



UP PROJECTS RECRUITMENT PACK

**Programme and Partnership
Manager (Enfield of Dreams)**

**Fixed Term: Two years, 4 days per week
Starting January 2026**



Contents

5	Welcome from our Directors
6	About UP Projects
8	Our work
10	Our team
16	Enfield of Dreams
16	About the role
20	Essential Qualifications, Skills and Experience
23	What we can offer
25	Our commitment to equity, diversity and inclusion
27	Environmental responsibility
28	How to apply



Making Space by Jessie Brennan, 2019.
Image courtesy Thierry Bal

Hello,

Thank you so much for your interest in UP Projects. We are excited to be offering a new opportunity to join our team as a **Programme and Partnership Manager (Enfield of Dreams)** working on an ambitious two year project in our local borough of Enfield that is supported by a Place Partnership grant from Arts Council England.

Our friendly team is extremely welcoming and supportive, and we work closely together to ensure the organisation continues to think creatively and produce the highest quality work across our varied portfolio of projects and programmes.

UP Projects was founded in 2002 by Emma Underhill, with a mission to support artists to make new work that has social relevance, engages communities, encourages learning and enriches the public sphere. For the past 20 years we have been pushing the boundaries of what public art can be and how it can engage communities across the UK and beyond, establishing ourselves as the leading public art organisation specialising in social practice. In 2023 we moved to a Co-Director model and the organisation is now jointly led by both of us because we are great believers that two heads can be better than one!

At UP Projects, we initiate our own projects as well as work with partners on a consultancy basis to create extraordinary, ambitious and risk-taking work that communities can shape, actively participate in and relate to. We champion a bold yet sensitive approach that values time and takes care to bring about social change. For over two decades we have championed underrepresented voices, often giving emerging talent their first chance to create new work in public spaces across the UK.

Enfield of Dreams will be our next headline project that is underpinned by the principles of co-creation, working in close collaboration with the borough's cultural organisations, individual artists and creatives to empower young people to become the next generation of cultural leaders. We are looking for an exceptional candidate to lead this project working closely with Emma Underhill, the wider UP team and project partners.

We look forward to meeting with you soon.

Emma Underhill
Founder & Artistic Director

Moira Lascelles
Executive Director & Head of Partnerships

About UP Projects

UP Projects is the UK's leading public art organisation specialising in socially engaged public art commissioning. We bring world class artists out of the gallery and into public spaces to create new work with communities across the UK and beyond. Our work is always responsive to context often activating unexpected corners of the public realm.

Flagship projects include *Bodies of Water* with Anne Duk Hee Jordan (2025) *Newham Trackside Wall* by Dame Sonia Boyce OBE RA (2021); *The National Windrush Monument* by Basil Watson (2022); *Gut Feelings Meri Jaan* by Jasleen Kaur (2020); *Globe Head Ballerina* by Yinka Shonibare (2012), *The Floating Cinema* with various artists (2011-2017) and *Laid to Rest* by Serena Korda (2011).

Learning sharing sits at the heart of what we do, and we are dedicated to supporting the next generation of socially engaged practitioners through our free learning and development programme, Constellations that gives artists, curators and producers the chance to explore best practice models from leading names within the world of social practice.

UP Projects is a charity and National Portfolio organisation of the Arts Council England, with a mission to support artists to make new work that has social relevance, engages communities, encourages learning and enriches the public sphere.

Our Underlying Belief

Art and artists have the power to effect social change when the process is considered just as important as the final outcome.

OUR VALUES

Our work is underpinned by **five core values.**

RELEVANCE

Our programme is responsive to contemporary life and relevant to diverse communities and audiences

OPENNESS

Our work is accessible: conceptually, intellectually, physically, geographically, economically, considering diversity, disability and barriers to access.

LEARNING TO LEARN

We believe in a collaborative approach to learning for all.

INNOVATION

We challenge convention, support risk taking, and test new ideas in the physical and digital realms.

ARTISTIC EXCELLENCE

Representing the height of ambition, talent, and skill.

Our Work

You can visit examples of our work here:

The National Windrush Monument by Basil Watson

London Waterloo Station, SE1 8SW on the upper concourse, adjacent to the Victory Arch, Exit 5 of the station (see page 15).

Newham Trackside Wall by Sonia Boyce

Newham Trackside Wall runs along Victoria Dock Road in Custom House, and Connaught Road and Albert Road in Silvertown and North Woolwich. We recommend starting at the North Woolwich section which you can access from the nearest station, King George V DLR via the DLR from Stratford or via the Jubilee Line from Canning Town. Walking along the two sections of the artwork takes approximately 1h.

Making Space by Jessie Brennan

Go the Distance. Site 1. Victoria Dock Rd Tunnel, E16 1HL.

The People's Plan. Site 2. The Pump Room, Outside Pontoon Dock DLR, North Woolwich Rd, E16 2YJ.

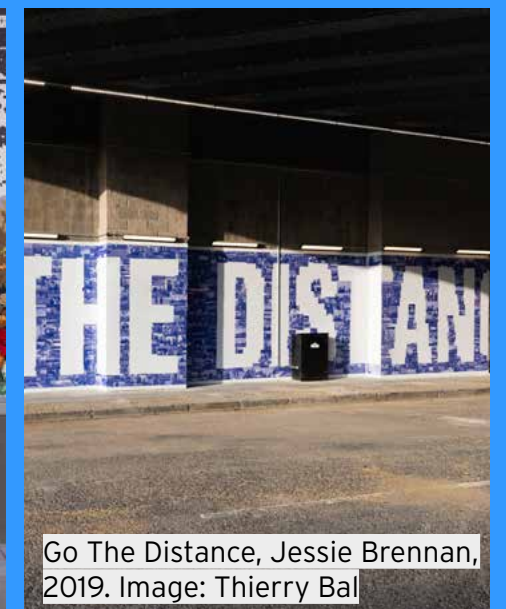
Custom House Is Our House. Site 3. Freemasons Road, E16 3AR.



Our House is Custom House by Jessie Brennan, 2019.
Image courtesy Alastair Fyfe



Newham Trackside Wall by Sonia Boyce, 2021.
Image courtesy Benedict Johnson



Go The Distance, Jessie Brennan, 2019. Image: Thierry Bal

Our Team

We have a small yet dynamic team who work collaboratively to contribute to delivering our highly ambitious programme of public art commissions, public events, learning and development programmes and educational activity. You can find out more about our team in their own words below:



When I curated and produced Shine in St Pancras Chambers (now the Renaissance Hotel in St Pancras Station) back in 2002, the very first of UP Projects' ventures, I could never have imagined the wonderful organisation it has become in 2023. What motivates me the most, and keeps things interesting even after 20 years, is the fact that no project is ever the same and our work is always challenging (in a good way) but also makes a positive impact on the people and communities that we work with. I have always been inspired to take art out of the gallery context and into the public domain and am very proud of all that we have achieved. But it would be impossible to achieve so many remarkable projects without the incredible team that is behind UP Projects. One of the best parts of my job is seeing people grow and flourish during their time here, contributing creativity and ideas to help our projects take shape, and developing in confidence and skills as they progress their careers in the creative sector.

Emma Underhill (she/her) | Founder & Artistic Director

I joined UP Projects as Deputy Director in 2019, in fact I signed my contract on the day that the UK went into its first lockdown. My relationship with UP Projects though started much earlier as I had freelanced on a number of projects prior to joining in-house. Today I am Executive Director & Head of Partnerships and work together with Emma to oversee the strategic direction of the organisation as well as directing UP Projects' partnership projects including public realm strategies, commissions and engagement projects. I love working with people and at UP Projects that is exactly what I get to do! What I find most rewarding is seeing the impact that our projects can have on those who engage and participate in them. As a team we are very close and people are really supportive of each other. What I also really appreciate is the organisations' emphasis on learning and development and there has been plenty of opportunity for me to grow since I have taken up my role.



Moira Lascelles (she/her) | Executive Director & Head of Partnerships



I joined UP Projects as Curator this year, building on a long-standing interest in supporting artists to realise commissions and social practice in the public realm. I have been curious about UP Projects since my MA in Curating Contemporary Art at the RCA, and my first collaboration with UP Projects was as a freelancer, writing case studies for the Co-Creating Public Space Conference Reader in 2023. When the opportunity to join the team arose, it felt like the ideal place to further develop my curatorial practice and contribute to shaping UP Projects' future projects. In my role, I lead on curating and producing commissions and headline projects, as well as developing artist research and curatorial frameworks for Constellations Assemblies and future programmes with the team. My curatorial approach is informed by research into South Asian and diaspora artists, and by an ongoing interest in the intersections of art, ecology, and place-based practice.

Mala Yamey (she/her) | Curator



I lead the delivery of our learning, engagement and participatory programmes, including artist-development initiatives and artist-led activities for young people. I design and deliver bespoke learning resources and workshops for schools and engage communities in our public-space projects. As the organisation's Equity, Diversity & Inclusion Lead, I am able to develop strategic and creative approaches to embedding inclusive and accessible practices throughout our work – from production to digital resources. With a background in design and a focus on education, I oversee our Resource Library and the creation of accessible artwork guides and online event resources. My ongoing research examines how the wider creative sector can implement inclusive and accessible approaches in meaningful, practical ways. I originally began my journey at UP Projects as an intern after completing my master at Central Saint Martins (MA Material Futures), and have been able to grow into a role where my design, education and inclusion knowledge and skills can converge.

Jack Newbury (he/him) | Producer (Learning & Participation)

I work on the production and delivery of our public art commissions, with a particular focus on partnership-led projects that bring artists, communities, and organisations together to shape the public realm. I also lead on the maintenance of our permanent commissions and serve as Environmental Reporting Lead, embedding sustainability into our practice across all projects and programmes. Before joining UP Projects, I studied Architecture and completed a year-long creative freelance programme at the London Transport Museum. These experiences nurtured my skills in visual storytelling, placemaking, and socially engaged practice, which continue to inform my approach as a Producer today. Alongside my role, I maintain an independent creative practice working across art, design, and public space; often collaborating with people, organisations and communities as an artist and facilitator, using storytelling as a tool to connect people and amplify underrepresented voices, with the aim of making art and the built environment more inclusive with the stories of those who inhabit it.



Leila Baetiong (she/her) | Producer



I lead on the day-to-day communications at UP Projects as well as developing communications strategies for our projects. I also support with the behind-the-scenes processes of securing projects – raising our profile as an organisation, writing bids, and supporting with research. I've previously been a freelance event photographer, so I also record our events and community engagement processes. This means I'm often supporting at the workshops and events we run with communities. It's brilliant watching projects unfold through artist-led community engagement processes & seeing how conversations become works of art. We're a very collaborative team, so I get involved across our projects & get to see all of the amazing work being done in different communities – it's a broad range & there's lots of innovation & learning happening constantly.

Zoë Scholes (she/her) | Communications and Development Coordinator

UP Projects' work is also supported by a **Board of Trustees** (who you can read more about below) and **Critical Friends** who you can find on our website.



Thahmina Begum (she/her)
Community Development
Worker (Health for ALL, Leeds),
Mixed Media Artist and Art
Psychotherapist (HCPC, BAAT)



Iain Bennett (he/him)
Director, The Fifth Sector



Kaia Charles (she/her)
Senior Cultural Projects Manager
(NOW Gallery and Greenwich
Peninsula) at Knight Dragon Ltd



Jenny Garrett OBE (she/her)
Founder, EDI, Leadership
Development Consultant



Massy Larizadeh (she/her)
Non-Exec Director roles, Founder
and Director at New Horizons
Advisory



Viya Nsumbu (she/her)
Founder and Director, POLELE



Peter Ratcliffe (he/him)
Barrister, 3VB



George Sawtell (he/him)
Treasury Director



The National Windrush Monument, Basil Watson, 2022.
Image: Stevel Russel Studios

Enfield of Dreams

UP Projects are thrilled to have secured Place Partnership funding from Arts Council England to support a transformative two-year project that connects Enfield's Cultural partners and creative practitioners in a shared vision - placing young people at the centre.

Led by UP Projects, working in partnership with Enfield's cultural organisations, creative practitioners and young people, the project will involve:

- Enfield's creatives and young people co-curating a series of projects for Enfield's public realm;
- Artist-led creative learning projects in schools;
- And a skills and development programme to support the next generation of cultural leaders.

With Access, Collaboration and Ambition at their core, these creative projects will become action research, driving change in how creatives and young people work together across the borough, ultimately informing a new cultural strategy as well as a thriving creative network in Enfield.

Partners include Border Crossings, Chickenshed Theatre, Clore Leadership, Enfield Council, Facefront Inclusive Theatre, HighRise Entertainment, LocalMotion, Platinum Performing Arts.

About the role

We are seeking a dynamic Programme and Partnership Manager to lead the ambitious *Enfield of Dreams* project, working closely with UP Projects' Founder & Artistic Director, Producer (Learning & Participation), the wider team at UP Projects, Enfield Council and Enfield's creative partners.

Your work will include:

- Supporting and overseeing the delivery of six creative, public realm projects that are developed through processes of co-creation between cross-disciplinary teams of cultural partner organisations, creative practitioners and young people, including negotiating venues/locations;
- Providing best practice guidance and support to the above mentioned cross-disciplinary teams to ensure their projects are effectively delivered in the public realm, obtain necessary permissions and achieve the required health & safety approvals;



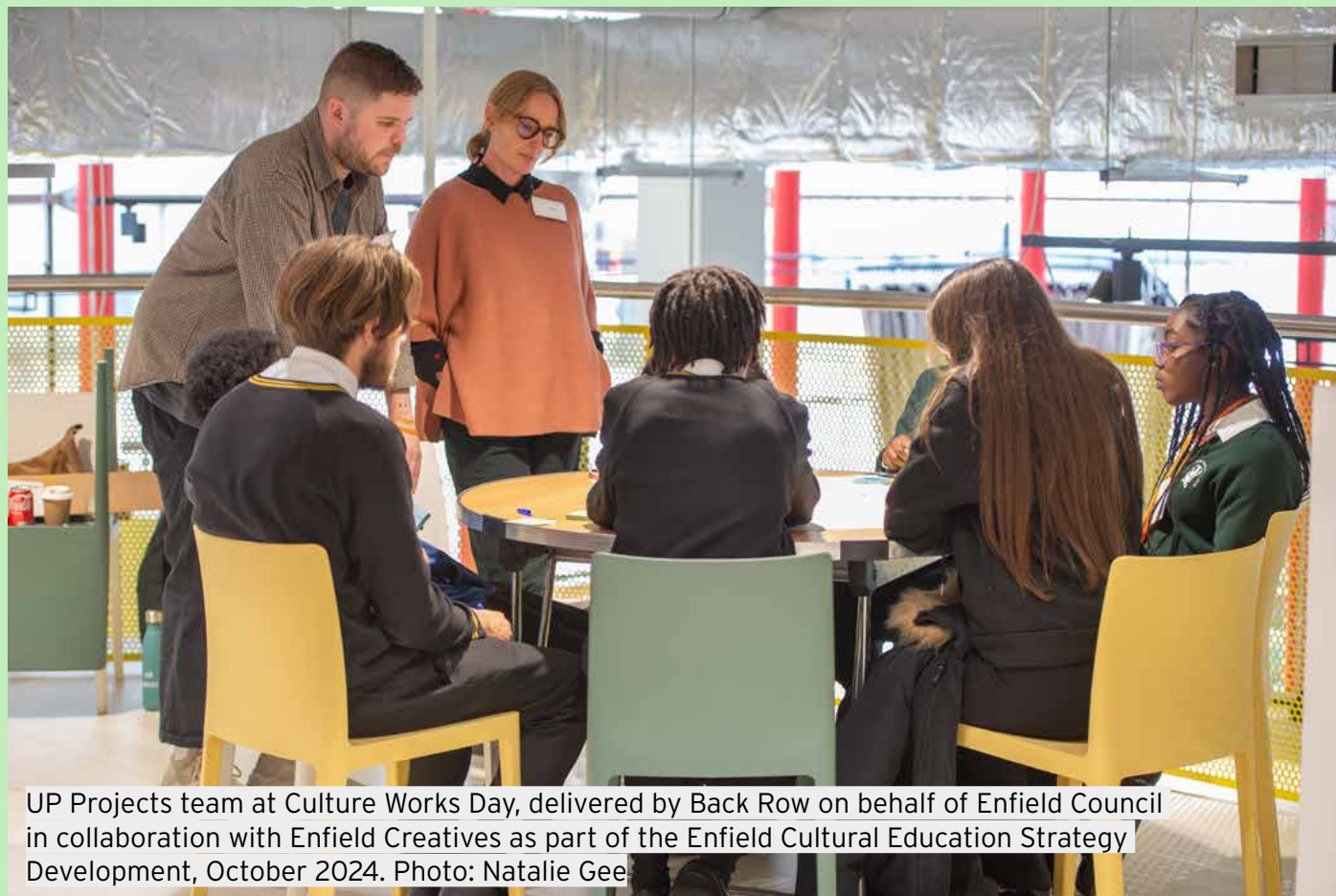
Film and Q&A with Enfield Young Creatives Network, Dugdale Arts Centre, 27 March 2025. Photo: Nat Gee.



This Is Us Festival, Millfield Theatre, July 2025. Photo: Rudy Farragher.



This Is Us Festival, Millfield Theatre, July 2025.
Photo: Rudy Farragher.



UP Projects team at Culture Works Day, delivered by Back Row on behalf of Enfield Council in collaboration with Enfield Creatives as part of the Enfield Cultural Education Strategy Development, October 2024. Photo: Natalie Gee

- Developing and coordinating a learning & leadership skills development programme for a group of 15 young people (18-30) - nurturing creative talent into the cultural and creative industries - working closely with Enfield's Young Creatives Network Coordinator;
- Facilitating capability building and networking for the Enfield Creative Network of cultural organisations and individual practitioners, including arranging workshops and networking events, working closely with Enfield's Skills Development Manager (Culture Team);
- Overseeing the evaluation of the project (working with an external evaluator), organising reflective learning sessions, contributing to a final learning sharing event, ensuring all partners contribute to the Project Monitoring Framework and writing evaluative reports for Arts Council England and other funders;
- Developing and overseeing the delivery of the *Enfield of Dreams* audience development plan, working closely with the creative partners, to ensure that communication is tailored to engage Enfield's diverse communities;
- Coordinating the *Enfield of Dreams* Steering Team including setting up meetings, preparing papers and liaison with Steering Team Members;
- Managing the *Enfield of Dreams* budget and ensuring the project is delivered according to the agreed timeline;
- Managing the relationships with the project partners ensuring smooth and clear communication between all parties.

Your work will be underpinned by the principles of co-creation that empowers the voices of all participants to be heard and their contributions to be valued equitably. You will also play an important role in shaping this project to innovate in its approach to environmentally responsible and be radical in its commitment to accessibility.

You will be working as part of a dynamic and creative team, within a borough that has been identified by the Arts Council as a priority for cultural investment, with a burgeoning culture network, motivated young creatives and a diversity of communities who are deserving of high quality arts programming in their local neighbourhoods.

Essential Qualifications, Skills and Experience

- Substantial experience in working on and leading significant high quality creative programmes (£50k +) with public participation.
- Experience of managing young people focussed initiatives, preferably that develop creative career pathways, focused on diversifying the creative industry workforce.
- Experience of leading on projects that involve a diverse set of partners and stakeholders in both its development and delivery.
- Strong track record of coordinating the ongoing assessment, monitoring and evaluation of projects against performance targets and establishing/ maintaining an agile response to those findings.
- Excellent project management and organisational skills (project management qualification is not required but experience is essential). Direct experience of managing projects with budgets of £50K+, accounting for expenditure and working through existing systems to report spend and anticipating commitments. Knowledge of key issues relating to project delivery, including procuring, commissioning, contracting a range of parties (including creative delivery partners, artists, fabricators, educators etc) and partnership management.
- Excellent relationship management skills.
- Experience of producing projects in the public realm that engage diverse audiences.
- Ability to adapt to changing priorities, contexts and deadlines.
- Strong communications skills, particularly in partnership working with other organisations.
- Commitment to environmentally responsible practice.
- Commitment to making our work accessible and thorough understanding of current thinking and policy in relation to accessibility.

Desirable

- Experience and robust understanding of co-creation methods and collaborative community engagement.
- Understanding of the local context of Enfield, ideally based in or near to the borough.
- Experience of Arts Council England reporting.



Attitudes and Approach

The successful candidate will be a highly organised and self motivated individual with excellent communication skills and a genuine “people-person”. You will proactively take accountability and ownership with the confidence to lead and initiate action. You will set high standards for yourself and the wider project with resilience to overcome obstacles and willingness to problem solve and think laterally. You will take pride in delivering high quality projects, prioritising the views and needs of partners, audiences and participants, with the ability to appropriately challenge, inspire and empower.

The following are required of all roles with the organisation. However, you do not need to address these in your application:

- Willingness and ability to work hours outside of normal office hours on occasion (time off in lieu will be granted).
- Willingness to work flexibly in response to changing organisational requirements.

UP Projects as a learning organisation

As part of an organisation committed to learning you will be expected to:

- Contribute towards the development of a professional working and learning environment within the organisation.
- Share insights and learning gained from your work with the team.
- Contribute to developing a collaborative style of working.
- Awareness of UP Projects’ values and to work with artists, partners, communities and audiences in their spirit.

What we can offer

- The opportunity to work within a small, dynamic team of public art, learning, and engagement specialists.
- The opportunity to be part of creating projects that have social relevance, engage communities, encourage learning and enrich the public sphere.
- A professional development plan with associated training and mentoring opportunities. Team learning opportunities including relevant trips and activities as well as learning and skills development training sessions.
- Pension: You will be entitled to join UP Projects pension scheme after completing a three-month probationary period.
- Access to new networks.
- Access to a shared office environment and a work laptop.

Terms

- **Line Management:** You will report to UP Project’s Founder & Artistic Director.
- **Salary:** £40,000 pro rata (equating to £36,000 per annum when working four days per week).
- **Hours:** 10am to 6pm however flexible working may be necessary to accommodate partner and community meetings, or event and workshop delivery, outside of office hours. We offer time off in lieu where weekend or evening work is necessary.
- **Holidays:** 25 days holiday pro rata per annum (equating to 20 days per annum when working four days per week) not including bank holidays plus an additional day on your Birthday!
- **Contract terms:** This is a fixed term contract until January 2028. The anticipated start date is 12 January 2026.
- **Notice period:** Eight weeks.
- **Hybrid working:** UP Projects team work from a shared office space (Work + Play, 111 Seven Sisters Rd, Finsbury Park, London N7 7FN). We come together twice a week on Monday and Thursdays with employees working from home for the rest of the time. You will be expected to be meeting face to face with Enfield cultural partners, artists, young people and community members where possible so being locally based will be a benefit.
- **Home working:** A working from home stipend is offered and reasonable expenses for on-site meetings will be covered.



Lavender, S. Mark Gubb, 2018.
Image: Thierry Bal

Our commitment to Equity, Diversity and Inclusion

UP Projects is committed to creating and sustaining a productive, safe and inclusive working environment. We expect everyone who works with us to champion this ambition and embed it in their day-to-day work. We recognise that a diverse workforce brings a greater range of lived experience and insights that helps the organisation to better understand our audiences, communities, artists, partners, and client base. It also generates a richer mix of ideas and talents.

Three recent surveys of the culture sector, undertaken by CVAN & Iniva, Art Fund with Museum X and Culture & and Ixia (Public Art Think Tank) demonstrate a continued lack of diversity within the sector's workforce. For over a decade UP Projects has been committed to removing barriers of access to career opportunities within the arts, evidenced through our Constellations learning & development programme, and our artist selection processes.

We therefore recognise that access to opportunities in the culture sector can be challenging, particularly for those from low socio-economic backgrounds or with protected characteristics that are underrepresented in the cultural workforce. We also recognise that the causes of disadvantage do not exist independently and that a combination of intersecting identities can increase these challenges.

UP Projects takes a positive action approach to recruitment, and we encourage applications from people with backgrounds currently underrepresented within our organisation to apply. We are particularly interested in hearing from people from the Global Majority, the LGBTQIA+ community, and who identify as coming from a low socio-economic background.



Environmental Responsibility

As a socially engaged charity, we are dedicated to maintaining and improving upon our approach to environmental responsibility which relates to all areas of the charity's ethos, policy and practice, and we acknowledge that is part of our journey towards becoming a more equitable and inclusive organisation. We believe that the climate crisis is an urgent issue and we recognise the importance of addressing climate change that currently is disproportionately affecting communities in the global South.

UP Projects is committed to the active implementation of its Environmental Policy and Action Plan within its physical and digital programmes of work, administrative and operational processes and collaborative partnerships. We are members of the Gallery Climate Coalition and have pledged to work towards collectively reducing our industry's carbon emission by at least 50% by 2030. We would be happy to share our Environmental Policy and Action Plan with you should you wish to see further information.

How to apply

Please send a current CV and a cover letter that clearly outlines the following:

- Why you are interested in the role
- How your experience matches the essential requirements set out in the Essential skills and experience section. Please give us clear examples that illustrate your points.

Please refer to the job description to help focus your answers. Once ready please send the following to **workwith@upprojects.com**:

- Your up-to-date Curriculum Vitae (CV)
- Your cover letter
- Your completed Self Declaration Form

Support to apply

Please contact us on **workwith@upprojects.com** if you are experiencing any difficulties with the application process or wish to understand more about the role and to see whether your past experience suits the role we are looking to fill.

The deadline to apply

The deadline to apply is **midnight, Sunday 23 November 2025**.

Interviews will be held in person on **Tuesday 9 December 2025** at a venue in Enfield (location to be confirmed).

We regret we are unable to get back to all candidates that apply and will only be contacting successful applications who are shortlisted for interview.

UP Projects contact details:

UP Projects
27 Woodberry Avenue
Enfield
London N21 3LE

+44 (0)20 7377 9677
workwith@upprojects.com

UP Projects Co-working Space
Work + Play
111 Seven Sisters Road
Finsbury Park
London N7 7FN

www.upprojects.com
@upprojects