Stakeholder	Description	Website
Private Developers			
38	General Projects	Private developer	https://www.generalprojects.com/
39	Get Living	Private developer	https://www.getliving.com/
40	Hadley Property Group	Private developer	https://hadleypropertygroup.com/
41	Lendlease	Private developer	https://www.lendlease.com/uk/
42	Telford Homes	Private developer	https://www.telfordhomes.london/
43	Vistry	Private developer	https://www.vistrygroup.co.uk/
44	Westfield	Private developer	https://uk.westfield.com/
Faith Groups			
45	Adonai Embassy	Christian Pentecostal	http://www.adonaiembassy.org.uk/
46	Al Minjah Mosque	Mosque Educational Centre	
47	Believer's Prayer Fellowship London	Christian trans-denominational	
48	Bow Church	Christian	https://www.bow.church/
49	Bryant Street Methodist Church	Christian Methodist	http://www.bryantstreetmethodist.org.uk/
50	Central Baptist Church, Stratford	Christian Baptist	https://www.centralbaptistchurch.co.uk/
51	Chapel of Praise	Christian Pentecostal	
52	Charismatic Evangelistic Ministries (Stratford Branch)	Christian Charismatic Evangelical	http://cem-uk.org/index.php/en/branches
53	Christ Apostolic Church of God Mission	Christian Pentecostal	http://www.stratfordchurches.co.uk/churches/cacgm.html
54	Christ Liberation Gospel Ministries	Christian Pentecostal	
55	Darul Jannah Trust and Stratford Muslim Centre Limited	Muslim	http://www.djtasmc.com/
56	East London Church of Christ	Christian	https://www.icoc.org.uk/east_london
57	Emmanuel Church w St Peter-Romford Road - part of Faithful Friends Group	Christian	
58	Faizan e Madina London	Muslim	
59	Faithful Friends	Faith group	
60	Hafs Academy	Muslim	https://hafsacademy.org/
61	High Faith Christian Centre	Christian	
62	Holy Ghost Christian Centre	Christian Pentecostal	
63	Homestore (a project of Quaker Social Action)	Christian Quaker	

Number	Stakeholder	Description	Website
64	Hope Church Newham	Christian Charismatic Evangelical	https://hopecn.co.uk/
65	Jummah Salah/Friday Prayers in Carpenters & Dockland Centre	Muslim	
66	Khidmah Academy	Muslim Deobandi	
67	Major Road Baptist Church;	Christian Baptist	http://www.stratfordchurches.co.uk/churches/majorroad.html
68	Masjid e Ilyas Markaz Tableegh	Muslim	
69	Minster for the Olympic Park	Christian Church of England	
70	Newham Muslim Forum	Faith group	https://newhammuslims.com/
71	Potter's House christian Fellowship (Stratford)	Christian Independent Evangelical	https://www.phstratford.co.uk/
72	Salvation Army Stratford Corps	Christian Protestant	https://www.salvationarmy.org.uk/stratford
73	Sisters of the Holy Cross	Christian Roman Catholic	https://www.holycrossengland.org.uk/
74	St Paul's & St James', Stratford	Christian Church of England	https://www.stpaulsstratford.org/our-team
75	St. Francis of Assisi	Christian Roman Catholic	https://stfrancisassisistratford.com/
76	St. John's Church	Christian Church of England	http://www.stjohnse15.co.uk/
77	Stratford Church Of Christ	Christian	https://stratfordchurchofchrist.org.uk/
78	Stratford New Town Methodist Church	Christian Methodist	
79	Stratford Unitarian and Free Christian Church	Christian Unitarian	https://www.ukunitarians.org.uk/stratford/
80	Tabitha Arise Fellowship	Christian RCCG	https://www.instagram.com/tabithaarisefellowship/
81	Talimul Quran UK	Muslim	https://talimulquranuk.com/
82	Transform Newham	Faith group	https://www.transformnewham.com/
83	The Great Commision Ministry, Stratford branch	Christian Independent	
84	The Sanctuary (RCCG)	Christian RCCG	https://www.rccgsanctuary.org/
85	Universal Church of the Kingdom of God, Stratford	Christian Pentecostal	https://www.uckg.org/stratford/
86	West Ham Baptist Tabernacle	Christian Baptist	https://www.westhamtab.org.uk/
87	West Ham Parish church of All Saints	Christian Church of England	https://saint.church/westham/
88	Without Borders Church	Christina	https://withoutborders.church/

Number	Stakeholder	Description	Website
89	Women on the Frontline Ministries	Christian Elim Pentecostal	https://wofm.org.uk/
Business & Retail			
90	Stratford Market Village	Retail	https://stratfordoriginal.com/business/stratford-market-village
91	Stratford Shopping Centre	Retail	https://www.stratfordshopping.co.uk/
Community & Social			
92	Collectively	Organisation creating connections and support people and organisations with the tools to take action	https://www.collectively.org/
93	Forest Gayte Pride	Community organisation giving voice to LGBTQIA+ residents of Newham	https://forestgaytepride.com/
94	Frames of Mind	Empowering Communities through creative digital engagement	https://framesofmind.uk/
95	Friends of Queens Market	Friends of Queen's Market (FoQM) is a non-profit, grassroots community-based organisation which has been in existence for 19 years	https://friendsofqueensmarket.org.uk/
96	Given Wilson Institute	Community Centre	
97	Good Shepherd Organisation	Volunteer led working with vulnerable people in Newham	https://www.gsvo.co.uk/
98	Greenhill Cumberland Group	To encourage and provide access for disabled people in Newham to engage in stimulating creative, social, leisure, educational and health-promoting activities	
99	Hibiscus Community Group	Social and leisure facilities for African and Caribbean elders living in Newham	https://www.hibiscuscommunitycentre.co.uk/
100	Newham Disability Reps Forum	An organisation run by and for disabled people in Newham to ensure representation, access to statutory rights and services	

Number	Stakeholder	Description	Website
101	Newham New Deal Partnership	Community development and regeneration	https://newhamndp.org.uk/
102	Older Peoples Reference Group	Community group making sure that the views of older people are heard	https://www.ageuk.org.uk/eastlondon/activities-and-events/newham/oprg/
103	Plaistow South Big Local	Look after environment, strengthen community and help local people	https://psbl.org.uk/
	Parkside Gardening Project	Organisation supporting physical and mental wellbeing for Newham residents	https://www.facebook.com/parksidegardeningproject/
104	Powerhouse for Women	Independent living support for women with learning disabilities, particularly those who had experienced abuse, sexual, financial and neglect.	https://www.thepowerhouse.org.uk/
105	REIN - Rights and Equalities in Newham	Rights & Equalities Charity	https://www.reinuk.org/
106	Royal Docks	Multi-disciplinary team that brings together officers from across the Greater London Authority, the London Borough of Newham and the London Economic Action Partnership	https://www.royaldocks.london/
107	Shpresa	Migrant support organisation for Albanian refugees	https://shpresaprogramme.org/
Health & Wellbeing			
108	East London NHS Foundation Trust	Provides a wide range of mental health, community health, primary care, wellbeing and impatient services to those across East London	https://www.elft.nhs.uk/
109	National Cricket League	National Cricket League aiming to expand level of cricket around the UK	http://www.nationalcricketleague.co.uk/
110	West Ham Football Club Foundation	Football club community schemes	https://www.whufc.com/club/community/foundation

3.5 Mapping - Faith Groups

This mapping shows local faith groups and religious organisations around Stratford.

Newham is one of the most religious boroughs in London. The presence of faith groups shows how this diverse range of organisations both inhabit and surround the town centre.

With our workbook, it is key to engage with these stakeholders to make sure that we understand what outcomes are relevant to residents.

Faith Groups - Key

- 1 al Minhaj Institute
- 2 Bryant Street Methodist Church &
- 3 Community Centre
- 4 Central Baptist Church
- 5 Chapel of Praise
- 6 Charismatic Evangelistic Ministry
- 7 Bow Church
- 8 Darul Jannah Trust and Stratford
- 9 Muslim Centre Limited
- 10 East London Church of Christ
- 11 Emmanuel Parish Church
- 12 Faizan e Madina London
- 13 Hafs Academy
- 14 High Faith Christian Centre
- 15 Hope Church Newham
- 16 Jummah Salah/Friday Prayers in
- 17 Carpenters & Dockland Centre
- 18 Khidmah Academy Mosque
- 19 Major Road Baptist Church
- 20 Masjid e Ilyas Markaz Tableegh
- 21 Multi faith room
- 22 The Potters House Stratford
- 23 Church
- 24 ROCK Church
- 25 R C C G the Sanctuary
- 26 The Salvation Army (Stratford)
- 27 St John's Church
- 28 St Francis of Assisi Catholic Church
- 29 St. Paul & St. James Church
- 30 Stratford Church Of Christ
- 31 Stratford Islamic Association
- 32 Stratford New Town Methodist
- 33 Church
- 34 Stratford Unitarian and Free
- 35 Christian Church
- 36 Talimul Quran UK
- 37 UCKG HelpCentre
- 38 West Ham Baptist Tabernacle
- 39 (WHBT)
- 40 All Saints West Ham Church
- 41 Without Borders Church

Take me to
the online
map!



Phase 4

4. Activating Stratford High Street

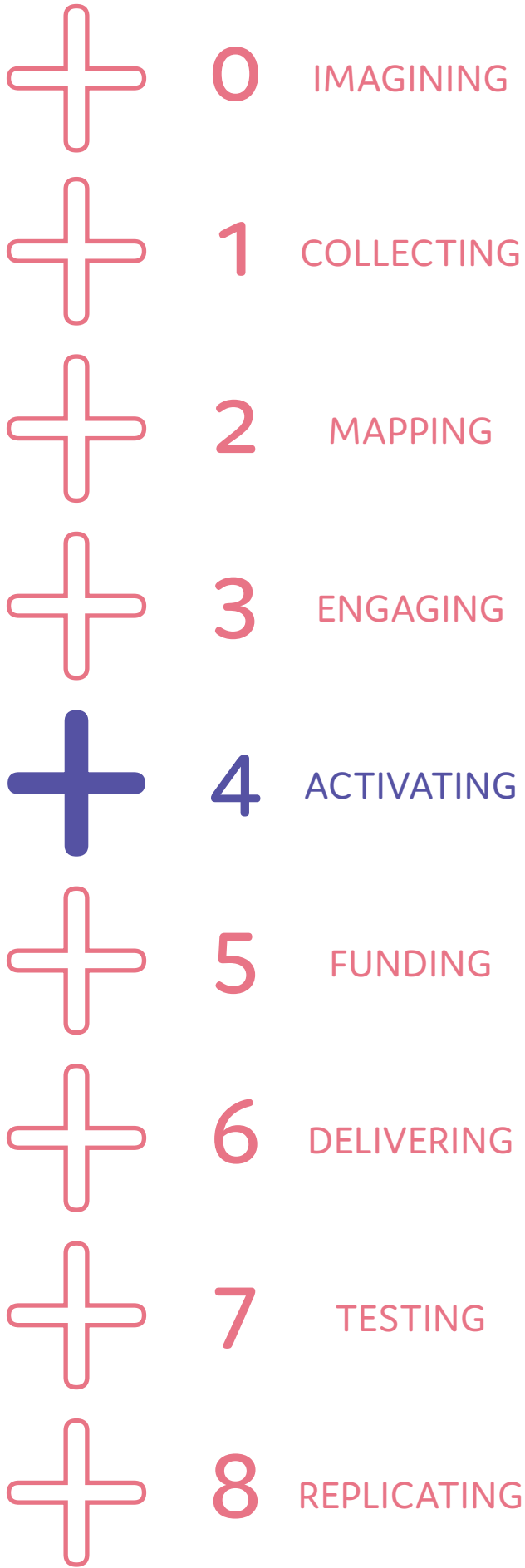


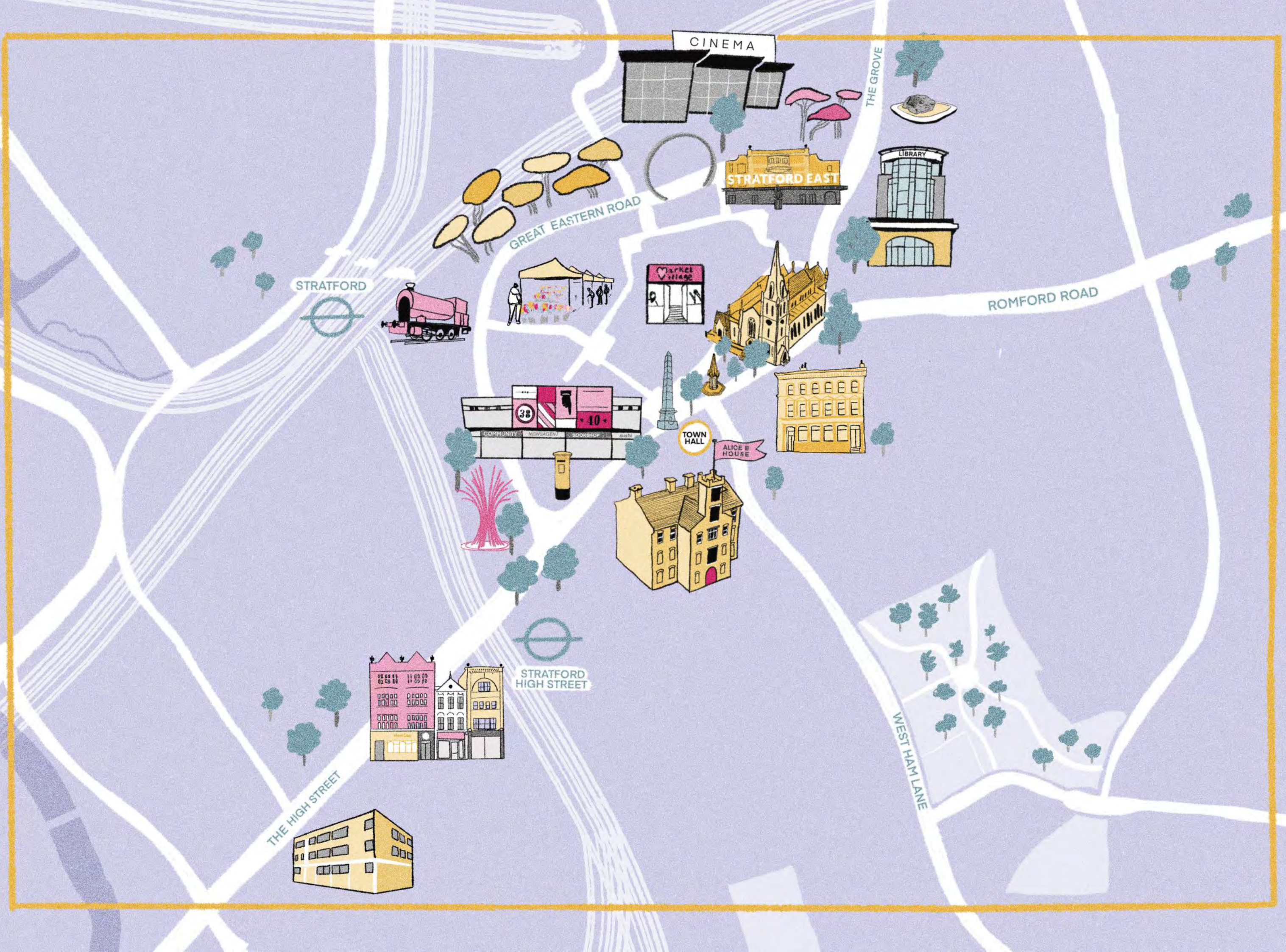
4.1 Overview - Phase 4

This chapter outlines how you can activate your local high street by delivering activations.

By matchmaking local partners and sites, you can identify opportunities for potential activation and partnerships. These opportunities can then form the basis of a menu of activations which will be used to suggest, inspire and create momentum in the local area to deliver on your identified outcomes.

Alongside this, the chapter shows how you can identify example costs, funding streams and case studies to support your delivery partners and help them envision the opportunities with each activation.





4.2 Illustrated Map - Existing

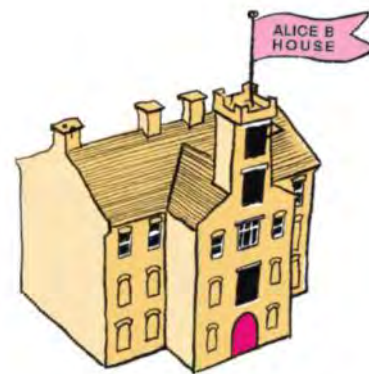
This illustrated map visualises the existing fabric of Stratford High Street and its existing local assets. This map sets the stage for the proposed activations outlined in this chapter.



369-377 High Street



Alice Billings House



Alice Billings House



Stratford Centre



Stratford Outdoor Market



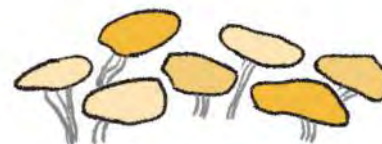
Stratford Library



ACME Studios



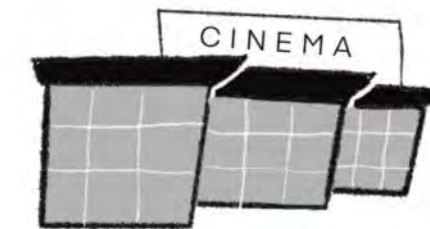
Theatre Royal
Stratford East



The Shoal



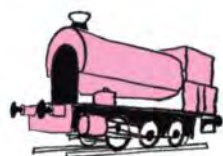
St John's Church



Stratford Picturehouse



Stratford Market
Village



Robert the Red
Steam Train



Samuel Curney
Memorial



Olympic Gold
Post Box



The Railway Tree
(The Rhubarb)



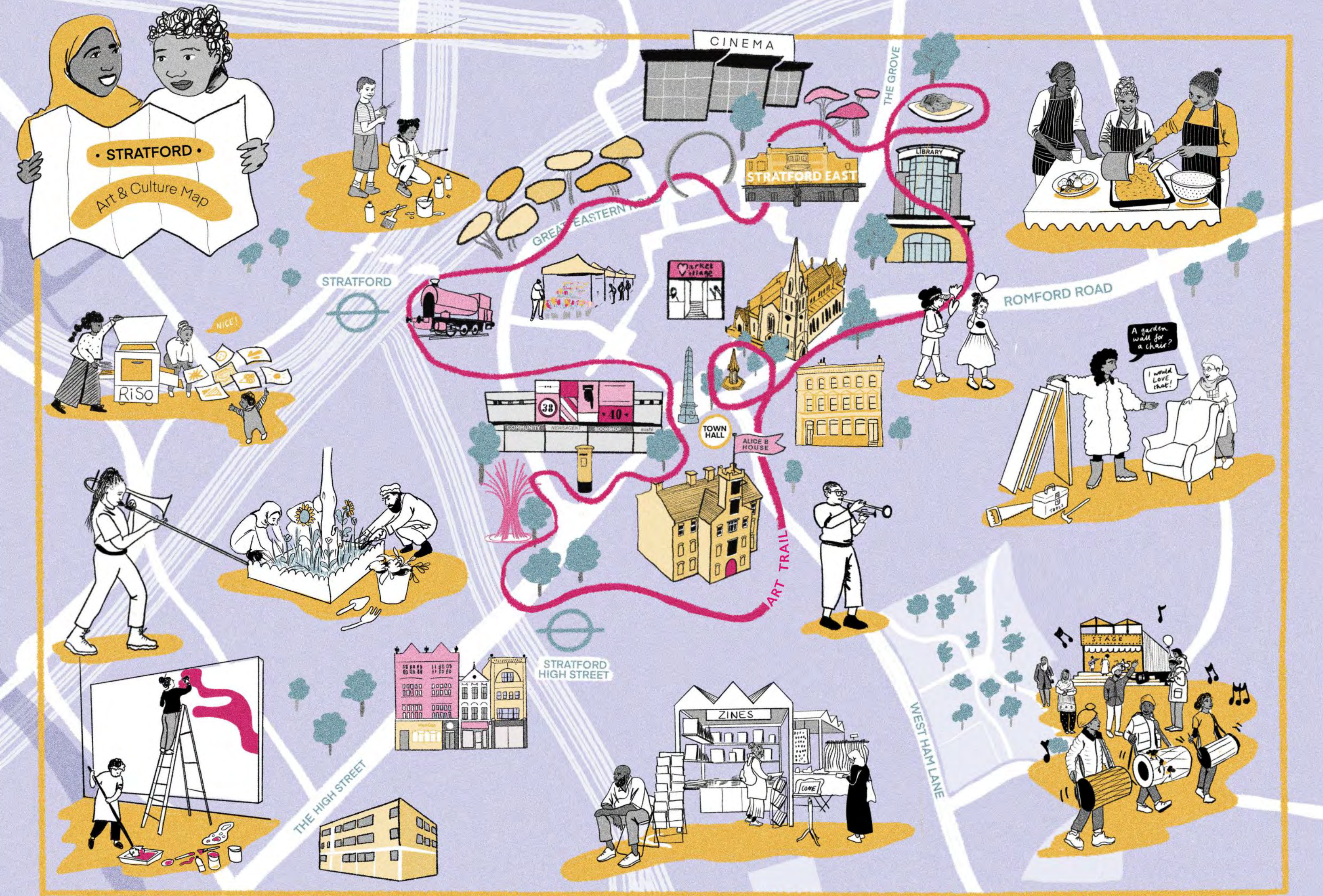
Monument to the Poet
Gerard Manley
Hopkins



The Shoal
(Broadway)



Ring of Roses



4.3 Illustrated Map - Proposed

This illustrated map visualises the proposed activations of the Local Social Workbook. This map makes the workbook visually come to life by merging existing local assets and sites with proposed activations to be delivered by potential local partners identified in this document.

Each vignette illustrated on this page gives a taster of the activations outlined in this chapter. The illustrations act as suggestions for how each activation could take shape.



One Stratford Festival



Stratford Art Trail



Greening Stratford



Link with Ink



Food is Culture



Re-Store



Wayfinding Activation



Creative Activation



Incubator Workspace



Stratford Stalls

4.4 Matchmaking Strategy

Our workbook proposes to matchmake potential local partners that we have identified in Phase 1 with the vacant spaces we have mapped in Phase 2, and suggest programming that could be delivered.

To do this we have:

- 1 Used the mapping of partner organisations in Newham from Phase 1.
- 2 Used the mapping of vacant spaces around Stratford High Street from Phase 2.
- 3 Used our understanding of the partner organisations programming to match them with spaces and suggest activations.
- 4 Tested these activations in discussion with the steering group and the partner organisations.
- 5 Identified precedent projects and funding streams to assist with the delivery of these activations.

This builds on the mapping to date, and supports the outcomes of London Borough of Newham's Stratford Vision and the "We Are Cultural. We Are Newham - Building Newham's Creative Future".



Right
View of entrance to Stratford
Market Village

4.5 Stratford High Street Partnership

This chapter proposes a menu of potential activations for Stratford High Street which are introduced on the following pages. To deliver these outcomes and activations it is key to create strong partnerships amongst local partners and stakeholders.

As an initial step in this process, we suggest to form a Stratford High Street Partnership with a core group of stakeholders that can assist in the delivery of the workbook activations.

The Stratford High Street Partnership would be formed by the following stakeholders:

- 1 London Borough of Newham
- 2 Stratford Original BID
- 3 Creative Newham
- 4 Faithful Friends

The selection of stakeholders in this partnership aim to cover a wide range of aspects of the life on the high street to address the different local needs and identified outcomes. In addition, all of these organisations have strong networks within the local community and with local partners

that will be key for the future delivery of activations.

The partnership will act as a delivery steering group and will be able to assist Hive Curates and the potential local delivery partners. The Stratford High Street Partnership will also be key in overseeing that the different needs of Stratford, its partners and community are met.

This partnership would strengthen local partners and stakeholders and builds on key challenges highlighted in the Greater London Authority's "High Streets for All Challenge Possibilities Playbook" and "High Streets & Town Centres Adaptive Strategies".

To assist in the creation of the Stratford High Street Partnership, programmes like Platform Places could be used, which you can read more about [here](#).



Right
View of Stratford High Street
and Stratford Workshops.

4.6 Menu of Activations

This section presents a menu of the activations proposed in this workbook. While these are specific, they should not be seen as restrictive. Each activation suggests details on partners, costings, and precedents but still offers enough to take the ideas in different directions.

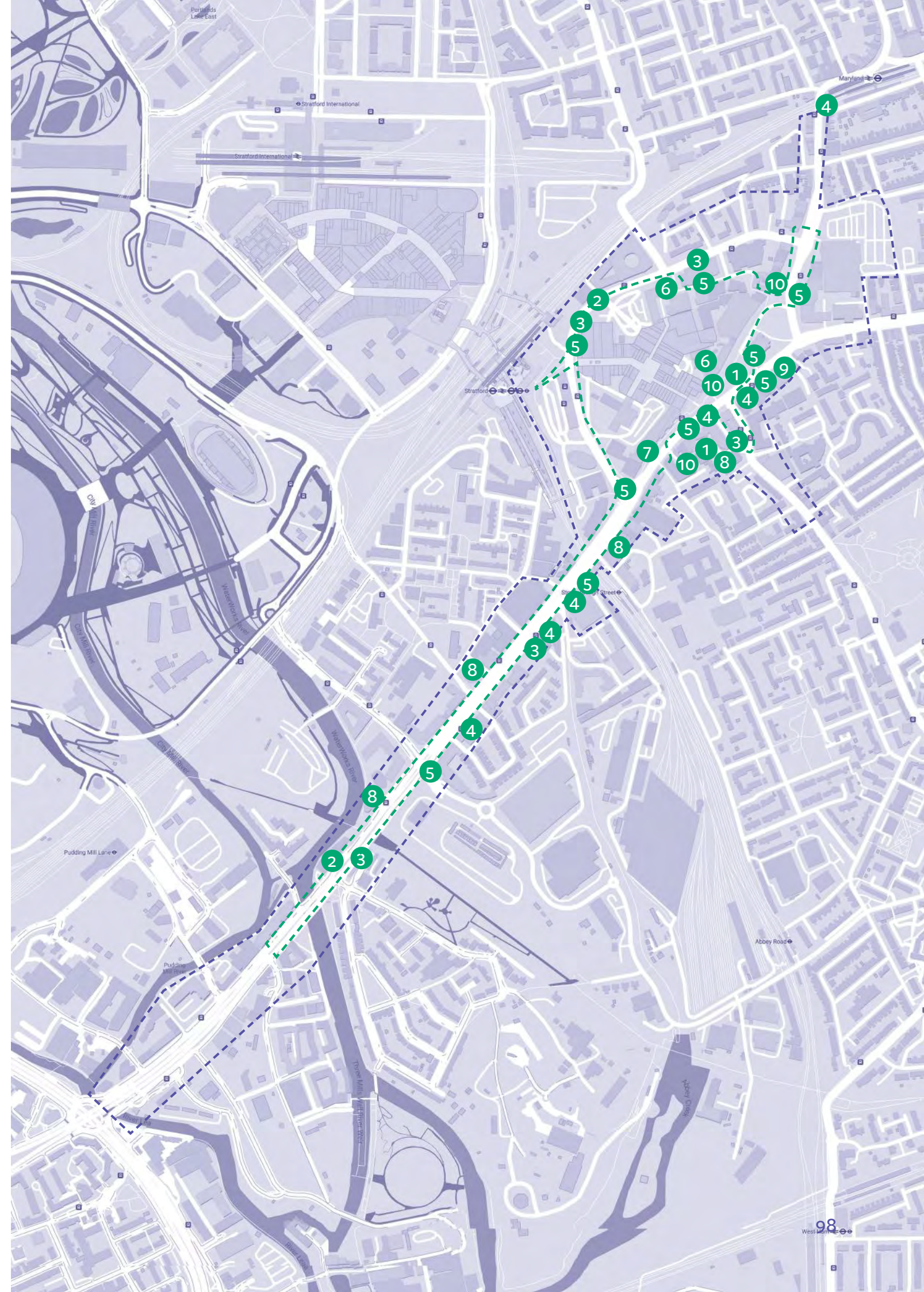
The activations are divided into short, medium and long term projects. Short term projects should be in place for a minimum of three months, medium term between one and three years, and long term between five and ten years.

To design these activations, we developed them as a team. We also tested them with the working group, met with each of the local partners, and made an open call out to Creative Newham for additional ideas and programming. You can develop them further and they should be refined with engagement, as set out in the engagement strategy.

To assist with the delivery process, we have created an Activation Priorities List with suggestions on activations that could be delivered first. This list can be found [here](#).

Activations - Key

- 1 Open Stratford Festival
Timeline: Short term
- 2 Stratford Art Trail
Timeline: Short term
- 3 Wayfinding Activation
Timeline: Short term
- 4 Creative Activation
Timeline: Short term
- 5 Greening Stratford
Timeline: Long term
- 6 Food is Culture
Timeline: Medium term
- 7 Link with Ink
Timeline: Medium term
- 8 Incubator Workspace
Timeline: Long term
- 9 Re-Store
Timeline: Long term
- 10 Stratford Stalls
Timeline: Long term



4.7 Open Stratford Festival

Short Term

Stratford High Street and the surrounding area are home to a variety of cultural organisations, delivering art and performance programmes to and with the local community. However, most of the organisations are physically disconnected from the high street. In addition, local organisations need to be better connected to make them more resilient. There is also an opportunity to build on existing engagement with sites around Stratford High Street, such as St John's Churchyard, and diversify the offer.

Proposal

This proposal is to explore and celebrate local culture, both through food, craft and music, by making local partners visible on the high street through the Open Stratford Festival. The activation takes inspiration from Newham Unlocked and Sikh Vaisakhi celebration that yearly inhabits the streets of Newham. Open Stratford Festival would be a one-day event in St John's Churchyard and Alice Billings' House Square with open-call stage acts by emerging performers, performances by local cultural organisations and food stalls by local food champions. To support the night-time economy, the festival would feature both daytime and night-time events. To connect a larger area of Stratford, the activation could also include a parade exploring the backend parts of Stratford High Street where community members would be invited to join in by singing and playing instruments. Alternatively, this could take shape as a static soundscape event along the high street, taking the audience on a storytelling sound trail with street performers along Broadway. The festival could also host craft and food stalls by local creatives and

food providers, celebrating craft and food as culture and representing makers and different cuisines present in the local community. By documenting Open Stratford Festival, the activation could also become an archival event of a Stratford in change.

This activation would lead to new connections between existing cultural partners and improve their outreach and visibility. It would also enable the local community to feel a greater sense of belonging and joy as well as improve wellbeing.

Matchmaking

Example Local Partners

- 1 Applecart Arts
- 2 Act Up! Newham
- 3 Boy Blue
- 4 Certain Blacks
- 5 East London Dance
- 6 Iroko Theatre
- 7 Newham Music
- 8 Theatre Royal Stratford East
- 9 Rosetta Arts
- 10 Generation Arts
- 11 Pearls of Islam
- 12 UEL Performing Arts Programme

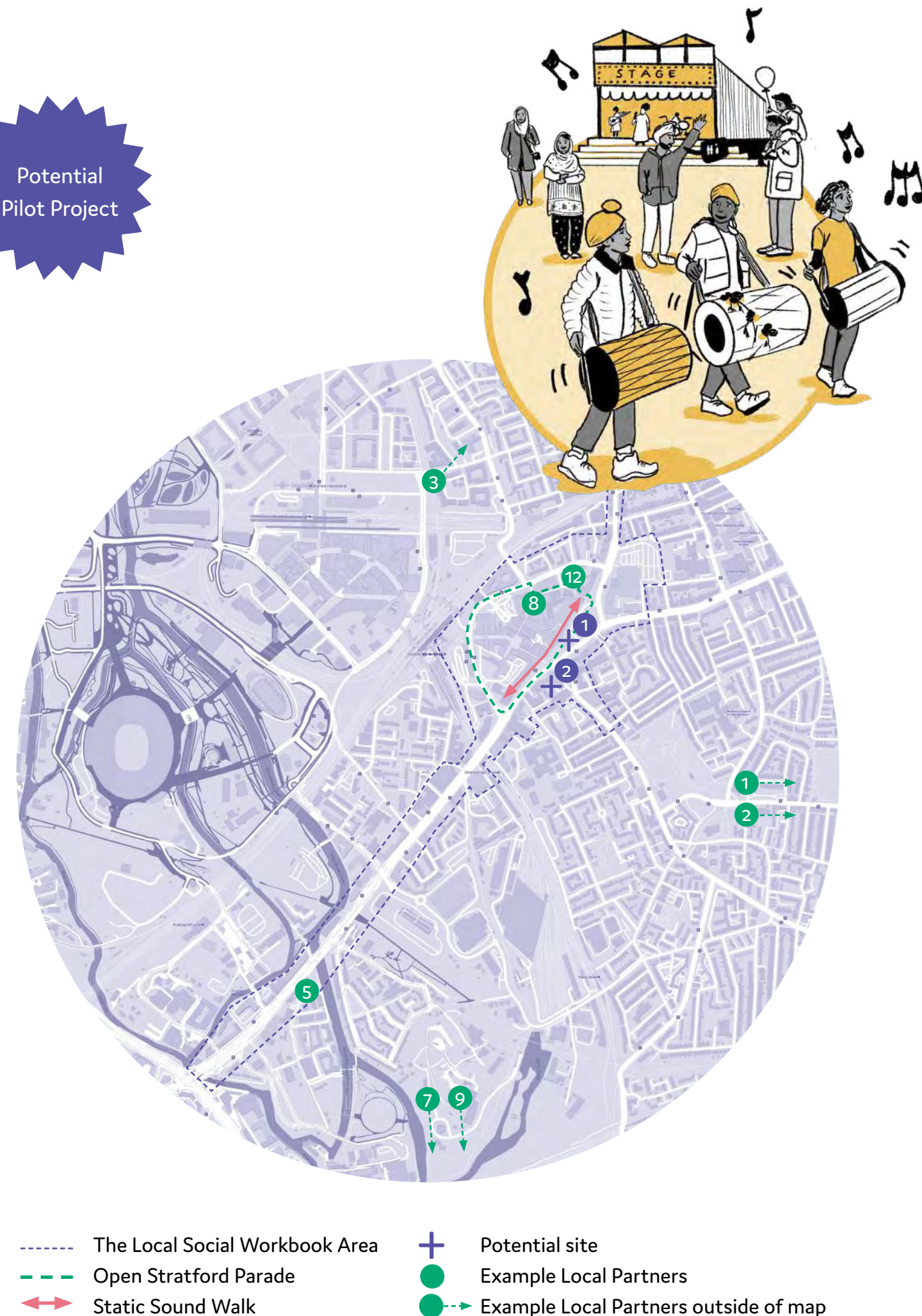
Example Sites

- 1 St John's Church Yard
- 2 Courtyard at Alice Billings House

Deliverables

- 1 Open call for local performers
- 2 Stage acts (eg. concerts, theatre performance and spoken word)
- 3 Parade or Static Soundscape Walk
- 4 Photographic documentation
- 5 Food stalls

Potential Pilot Project



4.7 Open Stratford Festival



We have suggested funding streams and mapped example costs to assist the potential local partners in delivering an activation like Open Stratford Festival. This activation will be a one-off programme and require one-off funding. The festival would take place across one day.

For the delivery of this activation, we have identified key outcomes relating to this workbook:

- 1 Activations tailored to local people, who have historically been underserved.
- 3 Increased collaboration between local partners.

Cost Summary

Capital	£11,713
Revenue	£37,329
Total	£49,041 +VAT

Potential Funding Streams

- 1 Arts Council National Lottery Project Grants
Amount: £1,000-£100,000+
- 2 Newham Heritage Month Community Grant
Amount: £8,000
- 3 Newham Unlocked
Amount: Varies

Example Costs

Open Stratford Festival & Parade - Short Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Parade leaders	£350	6	£2,100			£2,310	£2,541		•
Music band (Parade)	£1,400	1	£1,400			£1,540	£1,694		•
Stage acts	£10,000	1	£10,000			£11,000	£12,100		•
Technical requirements (incl. sound equipment, accessible stage hire, health and safety)	£6,000	1	£6,000	£6,600	£7,260	£7,986	£8,785	•	
Food Stalls	£1,000	4	£4,000			£4,400	£4,840		•
Craft Stalls	£150	6	£900			£990	£1,089		•
Marketing	£2,500	1	£2,500			£2,750	£3,025		•
Events management	£3,900	1	£3,900			£4,290	£4,719		•
Festival decoration	£2,000	1	£2,000	£2,200	£2,420	£2,662	£2,928	•	
Accessibility (incl. accessible toilets and backstage space, easy-read publicity, BSL interpretation, Audio Description, transport for disabled actors, pay for support workers)	£5,000	1	£5,000	£5,500	£6,050	£6,655	£7,321	•	
Total Capital							£11,713		
Total Revenue							£37,329		
Grand Total							£49,041		+ VAT



Image Credit: Franck Allais, 2022

Case Studies

Newham Unlocked

Newham Unlocked Festival is an annual programme of free events, performances and workshops, curated and produced in partnership with local arts organisations.

It consists of 5 Festivals, 5 Locations, 5 Saturdays of live music, skating, cabaret, creative workshops, dance, food and more.

The festival is created in collaboration with and funded by Newham Council.



Image Credit: Hackney Council, 2019

Hackney Carnival

Hackney Carnival is a community event that stems from a long tradition of carnivals in the borough and is a celebration of the cultural diversity of all participants. In its most current form, the carnival includes a procession route around Hackney Central, creating a carnival village with a range of programming.

Historically an annual event, the carnival will from 2024 be a biannual event to ensure its resilience. Hackney Carnival is created in collaboration with and funded by Hackney Council.

4.8 Stratford Culture Trail



Stratford High Street has a wealth of existing public art, including historic monuments and contemporary installations. These form the backdrop of everyday life on the high street but they are currently scattered and are not celebrated as a part of the public realm. As identified in Newham's Cultural Strategy, there is also a need to celebrate the local heritage and untold social histories.

Proposal

This proposal is to celebrate the existing public art and local heritage of Stratford through the Stratford Culture Trail. The activation would invite the local community and visitors to explore the high street through a lens of art and culture by identifying a trail through Stratford, connecting existing art installations and street art. It would unlock opportunities for people to deepen their connection with the heritage of the area and to find unexplored corners of Stratford. Along with existing cultural partners and artist studio providers, the programme suggests a collaboration with Open City's Golden Key Academy to train a local Stratford guide that could carry out culture walks. These stories could be brought forwards in the culture trail to embed local stories in the public realm. Building onto this, workshops with the local community could help unlock local histories and spark conversation on heritage and belonging. The Stratford Culture Trail would be a flexible programme and could be used as a tool to highlight ongoing events and existing cultural initiatives. The walk could link up with Newham-wide cultural events, such as Newham Heritage Month and Black History Month. It could also connect and cross-promote existing cultural programmes

such as the Line, open days amongst artist studio providers and cultural organisations as well as highlight other activations proposed in this document, like the Wayfinding Activation and Creative Activation. In addition to this, an online and printed map should also be offered to allow people to explore the Stratford Culture Trail on their own.

This activation would lead to improved representation of cultural heritage in the public realm and deepen the local community's connection and spatial knowledge. It would offer employment opportunities through the new local guide and strengthen the connections between existing cultural partners.

Matchmaking

Example Local Partners

- 1 Stratford Library
- 2 Open City
- 3 Newham Heritage Centre

Example Cross-Promotion Partner

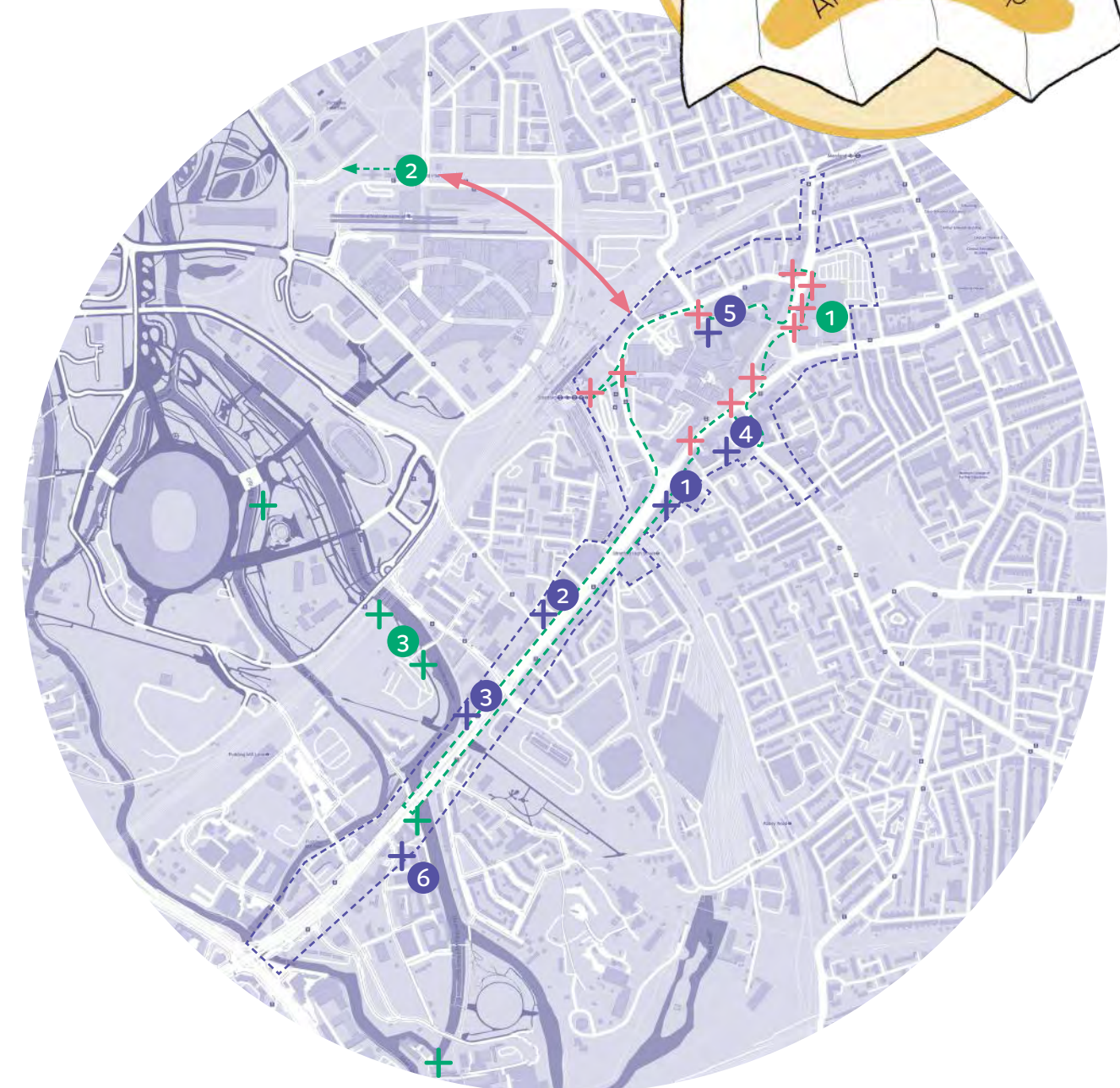
- 3 The Line

Example Sites

- + Existing public art (p.46-47)
- + The Line public art
- 1 Bow Arts
- 2 SPACE Studios
- 3 ACME Studios
- 4 Alice Billings House
- 5 Theatre Royal Stratford East
- 6 Talent House

Deliverables

- 1 Golden Key tour guide
- 2 Printed map
- 3 Digital map



- The Local Social Workbook Area
- - - Stratford Art Walk
- + Existing public art
- ↔ Connecting sites and partners
- + The Line public art
- + Potential site
- Example Local Partners
- Example Local Partners outside of map

4.8 Stratford Culture Trail



We have suggested funding streams and mapped example costs to assist the potential local partners in delivering an activation like the Stratford Culture Trail. This activation would be a ongoing programme and require yearly funding.

For the delivery of this activation, we have identified key outcomes relating to this workbook:

- 1 Activations tailored to local people, who have historically been underserved.
- 3 Increased collaboration between local partners.

Cost Summary

Capital	£15,125
Revenue	£2,226
Total	£17,351 +VAT

Potential Funding Streams

- 1 Open City's Golden Key Academy
Amount: Varies
- 2 Newham Heritage Month
Community Grant
Amount: £8,000
- 3 Black History Month
Amount: Varies
- 4 Islamophobia Awareness Month
Amount: Varies

Example Costs

Stratford Culture Trail - Short Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Production of online and printed map	£12,500	1	£12,500			£13,750	£15,125	•	
Tour guide fee (1 day for tour, 1 day for preparation)	£460	4	£1,840			£2,024	£2,226		•
Total Capital							£15,125		
Total Revenue							£2,226		
Grand Total							£17,351	+ VAT	

Case Studies

The Line



Image Credit: The Line
Artist: Gary Hume, 2008

The Line is a public art project in East London that connects Queen Elizabeth Olympic Park and The O2, following the waterways and the line of the Greenwich Meridian. It aims to connect communities through an outdoor exhibition programme where everyone can explore art, nature and heritage for free.

The Line is made possible by a range of different funders such as the Arts Council England, Arup and Westfield Creative Futures Fund to name a few.

Folkestone Triennial



Image Credit: Thierry Bal, 2021
Artist: Jyll Bradley, 2021

Folkestone Triennial is an initiative by Creative Folkestone that was founded in 2008. Every three years, a selection of artists are commissioned to create public art in Folkestone that create a sense of place and celebrates local communities and heritage.

Folkestone Triennial is made possible by a range of sponsors including The Roger De Haan Charitable Trust, SAGA and Arts Council England.

4.9 Wayfinding Activation

Short Term

Stratford High Street currently has poor wayfinding and visibility of local assets, as identified in the consultation carried out for the Stratford Town Centre Vision and Strategy. There is also a sense of walking routes being uninviting due to numerous blank and inactive facades, specifically at night time. This project builds on the wayfinding work that the Stratford Original BID has been completing. The final installations should provide signage and directions around Stratford.

Proposal

This proposal is to improve local connections and stitch Stratford High Street together through cohesive wayfinding to strengthen the presence of existing community assets and visually activate the high street. In collaboration with local community organisations, the activation would be carried out through engagement with the community and local artists to identify and map assets to be highlighted. An open call could be carried out in collaboration with existing studio providers to identify local artists. This would then inform a series of paid workshops where local people and Stratford-based artists come together to co-design and make creative wayfinding. These installations could also be used as an opportunity to highlight local heritage and unlock new or untold histories in the local community.

These installations could be in a range of different mediums from flags or murals to lighting or sound. They could be projected on shopfronts, painted on blank walls or stuck to hoardings or billboards. This is a way of delivering capital projects through revenue

funding, by directing this to co-making workshops.

This activation would direct funding for co-making and creative work in order to deliver tangible wayfinding and signage for the town centre. Through short term programming, it would lead to long term impact through improved wayfinding, celebration of local assets activation of street frontages and improved sense of safety. It would strengthen people's ability to develop a sense of place through co-design and co-making.

Matchmaking

Example Local Partners

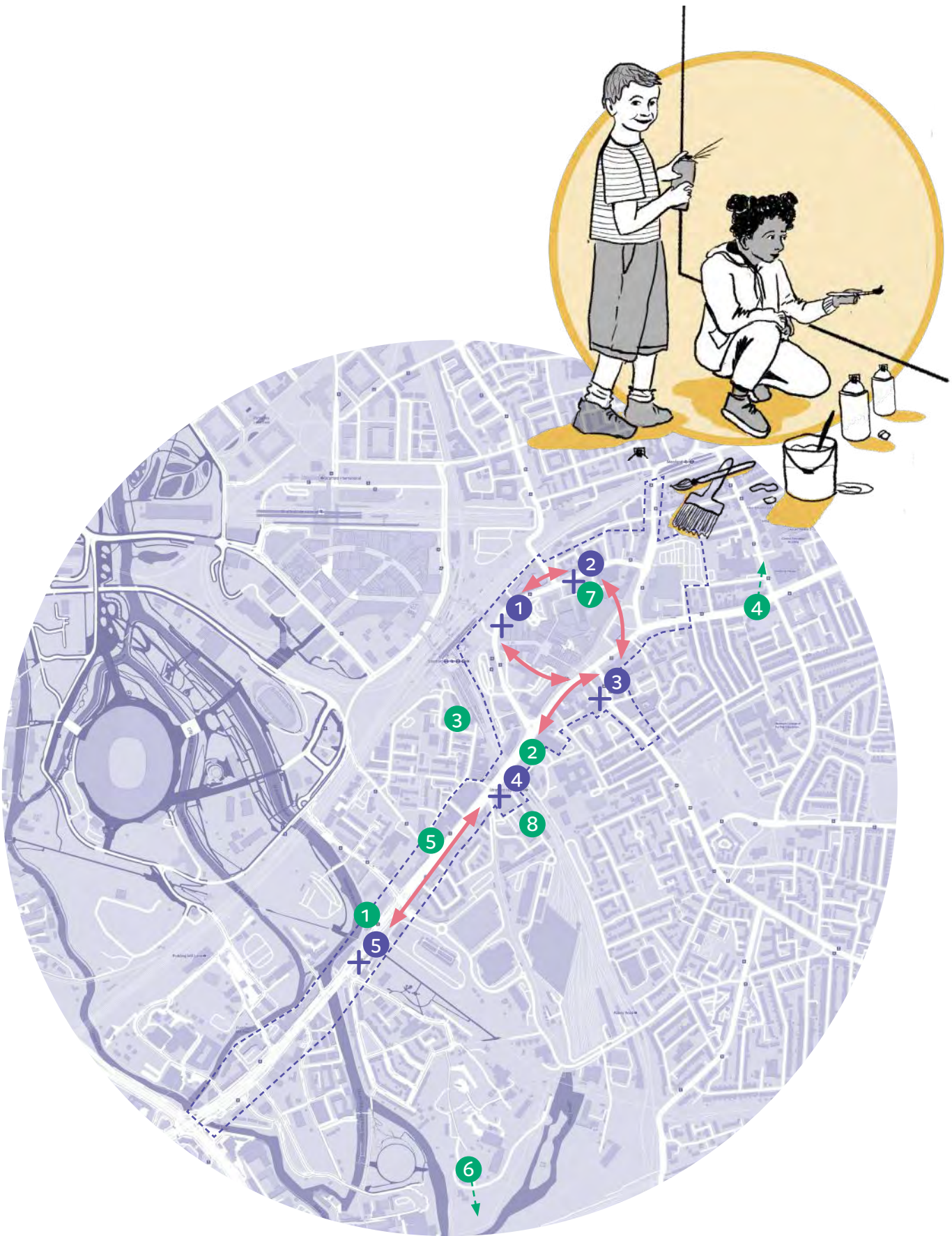
- 1 ACME Studios
- 2 Bow Arts
- 3 Building Crafts College
- 4 Frames of Mind
- 5 SPACE Studios
- 6 Rosetta Arts
- 7 Stratford Youth Zone
- 8 Stratford Original BID
- 9 Fresh Paint

Example Sites

- 1 Sainsbury's
- 2 Stratford Picturehouse
- 3 Alice Billings House hoardings
- 4 Interlink College of Technology
- 5 215 High Street

Deliverables

- 1 5 x Co-made installations
- 2 10 x Co-design workshops
- 3 Open calls to local artists



----- The Local Social Workbook Area
↔ Connecting sites
+ Potential site

● Example Local Partners
--> Example Local Partners outside of map

4.9 Wayfinding Activation



We have suggested funding streams and mapped example costs to assist the potential local partners in delivering an activation like the Wayfinding Activation. This activation would be a one-off programme and require one-off funding.

For the delivery of this activation, we have identified key outcomes relating to this workbook:

- 1 Activations tailored to local people, who have historically been underserved.
- 5 Increased ownership of the engagement process.
- 6 Increased activation of high street frontages

Cost Summary

Capital	£0
Revenue	£25,229
Total	£25,229 +VAT

Potential Funding Streams

- 1 Arts Council National Lottery Project Grants
Amount: £1,000-£100,000+
- 2 Stratford & West Ham Community Assembly
Amount: £20,000
- 3 The Lyle's Local Fund
Amount: £2,500

Example Costs

Wayfinding Activation - Short Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Workshop participant fee (10 participants, £50/hour)	£1,000	10	£10,000			£11,000	£12,100		•
Artist collaborators fee (AUE generic rate)	£1,170	5	£5,850			£6,435	£7,079		•
Codesign and making workshops (incl. materials)	£1,000	5	£5,000			£5,500	£6,050		•
Total Capital							£0		
Total Revenue							£25,229		
Grand Total							£25,229	+ VAT	



Image Credit: Ada Jusic, 2021
Artist: Ada Jusic & Fresh Paint participants, 2021

Case Studies

Fresh Paint

Fresh Paint is an initiative by the artist Ada Jusic that invites young people in Newham to explore and express concerns on current issues through designing and painting murals. Three murals have been completed since the start of Fresh Paint. The young people have through these explored topics around climate change and ideas on how these can be addressed.

Fresh Paint is made possible through funding by Newham Council and The Arts Council which has supported all material costs as well as refreshments and a travel bursary.

Girls of the Light

Girls of the Light is a self-funded project by Hanna Benihoud. Based on her experience of walking home from her studio at night, Hanna reached out to her Instagram followers and encouraged them to share similar experiences and geotag dark and quiet corners of London that most women avoid in the dark. This mapping then came to form the basis of the art installation.

The project resulted in a series of short animated projections. The piece was displayed across seven location during the week leading up to International Women's Day, 2022.



Image Credit & Artist: Hanna Benihoud, 2021

4.10 Creative Activation



Stratford is currently home to several universities hosting students within numerous creative fields. However, the students and their practices are not visible on the high street and there are currently few spaces to allow them to explore their skills and continue their growth within the local area. In addition, Stratford High Street is suffering from high levels of inactivity along street frontages and there is an opportunity to bolster local businesses and organisations currently inhabiting these spaces to create a more resilient high street.

Proposal

This proposal is to visually activate inactive frontages by improving connections between local education institutions, students and businesses. This activation has the opportunity to offer creative collaborations between local students and businesses currently hosting inactive frontages along the high street. To improve connections between different educational institutions, student teams could be matchmade to create innovative synergies for example between crafts, fine art and graphic design. The collaborations would include a series of design workshops between the students and the businesses to define the brief and design of each installation. This would result in art installations completed by the students. These installations could be in a range of different mediums, from three-dimensional to two-dimensional installations, including sculptures, illustrations and projections. The installations could also be tailored to specifically address inactivity at night-time, for example by light or projections, that would improve the business's visibility throughout

the night and improve a sense of safety along the high street.

This activation would celebrate the multitude of creative practices amongst local students and offer real-life opportunities outside of the university, to build their skill sets and continue their professional growth. It would also give opportunities to bolster local businesses and improve their visibility on the high street. The activation would also increase the activation of the high street and create a more welcoming experience for the local community and visitors.

Matchmaking

Example Local Partners

- 1 University of East London
- 2 Building Crafts College
- 3 Stratford Original BID

Example Sites

- 1 43 Broadway
- 2 Buzz Bingo Stratford
- 3 Passage to Alice Billings House
- 4 Interlink College of Technology
- 5 Hope Church Newham
- 6 The Lock Building

Deliverables

- 1 6 x Art installations
- 2 12 x Design workshops between students and retailers



- The Local Social Workbook Area
- ↔ Connecting sites
- ⊕ Potential site
- Example Local Partners

4.10 Creative Activation



We have suggested funding streams and mapped example costs to assist the potential local partners in delivering an activation like the Creative Activation. This activation would be a one-off programme and require one-off funding. The art installations would be showcased during a one month period.

For the delivery of this activation, we have identified key outcomes relating to this workbook:

- 3 Increased collaboration between local partners.
- 2 Greater economic security for local partners.
- 6 Increased activation of high street frontages

Cost Summary

Capital	£0
Revenue	£9,136
Total	£9,136 +VAT

Potential Funding Streams

- 1 Arts Council National Lottery Project Grants
Amount: £1,000-£100,000+
- 2 Stratford & West Ham Community Assembly
Amount: £20,000
- 3 Creative Futures Fund
Amount: £5,000-50,000
- 4 Clarion Housing - Community Youth Grants
Amount: £1,000-5,000

Example Costs

Creative Activation - Short Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
Art installations (including materials)	£1,000	5	£5,000	10%	10%	10%	10%		•
Codesign workshops (incl. materials)	£100	15	£1,500	£5,500	£6,050	£6,655	£7,321		•
Total Capital							£7,321		
Total Revenue							£1,815		
Total Capital							£9,136	+ VAT	

Case Studies

Regent Street RIBA Windows



Image Credit: Dylan Thomas
Artist: Thomas-McBrien Architects, 2018

The Regent Street RIBA Windows was an annual competition by the Royal Institute of British Architects (RIBA) where retailers were paired with emerging architects to create shop front installations.

Each installation had a unique brief and budget that was defined by the retailer. The creative and welcoming installations together created a public exhibition in one of London's busiest retail destinations. The competitions took place between 2010 and 2018.

Typoetry: Rethink - Rebuild



Image Credit & Artist:
Embassy of Switzerland, 2022

Typoetry: Rethink - Rebuild was an initiative by the Embassy of Switzerland in London in collaboration with the London Borough of Newham where Newham, UK and Switzerland based poets teamed up with students from the ECAL/University of Art and Design of Lausanne. The collaboration resulted in numerous art installations around Newham, activating shop fronts and public buildings. The aim of the project was to celebrate emerging Newham talents and strengthen young people's voices by bridging art, language and communities.

The Stratford Original BID was a collaborator on the project and assisted in shortlisting businesses for the Stratford installations.

4.11 Greening Stratford



Stratford High Street currently has few open green spaces available to the local community. In addition to this, some of the existing planters are either underutilised or poorly maintained. As a result, there is an opportunity to care for the existing green spaces and pockets along the high street and encourage diverse biodiversity. There is also a borough-wide incentive to improve greening across Newham.

Proposal

This proposal is to improve greening on Stratford High Street through a community greening programme that would visually improve the high street and local biodiversity. The activation would celebrate existing community garden initiatives around Stratford and bring them onto the high street to improve their visibility. In addition, it builds onto the existing urban greening work by the Stratford Original BID and celebration of existing local greening by The Line. In collaboration with these local partners, the activation would invite the local community to take part in planting more vegetation along the high street. Through this, there would be an opportunity to encourage environmental activism among local people and educate the importance of environmentally friendly urban spaces for all species. The programme could for example be seed-bombing walks in existing planters or paid tree-planting workshops in empty tree pits along the high street. In addition to this, the activation could feature a plant nursery stall offering in collaboration with existing community gardens and sell seeds, seedlings and cuttings from their gardens. The newly planted trees and existing planters would be maintained

either by the London Borough of Newham's Highways team, the Stratford Original BID or local community garden groups.

This programme would lead to more and improved greening along Stratford High Street. It would also create connections between existing local partners and assist in improving wellbeing and a sense of place within the local community.

Matchmaking

Example Local Partners

- 1 Forest Gate Community Garden
- 2 Surge Co-op
- 3 Stratford Original BID
- 4 Tennyson Gardens
- 5 Manor Gardening Society

Example Cross-Promotion Partner

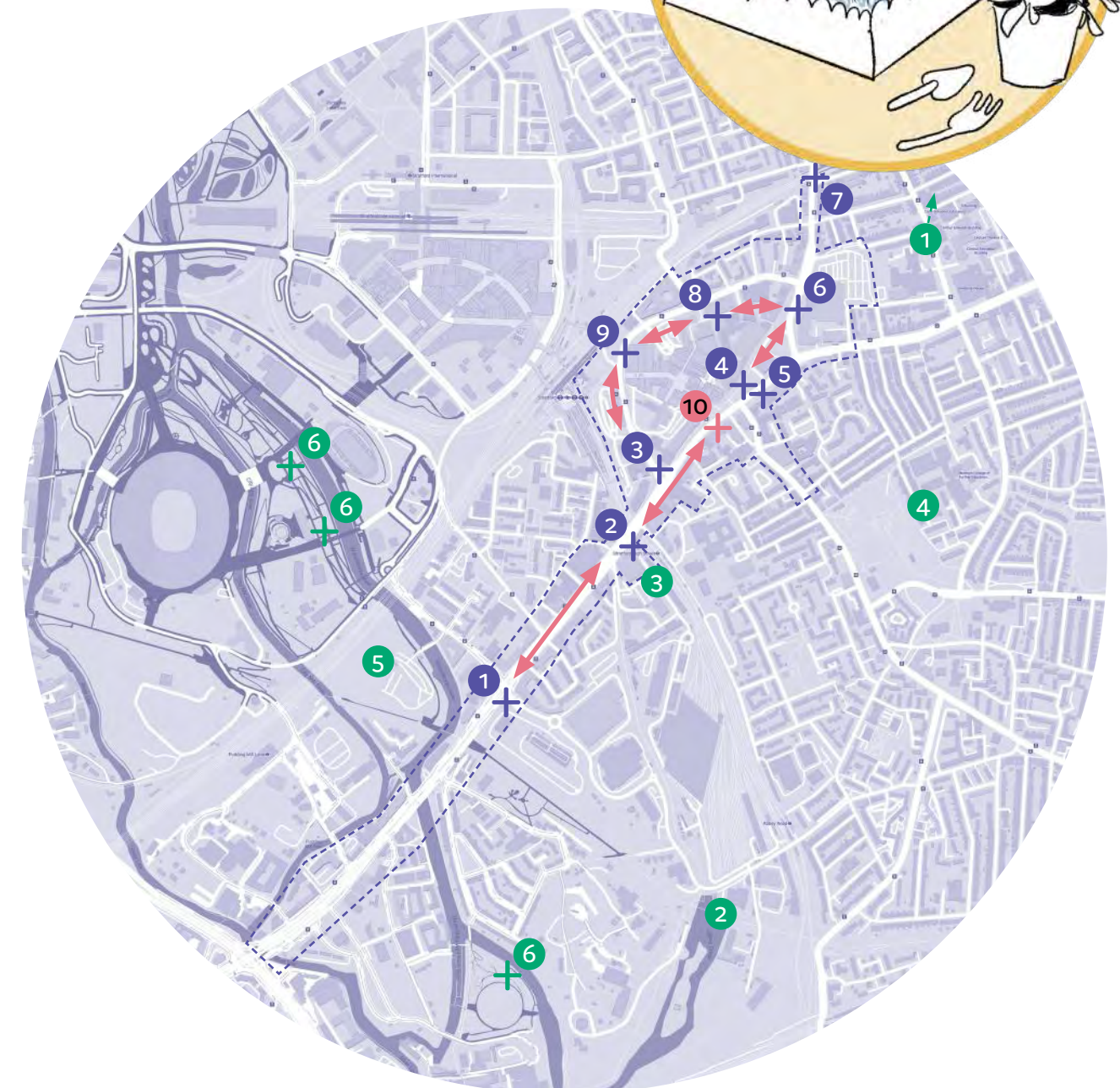
- 6 The Line

Example Sites

- 1 Junction of High Street & Rick Roberts Way
- 2 Burford Road Pocket Park
- 3 Junction of High Street & Great Eastern Road
- 4 St John's Church yard
- 5 39-55 Broadway
- 6 Stratford Library
- 7 1 Maryland Point
- 8 Theatre Square
- 9 Sainsbury's
- 10 Alice Billings House Passage

Deliverables

- 1 Seed-bombing walk
- 2 Paid tree-planting workshop
- 2 Plant Nursery stall



----- The Local Social Workbook Area

↔ Connecting sites

+ Potential planting site

+ Potential stall

+ The Line Green Spaces

● Example Local Partners

→ Example Local Partners outside of map

4.11 Greening Stratford



We have suggested funding streams and mapped example costs to assist the potential local partners in delivering an activation like the Greening Stratford. This activation would be a one-off programme, require one-off funding and require on-going maintenance.

For the delivery of this activation, we have identified key outcomes relating to this workbook:

- 1 Activations tailored to local people, who have historically been underserved.
- 3 Increased collaboration between local partners.

Cost Summary

Capital	£0
Revenue	£14,140
Total	£14,140 +VAT

Potential Funding Streams

- 1 I Dig Trees by TCV
Amount: Up to 950 free trees
- 2 Stratford & West Ham Community Assembly
Amount: £20,000
- 3 Grow Back Greener Funding
Amount: Varies
- 4 Green and Resilient Funding
Amount: Varies

Example Costs

Greening Stratford - Short Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Plant Nursery Stall setup	£1,000	1	£1,000			£1,100	£1,210	•	
Plant Nursery Stall monthly operational costs (incl. wages (12 hours/week, £20/hour), stock (£400/month), trading license (£121/month))	£1,481	6	£8,886			£9,775	£10,752		•
Tree-planting workshop incl. materials and workshops leaders	£500	1	£500			£550	£605		•
Tree-planting workshop participant fee (4 participants, £50/hour)	£800	1	£800			£880	£968		•
Seed-bombing walk incl. materials and workshops leaders	£500	1	£500			£550	£605		•
Total Capital							£1,210		
Total Revenue							£12,930		
Grand Total							£14,140		+ VAT

Case Studies

Green Shoots

Green Shoots is a programme by Forest Gate Community Garden that expands the work of the local community group outside of their garden. The initiative aims to improve public realm in the local area by inviting volunteers to maintain and transform existing public planters.

Forest Gate Community Garden was formed by local residents in 2013 and opened to the public in 2016. The Green Shoots programme is made possible through the support of Co-Op and London Borough of Newham.v



Image Credit: Forest Gate Community Garden

New Beckton Park Community Orchard

New Beckton Park Community Orchard is an initiative by Trees for Cities and London Borough of Newham. The initiative introduces a new orchard in New Beckton Park, with a range of fruit and nut trees that were chosen through a community vote. The trees were planted together with the local community and primary school children across April 2019.

New Beckton Park Community Orchard was made possible by funding from the London Borough of Newham and Secret Cinema.



Image Credit: Fernando Carmona, 2019

4.12 Link with Ink



On Stratford High Street there is currently a range of partners offering spaces for artists and their creative practices. However, there are few spaces available for making that are open to the local community. Existing creative programmes are currently not present on the high street and are not visibly available to people carrying out their day-to-day activities.

Proposal

This proposal is to encourage creative practices on the high street and to bring opportunities for craft and making to local people through Link with Ink. The programme would introduce a new print workshop on Stratford High Street that could serve day-to-day print needs and offer possibilities for exploring new creative practices. The programme would be run by existing cultural and educational organisations looking that also could facilitate print services to promote ongoing cultural programmes in Stratford. Link with Ink would activate a vacant shop along the high street, ensuring its visibility and accessibility to passers-by.

In addition to its printing service, Link with Ink could act as an extension of existing creative programmes, like Stratford Library's Creative Writing group or Newham Poetry Group's poetry sessions. It could become a space where stories come to life and where text, printmaking and reading can be explored through accessible workshops like zine making and black-out poetry. This activation would also be able to support other activations in this workbook, like printing the map for the Stratford Art Trail. As a publicly open space, it could also act as a Warm Haven for the local

community. In addition, workshops could be offered in the evenings to support the local night-time economy and activity.

This activation would bring culture to the high street and make creative practices more accessible to local people. Building on existing programmes, Link with Ink would improve networks and generate new connections between local partners. It would offer employment opportunities through its print services and its skill-building programme. The activation would also create a space for storytelling and making that will help define the narrative of Stratford.

Matchmaking

Example Local Partners

- 1 Hypha Studios
- 2 OOMK
- 3 Newham Voices

Example Workshop Partners

- 1 UEL Graphic Design Programme
- 2 Stratford Library
- 3 Newham Poetry Group
- 4 Newham Recorder
- 5 The Reader
- 6 Rosetta Arts
- 7 Discover Children's Story Centre

Example Sites

- 1 Celsian Education (vacant shop)

Deliverables

- 1 New print workshop
- 2 Print workshops (including zine making, black-out poetry etc.)



4.12 Link with Ink



We have suggested funding streams and mapped example costs to assist the potential local partners in delivering an activation like Link with Ink. This activation would be an on-going programme and require funding for the initial set-up and start-up of the print workshop. The aim with Link with Ink is to become self-sustaining by creating revenue from the print service.

For the delivery of this activation, we have identified key outcomes relating to this workbook:

- 3 Increased collaboration between local partners
- 4 Increase in local employment opportunities within the creative ecosystem.
- 6 Increased activation of the high street frontages.

Cost Summary

Capital	£58,564
Revenue	£27,830
Total £86,394 +VAT	

Potential Funding Streams

- 1 Cockayne Grants for the Arts
Amount: £25,000
- 2 Arts Council National Lottery Project Grants
Amount: £1,000-£100,000+
- 3 London Borough of Newham Section 106 funding
Amount: Varies
- 4 Paul Hamlyn Foundation - Arts Access and Participation Fund
Amount: £30,000-£400,000
- 5 Newham Word Festival
Amount: £1,000

Example Costs

Link with Ink - Medium Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Print workshop set-up	£40,000	1	£40,000	£44,000	£48,400	£53,240	£58,564	•	
Workshops (incl. materials and workshop leaders)	£500	6	£3,000			£3,300	£3,630		•
Start-up operation funds	£20,000	1	£20,000			£22,000	£24,200		•
Total Capital							£58,564		
Total Revenue							£27,830		
Grand Total							£86,394	+ VAT	



Image Credit: Rabbits Road Press



Image Credit: Made Up Kitchen

Case Studies

Rabbits Road Press

Rabbits Road Press is a community Risograph print studio and publishing press founded and run by OOMK. The small-scale publishing press is based at Old Manor Park Library and provides printing and book-binding services for artists and community groups in Newham and beyond. A responsive programme of workshops and events explores a contemporary model for community publishing, bringing together artists, designers, writers and local people.

Rabbits Road Press emerged from an artist residency at Old Manor Park Library (commissioned by Create London) in 2016 and has been operating independently as an artist-run space since Summer of 2020.

MakeRoom

MakeRoom is an initiative by Turf Projects which during a three-month period transforms their space in Croydon into a collective workshop.

MakeRoom is a space for skill building and sharing through workshops, drop-in sessions and open-access facilities. To run the programme, Turf Projects has invited several creative practitioners. It will also feature residencies for seven different practitioners or collectives.

The programme will run from 14th January to 22nd of April 2023. MakeRoom is made possible by funding from the Arts Council.

4.13 Incubator Workspace



Stratford High Street is home to a selection of artist studio providers, supporting local artists. However, there is a gap in the market for workspaces supporting other local entrepreneurs and industries. Stratford has a wealth of young residents and a growing student population but there are currently few spaces that allow them to explore their skills and continue their growth within the local area. In addition, there is a political imperative to deliver affordable workspaces. This activation builds on existing initiatives by local partners offering support to emerging artists such as the [ACME Alternative Pathway Award](#) and [SPACE Artist Awards](#).

Proposal

This proposal will give space for alternative industries to flourish and support local young people through an Incubator Workspace. The activation suggests making studios available by creating a network between existing workspaces and studio providers to occupy void spaces. By teaming up with local mentoring partners, the Incubator Workspace would offer 6-month residencies to young local people. It would act as a testbed for emerging entrepreneurs, makers and artists to develop new start-ups and spark their careers. It would also provide capacity for the newly arriving student population to form businesses and remain in Stratford.

The activation also recognises the social value that creatives and entrepreneurs bring to the local area. This would be bolstered by a pop-up space to create public outcome, offering opportunities for entrepreneurs to sell their creations and artists to exhibit their work. To ensure accessibility, the programme

should offer rent-free flexible spaces for the duration of the residencies. Building onto the Newham Sparks programme, this activation should offer a tech scheme throughout the residencies, including laptops and software.

This activation would lead to employment opportunities and community wealth building in Stratford. It would strengthen young residents and celebrate local skill sets. The proposal would also contribute to existing business networks, build new connections between local partners and unlock opportunities within existing studio providers.

Matchmaking

Example Local Partners

- 1 A New Direction
- 2 Caramel Rock
- 3 Mary Ward Centre
- 4 Rosetta Arts
- 5 XLP
- 6 Building Crafts College
- 7 Hypha Studios

Example Sites

- 1 ACME Studios
- 2 Alice Billings House
- 3 Bow Arts
- 4 SPACE Studios
- 5 70 The Broadway

Deliverables

- 1 10 x 6-month residencies
- 2 Rolling mentorship programme
- 3 Rolling tech scheme
- 4 Pop-up shop and exhibition space



- The Local Social Workbook Area
- ↔ Connecting sites and partners
- + Potential workspace and studios
- + Potential pop-up
- Example Local Workspace Partners
- Example Local Mentorship Partners
- Example Local Mentorship Partners outside of map

4.13 Incubator Workspace



We have suggested funding streams and mapped example costs to assist the potential local partners in delivering an activation like Incubator Workspace. This activation would be an year long programme and require one-off funding.

For the delivery of this activation, we have identified key outcomes relating to this workbook:

- 1 Activations tailored to local people, who have historically been underserved.
- 2 Greater economic security for local partners.
- 4 Increase in local employment opportunities within the creative ecosystem.

Cost Summary

Capital	£29,282
Revenue	£49,731
Total	£79,013 +VAT

Potential Funding Streams

- 1 Creative Futures Fund
Amount: £5,000-50,000
- 2 Propel - New Deal for Young People
Amount: Varies
- 3 Esmee Fairbairn Foundation
Amount: Varies
- 4 Garfield Weston Foundation
Amount: Varies

Example Costs

Incubator Workspace - Long Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Technology support scheme (rental of 5 laptops incl. software for the duration of 6 months)	£750	6	£4,500			£4,950	£5,445		•
Workspace rent (5 workspaces for the duration of 6 months)	£1,500	6	£9,000			£9,900	£10,890		•
Pop-up set up	£20,000	1	£20,000	£22,000	£24,200	£26,620	£29,282	•	
Start-up operation funds	£20,000	1	£20,000			£22,000	£24,200		•
Mentorship programme (incl. fee for mentors and lecturers for 12 sessions/participant and 8-part lecture series across 6 months for 5 participants)	£7,600	1	£7,600			£8,360	£9,196		•
Total Capital							£29,282		
Total Revenue							£49,731		
Grand Total							£79,013	+ VAT	

Case Studies

Poplar Works

Poplar Works is a home for anyone working in fashion: designers, makers, jewellers, experienced business owners, and first-year start-ups. It's a home for everyone interested in making fashion.

They offer a range of studios across two sites, an extensive enterprise and events programme, and are home to London College of Fashion, UAL's award-winning Making for Change programme.

Poplar Works is a partnership between Poplar HARCA, London College of Fashion, UAL and The Trampery. They are supported by the Mayor of London and are part of the Fashion District.



Image Credit: Christopher Woloshak

Blue House Yard

Blue House Yard is an initiative by High Street Works in collaboration with the London Borough of Haringey. It transforms a previously underused car park into a hub for local creatives, entrepreneurs and residents.

Blue House Yard has been running since 2017. It offers a mix of private spaces for rent along with public space available to the local community.

High Street Works Ltd is a multi-disciplinary organisation, joining the combined experience of Jan Kattein Architects and Meanwhile Space CIC.



Image Credit: Jan Kattein Architects, 2017

4.14 Food is Culture



Stratford High Street offers a generous range of food suppliers, that represents the local community. However, food is viewed as a day-to-day need and is not celebrated. On top of this, around 34% of the population of Newham has low food security, according to the University of Sheffield's research.

Proposal

This proposal is to empower and celebrate local food culture and improve food security through Food is Culture. The activation is proposed to be a flexible community kitchen in the Stratford Market Village and Stratford Outdoor Market, run by existing local food champions. It would be a complimentary programme that supports existing community food providers. Food is Culture has the opportunity to be a multifaceted space, that feeds the local community, encourages healthy eating and offers grassroots training for culinary entrepreneurs.

The programme would include a community kitchen offering a cookery training programme for local emerging entrepreneurs and serving free or pay-as-you-can meals on a daily basis. To create a self-sustaining space, the activation could run evening cooking classes and host affordable pop-up units for local start-ups looking to scale up and test their menu in the wider community. In addition to this, a network between local shops and restaurants could be set up to make use of surplus food that can be reused or donated at the Stratford Food Hub.

This would lead to new collaborations between existing food providers and improve local food security and sustainable eating.

The food hub would also offer employment opportunities through its community meals programme. It would allow Stratford to redefine culture around food and allow the local community to create culinary connections with each other.

Matchmaking

Example Local Partners

- 1 Tiffin Walli
- 2 Seva Street
- 3 Sphere Support CIC
- 4 Made Up Kitchen

Example Food Providers

- 1 Sainsbury's
- 2 Lidl
- 3 Iceland Foods
- 4 Lithuanica
- 5 K Parsons Butcher
- 6 Tariq Halal Meats - Stratford
- 7 Olio

Example Food Banks

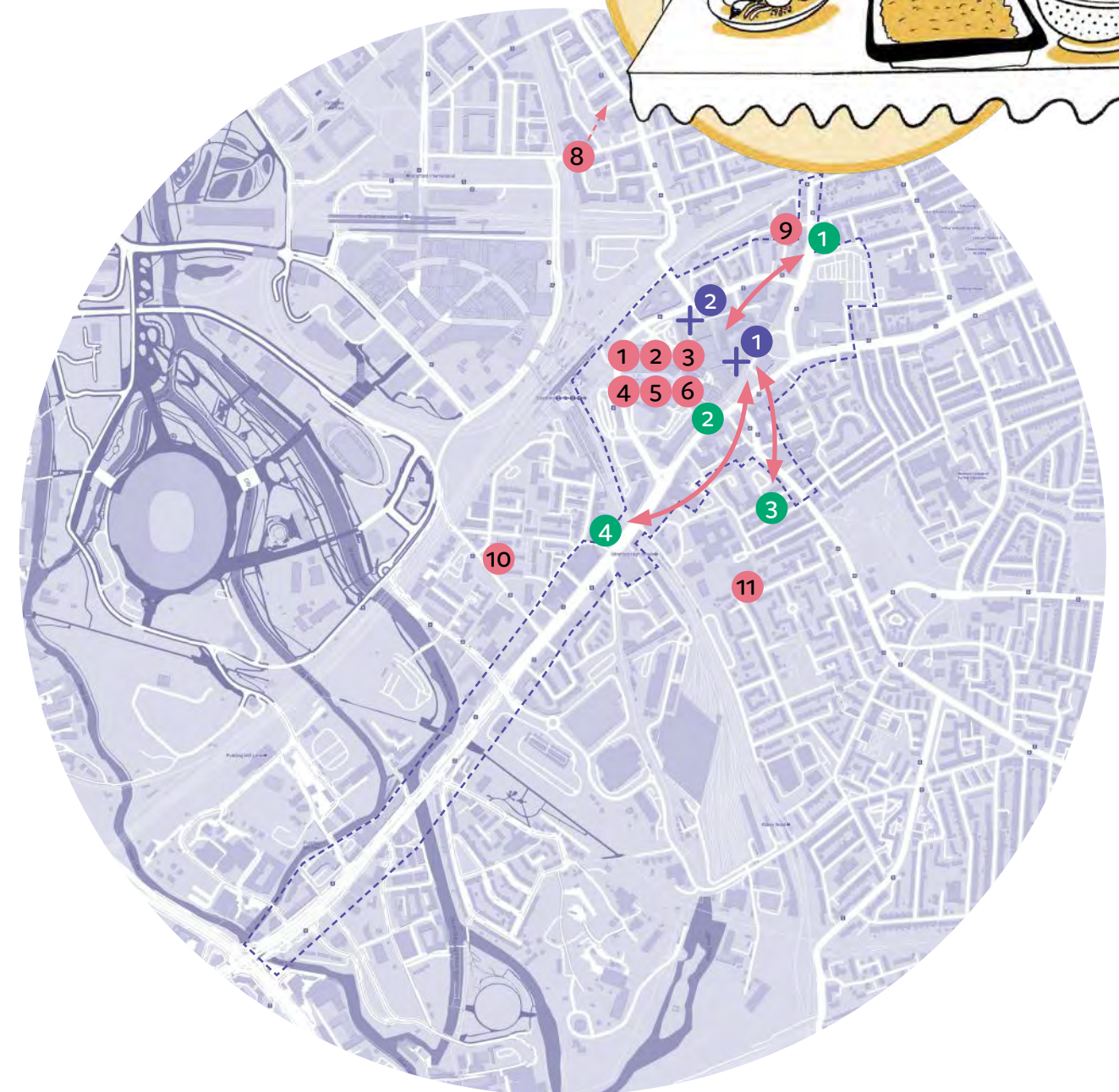
- 8 St Paul's Church
- 9 St Francis of Assisi
- 10 Carpenters Cafe
- 11 The Salvation Army Community Store

Example Sites

- 1 Stratford Market Village
- 2 Gerry Raffles

Deliverables

- 1 New food unit
- 2 Community meal programme
- 3 Cookery training programme
- 4 Food start-up opportunities
- 5 Evening cooking classes



- Workbook Area
- ↔ Connecting sites and partners
- ⊕ Potential site
- Example Local Partners
- Existing Food Providers
- Example Food Banks
- Example Food Banks outside of map

4.14 Food is Culture



We have suggested funding streams and mapped example costs to assist the potential local partners in delivering an activation like the Food is Culture. This activation would be an on-going programme and require funding for the initial set-up and start-up of the food hub. The aim with Food is Culture would be to become self-sustaining by building up revenue from food sales, rent from pop-up units and cooking classes.

For the delivery of this activation, we have identified key outcomes relating to this workbook:

- 1 Activations tailored to local people, who have historically been underserved.
- 2 Greater economic security for local partners.
- 4 Increase in local employment opportunities within the creative ecosystem.

Example Costs

Food is Culture - Medium Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
Food Hub set-up	£30,000	1	£30,000	10%	10%	10%	10%		
Start-up operation funds	£30,000	1	£30,000	£33,000	£36,300	£39,930	£43,923	•	
Cooking classes (incl. materials and class leaders)	£500	6	£3,000			£3,300	£3,630		•
Total Capital							£43,923		
Total Revenue							£39,930		
Grand Total							£83,853	+ VAT	

Cost Summary

Capital	£43,923
Revenue	£39,930
Total £83,853 +VAT	

Potential Funding Streams

- 1 Co-op Community Partnerships Fund
Amount: N/D
- 2 The National Lottery Community Fund
Amount: £10,000 - 500,000
- 3 Morrisons Foundation
Amount: £25,000
- 4 Tesco Community Causes
Amount: £1,500
- 5 LLDC Neighbourhood Priorities Fund
Amount: £30,000

Case Studies

Nourish Hub

Nourish Hub serves community meals and teaches the local community about low-cost, nutritious eating choices. The Nourish Hub is operated by the charity UKHarvest, which protects the environment by rescuing good food destined for landfill and serving the community with education on nutrition, cookery skills and fighting food waste in the home.

As part of the London Good Growth Fund, the Nourish Hub is focused on making better places, empowering people and growing prosperity. Challenging and changing our relationship with food, through experience, education and building close links to the local community.



Image Credit: Nourish Hub, 2021

Hackney People's Kitchen

Hackney People's Kitchen is an initiative by Made Up Kitchen, formerly People's Kitchen. On a weekly basis, they cook up a feast, for and with the local community. Each meal is made from rescued food waste and aims to encourage sustainable eating.

Made Up Kitchen aims to reduce food waste and tackle loneliness in the community. They are currently working on building their first permanent community kitchen in Thames Barrier Park.



Image Credit: Made Up Kitchen

4.15 Zero Waste Store



Stratford High Street has a strong presence of commercial partners serving the local community's day-to-day needs. However, there are few partners offering sustainable, low-priced or free alternatives. There is currently only one charity shop on Stratford High Street and the furniture reuse project Homestore, just off the high street, recently closed down. According to Trust for London, 36% of Newham's residents lived in households with an income lower than 60% of the UK median after subtracting housing costs. On the basis of this, there is a need to support low-income households on the high street.

Proposal

This proposal aims to support local people with an environmentally and financially sustainable alternative to traditional high street retailers through the Zero Waste Store and tap into existing recycling and repairing initiatives in Newham, like the [Repair Cafe](#). The activation is proposed to inhabit a vacant shop on Stratford High Street and act as a multifaceted hub with a focus on sharing economy, reuse, recycling and repair operated by a network of local partners delivering similar programming in Newham. As an example, Zero Waste Store could offer a repair and reuse workshop open to the local community to mend broken things or touch up a loved object with support from local repair and reuse champions employed in the store. Alongside this, Zero Waste Store would feature a swap shop for swapping second-hand goods where local residents could drop off unwanted items and receive tokens to exchange for second-hand goods. By proposing to team up with the Stratford

Library, this activation could also include a Library of Things, where people could borrow a wide range of tools for making and mending at home.

The aim of Zero Waste Store would be skill-building in the local community. This could be supported by a Time Bank programme where locals could swap a service for a service, or an item for a service, for example, a freshly painted fence for a sofa. In addition, the Zero Waste Store could run repair and reuse classes to further build on the local community's knowledge and skills around sustainable living.

This activation would improve sustainable and circular consumption on Stratford High Street and reduce waste. It would also encourage environmentally friendly living in the local community, create employment opportunities and support low-income households.

Matchmaking

Example Local Partners

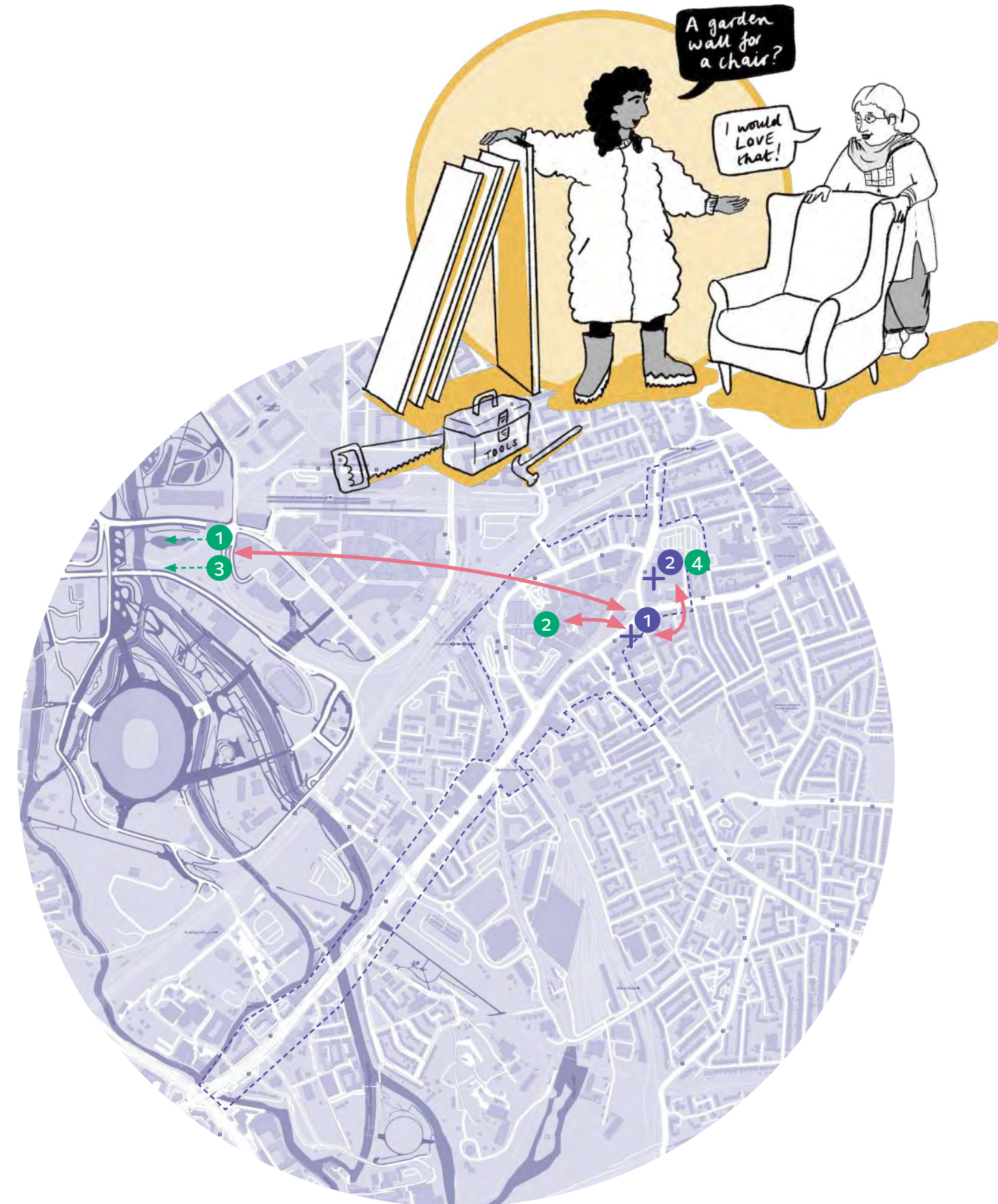
- 1 Quaker Social Action
- 2 British Heart Foundation
- 3 Re-space Projects
- 4 Stratford Library

Example Sites

- 1 49 Broadway (Former Bank)
- 2 Stratford Library

Deliverables

- 1 New recycle and repair shop
- 2 Library of Things
- 3 Time Bank programme
- 4 Zero Waste classes



----- The Local Social Workbook Area
 ↔ Connecting sites and partners
 + Potential site

● Example Local Partners
 → Example Local Partners outside of map

4.15 Zero Waste Store



We have suggested funding streams and mapped example costs to assist the potential local partners in delivering an activation like the Zero WasteStore. This activation would be an on-going programme and require yearly funding.

For the delivery of this activation, we have identified key outcomes relating to this workbook:

- 1 Activations tailored to local people, who have historically been underserved.
- 4 Increase in local employment opportunities within the creative ecosystem.
- 6 Increased activation of the high street.

Cost Summary

Capital	£80,526
Revenue	£48,400
Total	£128,926 +VAT

Potential Funding Streams

- 1 Evening Standard Dispossessed Fund
Amount: £30,000
- 2 Groundwork
Amount: Varies
- 3 City Bridge Trust
Amount: Varies
- 4 The Peabody Community Fund
Amount: £30,000

Example Costs

Zero Waste Store - Long Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Re-Store - shop set up	£40,000	1	£40,000	£44,000	£48,400	£53,240	£58,564	•	
Re-Store - start-up operation funds	£20,000	1	£20,000			£22,000	£24,200		•
Repair classes (incl. lecturer and materials)	£500	10	£5,000			£5,500	£6,050		•
Library of Things - set up	£15,000	1	£15,000	£16,500	£18,150	£19,965	£21,962	•	
Library of Things - start up operation funds	£15,000	1	£15,000			£16,500	£18,150		•
Total Capital							£80,526		
Total Revenue							£48,400		
Grand Total							£128,926	+ VAT	



Image Credit: Library of Things



Image Credit: Come Swap & Shop

Case Studies

Library of Things

Library of Things is a social enterprise with a sustainable and social ethos. Offering affordable renting of useful items like drills and sewing machines, it helps people save money and reduce waste.

The Library of Things is based all around London, embedded in local communities. In addition to this, the enterprise support skill sharing between neighbours.

Founded in 2014, The Library of Things now operate 7 venues in London in partnership with over 20 London councils and community organisations.

Come Swap & Shop

Come Swap & Shop is a sharing economy clothes shop in North London to encourage environmentally sustainable fashion and reduce consumers' carbon foot print.

The Come Swap & Shop is carried out through a paid membership club where members can drop off and swap up to five pieces of unwanted clothes. The clothes are then graded and the member receives tokens to be used in the shop.

In addition to the shop, the Come Swap & Shop also provides pop-up swap shop events and fun tours.

4.16 Stratford Stalls

Long Term

Stratford High Street has a strong presence of markets and trading, like the Stratford Market Village. These offer employment opportunities to local people and strengthen community wealth building. In addition, Newham is one of the youngest boroughs in London as shown in the Census 2021. However, there are currently few initiatives supporting young people interested in tapping into the entrepreneurial spirit of Stratford and Newham.

Proposal

This proposal aims to offer opportunities to young people in Newham to develop entrepreneurial skills and explore alternative career paths through Stratford Stalls. The activation would be formed by a mentorship programme which pairs existing market stall holders in Stratford Market Village with local young people. The programme would offer apprenticeships where participants could learn the foundations of trading through a hands-on approach and offer reduced market license rates to the mentors whilst participating in the programme. At the end of the programme, participants would be given the opportunity to bring their new skills into their own taster stall on weekends and a monthly night-time market, with the support of their assigned mentor. Each participant of the mentorship programme and their stalls would be matched with other activations from this workbook or creative and cultural producers. The stalls would act as tasters, for example serving food from the Community Food Hub, selling zines from Link with Ink and creations from the Incubator Workspace. In addition to this, another stall would be introduced representing local youth

organisations, like Stratford Youth Zone, to provide more support for young people and expand their programme to the high street. This would encourage a more diverse range of trading on Stratford high street, reflecting and making space for the young residents of Newham. It would also bolster the market, potentially the Sunday Market, and the night-time economy through the monthly evening market.

This activation would increase alternative career opportunities for local young people. The employment opportunities and increase in local trade would contribute to community wealth building and strengthen the local economy.

Matchmaking

Example Local Partners

- 1 Stratford Market Village
- 2 Stratford Original BID
- 3 15billionebp
- 4 A New Direction
- 5 Rosetta Arts
- 6 Sphere Support CIC
- 7 XLP

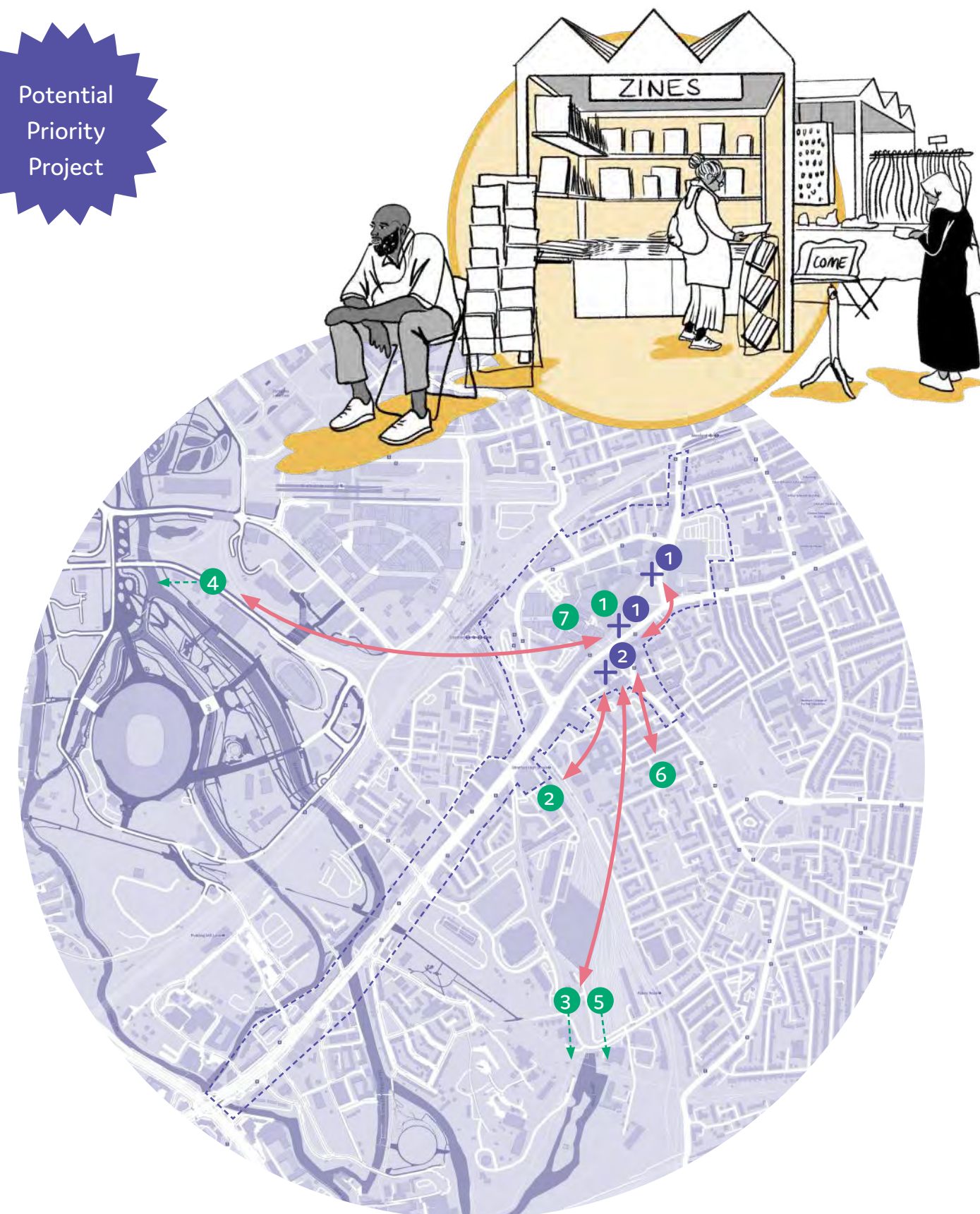
Example Sites

- 1 Stratford Outdoor Market
- 2 Courtyard at Alice Billings House

Deliverables

- 1 3 x new market stalls
- 2 Mentorship programme (6 sessions across 6 months)

Potential Priority Project



----- The Local Social Workbook Area
 ↔ Connecting sites and partners
 + Potential site

● Example Local Partners
 ● Example Local Partners outside of map

4.16 Stratford Stalls



We have suggested funding streams and mapped example costs to assist the potential local partners in delivering an activation like the Stratford Stalls. This activation would be an on-going programme and require annual funding.

For the delivery of this activation, we have identified key outcomes relating to this workbook:

- 1 Activations tailored to local people, who have historically been underserved.
- 2 Greater economic security for local partners.
- 4 Increase in local employment opportunities within the creative ecosystem.

Cost Summary

Capital	£13,177
Revenue	£12,531
Total	£25,708 +VAT

Potential Funding Streams

- 1 Paul Hamlyn Foundation - Youth Fund
Amount: £50,000
- 2 Creative Futures Fund
Amount: £5,000-50,000
- 3 Clarion Housing - Community Youth Grants
Amount: £1,000-5,000
- 4 The Giving Lab
Amount: £10,000

Example Costs

Stratford Stalls - Long Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Mentorship programme (6 sessions across 6 months)	£600	6	£3,600	£3,960	£4,356	£4,792	£5,271		•
Market stalls - supply and installation	£3,000	3	£9,000	£9,900	£10,890	£11,979	£13,177	•	
Monthly operation costs	£500	12	£6,000			£6,600	£7,260		•
Total Capital							£13,177		
Total Revenue							£12,531		
Grand Total							£25,708	+ VAT	



Image Credit: Our Little Market



Image Credit: Jan Kattein Architects, 2022

Case Studies

Our Little Market

Our Little Markets is a social enterprise working with vulnerable groups offering realistic employment opportunities and practical training.

Founded by Troy Howell-Baptiste, a trader and youth worker, the organisation is aimed at getting young people from the area to work with them on stalls. The idea is that the organisation trains them and gives them paid experience until the young people can run a stall themselves.

The Spark Lab

The Spark Lab is an initiative by Redbridge Council to support local start-ups looking for opportunities to test their businesses in the centre of Ilford.

The Spark Lab hosts a series of entrepreneurial residencies on a six-week rotation. Along with running their business, the start-ups also receive advice on business growth.

The project is made possible by the Mayor of London's Good Growth Fund and is part of a series of projects in the Cultural Quarter.

4.17 Activations Priorities List

To assist with the delivery of this workbook we have prioritised activations to be delivered first in the short, medium and long term, including a short term pilot project.

This list of activations is based on local priorities identified in this workbook and sets out ways to improve connections between local partners, create employment opportunities for young people, visually activate the high street and bolster local businesses.

Potential Pilot Project

The One Stratford Festival is highlighted as a potential pilot project which through its celebration of the local area could mark the starting point of the delivery on the outcomes and activations set out in this workbook. The festival would present an opportunity to connect and gather local delivery partners to grow stronger partnerships for the delivery of future activations. It would also be an opportunity to invite and kick-start the engagement with the local community to introduce the workbook and future plans. This activation would connect to outcomes and opportunities in the London Borough of Newham's Cultural Strategy and the Stratford Vision.

Potential Short Term Priority Project

As a short term priority project Creative Activation has been identified. It would address and deliver on key outcomes around activating the high street frontages and improving the pedestrian experiences. In addition to this, it would bolster and amplify existing businesses and at the same time create opportunities and improve

local connections for the growing student population in Stratford. This activation would connect to outcomes outlined in the London Borough of Newham's Stratford Vision.

Potential Medium Term Priority Project

As a medium term priority project the Incubator Workspace has been identified. This activation would address and deliver on key outcomes around creating employment and entrepreneurial opportunities for local young people. In addition to this, it would also work to highlight existing assets in Stratford and improve connections between local partners. This activation would connect to local incentives as outlined in the London Borough of Newham's "Community Wealth Building - For a fair and inclusive Newham".

Potential Long Term Priority Project

As a long term priority project the Stratford Stalls has been identified. This activation would address and deliver outcomes around creating greater economic security for local businesses. It would celebrate and support the existing market culture in Stratford and provide alternative career opportunities for local young people. This activation would connect to local incentives as outlined in the London Borough of Newham's "Community Wealth Building - For a fair and inclusive Newham" and the Stratford Vision.



Potential
Pilot
Project

One Stratford Festival



Potential
Short Term
Priority
Project

Creative Activation



Potential
Medium
Term Priority
Project

Incubator Workspace



Potential
Long Term
Priority
Project

Stratford Stalls

4.18 Costs

This is a cost summary of each activation and gives an overview across all activations.

Open Stratford Festival & Parade - Short Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Parade leaders	£350	6	£2,100			£2,310	£2,541		●
Music band (Parade)	£1,400	1	£1,400			£1,540	£1,694		●
Stage acts	£10,000	1	£10,000			£11,000	£12,100		●
Technical requirements (incl. sound equipment, accessible stage hire, health and safety)	£6,000	1	£6,000	£6,600	£7,260	£7,986	£8,785	●	
Food Stalls	£1,000	4	£4,000			£4,400	£4,840		●
Craft Stalls	£150	6	£900			£990	£1,089		●
Marketing	£2,500	1	£2,500			£2,750	£3,025		●
Events management	£3,900	1	£3,900			£4,290	£4,719		●
Festival decoration	£2,000	1	£2,000	£2,200	£2,420	£2,662	£2,928	●	
Accessibility (incl. accessible toilets and backstage space, easy-read publicity, BSL interpretation, Audio Description, transport for disabled actors, pay for support workers	£5,000	1	£5,000	£5,500	£6,050	£6,655	£7,321	●	
Total Capital							£11,713		
Total Revenue							£37,329		
Grand Total							£49,041	+ VAT	

Stratford Culture Trail - Short Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Production of online and printed map	£12,500	1	£12,500			£13,750	£15,125	●	
Tour guide fee (1 day for tour, 1 day for preparation)	£460	4	£1,840			£2,024	£2,226		●
Total Capital							£15,125		
Total Revenue							£2,226		
Grand Total							£17,351	+ VAT	

Wayfinding Activation - Short Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Workshop participant fee (10 participants, £50/ hour)	£1,000	10	£10,000			£11,000	£12,100		●
Artist collaborators fee (AUE generic rate)	£1,170	5	£5,850			£6,435	£7,079		●
Codesign and making workshops (incl. materials)	£1,000	5	£5,000			£5,500	£6,050		●
Total Capital							£0		
Total Revenue							£25,229		
Grand Total							£25,229	+ VAT	

Creative Activation - Short Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Art installations (including materials)	£1,000	5	£5,000	£5,500	£6,050	£6,655	£7,321		●
Codesign workshops (incl. materials)	£100	15	£1,500			£1,650	£1,815		●
Total Capital							£7,321		
Total Revenue							£1,815		
Total Capital							£9,136	+ VAT	

Greening Stratford - Short Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Plant Nursery Stall setup	£1,000	1	£1,000			£1,100	£1,210	●	
Plant Nursery Stall monthly operational costs (incl. wages (12 hours/week, £20/hour), stock (£400/month), trading license (£121/month))	£1,481	6	£8,886			£9,775	£10,752		●
Tree-planting workshop incl. materials and workshops leaders)	£500	1	£500			£550	£605		●
Tree-planting workshop participant fee (4 participants, £50/ hour)	£800	1	£800			£880	£968		●
Seed-bombing walk incl. materials and workshops leaders)	£500	1	£500			£550	£605		●

Greening Stratford - Short Term (Continued)									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Total Capital							£1,210	+ VAT	
Total Revenue							£12,930		
Grand Total							£14,140		

Food is Culture - Medium Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Food Hub set-up	£30,000	1	£30,000	£33,000	£36,300	£39,930	£43,923	•	
Start-up operation funds	£30,000	1	£30,000			£33,000	£36,300		•
Cooking classes (incl. materials and class leaders)	£500	6	£3,000			£3,300	£3,630		•
Total Capital							£43,923	+ VAT	
Total Revenue							£39,930		
Grand Total							£83,853		

Link with Ink - Medium Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Print workshop set-up	£40,000	1	£40,000	£44,000	£48,400	£53,240	£58,564	•	
Workshops (incl. materials and workshop leaders)	£500	6	£3,000			£3,300	£3,630		•
Start-up operation funds	£20,000	1	£20,000			£22,000	£24,200		•
Total Capital							£58,564	+ VAT	
Total Revenue							£27,830		
Grand Total							£86,394		

Incubator Workspace - Long Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Technology support scheme (rental of 5 laptops incl. software for the duration of 6 months)	£750	6	£4,500			£4,950	£5,445		•
Workspace rent (5 workspaces for the duration of 6 months)	£1,500	6	£9,000			£9,900	£10,890		•
Pop-up set up	£20,000	1	£20,000	£22,000	£24,200	£26,620	£29,282	•	
Start-up operation funds	£20,000	1	£20,000			£22,000	£24,200		•

Incubator Workspace - Long Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Mentorship programme (incl. fee for mentors and lecturers for 12 sessions/participant and 8-part lecture series across 6 months for 5 participants)	£7,600	1	£7,600			£8,360	£9,196		•
Total Capital							£29,282	+ VAT	
Total Revenue							£49,731		
Grand Total							£79,013		

Zero Waste Store - Long Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Re-Store - shop set up	£40,000	1	£40,000	£44,000	£48,400	£53,240	£58,564	•	
Re-Store - start-up operation funds	£20,000	1	£20,000			£22,000	£24,200		•
Repair classes (incl. lecturer and materials)	£500	10	£5,000			£5,500	£6,050		•
Library of Things - set up	£15,000	1	£15,000	£16,500	£18,150	£19,965	£21,962	•	
Library of Things - start up operation funds	£15,000	1	£15,000			£16,500	£18,150		•
Total Capital							£80,526	+ VAT	
Total Revenue							£48,400		
Grand Total							£128,926		

Stratford Stalls - Long Term									
Item	Cost	Number	Total	Preliminaries	Contractor OHP	Contingency	Fees	Capital	Revenue
				10%	10%	10%	10%		
Mentorship programme (6 sessions across 6 months)	£600	6	£3,600	£3,960	£4,356	£4,792	£5,271		•
Market stalls - supply and installation	£3,000	3	£9,000	£9,900	£10,890	£11,979	£13,177	•	
Monthly operation costs	£500	12	£6,000			£6,600	£7,260		•
Total Capital							£13,177	+ VAT	
Total Revenue							£12,531		
Grand Total							£25,708		

4.19 Activate Stratford High Street

The potential activations would deliver social value across the high street but also address key outcomes from the Spatial Strategy. Across all proposals, vacancies would decrease, creating more active frontages along Stratford High Street. The activations would also connect retail and culture to help bolster both. Delivering activations that connect sites would tie the street together across Broadway and along the High Street. This would also improve local people's sense of place as well as spatial knowledge and encourage footfall to the back streets of Stratford.

As a guide we have connected the activations to each outcome of the Spatial Vision:

- 1 Create a better pedestrian experience that joins up the high street by animating blank shop fronts and facades.

Activations

Wayfinding Activation
Creative Activation
Greening Stratford
Food is Culture
Link With Ink
Re-Store

- 2 Improve the visibility of partner organisations by bringing them from the back streets of the surrounding area.

Activations

One Stratford Festival
Stratford Art Trail
Food is Culture
Link with Ink
Stratford Stalls

- 3 Reduce severance between areas of Stratford by connecting culture and retail in order to bolster both.

Activations

One Stratford Festival
Wayfinding Activation
Creative Activation
Link with Ink
Stratford Stalls

- 4 Connect spatially across the high street.

Activations

One Stratford Festival
Stratford Art Trail
Wayfinding Activation
Creative Activation

Key

- Inactive fronts: Social use (eg. libraries, banks, GP surgeries, education, religious centre)
- Hotels & residential
- Offices
- Vacant shops or buildings
- Blank facades & construction sites
- Active fronts (shops, pubs, restaurants, cafes, potential activations)
- The Local Social Workbook Area



4.20 Cultural Calendar

This calendar is a summary of religious and cultural events in Newham that celebrate existing events and support the proposed

activations. The dates of the religious events in this calendar are based on celebrations in 2023 and may change from year to year.

January	February	March	April	May	June
National Storytelling Week	LGBT+ History Month	Women's History Month	Earth Day	Mental Health Awareness Week	Newham Heritage Month
Religious Celebrations	Religious Celebrations	Religious Celebrations	Religious Celebrations	Religious Celebrations	Pride Festival
01 Gantan-sal	01 Imbolc	01 St David's Day	02 Palm Sunday	01 Beltane	Newham Word Festival
05 Birth of Guru Goband Singh	02 Candlemas	Nineteen Day Fast	04 Mahavir Jayanti	02 Twelfth Day of Ridván	Windrush Day (21 st of June)
06 Epiphany	03 Setsubun	06 Purim	05 Passover	08 Lag B'Omer	Religious Celebrations
07 Christmas Day (celebrated in Ethiopia)	05 Tu B'Shevat	Magha Puja	06 Hanuman Jayanti	18 Ascension Day	05 Wesak
Christmas Day (Eastern Orthodox)	15 Parinirvana	Birthday of Sri Chaitanya	Maundy Thursday	23 Declaration of the Bab	16 Martyrdom of the Guru
12 Birthday of Swami	18 Maha Shivaratri	Mahaprabhu	07 Good Friday	25 Shavout	Arjan Dev
Vivekananda	21 Birthday of Sri Ramakrishna	08 Holi	08 Hanamatsuri	28 Pentecost/Whitsunday	20 Jagannath Rath Yatra
13 Maghi/Lohri	22 Shrove Tuesday	17 St Patrick's Day	09 Easter Sunday	29 Ascension of Bahá'u'lláh	24 Midsummer's Day
14 Pongal	26 Ash Wednesday	20 Naw-Rúz	14 Vaisakhi		26 Hajj
22 Chinese New Year	28 Isra and Mi'raj	Spring Equinox	16 Easter Day		27 Yawm Arafat
26 Saraswati Puja		22 Ramadan	Laylat al-Qadr		28 Eid al-Adha
		26 Khordad Sal	18 Yom HaShoah		29 The Feast of Saint's Peter and Paul
		30 Ram Navami	21 Feast of Ridván		
			22 Eid al-Fitr		
			Akshaya Tritiya		
			23 St George's Day		
			29 Ninth Day of Ridván		
July	August	September	October	November	December
South Asian Heritage Month	South Asian Heritage Month	Newham Unlocked	Black History Month	Islamophobia Awareness Month	Big Christmas Lunch Week
Newham Word Festival	Newham Unlocked	London Design Festival	Religious Celebrations	Inter Faith Week	Religious Celebrations
Festival of Youth	Religious Celebrations	Open House Festival		Religious Celebrations	
03 Guru Purnima Day	01 Lughnasadh	01 First Reading of Guru	06 Shemini Atzeret	01 All Saints Day	03 Advent Sunday
Asalha-Dharma Day	15 The Blessed Virgin Mary	Granth Sahib	07 Simchat Torah	02 All Souls Day	07 Hanukkah
10 Martyrdom of the Bab	19 Ganesh Chaturthi	06 Janmashtami	12 Bandi Chhor Divas	12 Diwali	08 Bodhi Day
18 Al-Hijra	Samvatsari	11 Enkutatash	14 Mahalaya	14 Lakshmi Puja	22 Birthday of Holy Mother
23 Birthday of Emperor Haile Selassie	30 Raksha Bandhan	13 Obon	15 Navaratri	15 Shichi-Go-San	Sarada Devi
26 Tisha B'Av		15 Rosh Hashanah	20 Sri Guru Granth Sahib Ji	24 Martyrdom of Guru Tegh Bahadur	Geeta Jayanti
27 Ashura		21 International Day of Peace	24 Durga Puja Dussehra	25 Day of the Covenant	24 Christmas Eve
		23 Autumn Equinox	26 Birth of the Báb	27 Ascension of 'Abdu'l-Bahá	25 Christmas Day
		24 Yom Kippur	27 Birth of Bahá'u'lláh	Guru Nanak Gurburab	
		26 Mawlid un Nabi	31 Samhain	30 St Andrew's Day	
		29 Sukkot			

Phase 5

5. Funding Stratford High Street

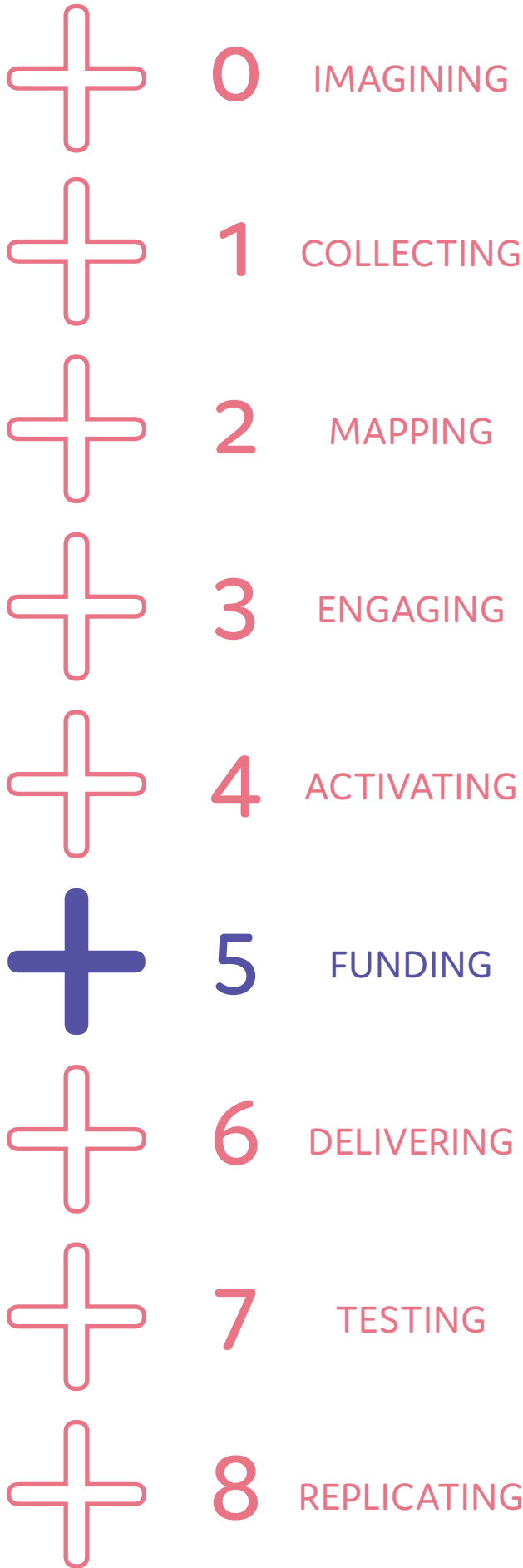


5.1 Overview - Phase 5

This chapter outlines how you can identify and collect funding streams for the delivery of the outcomes and proposed activations.

By outlining existing funding opportunities, you can assist the local partners in delivering their activations. This will improve the resilience of the proposed activations and provide the necessary financial resources needed to deliver on your identified outcomes.

In addition to this, the chapter also suggests a funding strategy that can be used as a guide by local partners to apply for financial support.



5.2 Funding Strategy

Securing funding will be key to supporting the local partners in delivering the activations proposed in this workbook. To assist in this process we have matched each activation with suggested funding opportunities which can be found in relation to each activation in Phase 4.

In addition to this, we have created the following guidance:

- 1 Create a cost estimate of the activation and identify what items are revenue and capital costs. Funding is sometimes only allocated to either capital or revenue so it is important to have an understanding of the type of funding that is needed.
- 2 Identify funding opportunities that would be suitable for the activation and desired outcomes. Make use of both the proposed matched funding streams and others that are available through the matrix on the following pages.
- 3 Set up a programme for the upcoming funding application including submission dates and allocate resources to prepare the applications. If the application is being submitted as part of a team, assign a funding lead to champion the bid.
- 4 Collect the necessary information as required for each application and prepare the submission document.
- 5 Submit funding applications.
- 6 If the application is successful, check what requirements the funder has for reporting spending, outcomes etc. If the application is unsuccessful, evaluate how it can be improved and keep applying for funding.
- 7 Funding breeds funding. If you are successful with a small pot of funding, this means you are more likely to be awarded larger pots or additional funds from organisations like the council.
- 8 Look for reoccurring funds such as the Community Assemblies or events funds like Newham Heritage Month since these can be planned for.

Right
View of the vacant Builder's
Arms on the High Street



5.3 Funding Streams

This matrix is a collection of all identified funding streams that can aid the local partners in delivering the activations.

Number	Backer	Fund	Amount per project	Time	Website
1	London Borough of Newham (LB Newham)	S106	Varies	Yearly	
2		CIL	Varies	Yearly	
3		Citizens Assemblies	£20,000	Yearly	https://newhamco-create.co.uk/en/projects/stratford-community-assemblies-2022/1
4		Hertitage Month	£8,000	Yearly	https://www.newhamheritagemonth.org/community-grant-scheme/
5		Newham Unlocked	Varies	Yearly	https://www.newhamunlockedfestival.org/
		Newham Word Festival	£1,000	Yearly	https://www.newhamwordfestival.org/
		Black History Month	Varies	Yearly	https://www.newhamblackhistory.org/
		Islamophobia Awareness Month	Varies	Yearly	https://www.newhamiam.org/
6	Greater London Authority (GLA)	UK Shared Prosperity Fund	Varies	Deadline Feb, 23	https://www.london.gov.uk/programmes-strategies/funding-and-innovation/uk-shared-prosperity-fund
7		High Streets for All	Varies	Yearly	
8		Future High Streets	Varies	Yearly	https://www.gov.uk/government/collections/future-high-streets-fund
9		Playspace	£2m	2023	

Number	Backer	Fund	Amount per project	Time	Website
11	London Legacy Development Corporation (LLDC)	S106	Varies	Yearly	
12		CIL	Varies	Yearly	
13		Neighbourhood Priorities Fund	£30,000	Yearly	https://www.queenelizabetholympicpark.co.uk/media/press-releases/lldc-neighbourhood-priorities-fund
14	Arts Council		Varies	Yearly	https://www.artscouncil.org.uk/our-open-funds
15		Place Partnership Fund	100K+	Yearly	https://www.artscouncil.org.uk/lets-create/delivery-plan-2021-2024/strengthening-our-place-based-approach-and-supporting-levelling
16	Tesco	Tesco Community Causes	£1,500	Every 3 months	https://tescocommunitygrants.org.uk/nominate/
17	Groundwork	Federation of charities	Varies	Yearly	https://www.groundwork.org.uk/apply-for-a-grant/
18	Foundation for Future London	Westfield East Bank Creative Futures Fund	3 streams: small 5k, medium 15k, large 50k	Yearly	https://future.london/programme/westfield-east-bank-creative-futures-fund/
19	The Great Get Together	Community Grants Scheme	Varies	Yearly	https://www.greatgettogether.org/
20	The National Lottery Heritage Fund	Awards for All	£300 to £10,000	Ongoing	https://www.tnlcommunityfund.org.uk/funding/programmes/national-lottery-awards-for-all-england
21		Community Fund	£10,000 - 500,000	Ongoing	https://www.tnlcommunityfund.org.uk/
22	Tate & Lyle Sugars	The Lyle's Local Fund	Up to £2,500	Yearly	https://www.newham.gov.uk/community-parks-leisure/funding-community-projects-1/2

Number	Backer	Fund	Amount per project	Time	Website
23	The Co-Op	Community Partnerships Fund	Varies	Yearly	https://www.coop.co.uk/local-causes
24	Propel London	Propel London	£50,000-500,000	Yearly	https://londonpropel.org.uk
25	Comic Relief		Varies	Yearly	https://www.comicrelief.com/
26	Paul Hamlyn Foundation	Arts Access & Participation: Explore & Test	£30,000 - 400,000	Rolling	https://www.phf.org.uk/
27	Garfield Weston	Capital projects Operating/Core Costs Projects/specific activity	Varies	Rolling	https://garfieldweston.org/
28	Esmée Fairbairn Foundation	Arts with a Social Impact Supporting Emerging Talent	Varies	Rolling	https://www.esmeefairbairn.org.uk/arts
29	Leathersellers Foundation	Main Grants Scheme	£20,000 per year for 3/4 years	Rolling	https://leathersellers.co.uk/main-grants/
30	Charles Hayward Foundation	Main Grant Programme Small Grant Programme	£90,000 for 3 years	Varies	http://www.charleshaywardfoundation.org.uk/
31	City Bridge Trust	Connecting the Capital	£40,00 per year for 3/4 years	Rolling	https://www.citybridgetrust.org.uk/
32	London Community Foundation	Cockayne - Grants for the Arts	£25,000	Yearly	https://londoncf.org.uk/grants/cockayne-grants-for-the-arts
33		GVC Fund - Physical Activity for men	£10,000	yearly	https://londoncf.org.uk/grants/cockayne-grants-for-the-arts
34		Evening Standard Dispossessed Fund - Wellbeing	£30,000	Every 3 years	https://londoncf.org.uk/grants/cockayne-grants-for-the-arts
35		Peabody Community Fund	£30,000 over 2 years	Yearly	https://londoncf.org.uk/grants/peabody-community-fund
36	Freelands Foundation	Spring Fund Autumn Fund	Varies	Twice a year	https://freelandsfoundation.co.uk/grants
37	Nesta	Arts & Culture Impact Fund	£150,000 - £1,000,000	Rolling	https://www.artsculturefinance.org/our-funds/arts-culture-impact-fund/
38	Aston Mansfield	AMCT Seed Grant Fund	£1,000	Rolling	https://www.aston-mansfield.org.uk/what-we-do/amct-seed-grant/

Number	Backer	Fund	Amount per project	Time	Website
39	Lendlease	Community Grants	Varies	Rolling	https://www.lendlease.com/uk/sustainability/social-value/our-target/
40	John Templeton Foundation		Varies	Rolling	https://www.templeton.org/
41	Starving Artists Opportunities	Opportunity Table	Varies	Rolling	https://www.starvingartists.studio/
42	Clarion Housing	Community Youth Grants	£1000 - £5000	Rolling	https://www.myclarionhousing.com/my-community/community-life/community-and-digital-grants
43	The Social Innovation Partnership	The Giving Lab	£10,000	Rolling	https://www.tsip.co.uk/the-giving-lab
45	The Lovington Fund		Varies	Rolling	https://lovingtonfoundation.org/
46	The Fore	The Fore Spring Funding Round The Fore Summer Funding Round	£30,000 over 1-3 years	Three times a year	https://thefore.org/applying-for-funding/
47	Big Issue Invest	Impact Loans England, Big Energy Savings Loan, Growth Impact Fund	Varies	Rolling	https://www.bigissue.com/invest/investments-funds-programmes/
48	REACH		£5,000 - £15,000	Rolling	https://www.sibgroup.org.uk/funds/reach-fund/
49	Get Living	ESG Fund	Varies	Ongoing	https://www.getliving.com/about/esg-policy/
49	Creative Newham	World On our Doorstep	Varies	Ongoing	https://www.creativenewham.com/news/world-on-our-doorstep/
50	Open City	Golden Key Academy	Varies	Yearly	https://open-city.org.uk/golden-key-academy
51	TCV	I Dig Trees	950 free trees	Yearly	https://www.tcv.org.uk/communities/i-dig-trees/
52	Trees For Streets	National Street Tree Sponsopship Programme	Varies	Rolling	https://www.treesforstreets.org/
53	Morrisons	Morrisons Foundation	£25,000	Rolling	https://www.morrisonsfoundation.com/grant-funding-request/

Phase 6

6. Delivering Stratford High Street

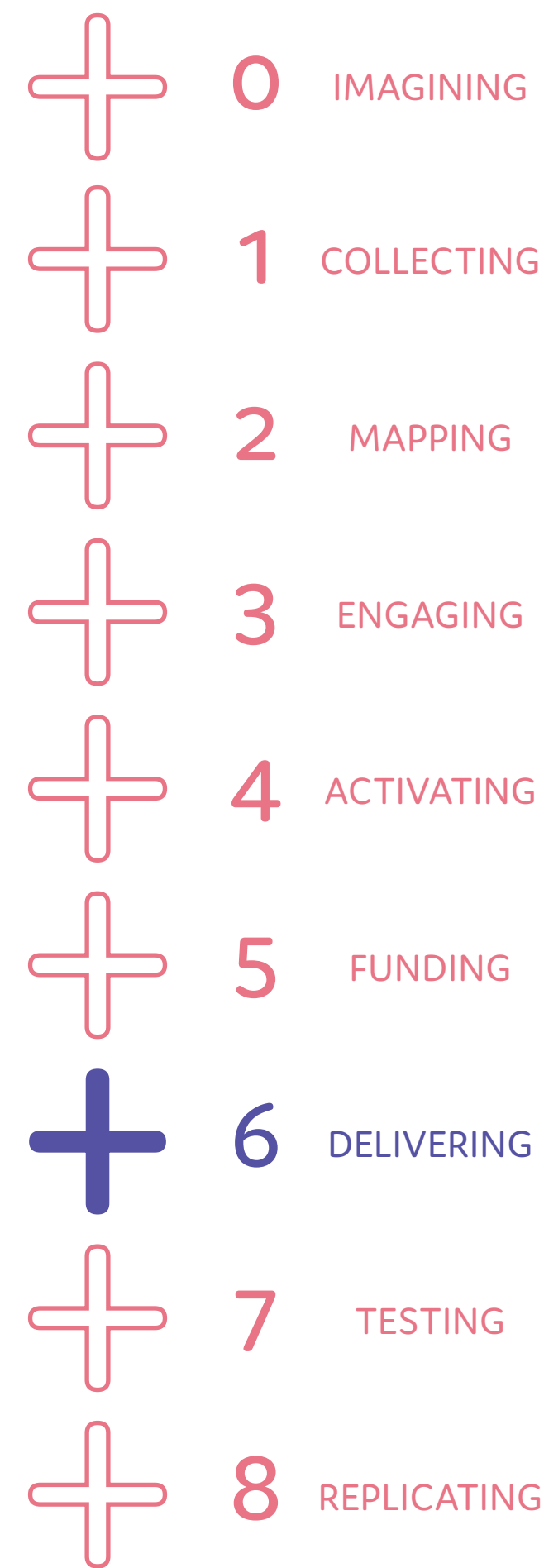


6.1 Overview - Phase 6

This chapter outlines how social and environmental values can be delivered by your proposed activations and how you can assess these throughout their implementation.

By outlining a Social Value Strategy, you can identify social value deliverables tailored to the local community and present a matrix which gives a tool for tracking future outcomes.

Along this, the chapter sets out how your activations will be delivered in a low carbon manner by identifying a Zero Carbon Strategy. This will ensure the sustainability and longevity of your activations.



6.2 Social Value Strategy

In the first instance, it should be noted that cultural partners already deliver social benefits. We know that creatives shop locally, work sustainably, and put down roots nearby. Many of the delivery partners we have spoken to already deliver programmes that create social value, and the delivery of the activations in this workbook should not diminish that. At the same time, the requirement to deliver social value should not place unreasonable pressures on delivery partners in terms of benchmarking or reporting. However, we know that funders are increasingly requesting metrics for this, and the table opposite can form a simple way of measuring outcomes during and after the process of delivering activations.

The importance of delivering social value is outlined in the Hypha Studio's "Hypha Studios, Understanding Art, Social Impact and Social Value" as well as the London Borough of Newham's "Newham Draft Local Plan 2023". The activations in this workbook builds on these key documents and are designed to deliver social value through the process and outcome of each. This will be embedded in the brief for each activation. Overall this workbook supports the high street's recovery after the Covid-19 pandemic by aiming to secure social impact and supporting existing organisations, businesses and communities.

Through this process, co-design and community wealth building will empower and pay local people to participate in the design of the activations. This will build on the engagement to date, and make sure that the expert opinion of diverse and local voices can be incorporated.

Through the outcomes, benefits will be delivered to local residents, shoppers and business owners through the activations. Similarly, community wealth building will be used to employ local people and increase purchases from local businesses. This can be from printing during the process, to commissioning local partners.

The workbook also supports creative new uses of existing properties that will generate social good. The activations will present opportunities for local people to build new creative skills and support young creatives at the start of their careers.

To track future outcomes of the Social Value Strategy we have created a Social Value Matrix to be used as a tool by local partners to evaluate the delivered outcomes of the proposed activations helping with future funding bids.

Number	Social Value Outcome	Evaluation Questions	Evaluation Method
Engagement			
1	Increased engagement participation	How many local residents took part in the engagement programme?	Participation data from each engagement session
2	Increased event participation	How many local residents took part in each event?	Visitor and participation data from each event
3	Increased participant diversity	What age groups, ethnicities, gender and income groups etc. were reached?	Questionnaire to participants
		How many participants took part for the first time?	Questionnaire to participants
Community Wealth Building			
4	More job opportunities	How many long-term employment opportunities for local young people were supported by the funding of the activations?	Employment data from each activation
5	More support of local businesses	How many independent local businesses were supported by the services, fabrication and supply to deliver the activations?	Data from each activation
6	Increased collaboration between local partners	How many partners collaborated on the activations?	Data from each activation
Local Skill Building			
7	Increased workshop participation	How many local residents participated in workshops offered through the activations?	Participation data from each activation
		How many of the participants felt like they developed a new skill?	Questionnaire to participants
		What age groups, ethnicities, gender and income groups etc. were reached?	Questionnaire to participants
		How many participants took part for the first time?	Questionnaire to participants
8	Increased mentorship programmes participation	How many local residents participated the mentorship programmes?	Participation data from each mentorship programme
		How many participants continued their practice after the end of the programme?	Questionnaire to participants
		How many of the participants felt like they developed a skills?	Questionnaire to participants
Community Support			
9	Improved community support	What type of support was offered to the local community through the delivery of the strategy (eg. clothing, free meals etc.)	Data from activation
		How many people from low-income households were reached?	Participation data from each activation
Accessibility			
10	Improved accessibility	How many people with accessibility needs participated in each activation?	Participation data from each activation
		What type of accessibility support was offered (eg. accessible spaces, BSL interpretation, easy-read publicity etc.)	Questionnaire to participants

6.3 Zero Carbon Strategy

We are committed to delivering a bold statement of environmental intent through this project, particularly in light of Newham declaring a Climate Emergency, and being uniquely affected by lethal air quality.

The activations will be delivered in a low-carbon manner, for example reducing transport through local partners, not using petrol generators or gas cooking where possible, and delivering urban greening and improved air quality through events such as seed bombing.

This project will be designed to deliver environmental benefits at all stages of the design process. Key considerations during the process of design will be embodied carbon, while operational carbon will be a key consideration for the outcomes. The project strongly supports a green recovery of the high street after the Covid-19 pandemic by aiming to secure environmental sustainability and improve the existing public spaces.

For embodied carbon, some of the interventions may be relatively positive, for example, the net benefit of using surplus food otherwise destined to go to landfill.

However, other proposals may be relatively poorly performing - potentially the energy performance of meanwhile use of spaces. This should be tackled at the source and a clear plan of aspirations set out at the briefing stage for these projects.

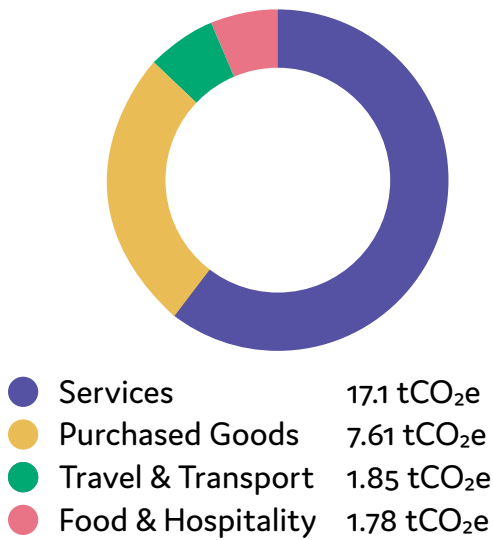
We are dedicated to reducing the carbon impact of our work, therefore we will only take public transport to the site, arrange

online meetings where possible, and issue the document digitally.

More than this, we have accurately recorded the carbon footprint of the document as we produce it and then offset this with ethical carbon credits, in order to be able to promise that this document is net zero carbon.

Our carbon footprint for 12 months was 28.3 tons of CO₂ equivalent (tCO₂e) based on calculations from Ecologi Zero and outlined in the diagram below. Taking that we have been working on the project for 4 months, with a sixth of the office resourced to it, this would equate to 6% of this total, which is 1.57tCO₂e. Based on this, we will offset 3 tonnes, to counter any overestimation of the impact, and direct this specifically to projects that benefit communities.

You can calculate your own carbon footprint [here](#).



Right
View of public square in front of Stratford Library



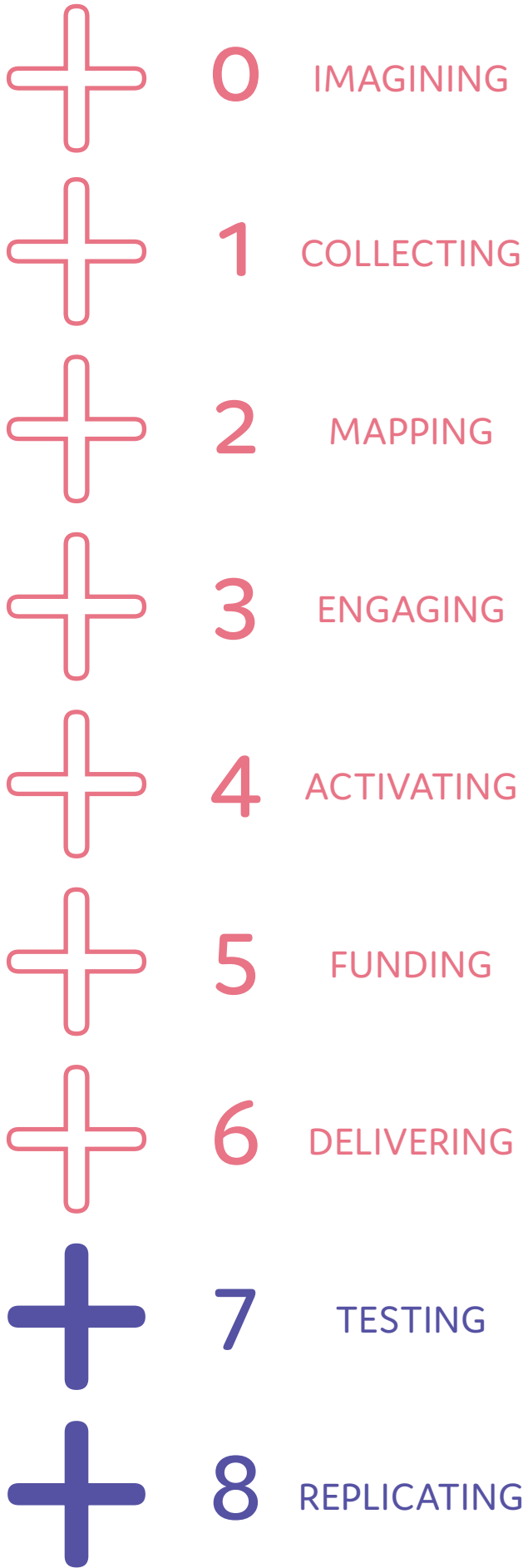


7. Testing & Replicating Stratford High Street

7.1 Overview

This chapter outlines how you can replicate the strategy outlined in this document and deliver your own strategy on your local high street.

We share a step-by-step guide on how you can envision outcomes, identify local delivery partners and stakeholders, map sites and matchmake these into activations to generate social value through cultural uses on your high street.



7.2 Guide to Replication Strategy

This strategy can be used to deliver social benefits on high streets across the country, as shown by the replication strategy. While this document is tailored to Stratford, and the activations are particular to the local partners in the area, the phased approach set out in this document is applicable to all high streets.

By working through the phases outlined below, you can work through the process of delivering activations tailored to the local partners in your area.

Phase 0 marks the start of your project and is dedicated to laying the foundation for the process ahead. This phase encourages you to define clear outcomes and identify a vision based identified social benefits needed in the local area. It is also an opportunity to deeper familiarise with your area and collate relevant mapping around history, existing character, future projects and relevant policy documents.

Phase 1 is to further deepen your mapping and understanding of your local area to identify a diverse collection of local partners and their programmes that are key to deliver potential activations. In this phase, you can initiate early contact with these organisations to ensure their involvement throughout the process. Guidance on engaging with local partners can be found [here](#).

Phase 2 is to spatially map your area to identify vacant or underused spaces that present opportunities for future activation. Along with this you should also try to identify the spatial typologies, for example shops, offices etc, and their ownership to assist

local partners in the future delivery of the activations.

Phase 3 is to identify local stakeholders to lay the foundation for engagement with the local community. This part of the process also focuses on identifying an engagement strategy on how to reach and collaborate with local people. Guidance on engaging with the community can be found [here](#).

Phase 4 is to matchmake local partners and sites in order to activate your local area. By reviewing local needs and identified outcomes you can now begin defining potential programming that local partners could deliver to generate social value on the high street.

Phase 5 is to identify how the activations can be delivered and sustained in your local area. In this phase you should outline available funding streams, precedents and support the activations with costing. Guidance on applying for funding can be found [here](#).

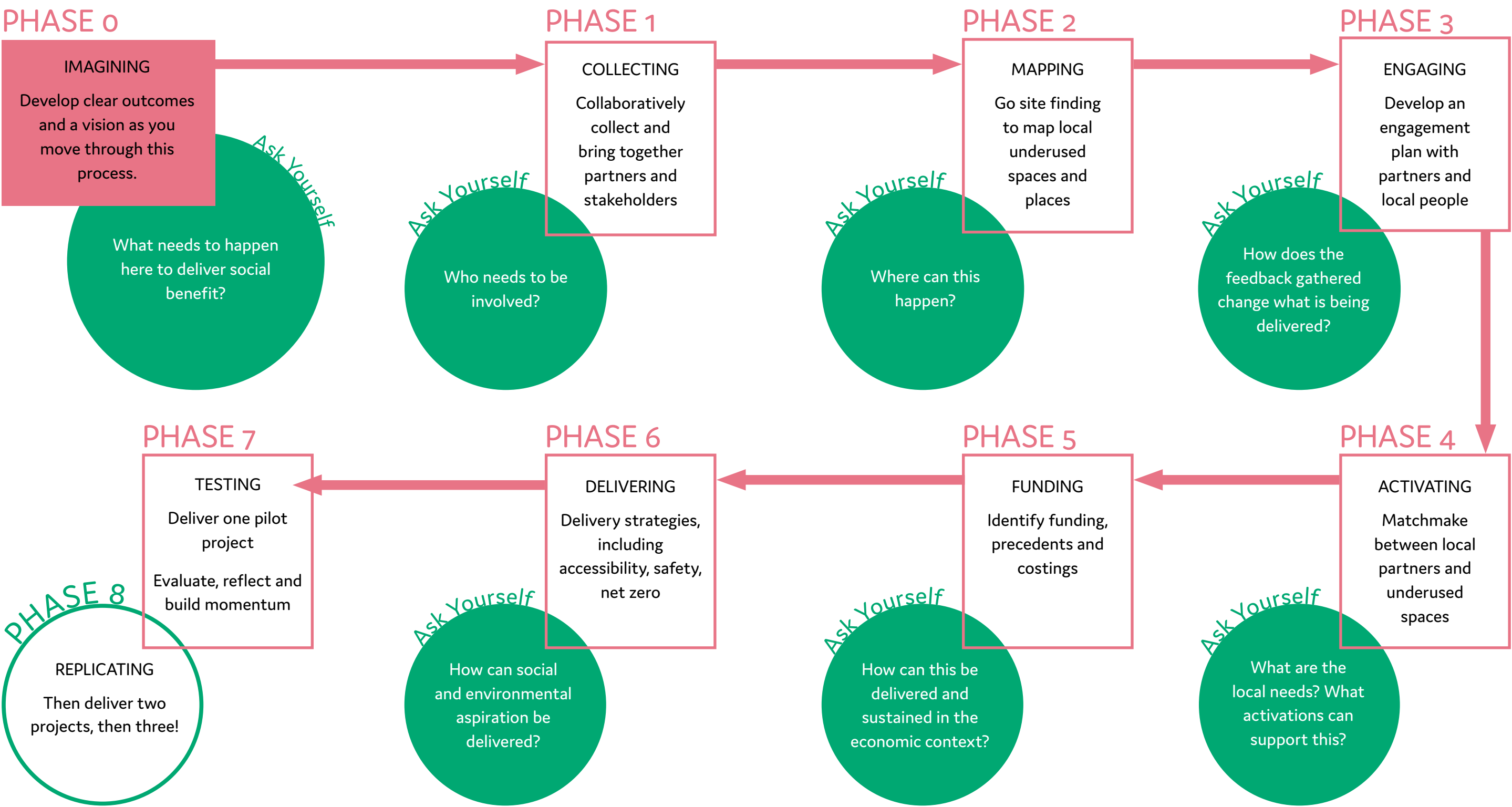
Phase 6 is to set out delivery strategies for delivering social and environmental aspirations. In this phase, you should identify key social values, eg. community wealth building, and environmental values, eg. zero carbon delivery, that you will be delivering on. Examples of this can be found here.

Phase 7 is to support local partners in the delivery a pilot project as identified in Phase 4. This is to test, evaluate and build momentum for future delivery of your activations and outcomes.

Phase 8 is to replicate!



7.3 Replication Strategy





Conclusion

Conclusion

This document has set out ways that local partners will be empowered to deliver activations on Stratford High Street, to create opportunities for local people in the short, medium, and long term. More than this, by showing how the process outlined in this workbook can be replicated by following a phased approach, cultural uses and activations can deliver social benefits on other high streets across London and the UK.

Employing this workbook will deliver social benefits through a range of means, which are set out in sections such as the engagement strategy for local capacity building, the funding strategy to deliver community wealth building, and the social value strategy in order to report on the benefits delivered. These will deliver on the outcomes set at the start of the workbook, in order to answer contemporary and local needs.

At the same time, the workbook delivers tangential benefits, such as spatial outcomes like reducing severance to turn the High Road back into a High Street, or empowering local organisations to change the narrative of Stratford being a place where things are “done to” the local community, to one where projects are done for the community, and finally putting cultural partners onto the high street to increase active shop fronts.

Overall this workbook will support local partners to deliver programming tailored to the local community that will re-balance the high street and connect cultural organisations. In this way, the activations will involve, connect, and amplify the partners and people in the local area to insulate them from the significant change that continues to happen in Stratford.

Right
View of Stratford Station and
the Shoal



About High Streets for All Challenge

The High Streets for All Challenge is an invitation to local partnerships to bring forward and co-design innovative high street recovery strategies and proposals. Supported by the London Economic Action Partnership (LEAP), the programme looks to reimagine our high streets and to respond to the forces impacting upon them in the most local, resourceful and imaginative ways.

About Creative Land Trust

Creative Land Trust is a charity launched in 2019, supported by the Mayor of London, Arts Council England, Bloomberg Philanthropies and Outset Contemporary Art Fund. The charity was set up to tackle a long-standing problem for London and other cities – the rapid loss of affordable workspace for artists and makers, presenting a serious threat to the well-being and prosperity of a city and country renowned for creativity and culture. We're making space for art.

About Office S&M

Office S&M enhance the everyday. Our architecture practice works with a 50:50 split of public and private clients on individual homes, new-build housing, workspace retrofit and public realm projects. We have developed extensive experience in town centre and placemaking projects, gained through involvement in every round of the GLA Outer London Fund, and working with one-third of the London boroughs. Civic work includes high streets, community centres and markets, incorporating the practice's co-design process to build local capacity.

About Khan Bonshek

Khan Bonshek are a husband and wife team driven by the spatial, haptic and ephemeral power of our environments. Our practice is multidisciplinary. We make and design materiality led architectural interventions, installations and internal fit-outs. We also think and draw visual ideas on urban design with a focus on community, wellbeing and belonging for marginalised people.

About Rosetta Arts

Proud to be in a dynamic and diverse part of the world, Rosetta Arts deliver exciting, innovative and creative courses, workshops and experiences for people in east London, reaching those who otherwise have little access to the rich and transformative benefits of the arts and education. Working in a spirit of collaboration and connectivity, we engage local communities and venues, discovering and supporting artists at different stages of their artistic development.

Commissioned by



Creative Land Trust

www.creativelandtrust.org

Funded by

MAYOR OF LONDON

Mayor of London

www.london.gov.uk



The London Economic
Action Partnership

www.lep.london

Project Team



Office S&M

www.officesandm.com



Khan Bonshek

www.khanbonshek.com



Rosetta Arts

www.rosettaarts.org

© Creative Land Trust 2023. Creative Land Trust welcomes the use, citing and dissemination of this report and its contents without permission. Disclaimer: This report is produced for general information only. While every effort has been made to ensure the accuracy of this publication, the author team accepts no liability for any loss or damage of any nature arising from its use.