

Core Arts Eastway Depot Community Hub

Development Business Plan
2018- 2023



Contents

section a core arts charity history and background

1. who are we

- 1.1. core arts mission statement
 - 1.2. core arts values
 - 1.3. strategic aims
 - 1.4. objectives
 - 1.5. core arts track record
 - 1.6. new goals for 2018-2020
-

section b core arts eastway depot community hub development business plan 2018- 2023

2. Vision for Core Arts Eastway Depot Community Hub

- 2.1. What's the project
- 2.2. The Need for the community hub
- 2.3. How we will do it
- 2.4. Project development plan
- 2.5. Staffing
- 2.6. Management

3. The Market Context for the Development Plan

- 3.1. National
- 3.2. Local
- 3.3. Employment and Social Inclusion
- 3.4. Solutions

4. Impact

- 4.1. Overall impact of a new Community Hub to the economic and social development of the area
- 4.2. Impact in terms of providing social gain
- 4.3. Impact in terms of Social Inclusion
- 4.4. On the local environment and economy
- 4.5. Impact on individuals participating in the above activities
- 4.6. Impact on the Community
- 4.7. Dissemination of good practice

5. Sustainability to profitability

6. Contact

Section A

1. Who we are

Charity Number 1043588 • Company Number 2985939

Core Arts is a unique, thriving creative arts centre based in Hackney that is transforming the lives of people with severe mental health problems across London. With a thriving 27-year history it owns the freehold of the St Barnabas building in Homerton, London. It is a creative powerhouse that celebrates the arts, promotes the long-term health and mental wellbeing of people with serious mental health problems across London and connects communities via its vibrant projects.

Born 27 years ago out of a meeting of an entrepreneurial artist - Paul Monks, who still leads the charity - and a group of psychiatric patients, **Core Arts** has become a highly sophisticated and dynamic charity, priding itself in its exceptional user governance, ensuring a relevance and integrity to all its developments.

Core Arts' mission is to use the arts to develop the creative potential in people who suffer from severe mental ill-health. 68% of our members also have complex care needs including criminal records, drug and alcohol dependency and homelessness. These are the service users who other services find hard to reach.

Our service users are called members

We have proven in the last 27 years that we are unique and innovative in our ability to engage this group, especially African and Caribbean men who are over-represented in the most restricted parts of mental health services. In our annual rolling membership of 1200 referred service users 70% are from black and minority ethnic communities from London's inner city boroughs. We focus on one of the most socially excluded and feared groups in society and fight to improve their capacity to cope with their mental illness, and make a full contribution to society.

Core Arts aims to engage, develop and improve the lives of our members by using creativity as a solution for complex problems:

Education:

CORE provides 80 creative workshops a week under five departments: Art, Music, Multi-media, Sports and Horticulture, to engage our members in lifelong learning and improvement of skills.

Events:

CORE organises an extensive events program with over 50 events per year, showcasing our members' talents and abilities through gigs, exhibitions, poetry readings and conferences. This not only helps develop confidence and talent but also provides an important link with the general community to help combat stigma and fear of people with mental ill-health.

The development of Social Enterprises:

Core Arts has set up 3 social enterprises. These offer our members supported work experience with alternative business models to allow for periods of ill health. This opens up to them the possibility of future employment. The social enterprises also help the organisation become financially sustainable in the long term.

Supporting Social Networks:

Core Arts has developed ways to engage with those excluded from society by helping to set up supportive networks for those who face continuous exclusion in their everyday lives. This includes pastoral care with one to one support, mentoring and buddy systems. For many of our members **Core Arts** becomes their family and with that comes all levels of support from emotional to practical.

1.1. Core arts mission statement

PROMOTING POSITIVE MENTAL HEALTH

- *Core Arts exists to enrich the lives of socially excluded people with severe mental health issues.*
- *Through professional educational input and emotional support we are able to develop and promote the individual's artistic and creative ability.*
- *Our aim is to empower and equip members to achieve their personal goals and aspirations and make a full contribution to society.*

1.2. Core arts values

Service User focused

The members guide all our work

Innovative

Our ground-breaking approach to engaging members' creativity enables people to achieve their full potential

Artistic excellence

Our commitment is to high quality professional standards, which will inspire and enable members to excel

Inclusivity

The principle of embracing the value of diversity is fundamental to all our work with a particular focus on marginalised groups

Positivity

Our priority is always to focus on members' positive attributes and strengths rather than their perceived difficulties

1.3. Strategic aims

1. ***To challenge negative stereotypes and the stigma facing people with mental health issues by the promotion of their positive attributes and strengths***
2. ***To develop the artistic and creative potential of our learners through high quality education, working alongside established musicians and artists and increase their access to the benefits of the arts***
3. ***To expand and develop more social firms and social enterprises in order to:***
 - Increase members' confidence, self esteem and skills through their engagement with a practical working enterprise
 - To increase members' employability
 - To generate income for **Core Arts** to enable the organisation to achieve its charitable aims and objectives
4. ***To develop projects that create a sustainable model of asset utilization, that provides bespoke facilities at affordable prices to third sector organisations working across Hackney thereby to:***
 - engage more members and connect communities
 - maximize opportunities for excluded communities
 - increase income to enable **Core Arts** to achieve its maximum potential

1.4 Objectives

To:

- Profile and publicise the work of members to a mainstream audience through gigs, publications, exhibitions and performances
- Create arenas to connect different creative and artistic communities
- Collaborate with mainstream communities/ industries and culture
- To carry out the above with particular attention and focus on the needs of people from black and ethnic minority communities with mental health problems who are often feared and shunned in society and difficult to engage in statutory services
- Develop and maintain an educational programme tailored to learners' needs and aspirations
- To guide and support learners through their educational development to achieve their creative potential
- To develop and maintain quality standards across all our educational and artistic programmes
- To expose learners to practising artists and musicians both within the centre and in mainstream artistic venues
- To develop progression routes to further education and employment in the creative sector and beyond
- To create and forge new employment opportunities within the statutory sector
- To expand current work and develop new work opportunities for members: Core Landscapes, Core Promotion, Core Design, Not Your Average Type and others as appropriate projects
- Support and guide members to set up their own enterprises
- To develop and expand the St. Barnabas Centre to house the expanding programme of creative pursuits and provide spaces for a growing number of social enterprises

1.5. Core arts track record

Core Arts has a 27-year track record for excellence in the arts, delivering high quality education and emotional care for people who suffer from severe mental ill health. Because we are unique providers we now have 21 London Boroughs who refer their service users to our creative centre.

Our success and effectiveness in promoting good mental health continues to be widely recognized. In May 2018 we were visited by HRH Prince William, The Duke of Cambridge, who came on a learning visit to see and hear about our methods in addressing mental health issues.



Our innovative work has been recognised both locally and internationally and we are regularly identified as an example of best practice in using the arts and education to tackle social exclusion. Examples include: New Philanthropy Capital 'Don't mind me'; the Arts Social Policy Branch of the Department for Culture, Media and Sport; Mind 'My Choice' Campaign; The Social Exclusion Unit of the Cabinet Office; the GLA policy teams, for both health and cultural strategy; London Arts and related health and arts partners such as the Science Museum, British Museum, V&A, Wellcome Trust, ICA, LSO and many more.

As a City Fringe project we nurture partnerships with businesses such as UBS, Lloyds Foundation and New Philanthropy Capital for whom we are one of their recommended charities, and the Brunswick Group for mutual benefit and corporate responsibility.

Locally we work in partnership with The Mental Health Trust, CCG, Mind, The Hackney Learning Trust and mental health voluntary agencies across London.

Our funding is an eclectic mix of statutory, trust and foundations, private donors and earned income. We have built up strong relationships with City Livery companies who have supported our work since our small beginnings in 1992. Other trusts continue to support the growth of our charity today such as The City Bridge Trust, The Tudor Trust, Esmee Fairbairn.

Recent Awards include:

- In 2001 Core Arts won the International **Impact Award (UK)** Glaxo.Smith.Kline/Kings Fund for excellence in community healthcare.
- On the 31st January 2006 Paul Monks the Artistic Director won the **Angela Vivian Award for social entrepreneurs** for his drive and vision in meeting the needs of a community in the UK. Paul Monks donated his £10,000 award to the Core Arts Capital project towards purchasing the freehold of the Centre.
- In March 2006 Core Arts won the **Opening Doors to Adult Learners** awarded by the National Institute of Adult Continuing Education (Niace)
- Hackney Enterprise Network Mayor's Business Excellence November 2006 finalists for best Social Enterprise
- Core Arts won the acclaimed **Green Pennant Award** 2008 for the user developed and designed Core Garden.
- Highly Commended **Beacon Fellowship** as a Community builder 2008
- Capital Growth **food growing enterprise** second prize Dec 2012
- Core Arts has won a prestigious City of London **Growing Localities award. Reclaiming and Developing Wasteland** Hosted by the City of London Corporation's charity, City Bridge Trust Greening the third sector 2014
- Shortlisted to the last 5 for **Greening the Third Sector** awards 2014 City of London - UK wide
- Winner of the **Best Sustainable Business** in Hackney Business Awards March 2014
- Core Arts were the UK wide Lankelly-Chase **Digital Empowerment Awards winners** of 2014
- BBC All in the Mind 2014 Awards - Helen Bridges Highly commended for her teaching.
- Core Landscape won the Silver Gift 'Level 4' in the London in Bloom

awards 2014 and 2015.

- Paul Monks won a £15,000 award for UnLtd Social Entrepreneurs Transforming Places Award 2016
- Core Arts won the Arts Kickers Community Heroes award 2017
- Core Landscapes won the Groundworks Community Awards 2017 Best Community Group Contribution to Health and Wellbeing.
- LTA British Tennis Awards-Essex 2017 On behalf of the Essex, and the Lawn Tennis Association Core Sports- Disability Programme Award winner.
- 2018 Social Care Awards, proudly hosted by GHP. Individual: Giuliana Molinari- Company: Core Arts - Award(s): Most Innovative Mental Health Support Organisation – London
- In March 2018 Core Arts won the **'best sports club of the year'** award for their department Core Sport from the London Sports – at Wembley Stadium
- Core Landscape were Triple award winners -London in Bloom September 2018
1 "OUTSTANDING" (top Level 5) for 'It's Your Neighbourhood Award',
2 GOLD in the "London in Bloom" award and
3 OVERALL WINNER for "Our Community Award" 2018
- Marsh Award 2018 project **Core Sport** won the award for **'Innovative Peer Support'** category. Presented at Peerfest 20 October 2018.
- Paul Monks was chosen to be one of the 10 Peoples' Island at the Science Museum new, health and medicine gallery - opening in January 2019 - and for the next 25 years, it will showcase his work with Mental Health and Creativity and the setting up of Core Arts Mental Health Charity.

‘ANGELA VIVIAN WOULD HAVE BEEN SO THRILLED AT CORE ARTS WINNING. SHE WAS INTERESTED IN SO MANY THINGS BUT MENTAL HEALTH WAS VERY HIGH ON HER AGENDA AND YOUR EXTREMELY IMAGINATIVE APPROACH WOULD HAVE ENCHANTED HER’.

Enid Irving MSc

“CORE ARTS MEMBERS HAVE GAINED GREATER SELF-CONFIDENCE AND SELF-ESTEEM AS WELL AS IMPORTANT PROFESSIONAL AND PERSONAL SKILLS. THIS HAS GIVEN THEM THE TOOLS TO TAKE GREATER CONTROL OVER THEIR LIVES, TRANSFORMING OPPORTUNITIES TO GET JOBS AND MAKE FRIENDS.”

‘Striking a chord’ New Philanthropy Capital



1.6 New Goals for Core Arts charity in 2018-2020

Goal 1

Continued development of sustainable revenue contracts for our Core Arts services

Goal 2

Development and management of meanwhile sites including the Core Landscape community garden at Whitechapel, in partnership with Royal London and Barts NHS and Tower Hamlets regeneration.

Goal 3

Development and management of the Eastway Community Hub in partnership with voluntary sector organisation and London Borough of Hackney.

Goal 4

Development of new opportunities for investment and sustainability

Section B

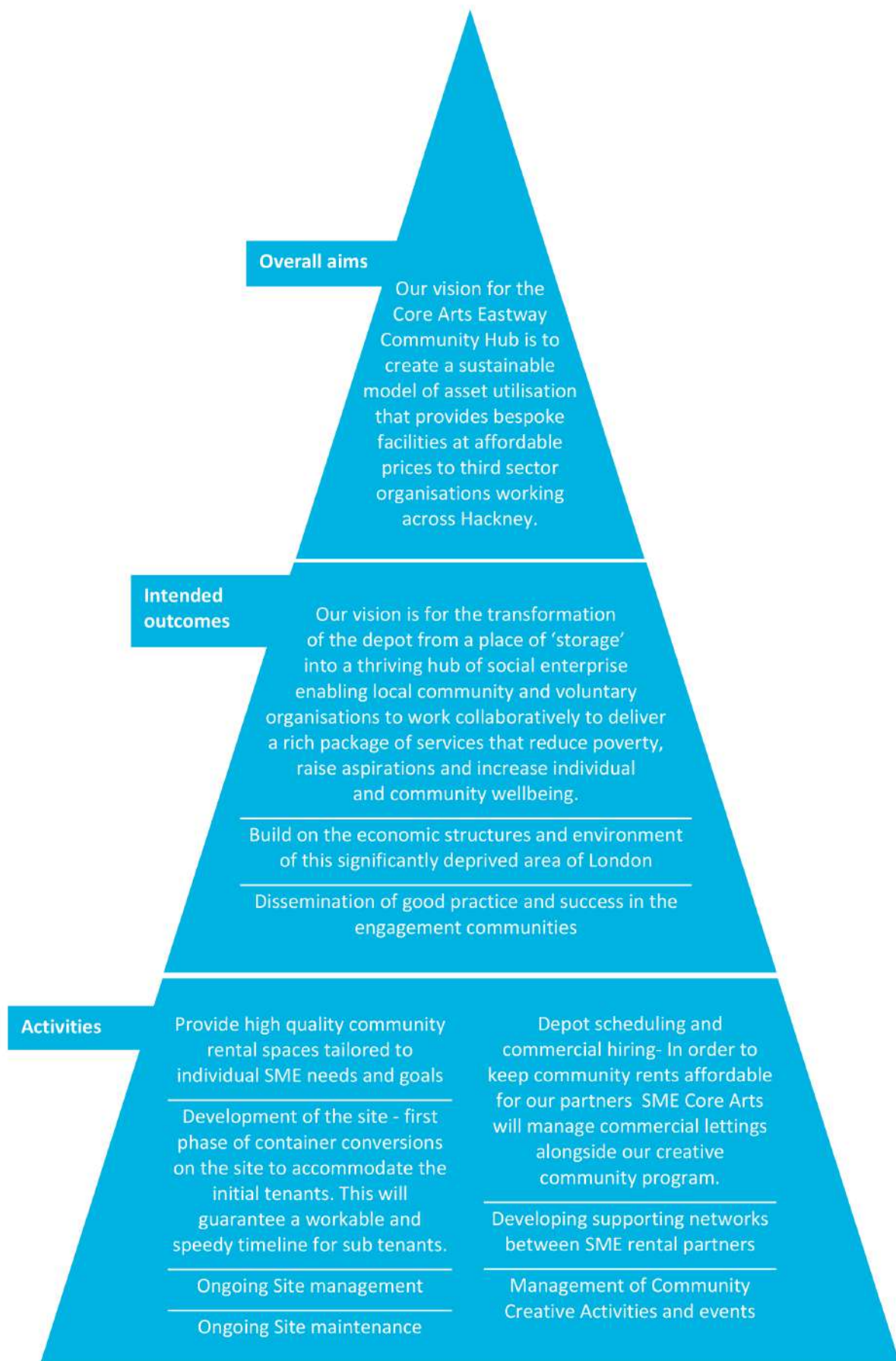
2 Vision for Core Arts Eastway Depot Community Hub

Our vision is to transform the depot from a place of 'storage' into a thriving hub of social enterprise enabling local community and voluntary organisations to work collaboratively to deliver a rich package of services that reduce poverty, raise aspirations and increase individual and community wellbeing.

Core Arts Eastway Depot Community Hub will have a strong Eco focus. Green roof terraces and sustainable drainage systems with water collection, solar power and planting that mitigates climate change. An Eco focus will be considered within the development incorporated in all our horticulture landscaping.

The project will be planned, designed and managed by our award winning Core Landscape meanwhile team, to provide a range of benefits, including: recreation and amenity, healthy living, reducing flooding, improving air quality, cooling the urban environment, encouraging walking and cycling, encouraging shared use of electric vehicles, enhancing biodiversity and ecological resilience, increase biodiversity in the area. We aim to protect the natural world against climate change, encourage the local wildlife, using the space in this Green Corridor as an educational resource for the community.

We offer a collaborative service model that begins with co-location, but ends with the delivery of truly integrated services that provide residents in Hackney's most deprived communities with a menu of health, education, culture, training, leisure and employment opportunities that can be accessed through the ***Eastway Community Hub***.



2.1 What's the project

The East Way Community Hub – The Depot, 80a Eastway, London E9 5JH

The disused asset:

Eastway Depot, a 429m² former tramshed in a concrete yard in Hackney Wick, has housing stock on two sides and parkland and industrial space on the other two.

The shed is 11m high, making it unsuitable for conversion into permanent dwellings or offices.

The Principles that have brought London Borough of Hackney, **Core Arts** and its partners together are that:

- The services we deliver to Hackney residents will be enhanced by re-locating parts of our delivery to this site.
- The opportunity to relocate will increase quality of life for Hackney residents, particularly for those living in poverty or difficult circumstances
- Co-locating to this site will give our organisations the opportunity to share skills and knowledge, making our service delivery more effective, opening up options for co-delivery of services and improving our ability to reach those most in need.
- As locally-based organisations delivering services, with strong track records, the impact for residents of granting us the lease will be immediate.
- Co-locating to this site will give our organisations opportunities to share office functions, staffing and volunteer resources, making our delivery more cost efficient and our organisations more sustainable.
- Managing the depot will enable us to become less grant dependent, build capacity, gain experience in working together, become more financially resilient and support the move in the borough towards a more sustainable voluntary and community sector in Hackney.
- Co-locating will support us in developing the type of flexible consortia arrangements we will need to take up funding opportunities that are now arising and bring social capital into the borough.

We will achieve our vision by:

1. Using the depot to co-locate operational and some office functions for five well-established VCSE organisations: Hackney Playbus, **Core Arts** (90% Hackney mental health service users), Hackney Play Association (95% Hackney youth), ecoActive (reaching 15,000 Hackney Residents), and Interlinkx CIC (98% Hackney youth.)
2. Creating a new **Joint venture** vehicle to deliver a 'joined up' package of services targeting deprived communities;
3. Creating an **Investment plan** to transform the physical fabric of the depot to enable the accommodation of a broader range of services
4. Provide '**VCSE work spaces**' that support the development of VCSE organisations and **Activity spaces** including the multi-use muga area offering a choice of services.
5. Investigating the potential of the depot to create opportunities for earned income to enable the longer term **Sustainability** of community and voluntary sector organisations.
6. Aiming to **Protect the natural world against climate change**, encourage the local wildlife, using the space in this Green Corridor as an educational resource for the community.

Core Arts will help build a creative hub in the East Way Community Hub in Hackney Wick will be housing social enterprises and helping them to become competitive businesses locally, that deliver quality, high end services together with social gain.

The projects will work with and add value to local disadvantaged groups and bring them together within the new Hubs to deliver services and inclusion through local creative initiatives. It will also provide more spaces for rent to associated groups pursuing creative activities

Core Arts development sets out a vision for providing tailored, appropriate services as an integral element of delivering excellent services. **Core Arts** will work in partnership with the statutory sector to improve the overall capacity of the voluntary sector Hubs.

2.2 The Need for the community hub

Background to Hackney need for hubs for small creative enterprises:

Housing prices in Hackney have risen by 753% over the last two decades (nearly twice the 402% average in London and the highest in the UK), according to research by the Halifax. Controversy about the redevelopment and gentrification of Hackney Wick abounds but the hard facts are that an area which once had the densest concentration of artist studios in Europe is becoming less affordable for artists and small creative firms (rents have gone up from £10-15ft² to £22-35ft²). Furthermore, Deputy Mayor for Culture, Justine Simons, says that she expects London to lose 30% of its artist spaces over the next five years.

While 72% of the population are of working age, Hackney is in the top 10% most deprived boroughs. This project offers the chance to deliver on the Government's Culture White Paper pledge: "We want communities to consider how culture could be central to their plans for wellbeing, for regeneration and for economic growth".

Our work is central to 2 of the 5 priorities laid out in London Borough of Hackney's 2018 Arts & Culture Strategy -Cultural Policy Framework':

"Encouraging community cohesion" and "Helping to tackle health inequalities, build self-confidence and resilience in individuals".

Theme 1:

Inclusion and participation in the arts

Theme 2:

Sense of Place the project is bringing new purpose to local heritage assets through cultural and creative activity

Theme 3:

Developing a sustainable infrastructure for the cultural and creative activity

Theme 4:

Developing and encouraging creativity in young people (through some of the work of our partners co-locating)

2.3 How we will do it

- ***Core Arts @ the Depot- Core Arts will manage a host of activities at the depot to complement and add to our creative program at St Barnabas Terrace.***
- ***Core Arts will manage commercial lettings at the depot.***

The Depot is ideally placed in Hackney Wick, a buzzing area for creatives, artists, musicians and writers - it is an excellent venue for **Core Arts** to manage and host cultural music and arts events. It will offer our progressing clients who suffer severe mental health issues a new venue where they can outreach to the community and challenge the stigma they face by showcasing their skills as artists, musicians and writers and allowing the community to participate in their talents.

Core Arts 27-year history in inclusive community education and events will have a new venue from which to operate and connect marginalized, disabled and isolated communities with the creative communities. Helping to give all members of our community the same creative and social opportunities, narrowing the gap that can be created when gentrification approaches an area.

The Consortium partners will provide a comprehensive and integrated mix of services that will target those communities where there is evidence of deprivation, where there is a need to increase levels of community cohesion, where residents face challenges that result in isolation from friends, family and support services and where there is evidence of poor physical and/or mental health outcomes.

Our proposal offers a true synergy of services: habitual sharing of learning and experience, flexible partnership working, simple referral pathways, real choices, residents moving easily between services gaining confidence as service users, participants becoming volunteers, volunteers moving between services, flexible job creation, pathways to local employment and embedding local knowledge and experience

Core Art program will include:

- Creative community activities
- Sporting community activities- see our 3 year sports report below
- Horticulture community activities – see our 2 year sports report below, which showcases our work with communities utilizing meanwhile spaces for community engagement. The Depot space offers a unique space for container growing and moveable tree and garden projects.
- Events (gigs, art shows, theatre and poetry and creative writing events)
- Music and art festivals
- Community Fairs
- Community volunteer opportunities to assist all the above
- Opportunities to engage the artistic student community as interns and through work placements.
- Social enterprise opportunities to utilise the space for specific bespoke projects
- Creative opportunities alongside leading cultural partners:
Core Arts has been working in partnership with leading creative industries including museums, individuals and corporations to deliver cutting edge creative opportunities in Hackney, including partnerships with the British Museum, Science Museum, V&A, Wellcome Collection, Whitechapel Gallery and many more. Offering our local marginalized and disabled communities the chance to be included in high profile exhibitions and events.

See current project evaluation examples for possible project outcomes

Core Sport

Core Sport, and GP-referral pilot '**Sport on Prescription**' launched in April 2015, offering a wide range of sports specific sessions and exercise classes along with a weight management programme and regular health checks, accessible via a GP referral. The success of the project was crowned by winning the award for Best Sports Club in London 2018, London Sports.

3 year report:

https://www.corearts.co.uk/wp-content/uploads/CoreSport_Report2015-2018_lr.pdf

Core Landscapes

Core Landscapes projects transform vacant land in deprived urban areas into hubs for community engagement through horticulture, improving physical health, mental wellbeing and community cohesion.

Most recent awards-Triple award winners London in Bloom September 2018 including

OVERALL WINNER for "Our Community Award" 2018

2 year report:

https://www.corearts.co.uk/wp-content/uploads/CoreLandscape_141215_lr.pdf

2.4 Project development plan

Capital Campaign to fund:

Our vision for the Eastway Community Hub is to create a sustainable model of asset utilisation that provides bespoke facilities at affordable prices to third sector organisations working across Hackney.

Core Arts will secure funds for the first phase of container conversions on the site to accommodate the initial tenants. This will guarantee a workable and speedy timeline for sub-tenants.

Further phases will be funded through fundraising and surplus income generated from depot hires.

In order to keep community rents affordable for our SME partners, **Core Arts** will manage commercial lettings alongside our creative community program.

Stage 1

- **Secure lease on the building and area**

- **Work with London Borough of Hackney to complement vision of the area**

Stage 2

- **Secure phase 1 Funding structure**

Financial Plan attached separately detailing the following:

- Capital investment from **Core Arts**
- Rent, service charges, maintenance, management and capital repayments met from VSC rentals, commercial and community hires of the main building.
- Fundraising

Stage 3

- **Develop new scheme with architects Fabric Space and London Borough of Hackney submit and secure planning permission for changes**

Stage 4

- **Refurbish areas and start improvements**
-
- **Secure phase 2 Funding structure**

Stage 5

- **Secure partnership leases and rentals**
- **Start commercial and community hire**

Stage 6

- **Site management**
-
- **Site maintenance**
-
- **Depot scheduling and commercial hiring**
-
- **Management of Community creative activities (Core Arts)**

2.5 Staffing and Management

- *The Core Arts Director and the Deputy Director will lead on the management of the first 5 Stages.*
- *Stage 6 - A new project manager and a technician will be recruited to work alongside the Director and manage the site.*

Core Arts staffing structure

- All staff receive full line management support and also meet together weekly to provide a supportive context for their work. These meetings include an overview of progress against targets; discussions on any difficult/ problematic situations and issues faced in **Core Arts** and an opportunity to share concerns and successes about members.
- There is a budget for a regular programme of training for staff including health and safety, mental health awareness, equal opportunities etc. In addition, staff are encouraged to take up training which will contribute to their personal development within their roles.
- Finances are managed by the Finance Manager, a Chartered Accountant who is accountable to the Director and ultimately the Board. The organisation is externally audited annually.
- The Board
 - are drawn from related professions
 - 67% are service user or ex service users
 - meets every two months
 - has a budget for training, childcare and travel expenses

- The Core Council
 - is an open discussion forum
 - is open to all members and members of staff, a Trustee and the Core Council secretary are also in attendance
 - the Trustee member feeds back to the Board
 - meets monthly
 - is a forum for succession planning to develop future aspiring Board members.

- Council members can attend Board Meetings to observe and learn but not vote or make up a quorum. This is an example of excellent practice and ensures that the continuity of the number of service users who are equipped for the role on the Board is maintained.

- Dates for Council and Board Meetings are set at the beginning of the year and the relevant reports on progress and / or concerns are made to these forums on a regular reporting cycle.

- The Deputy Director has responsibility for setting up systems to monitor and evaluate positive and negative outcomes against targets and milestones and will make regular reports to the Director and the Board with the results of this analysis.

- The organisation is governed by a comprehensive set of policies and their implementation is central to all activities.

‘SUPPORT FOR ALL OF THOSE INVOLVED IN CORE IS A KEY THEME. IT HAS A LOT TO TEACH THE HEALTH AND SOCIAL CARE SERVICES ABOUT HOW TO ‘BE’ WITH ‘PATIENTS’, CLIENTS, AND EMPLOYEES... THE EMPLOYEES AT CORE ARTS NEED HAVE NO FEAR IN ADMITTING THAT THEY HAVE MENTAL HEALTH PROBLEMS... IT IS NOT A NEW THING TO FORMALLY IMPLEMENT SUPPORT STRATEGIES FOR EMPLOYEES WHO MAY BECOME UNABLE TO WORK FOR A WHILE BECAUSE OF MENTAL DISTRESS...’

Lady Tracey Adebawale

3 The Market Context for the Development Plan

3.1 National

The Hackney Wick areas are characterised by relatively high levels of deprivation, a high concentration of long-standing residents, comparatively low levels of education and employment, a large Black African/Caribbean population, and higher than average levels of obesity and poor associated health outcomes. It is also surrounded by significant areas of new development and population change to the south east and north west. The challenges faced in these areas are balanced by significant opportunities. It is an area rich in assets that could be used for creative and physical activity of all kinds, with a good network of community spaces including several green spaces with the Lea Valley Regional Park and nearby Queen Elizabeth Olympic Park, plus art centres and cultural halls.

3.2 Local

WHY DO WE NEED THIS TYPE OF PREMISES?

This Site offers a mix of scale and independence:

Benefits organisations by having an individual space as well as shared serviced spaces such as a kitchen, toilets and spaces to grow and work collectively in the yard and main Depot space

The space works well for the **Core Arts**: The activities of its 5 partners and potentially other partners can utilise the qualities of the double height Depot – circus, film, photography and your own sports, events and arts programme.

- Location – Currently Hackney Playbus is already housed at the location- and it is perfect space to house other local Hackney based charities and voluntary sector groups.
- Use of large external area for container-based purpose built

community hubs

- High eaves height permitting storage or vehicle use- limited use in winter because of the unfeasibility of heating the space.
- Accessibility of area /building as an essential Hackney space retained for the use of Hackney Voluntary sector groups
- Transport links
- Improved outcomes / added value for all Hackney Residents.
- Links with partner organisations through the development of a vibrant community Hub.
- Core Arts considers this a rare opportunity for the creation of a Voluntary Sector Hub where vehicle-based organisations in the sector can be accommodated, particularly given the large external yard area.

The Hub will be housed in Hackney Wick easily accessible to residents of Homerton and Kings Park wards in Hackney. These show as wards with high levels of income deprivation, education and health issues. Obesity levels are high and so is unemployment. There are green spaces but they are not well used. School attainment is improving but some children are missing out. That the area is in need of an investment in health and wellbeing has been recognised by Sport England, which selected it as one of 12 areas in the country to receive £9 million over 4 years to build healthier more active communities by bringing partners together to transform the delivery of services.

Core Arts leading the Consortium of organisations focused on inclusion, health and wellbeing are ideally placed to play a strong role in the delivery of this project from the Eastway Community Hub, have identified this as an ideal location.

The London Borough of Hackney recognises that culture and having access to cultural events underpins a healthy society. Cultural activities enhance quality of life and encourage diverse groups to come together constructively as well as providing learning opportunities. It also recognises that currently there are many members of Hackney's community that are excluded from its cultural scene and that a careful balance must be placed on ensuring that any cultural investment is seen by the community as constructive.

The expansion of the **Core Art's** methods to create community engagement through Community Hubs accessible to all clearly fits with the London Borough of Hackney's cultural strategy and into that of London as a whole.

CORE ARTS IS A SUCCESSFUL ORGANISATION, INCREASINGLY RECEIVING REFERRALS FROM HEALTH AUTHORITIES ALL OVER LONDON. CORE ARTS HAS A TRACK RECORD OF DELIVERING IMAGINATIVE AND HIGH QUALITY PROJECTS AND FORMS AN IMPORTANT PART OF HACKNEY'S CULTURAL INFRASTRUCTURE"

Michele Guimarin - External Funding Officer LBH

3.3 Employment and Social Inclusion

Why it could be useful to the community:

We have already had interest in our idea: Hackney Borough Council has asked us to reimagine the disused Eastway Depot in Hackney Wick, and manage the site for community benefit.

Further to that, four social enterprises that deliver outreach services reaching 20,000+ Hackney residents approached us and asked for help. They need space to store and maintain their vehicles (essential to their service and a rarity in the borough), but they lack the resources and expertise to manage and deliver a project of this scale so asked us to head up a 'consortium'.

Our partners:

Hackney Playbus delivers an outreach service for children under five and their parents and carers. In 2016 we reached 2320 children. An evaluation in 2017 looked at the benefits to our participants:

- 86.7% of people using the Playbus service said that they felt that coming to the Playbus had helped their child with their social skills.
- 80.2% of Playbus users made new friends by coming to the Playbus sessions and 52% of these made arrangements and met each other outside of Playbus sessions.

Hackney Play Association provides play services for over 4,000 children and young people in the borough. In 2016-17 we delivered over 3,000 hours of play services. The depot would enable us to expand our existing services, particularly to primary schools in Hackney, and to develop our sustainability as a key provider in the borough of services supporting health and wellbeing outcomes and better opportunities for children.

ecoACTIVE provides sustainability themed workshops and sessions for a wide range of Hackney's residents, including children and young people, families, and adults. In 2016-17 we ran 532 sessions in the Borough, and engaged with 15,000 residents. A recent two-year community project that we ran in the Kings Park ward, 66% of participants reported meeting someone new, as a result of taking part in the project. 76% of participants reported learning something new during the sessions that they attended.

Interlinkx CIC and its sporting arm Cycling Club Hackney are community cycle maintenance and cycle sports projects. Currently we have programmes running on seven estates in Hackney: Fawcett, Pearson Street, Jack Watts, Nisbet House, Concorde- Kingsmead, Elsdale Community Hall-Frampton Park. 98% of participants are youths from black and minority ethnic backgrounds and not in education, employment or training, 5% are from the Hasidic community. The Eastway Community Hub proposal will facilitate extending services to estates in Hackney Wick.

Yard Theatre and UpSwing -We have also started the process of engaging with other local partners with space requirements such as the Yard Theatre who will use the inside space for rehearsals bringing in an income stream to offset against running expenses. This project will therefore directly benefit in excess of 30,000 local residents. Without sustainable accommodation, with vehicle storage and maintenance facilities, the future of our partners is uncertain.

Community and performance groups:

A wide range of local arts and community organisations, such as Circus Upswing (which has already expressed an interest), Bamboo Bicycle Club and others, will use the hall for rehearsals, exhibitions and performances, benefitting not just them, but also their diverse audiences.

Local residents will benefit from the site being transformed from a derelict blot on the landscape into a vibrant cluster of creative and social enterprise at the heart of their community.

How we propose to make the disused asset economically productive:

Our solution is to design a 'permanently meanwhile' site to offer office, storage and performance space, specifically catering for our partners' needs but also creating a bigger commercial creative cluster of social enterprise, charity and community groups.

We will commission specially designed shipping container pod offices in the external space. These are 'permanently meanwhile' and give us maximum flexibility in supporting our voluntary sector colleagues while investing in our future. We will also convert the tramshed into a performance and rehearsal area, landscaping the site at the same time and turning it into a community asset.

An initial sum of £130,000 is required to buy the offices for Phase 1 of the build (the external container pod offices), which has been secured. This work, along with the renovation of the main building, will help to reach far in excess of 30,000 residents in Hackney and beyond.

3.5 Solutions

The principle of a service user guided service contributes hugely to this success and will continue as one of the overarching values of the organization and guide all projects.

Core Arts' membership comprises of those people who are identified as having the greatest risk factors. Monitoring of the services demonstrates that 70% of members are from black and minority ethnic communities from London's inner city boroughs and the other 30% reflect a combination of risk factors. 68% of the members also have complex care needs including criminal records, drug and alcohol dependency and homelessness. **Core Arts** has been very successful in engaging these service users, who other services find hard to reach.



Core Arts' mission is to use the arts to develop the creative potential in people who suffer from severe mental ill-health, such as schizophrenia, bipolar disorder and manic depression. The services include education in creative workshops; events to showcase members' talents; the development of social enterprises and social firms to improve employability and offer real work opportunities; supporting social networks including one to one case work, peer support and social events and progression to internal and external progression routes such as member volunteering and peer led classes.

Core Arts has identified the needs of our community and built trust and capacity over a period of time to provide social inclusion, assisting a number of businesses that have arisen from our service users' talents.

Core Arts' social enterprise projects have enabled local people who are affected by mental ill-health to participate in economic opportunities to overcome social barriers and economic exclusion. We have three social enterprises that are currently active: Core Landscapes, Core Design and Core Sports.

Expansion projects such as the Eastway Community Hub in Hackney Wick and the Core Landscape community garden in Whitechapel, enhance each area of Core's work, building on our successes. For example **Core Arts** will be able to accept more referrals from across London for its program, while its social enterprises will benefit from increased space and facilities leading to further employment and training opportunities. The development will promote social cohesion and community building, demonstrating that inclusiveness and the provision of appropriate business structures can address and find solutions for both social and economic problems.

4 IMPACT

4.1 Overall impact of a new Community Hub to the economic and social development of the area - Impact of Core Arts Strategic Aims on Hackney and London

To develop projects that create a sustainable model of asset utilization, that provides bespoke facilities at affordable prices to third sector organisations working across Hackney thereby to:

- engage more members and connect communities
- to maximize excluded communities opportunities
- to increase income to enable **Core Arts** to achieve its maximum potential

The development and creation of a new Hub providing quality space for social enterprises in London managed by Core Arts charity will:

- Help to drive up productivity and competitiveness within the local markets.
- Contribute to socially inclusive wealth creation.
- Enable individuals and communities to work towards regenerating their local neighbourhoods.
- Help to develop an inclusive society and active citizenship.
- Provide space for a creative hub for a number of social enterprises and firms that share our commitment to artistic endeavour.

4.2 Impact in terms of providing Social Gain

There will be an increased space for associated community groups; connecting youth, creative and eco groups in a mutually supporting Hub.

4.3 Impact in terms of Social Inclusion

- Central to the ethos of **Core Arts** is the desire to help the members of **Core Arts** to integrate with the wider community.
- The projects have a high level of user involvement. The Core Council is a service user led forum and our Trustee Board is made up of 67% service users. This ensures that inclusion of disability and mental health issues remain at the forefront of each project, management structure and delivery of services. It offers members an opportunity to take responsibility, learning management skills and tackling the issues facing Third Sector organisations.
- The social enterprises and social firms have a high service user involvement, which reflect the diversity of the area in Hackney.
- Improving employability; removing many of the barriers to work and offering real employment opportunities in a supportive environment clearly reduces social exclusion.
- The provision of a modernised, active, constructive and pleasing environment will encourage improved social interaction and improve mental health and community cohesion.
- ***The expansion of the services will result in a more connected community which is inclusive and challenges stigma***

4.4 On the local environment and economy

- Core Arts is experienced at developing stable, well-grounded social enterprises and firms, which will be sited in a crucial regeneration area in Hackney and London. Basing creative and horticultural hubs of services in severely disadvantaged areas.
- The Hubs are solidly rooted in the community and this inclusion will be essential for social cohesion and reduction of stigma towards mentally ill people.
- **Core Arts** experience in running successful social enterprises and will provide targeted mentoring to the creative hub partners to help their businesses succeed commercially and financially.
- **Core Arts** will seek not only to make space for the growing number of social enterprises, social firms, projects and businesses but also hire out parts of the building to groups that complement the work of **Core Arts** (such as educational, youth, creative and social care groups) in the area of need. Such a hub of groups can have many mutually beneficial effects and offer economy of scale. Not only sharing basic resources such as photocopying, desk space, meeting rooms and computers, but also sharing skills such as IT, finance, fundraising, marketing and recruitment and sharing an electric vehicle and sharing bikes.
- Securing premises for local use and improving them to become beautiful environments is needed to promote positive mental health and well-being for both our members and the local community.

4.5 Impact on individuals participating in the above activities

As **Core Arts** expands its services, more community members will benefit from the improvement in their lives. This will include:

- Feelings of confidence and self-worth
- Improved skills (e.g. art, music, creative writing, IT, sports, horticulture)
- Increased creativity
- Personal fulfilment
- Ability to make friends
- Team work
- Planning
- Communication
- Employment and volunteering opportunities
- Combat loneliness
- Improve mental health
- Improve physical health
- Higher personal and career aspirations
- Improved understanding of Health and Safety, Equal Opportunities and rights and responsibilities
- Increased involvement within their community, developing a sense of Citizenship

4.6 Impact on the Community

As Core Arts expands its services managing the Community Hubs, the community will benefit from:

- Employment and volunteering opportunities
- Improved rental spaces for social enterprises and social firms with shared back office facilities such as photocopying, reception and fundraising
- Improved access to creative high quality facilities for the whole community
- Improved community space in the most deprived area in the UK
- Improved community cohesion and inclusion
- Improved connections and opportunities to work with creative partners in London such as the British Museum, Science Museum, V&A.

4.7 Dissemination of good practice

Dissemination of our practice will be a central element in the development of the Creative Hubs, with the social enterprises and voluntary sector groups establishing best practice in the field of disability, community, youth and enterprise.

Toolkits and dissemination of reports will be available on our website as and when appropriate to each project to disseminate our learning.

www.corearts.co.uk

'CORE ARTS HAVE BEEN FANTASTIC IN SHARING THEIR SUCCESS WITH A NUMBER OF GROUPS ATTENDING EVENTS ORGANISED BY SOCIAL ENTERPRISE LONDON (SEL). THESE INCLUDED A JAPANESE GROUP FROM TOKYO UNIVERSITIES AND A GROUP OF EUROPEAN DELEGATES FROM THE EQUAL PROGRAMME'

Jilla Jamfar, Business Development Manager, Social Enterprise London

5 SUSTAINABILITY TO PROFITABILITY

'THE PROJECT FINDS ROOM NOT ONLY TO WELCOME ITS MEMBERS, BUT ALSO TO DRAW OUT CREATIVE POTENTIAL AND TO SUPPORT PARTICIPANTS, VOLUNTEERS AND STAFF IN DEALING WITH WHATEVER LIFE BRINGS ALONG... WHAT TURNS AN ORDINARY PROJECT INTO AN EXTRAORDINARY ONE LIKE CORE ARTS.'

Pavilion

The organisation has been consistently covering the costs of its current work and has developed new activities for 27 years. These activities have been comprehensively and positively monitored and evaluated by funders on a regular basis. We have met targets and offered best value on all contracts. Maintenance of these core activities is fundamental to any plans for the future.

In order to keep community rents affordable for our partners **Core Arts** will manage commercial lettings alongside our creative community program.

New developments will only take place if and when the funding for them is secured.

Each stage of the development plan is entirely autonomous and can stand alone without affecting **Core Art's** stability and continuing activities.

The work accommodates both government and local service provider need for services to engage and increase employability of people with serious mental illnesses.

Rigorous ongoing monitoring and evaluation with appropriate adjustments when necessary will ensure that the developments are stable and sustainable.

Each stage of **Core Art's** developments will attract more funding via commissioned work and increased income from rents, therefore increasing self-sufficiency.

6 Contact

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[*https://twitter.com/coreartshackney*](https://twitter.com/coreartshackney)

[*https://www.corearts.co.uk*](https://www.corearts.co.uk)





Core Arts

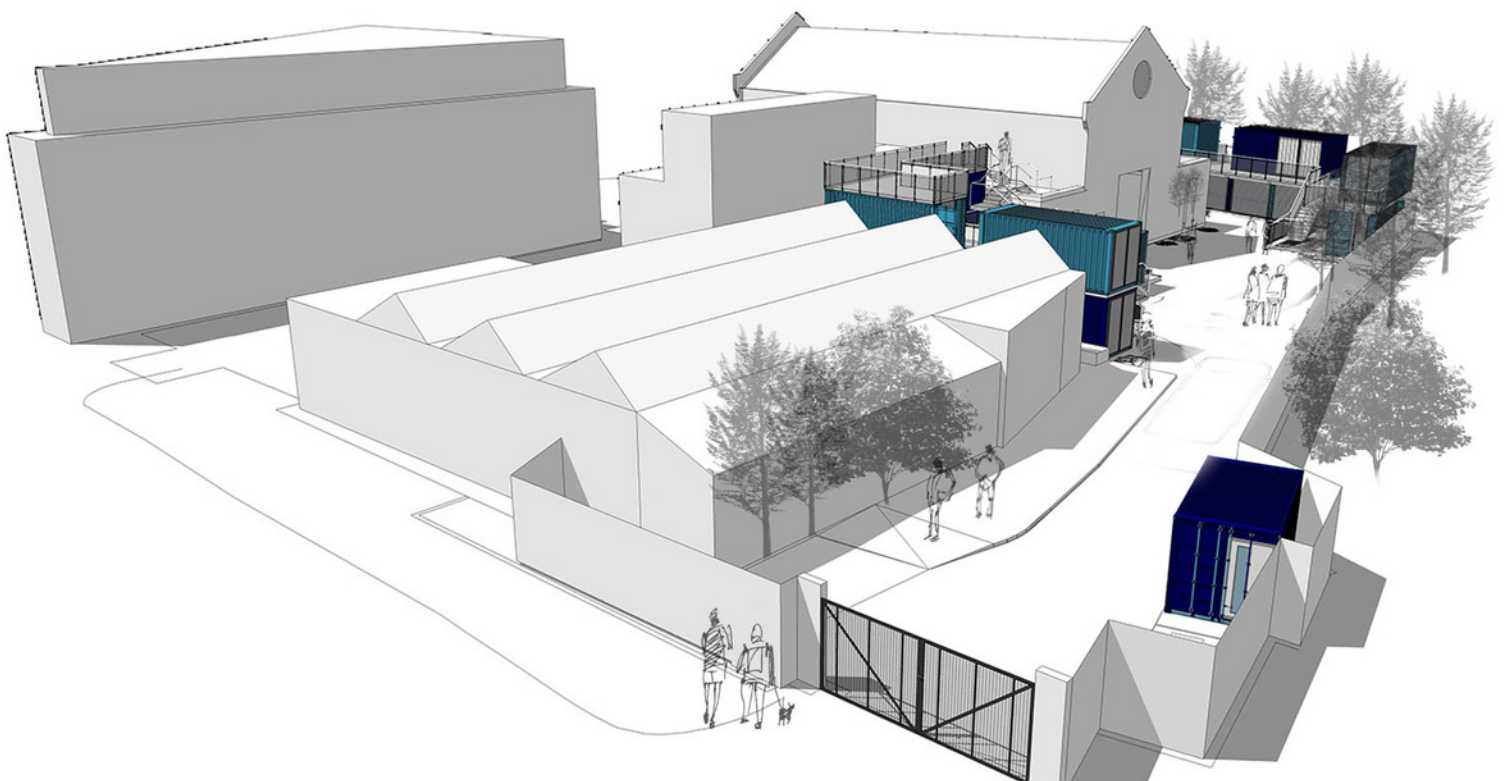
Eastway Depot

Community Hub

Development Business Plan

2018- 2023

Appendices



Contents

Appendix 1

Plans and Layout of development

Appendix 2

Stages

Appendix 3

Fundraising Strategy

Appendix 4

Risk assessment

Appendix 5

SWOT analysis

Appendix 6

Eco-Landscaping Budget

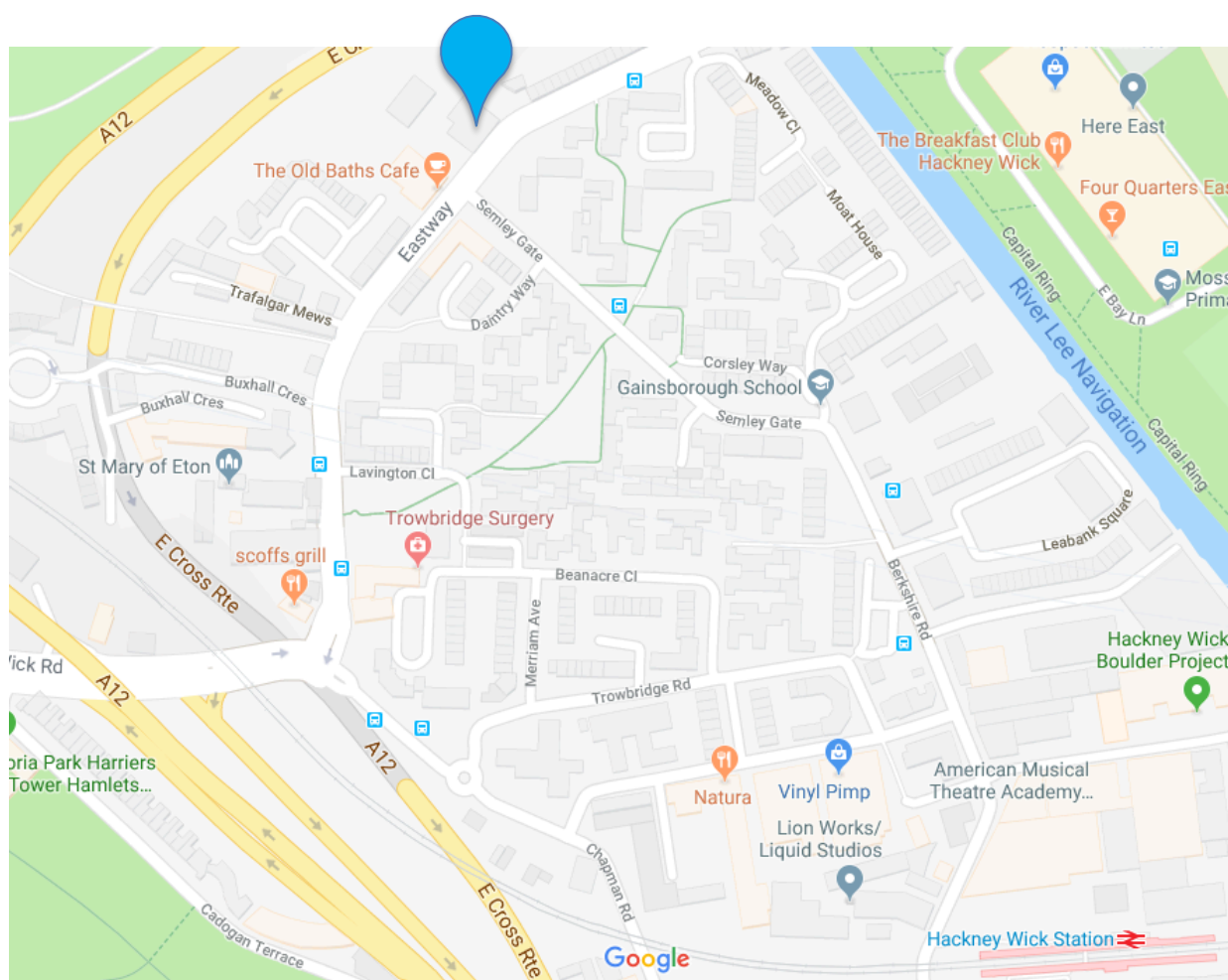




Appendix 1

Plans and Layout of development

The Depot, 80a Eastway, London E9 5JH

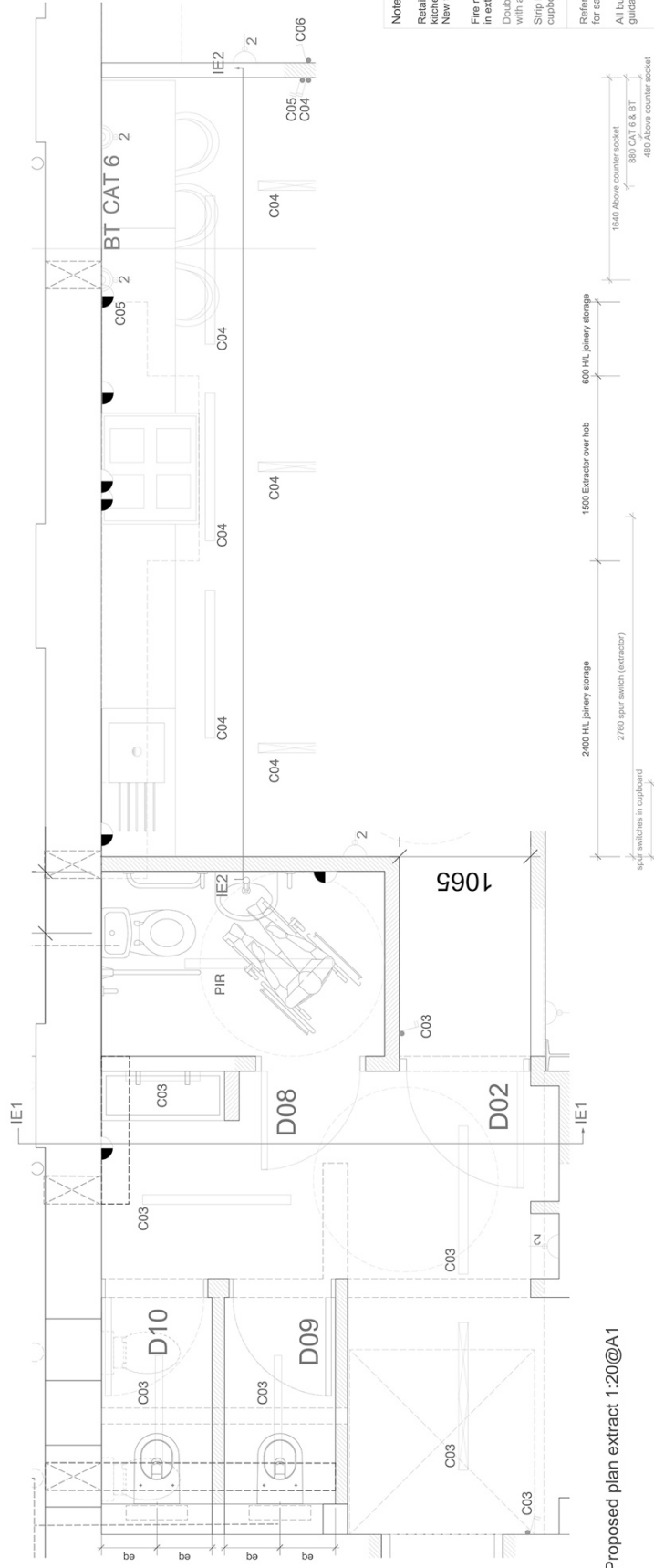


GENERAL NOTES:
 1. All work shall be in accordance with the relevant Australian Standards and specifications.
 2. All materials shall be of a quality suitable for the intended use and shall be approved by the relevant authorities.
 3. All work shall be completed in accordance with the relevant Australian Standards and specifications.
 4. All work shall be completed in accordance with the relevant Australian Standards and specifications.
 5. All work shall be completed in accordance with the relevant Australian Standards and specifications.
 6. All work shall be completed in accordance with the relevant Australian Standards and specifications.
 7. All work shall be completed in accordance with the relevant Australian Standards and specifications.
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 10. All work shall be completed in accordance with the relevant Australian Standards and specifications.

REVISIONS:

Rev. No.	Date	Description

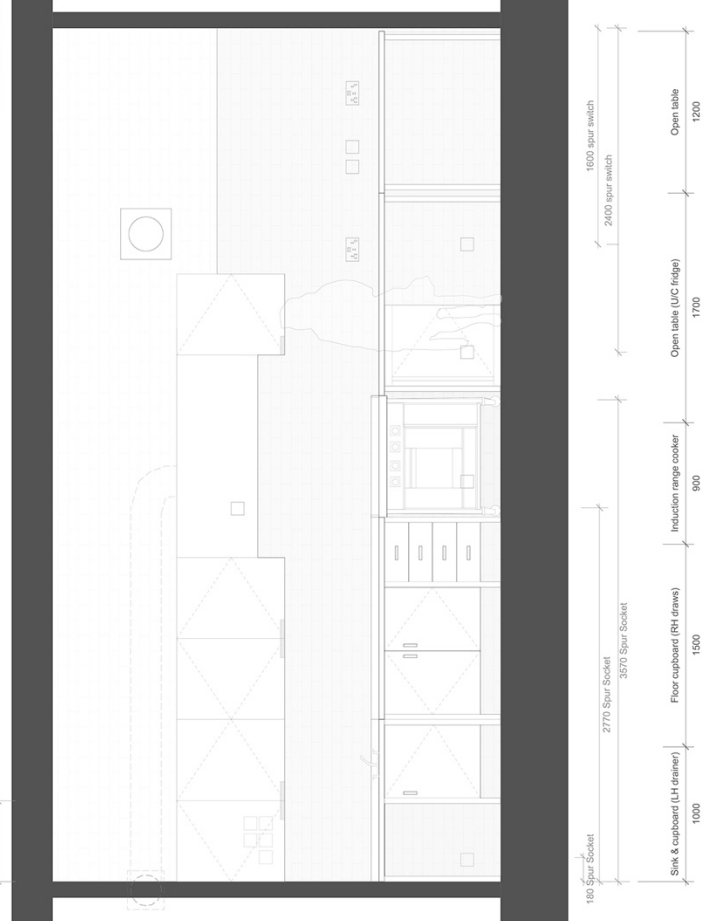
Sistem enclosures to all height with extractor included at high level
 New tile finish to 200mm from PFL



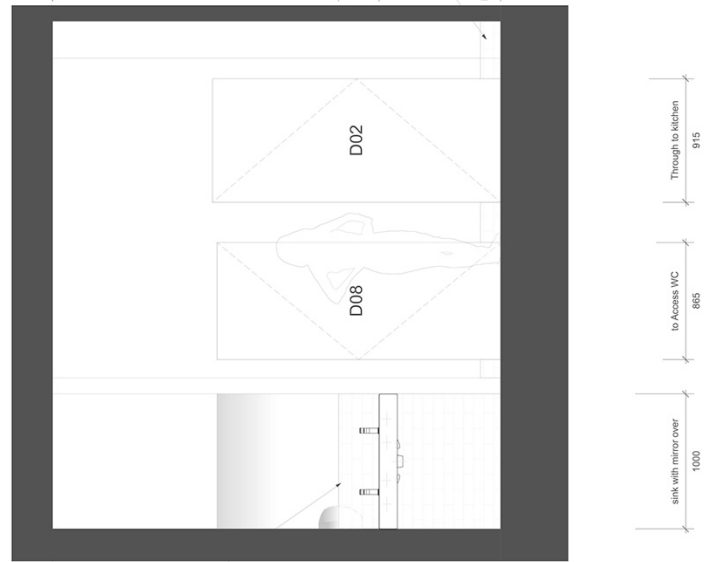
Proposed plan extract 1:20@A1

Notes

- Retain & repair existing tiles to internal elevation in kitchen.
New tiles to WC area elevations and skirting
- Fire rated falsework around existing extract openings in external walls for new ductwork
Double sockets above counter to be surface mounted with armored cables - include USB sockets
Strip lighting to underside of high level kitchen cupboards
- Refer to manufacturers drawings with FS layouts for sanitaryware setting out
All building services to M&E specification guidance



Proposed Internal Elevation 2 (IE2): 1:20@A1 (ref to spec)



Proposed Internal Elevation 1 (IE1): 1:20@A1 (ref to spec)

- Underside of ceiling (Datum + 3220)
- Spur switches (Datum + 1650)
- Above counter socket height (Datum + 1200)
- Countertop height (Datum + 900)
- Spur socket height (Datum + 450)
- Internal FFL (Datum)

- Underside of ceiling (Datum + 3220)
- Spur socket for hand dryer (Datum + 1200)
- Countertop height (Datum + 900)
- New tile skirting (2 courses) surface mounted to painted falsework walls
- Internal FFL (Datum)



PRE PLANNING

Client:	Core Arts
Site:	Eschery Mobile Creative Cluster
Site:	The Depot 88A Labany, E9 5JH
Task:	Proposed Internal Elevation
Date:	May 2018
Drawn by:	WJ
Checked by:	AN
Scale:	1:20@A1
Drawing No.:	1804-202
Revision:	

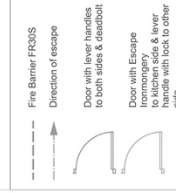
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REVISION	Rev. No.	Date	Description
<p>GENERAL NOTES:</p> <p>- See the drawings for door and window schedules and door and window types.</p> <p>- All doors and windows shall be installed in accordance with the door and window schedules.</p> <p>- All doors and windows shall be installed in accordance with the door and window schedules.</p> <p>- All doors and windows shall be installed in accordance with the door and window schedules.</p> <p>- All doors and windows shall be installed in accordance with the door and window schedules.</p>			

Internal Doors

- Type A - (915 x 2134mm)**
(D01, C03, 04) Flush painted FD30s door sets
- Vision panels - Stainless steel hinges
 - Lever handle to both sides, keyplate
 - Knockout (to be used in conjunction with fire strategy)
- Type B - (915 x 2134mm)**
(D02, 05, 07) Flush painted FD30s door sets
- Vision panels - Stainless steel hinges
 - 1.5 pair FR Stainless steel hinges
 - Escape ironmongery - Push bar & shout bolt to one side of door
 - Lever handle to other side with lock
- Type C - 865 x 2100mm**
(D08-10) Flush painted timber door sets
- Fixed handle
 - Vision panels - Stainless steel hinges
 - 1.5 pair FR Stainless steel hinges
 - 2x3 Roller shutters - electronic controls to be retained
- External Doors**
DE1, DE3 & DE4 (size as noted) ironmongery
- DE2 & DE5 (size as noted)**
- New 2004 framed & faced external door set to meet DDA, clear entrance width
- Structural Openings**
- D01, D02, D05 & D7 New doors to be engaged to existing door and escape ironmongery
 - D03, D04, D06 & D10 New structural opening in existing blockwork
 - DE1, D3 & D4 - New door sets in existing openings
 - DE2 - Scheduled structural opening for new proposed door sets

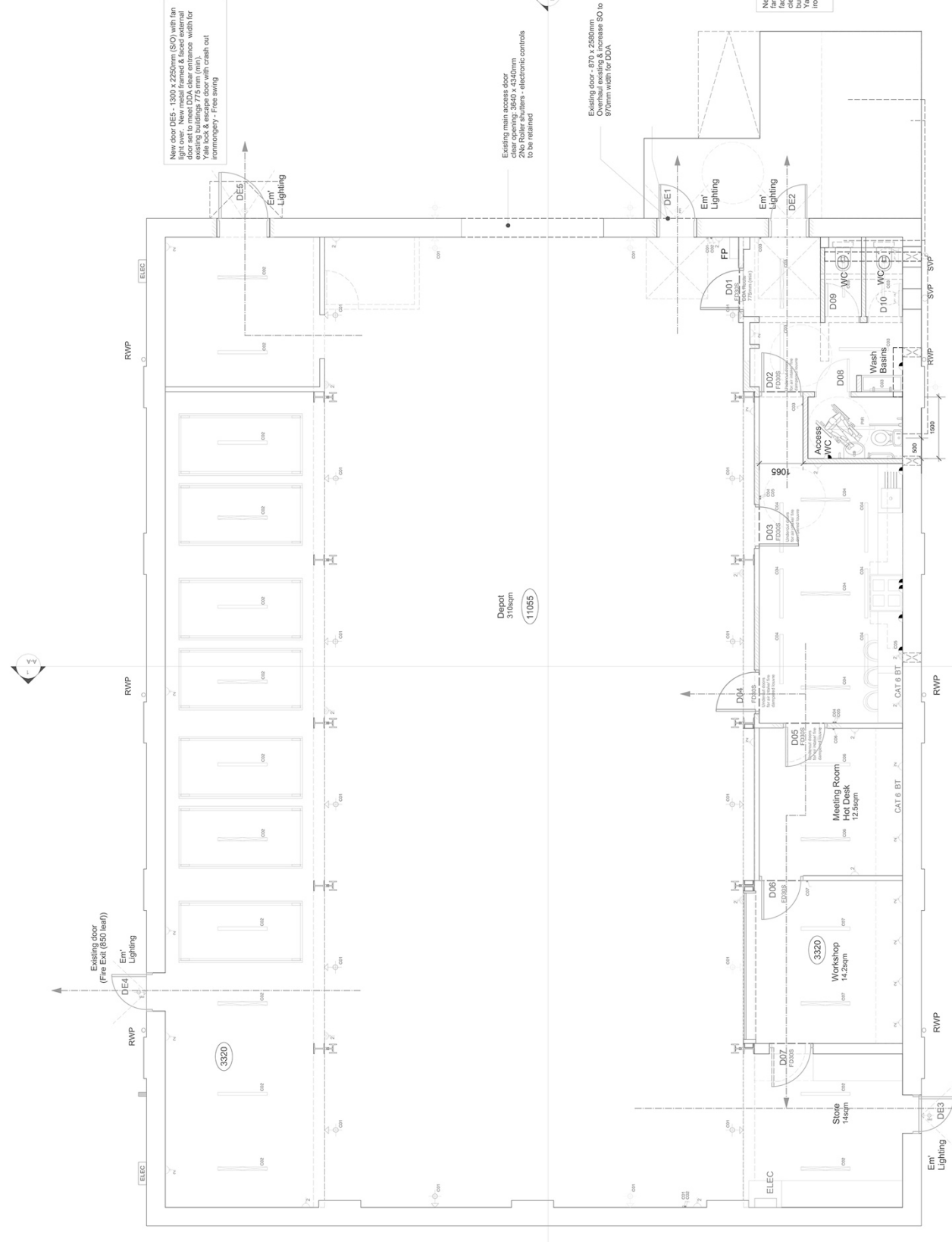


New door DE2 - 885 x 2250mm with 1.5 pair FR stainless steel hinges, escape ironmongery - push bar & shout bolt clear entrance width for existing buildings 775 mm, door with crash out ironmongery - Free swing

New door DE5 - 1300 x 2250mm (S/O) with fin door set to meet DDA, clear entrance width for existing buildings 775 mm (mm), door with crash out ironmongery - Free swing

Existing main access door clear opening: 3840 x 4340mm 2x3 Roller shutters - electronic controls to be retained

Existing door: 870 x 2550mm Overhaul existing & increase SO to 970mm width for DDA



Depot
31 Oct 2018
11095



PRE PLANNING

Client: Core Arts

JNB: Eastway Mobile Creative Cluster

Site: The Depot, 80A Eastway, E9 5JH

Title: Proposed GF Plan Fire Strategy

Date: May 2018

Drawn by: AN

Scale: 1:50@A11:100@A3

Revision: 1804-502



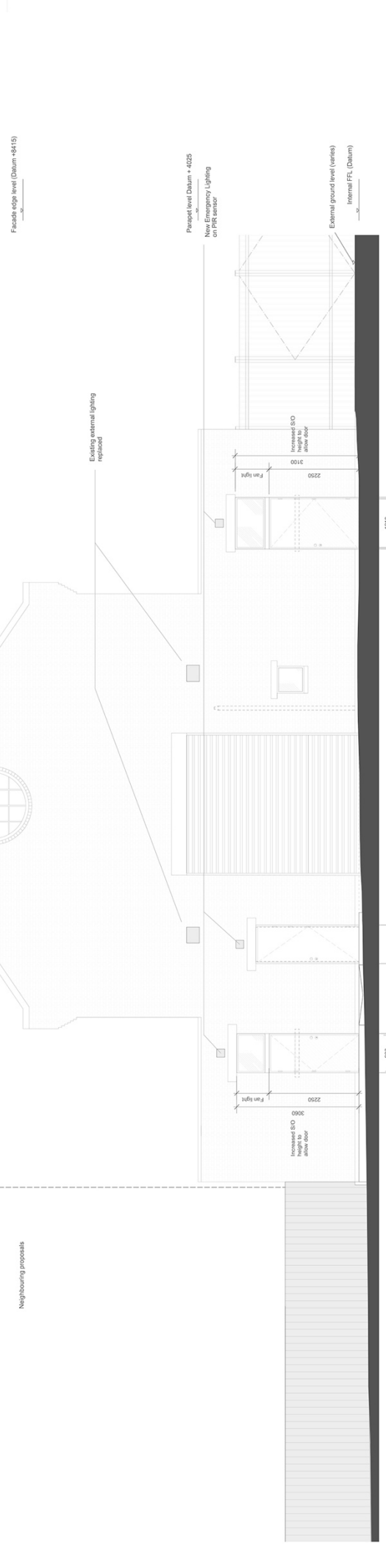
CENTRAL NOTE:
 All work shall be in accordance with the current Building and Fire Regulations, and shall be subject to the approval of the relevant authorities. The contractor shall ensure that all work is carried out in accordance with the approved plans to construction.

REVISION

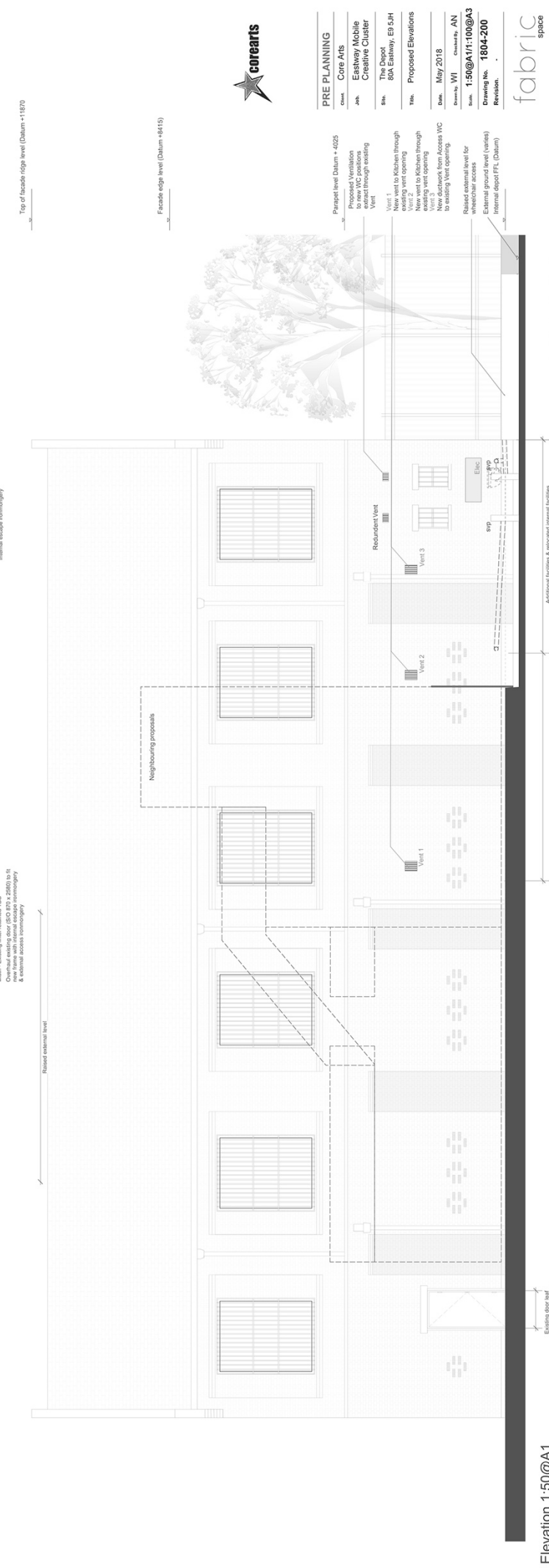
Rev. No.	Date	Description

Proposed Materials

- Walls: Back to match existing.
- Windows and doors: Metal framed windows & metal panel doors.
- Rainwater goods: Painted metal to match existing.
- Boundary treatment: To match existing.



North Elevation 1:50@A1



East Elevation 1:50@A1



PRE PLANNING

Client:	Core Arts
Job:	Eastway Mobile Creative Cluster
Site:	The Depot, 80A Eastway, E9 5JH
Title:	Proposed Elevations
Date:	May 2018
Drawn by:	WJ
Checked by:	AN
Scale:	1:50@A1/1:100@A3
Revision:	1804-200

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CONTRACTORS SHALL CHECK THE DIMENSIONS OF ALL DOORS AND WINDOWS TO BE INSTALLED AND REPORT ANY DISCREPANCIES TO THE ARCHITECT IMMEDIATELY UPON COMMENCEMENT OF WORK.

The contractor shall be responsible for ensuring that all doors and windows are installed in accordance with the relevant standards and regulations.

Approved by:
 1. Client
 2. Architect
 3. Structural Engineer
 4. Fire Engineer
 5. Health and Safety Officer
 6. Building Control
 7. Local Authority Planning Department

REV	DATE	DESCRIPTION
1	18/11/18	Final drawing
2	18/11/18	Client approval
3	18/11/18	Building Control approval
4	18/11/18	Final approved



PRE PLANNING

Client: Core Arts
 Site: Eastway Mobile Creative Cluster
 The Depot
 8th Eastway, E8 5JH

Date: May 2018
 Drawn by: WI
 Checked by: AN

Scale: 1:50 (A1) / 1:100 (A3)
 Drawing No: 1004-105
 Revision: C

Internal Doors

Type A - (915 x 2134mm)
 - Full panel
 - Full panel F2005 door sets
 - Vision panel
 - 1.5 pair FR Stainless steel hinges
 - 1.5 pair FR Stainless steel handles
 - Deviated for use in conjunction with fire strategy

Type B - (915 x 2134mm)
 - Full panel
 - Full panel F2005 door sets
 - 1.5 pair FR Stainless steel hinges
 - 1.5 pair FR Stainless steel handles
 - Escape doorway - Push bar & shoot bolt
 - to escape route direction
 - Lower finished to other side with lock

Type C - 865 x 2100mm
 - Full panel
 - Full panel primed timber door sets
 - Kickplate
 - Fixed handle
 - Fire lock
 - 1.5 pair FR Stainless steel hinges
 - 1.5 pair FR Stainless steel handles
 - Escape doorway - Push bar & shoot bolt
 - to escape route direction
 - Lower finished to other side with lock

External Doors

DE1, DE3 & DE4 (size as noted)
 - Overhaul existing door and escape ironmongery
 DE2 & DE5 (size as noted)
 - New metal framed & faced external door set to meet DDA clear entrance width

Structural Schedule

001, 02, 05 & 07 New doors to be engaged opening in existing backwork
 003, 04, 06, 08, 09 New structural opening in existing backwork
 DE1.3, & 4 - New door sets in existing opening
 DE2 & 5 - Amended structural opening for new proposed door sets

M&E Legend

Light switches @ Datum + 1200
 Floor level sockets @ Datum + 450
 Above counter sockets @ Datum + 1200

LED surface mounted
 Eco Climate T8
 1200 x 78 x 87mm
 (800 over WC area)
 LED Floodlight P105
 aluminium body (black or white)
 Existing Flood light to be replaced
 PIR sensor switch to be new/renewing
 light
 C01 Circuit, C01, C02, C03 etc.
 on/off switch - two way
 dimmable switch - two way
 single on/off switch
 Power for lit fire exit signage
 for 5N external doors
 Power outlet (2 gang) with USB
 Above counter power outlet
 (2 gang) Also at high level in depot
 with USB (not at HL)
 Fused Spur
 Extract
 Data supply phone line

Finishes

New primed backwork partitions forming kitchen & WCs.
 Strip all existing fixtures and fittings make good site finish in location.
 New tiles to proposed WC areas to noted Appendix 6 prepared listing.
 Work areas at high level.
 Replace broken glazing
 Repair window chords to be maintained operate air ventilation



Existing window - Extend structural opening to...
Current window opening 1300 x 1875mm
Proposed window opening 1300 x 1875mm
Current window opening 1300 x 1875mm
Proposed window opening 1300 x 1875mm
 25 mm thick steel reinforcement mesh
 25 mm thick steel reinforcement mesh laid through to masonry. SS stop heads to abutment.
 Back masonry point to reveal.

New door DE5 - 1300 x 2250mm (SD) with 1.5 pair FR stainless steel hinges and handles, 1.5 pair FR stainless steel handles. Existing door set to meet DDA clear entrance width for building. 25 mm thick steel reinforcement mesh laid through to masonry. SS stop heads to abutment. Back masonry point to reveal.

New lighting above doors on PIR sensors
 Upgrade external surface finish to achieve 10mm wear and tear finish.
 Demolish backwork WC enclosures, wash basins and sinks, cut back and cap floor and walls.
 Make good abutment to retained walls.
 Relocate door controls for opening operation.

High level external lighting repairs/replace
 Existing main access door clear opening 3840 x 4340mm
 New door sets - electronic controls to be retained

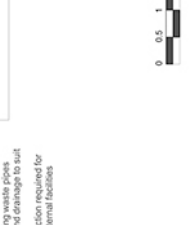
High level external lighting repairs/replace
 Existing door - 870 x 2580mm
 Overhaul existing & increase SQ to 970 width for DDA
 New lighting above doors on PIR sensors
 Existing fire panel & smoke detectors to be maintained
 New lighting above doors on PIR sensors
 Existing fire panel & smoke detectors to be maintained
 sloped access (1:21) to level to meet internal FFL

Existing window - Extend opening to 1440mm
 Current window opening 885 x 1440mm
 25 mm thick steel reinforcement mesh laid through to masonry. SS stop heads to abutment.
 Back masonry point to reveal.
 Amend existing waste pipes to meet DDA clear entrance width for building. 25 mm thick steel reinforcement mesh laid through to masonry. SS stop heads to abutment. Back masonry point to reveal.

Core dried openings in masonry for waste pipes
 Tied to 1200mm from FFL
 High level external lighting repairs/replace

Power & isolation for WC's
 Spur socket towards HL cabinets
 Ventilation from Kitchen & WCs
 300x100 Vent. Airt. (or subdu) ducted through existing openings pre-robot boxing where required between kitchen & Access WC

Strip out all existing fixtures making good of finishes TBC
 1. Remove concrete steps
 2. Relocate gate to suit escape route for proposed layout
 3. External connections to existing drainage (see Appendix 6)
 4. External connections to external areas
 5. Electrical connections to external areas.



Lighting to depot

- Replace existing floodlights and add additional wiring for new lighting
- Internal floodlight height to match current existing
- PIR emergency lighting at high level
- PIR emergency lighting over
- Allow for power to 5N0 emergency exit lighting points.

FR20 boxing to electrical unit
 Electricity supply to external connection
 Connections to external connection cabinets.

Phase 1 Site Works

- Remove concrete steps
- Relocate gate to suit escape route for proposed layout
- External connections to existing drainage (see Appendix 6)
- External connections to external areas
- Electrical connections to external areas.

Appendix 2

Stage 1 - Management costs

Secure lease on the building and area

Work with London Borough of Hackney to complement vision of the area

Stage 2 - Management and planning costs

Secure phase 1 Funding structure

Financial Plan attached separately detailing the following:

- Capital investment from Core Arts
- Sub tenants will contribute to the majority of rent due
- Service charges, maintenance, management and capital repayments met from commercial and community hires
- Fundraising

£150,000 secured from City Bridge Trust

£150,000 secured Core Arts Funds

Stage 3 - Architect and planning permission costs

Develop new scheme with architects Fabric Space and London Borough of Hackney submit and secure planning permission for changes

Stage 4 - Purchase and Refurbishment costs

Refurbish areas and start improvements

Hard Landscaping and eco roof terraces

Secure phase 2 Funding structure

Fundraising :

-
- Eco project funding for green roofs and landscaping site.
 - Interior capital funding for Bus Depot transformation

Stage 5 - Rental Income

Secure partnership leases and rentals

Start commercial and community hire of the Depot

Stage 6 - Ongoing costs and operating expenditures

Site management

Site maintenance

Depot scheduling and commercial hiring

Management of Community creative activities (Core Arts)

Appendix 3

Fundraising Strategy

Organisation fundraising strategy

In developing this strategy we have looked at all aspects of the funding of our current activities. We have identified any potential pressures and put strategies in place to mitigate, transfer or minimise any risks. We have also analysed the current opportunities and threats which might affect the continuing robust funding base for the organisation. (SWOT analysis – Appendix 1)

Our Business Plan identifies additional activities which will grow our long term income in line with the promotion and pursuance of our Mission Statement, Values and Aims and Objectives.

The Fundraising Strategy is driven by four key principles

- ***Protecting and maintaining the funding base which fully covers the costs of our current activities.***
- ***Developing the plans for expansion and long term income which will allow us to fulfil our strategic aims and objectives.***
- ***Ensuring ongoing unrestricted income which is adequate to cover core costs and build secure reserves***
- ***Maintaining and developing a diverse funding base***

1. The current situation

Our income **£798,000** has clearly covered the costs of our current activities for 27 years. Enabling us to secure investment finance for the East-way Depot Development Project of **£150,000**. We have also secured **£150,000** from the City Bridge Trust for the containers.

Point 2 of our strategic aims are: "To develop the artistic and creative potential of our students through high quality education, established musicians and artists and increase their access to the benefits of the arts"

Point 3 To expand and develop more Social Firms and Social Enterprises

Point 4 To develop projects that create a sustainable model of asset utilization, that provides bespoke facilities at affordable prices to third sector organisations working across Hackney

These are existing activities and the aim is to develop both the quality and the quantity of these aims. Our income and expenditure accounts for the last two years clearly demonstrate that our current fundraising activities are adequate to achieve these aims. However, significant future development will need increased resources in terms of both income and staffing.

2. The future

Point 3 of our strategic objectives is **"To expand and develop more Social Enterprises in order**

- **To generate income for Core Arts to enable the organisation to achieve its charitable aims and objectives"**

The expansion in the management of the Core Arts Eastway Community Hub premises will help achieve these identified objectives.

Appendix 4

ANALYSIS OF SOURCES OF CURRENT AND FUTURE FUNDING

Source of Funding	Positive	Negative	Comment
Trusts	Reliable long duration, good relationship with large trusts Long History of securing Trust funding	Very competitive	Partly restricted good possibility for growth once relationship has been established. Sustainability post grant end.
Social Enterprises income	Offer many possibility for sustainable income in the future	Management implications	unrestricted
Statutory Funders	Expansion via personal budgets and OOB funding Long term	Contract based and competitive locally	Good potential for increase
Central Government Schemes	Long and short Duration	Heavy Monitoring	Restricted Good Potential Excluded Community Projects high on London's agenda
Private Donors	Area for expansion for Core Arts	Unpredictable outcomes	Attractive to private donors because of the position in a high profile development area in Hackney
In Kind	Free funding	Unpredictable	Project offers many volunteering opportunities

Risk assessment

Potential risk	Likelihood 1-5	Impact 1-5	Action taken to mitigate, transfer or minimise risk
A large amount of planning must be undertaken before all of the details are known or any money has been raised	3	1	<ul style="list-style-type: none"> The planning process can begin without any party having to make a commitment to the other stages of development
Fundraising income not adequate for the development plans	2	2	<ul style="list-style-type: none"> Good fundraising track record Fits in with government priorities
Unsuitable architects or builders are selected.	1	5	<ul style="list-style-type: none"> An open tendering process would enable the Board to select suitable professionals <ul style="list-style-type: none"> Service level agreements and legal contracts will prevent Core Arts from undue exposure. The architect or builder is warned that they will lose the contract. In the worst case, the contract would go back out to tender and damages claimed. We have been working with a suitable architect – with experience of working with heritage buildings and cultural and educational organizations The enabling works to the Depot are being managed via Hackney and contractors selected from their framework agreement – which provides a degree of quality assurance.
Planning permission	2	4	<ul style="list-style-type: none"> Technical, professional advice would be obtained before any expenses have been

cannot be obtained.			<p>incurred.</p> <ul style="list-style-type: none"> • The Board and managers would liaise with the local authority and put in the plan together. • A Board with the appropriate skills would be able to provide expertise in this area. • The planning consent has been submitted in partnership with Hackney and pre-planning advice has been sought and responded to.
Strategic objectives and plans inadequately defined Potential risks	1	4	<ul style="list-style-type: none"> • The plans have been discussed and agreed with all relevant stakeholders and careful long term plans been made in conjunction with them and the London Borough of Hackney and Planning departments
Enough funding might not be obtained for refurbishment	3	1	<ul style="list-style-type: none"> • Other projects have proved that this is possible. • The response from the local authority has been favourable. • Core Arts has considerable experience in fundraising. • After acquisition of the property, there are no time constraints. Each stage is been incurred. • The Board and managers would liaise with the local authority. • The expansion plans have emerged from a review of accommodation to improve the use of space and provide for growth. • The plans have been discussed and agreed with all relevant stakeholders and careful long term plans been made in conjunction with them. • autonomous and work will only start on refurbishment once sufficient funds have been raised. • Core Arts has considerable experience in fundraising.

<ul style="list-style-type: none"> Operational 			
Core Arts does not manage the Hub effectively	1	4	<ul style="list-style-type: none"> Legal agreements set out the consequences of missed targets and are brought into effect Core Arts will ensure that experienced personnel are recruited to handle the building's management and maintenance.
Financial management is weak and financial controls inadequate	2	4	<ul style="list-style-type: none"> Good track record of meeting financial targets and accurate financial reporting systems Financial performance monitored by the Board of Trustees
The income is not sufficient to cover the ongoing running costs	2	4	<ul style="list-style-type: none"> A full business plan projects realistic targets for income and expenditure Costs could be cut back. Seek ways of securing alternate revenue by making different priorities in utilising space in the building. Costs would need to be reduced and the vision scaled back so that the development is sustainable. Achieve additional grant funding to cover first years' operations and provide protection during growth phase. Seek ways of securing alternate revenue by making different priorities in utilising space in the building

Fundraising income not adequate for the development plans			<ul style="list-style-type: none"> • Good fundraising track record • Fits in with government priorities • Each of the 4 stages are entirely autonomous and can stand alone without progression to the next stage • The diversification of funding streams will provide stability • Fundraising performance regularly reviewed by Trustees
Marketing of the project is not successful	1	4	<ul style="list-style-type: none"> • Core Arts has a successful track record in networking with a wide variety of people, firms and funders • Core Arts has a number of high profile patrons and supporters who will be engaged in marketing the expansion • The increase in management capacity will release the Director to develop more external partnerships
No financial planning framework	1	4	<ul style="list-style-type: none"> • Strategic Plan includes financial analysis • Detailed fundraising strategies for the whole organisation and for the expansion • Financial monitoring and reporting is systematic and regular
Issues on site presenting obstacles to the erection of the container units.	2	4	<ul style="list-style-type: none"> • Ground bearing tests / survey. • Engagement of Structural engineer. • Phased development. • 10% Contingency in Capital Budget.
Eco landscaping- skills lacking to	1	4	<ul style="list-style-type: none"> • Core arts landscape project has 8 years experience in managing award winning

successfully manage this eco landscaping project			<p>eco projects in London for the benefit of the whole community</p> <ul style="list-style-type: none">• 6 years in Newham Canning Town• 2 years In Tower Hamlet Barts Trust site
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Appendix 5

SWOT analysis

<h4>Strengths</h4> <ul style="list-style-type: none">• Good management• Good stakeholder relations and public profile with businesses, statutory services and the local community• High calibre skilled staff – excellent in their specialist areas• Marketable unique approach/ niche market• Good track record of delivering services within budget• Forward thinking• Stable finances – three months reserve• Experienced successful fundraising staff• Diverse funding base	<h4>Weaknesses</h4> <ul style="list-style-type: none">• Marketing and promoting the Centre needs improving• Staff capacity in finance/ fundraising needs expansion
<h4>Opportunities</h4> <ul style="list-style-type: none">• Improve partnerships with statutory sector commissioners• Expansion of associated Social Enterprises will contribute to core costs• Increased income from fees and rent of premises, equipment and specialist support• Improve marketing and promotion• Green corridor funding potential	<h4>Threats</h4> <ul style="list-style-type: none">• Statutory services cuts to SME and voluntary organisations• Change in commissioning priorities• Increased competition from voluntary groups doing similar work• Fundraising for expansion is unsuccessful• Community regeneration not a priority for funding bodies

Appendix 6

Eco - landscaping budget

total requested from LDCC Neighbourhood priorities grant

Core Arts Eastway Community Hub Budget for Eco- Construction/Planting of site	Year 1			Year 2		
	Expenditure funded by the LDCC Grants	Expenditure funded from other sources		Expenditure funded by the LDCC Grants	Expenditure funded from other sources	
		£	£		Source	£
Land provided LBH	0	14,000	Core Earned income through rents of community groups	0	14,000	Core Earned income through rents of community groups
Site clearance and set up	0	80,000	London Borough of Hackney			
Site and Volunteer horticultural engagement manager @£30,000 per year 21 hr p/w	18,000	0		18,000	0	
Site and Construction management @£30,000 per year 21 hr p/w	18,000	0				
Strategic Senior Management of eco development	9,500	0		0	9500	Core arts earned income
Volunteers expenses for assisting and delivering the project -	2,000	0	3000 hours offered by volunteer placements	2,000	0	3000 hours offered by volunteer placements
Irrigation and water harvesting and solar Water Bowsers X10 Solar x 3 @ £3,750each water pumps x4 Timers Piping sprinklers drips Installation	740 11,250 950 1508 2,400 6,000	0				

Core Arts Eastway Community Hub Budget for Eco- Construction/Planting of site	Year 1			Year 2		
	Expenditure funded by the LDCC Grants	Expenditure funded from other sources		Expenditure funded by the LDCC Grants	Expenditure funded from other sources	
		£	£		Source	£
Wildlife friendly mobile woodland ground level Large movable containers New Diverse mature trees Root trimming and replanting current stock into new planters	5,000 5,000 2,000	0		5,000	0	
Wildlife friendly mobile roof terraces planting Large movable containers New Diverse shrubs and flower stock Grass stock and draught resistant plants	15,000	0		5,000	0	
Site and Educational Signage	1,250	0		1,250	0	
Eco educational workshops for the community 4 workshops a week @115 per day cost	0	0		10,350	0	
Education Delivery Staff project management	0	0		0	3000	Core Arts earned income
Purpose built Accessible roof spaces with secure railings	30,000	0				
Construction and equipment hire	15,000	0				

Core Arts Eastway Community Hub Budget for Eco- Construction/Planting of site	Year 1			Year 2		
	Expenditure funded by the LDCC Grants	Expenditure funded from other sources		Expenditure funded by the LDCC Grants	Expenditure funded from other sources	
		£	£		Source	£
HR recruitment costs	0	3000	Core Arts earned income			
Total	125,598	97,000		40,475	26,500	
Total project cost:	£222,598			£66,975		
Total requested from LDCC Grant	Neighbourhood Priorities Grant					
	Capital		Revenue	Capital		Revenue
	78,098		47,500	10,125		30,350
Total requested from LDCC Grant	£125,598 in year 1			£40,475 on year 2		

6 Contact

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