

# OPEN PROJECT SYSTEM

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## Enfield London Borough of Culture: ENFIELD FOLK

Status: Assess

Change Management Report

Project ID: **P10986**

London Borough of Culture

London Borough of Culture

12 unapproved blocks

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0 unapproved changes

There is no approved version of this block

New unedited block

**Project title**  
Enfield London Borough of Culture: ENFIELD FOLK

**Bidding arrangement**  
London Borough of Enfield

**Organisation name**  
London Borough of Enfield

**Programme selected**  
London Borough of Culture

**Project type selected**  
London Borough of Culture

**▲ General Information**[Jump to Contact with us \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Paul Everitt

**Name of Borough.**

Enfield

**Borough address.**

Civic Centre  
Silver Street  
Enfield EN1 3XA

**Name of contact person.**

Paul Everitt

**Position held.**

Head of Culture, Sport and Arts

**Directorate.**

Finance, Resources and Customer Services

**Department/Business Unit.**

Leisure and Culture

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**E-mail address.**

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**▲ Contact with us**[Jump to Project Overview \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by Paul Everitt

**If you have discussed your activity with a member of GLA staff, please tell us their name (or names), if you know, and which team they work in**

We met with [REDACTED], Senior Policy Officer at the GLA in November 2017 to inform her of our application and discuss the London Borough of Culture

programme. We also had discussions with [REDACTED], Policy & Projects Officer.

**If you are related to any elected GLA members or GLA staff, please tell us about your relationship with them, their name (or names) and which team they work in**

None

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## ▲ Project Overview

[Jump to Making an impact \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Paul Everitt

**Which year are you applying to become the London Borough of Culture?**

2020

**If you have a preference for a particular year, please tell us why**

Enfield has a preference to be named London Borough of Culture in 2020 as we believe our programme, which is heavily focused on engaging communities over a prolonged period of time, would benefit from a long lead in time to ensure proper engagement and genuine participation.

**How much funding are you applying for from the GLA in this application? (£)**

1099900

**How much will your programme cost in total? (£)**

1531920

**Provide a summary of the proposed programme.**

ENFIELD FOLK is a year-long celebration of people. Inspired directly by Enfield's diverse communities, our programme will explore the theme of folk and folklore teasing out local folktales, myths and urban legends through creative collaborations and interventions. Divided into three seasons, ENFIELD FOLK will consist of four artist in residency programmes across music, film and the performing arts as well as one specifically focused on working with all the schools in the borough. We will produce two impressive public art installations at key sites within the borough that offer the potential to be transformed into permanent venues for culture, as well as boost the capacity of our diverse range of community-led events including the Turkish Speakers Theatre Festival, Black History Month, LGBT Film Month, Food Festival at Forty Hall Farm, Reggae on the Lawn and many more. We believe ENFIELD FOLK has the potential to make a lasting difference whilst attracting audiences from far and wide.

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**▲ Making an impact****Jump to Celebrating creativity ()**

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Paul Everitt

**Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award.**

Enfield is made up of a collection of distinct “villages” each with their own unique characteristics and communities. Some are historic villages, which have gradually been subsumed by the expansion of outer London, and others have been created more hurriedly in response to the demand for social housing. The main area distinctions are Enfield (North), Edmonton (East) and Southgate (West), which were the old borough boundaries.

Enfield’s villages are populated by the most affluent, and the poorest people in the country. The north west boasts the rural landscapes of Trent Country Park, Forty Hall Estate, expansive nurseries and farmland offering Londoners a chance to connect with nature and the cycles of the seasons. 40% of the Borough’s area is designated Green Belt giving a feeling of the countryside like no other in London.

Historically, Enfield served London, providing fresh produce grown in the north of the borough. Today, the market gardens are thriving once again: Enfield Council are promoting a shift to home-grown produce distributed across all public food outlets, and Capel Manor College, the leading educational provider for those interested in plants, animals, and the environment, is located at Bulls Cross. Enfield is the only borough in London with a vineyard producing wines for sale. Many aspects of our ENFIELD FOLK programme are aimed at emphasising and raising the profile of the Borough’s rural nature encouraging people across London and beyond to experience the countryside on central London’s doorstep.

In stark contrast to this rural picture, in the east of the Borough there are swathes of urban housing estates that offer very little opportunity for communities to gather and coalesce. Levels of deprivation are high. The three Edmonton wards are within the 10% most deprived wards in England, whilst 12 of Enfield’s 21 wards are in the 25% most deprived wards in England. Enfield has a higher than average number of young people aged 0-15 living in the borough (23% compared with the 14% London average) and, sadly, 23,000 children live in poverty, the largest number of any London borough. Responding to these stark facts, we have prioritised engaging young people, particularly young people from these areas of deprivation, believing our programme can make a meaningful difference to their lives, their aspirations

and their future pathways.

Major regeneration schemes are under way in the east of the Borough, offering opportunity for change, with Meridian Water being the largest in London, set to create 10,000 new homes and 7,600 new jobs. The development also includes Meridian Works, Europe's largest open workshop for makers, creators and artists opening in 2018. ENFIELD FOLK makes the case for long-term cultural provision being embedded in the plans for this development through a site-specific commission.

There is a distinct divide between the east and west of the Borough, compounded by the A10 that provides a very physical boundary between the two districts. ENFIELD FOLK addresses this challenge, testing opportunities for improved infrastructure and encouraging connectivity across the Borough.

One of the most striking demographic characteristics of Enfield is its rich ethnic diversity. According to data collected by the council in 2016, the population is made up of 35% White British, 25% Other White (largely Greek, Turkish Cypriot and Turkish), 19% Black/Black British, 10% Asian/Asian British, 6% Other Ethnic Group and 5% Dual Background. Enfield has the highest number of Cypriot, Greek, Turkish and Albanian in England and Wales. The top five (non-English) languages spoken by Enfield school pupils are Turkish, Somali, Polish, Bengali and Albanian. These communities each have their own unique cultures and traditions. These distinct folklores will be foregrounded through the programme, encouraging celebration, understanding and respect of cultural difference. According to the Audience Agency, the predominant

### **Please continue your answer below if required**

group in Enfield at 33% is 'Kaleidoscope Creatives' (low levels of cultural engagement often from a mix of cultural backgrounds) and 37% are classified as 'Urban Cohesion' (extended families living in multicultural urban locations). Enfield's predominant and most successful cultural offer is theatre and the performing arts (44% attendance rate to theatre performances), with three established theatre venues (Chicken Shed, Dugdale Centre and Millfield Theatre). It also has a thriving festival programme ranging from grassroots community festivals to major events (Bulgarian Folk Festival, Turkish Speaker's Theatre Festival, Ghana in the Park, the Spirit of Ukraine Festival, Bangla Mela, Reggae on the Lawn and the Livestock Festival at Forty Hall Farm). The strength and character of Enfield's cultural offer does not lie in renowned cultural destinations, celebrity artists or acclaimed institutions, but rather in a remarkable collection of extraordinary individuals who, despite limited resources and infrastructure, have been determined to make culture happen in Enfield.

The stories and motivations of these "Enfield folk" are compelling and have inspired our programme; from David Williamson, who runs "Talkies" a hugely popular film festival and commissioning programme built upon the enthusiasm of volunteers; Dan Maier, who set up Creative Exchange, a network to support artists and creatives and provide training and start-up advice for young artists/makers; Sarah Karakus, who developed the first Turkish Speaker's Theatre Festival attracting 2,000 visitors over three days

supported by a network of voluntary Turkish housewives; Nina Lewis-Hart with a mission to establish a dance school enabling young people to pursue a professional career in dance; Kate McGeever at Forty Hall Farm whose vision to combine farming with live music has attracted festival audiences from all over London; Emma Ghafur's work through Tiger Monkey with disadvantaged young people has helped excluded groups such as unaccompanied Albanian minors to achieve their Silver Arts Award, and Kathy Worrall who raises substantial funds for charities with her Parade of Lights each December.

The diversity of the cultural providers operating in Enfield is broad but through the consultation undertaken to support this bid, the resounding commonality is the importance of giving all people a voice, encouraging exchange among communities and allowing all people to have the opportunity to take part. This openness is at the heart of our bid and is why Enfield should be awarded London Borough of Culture.

### **Explain how becoming the London Borough of Culture in 2019 or 2020 will help you achieve your ambitions and create long term change.**

This award will transform Enfield in the long-term, increasing pride and confidence, tackling systemic issues relating to youth engagement and community cohesion.

Through ENFIELD FOLK we can:

- Increase civic pride and promote community cohesion through the understanding of diverse cultures, traditions and stories.
- Provide the opportunity for everyone in our borough to participate in the arts.
- Work with every school in the borough to allow young people to engage in culture, raising aspirations and encouraging creative career pathways
- Establish a permanent Steering Panel that combines council departmental heads and community representatives (see 3.1)
- Make the case for permanent way-finding and signage, encouraging walking and cycling and highlighting cultural assets.
- Work more strategically with businesses and assemble BIDs in specific areas.
- Attract new audiences to the borough through exemplary new commissions that foreground unique qualities.
- Promote the cultural provision that the whole of London has to offer to our communities.
- Increase the capacity, ambition and long-term sustainability of existing cultural partners within the borough.
- Encourage long-term capital investment in new cultural provision (a new visual arts venue, a concert venue and a dance and performing arts school).

Enfield has consistently struggled with a low self-esteem and civic pride. Through the consultation undertaken to inform this bid it is evident that despite Enfield's cultural events being well attended, many residents still feel that culture is something that happens elsewhere in London. Instilling confidence and pride is at the core of this bid, particularly among our diverse

communities and younger residents.

We will raise profile, support and increase capacity of our existing cultural champions, festivals, events, theatres and historic buildings as well as deliver additional world-class programming that will put Enfield on the cultural map, encouraging local participation, engagement and pride as well as attracting audiences from Greater London and further afield.

This award will also complement our long-term aims as stated in Enfield's Cultural Strategy: To improve health, increase community cohesion, promote economic development and reduce youth crime (Enfield has seen an increase in violence among young people to the extent of a +21.4% increase in Serious Youth Violence (SYV) in a 12-month period this year). Our cultural vision, which has buy-in across all council departments, is to improve the lives of our community through arts, heritage and culture. It is our aim that by 2020 every resident will have the opportunity to participate and experience leisure and cultural activities at a level of their choice and in their local community. ENFIELD FOLK will directly inform the creation of a new cultural strategy for the Borough for the period 2021-26 allowing us to engage with people to inform our strategy in a way we have not done previously.

The highly participatory programme will highlight Enfield's diverse communities – giving all people the opportunity to be heard and a sense of cultural entitlement. ENFIELD FOLK will celebrate the plethora of traditions and stories within the borough highlighting our local village character and give everyone no matter where they are from a chance to work collaboratively with world-class artists to create work that is specific and relevant to our borough as well as intrigue audiences from further afield.

Young people are central to our programme. As the future of culture in Enfield, we will invest in engaging young people by giving them opportunities to shape and direct the programme through including young people on the Steering Panel, providing opportunities for them to co-produce artworks, and engaging with our new Citizen Researcher programme (see 2.1). We will work with every school in the borough, working closely with the Schools Improvement Services and coordinating

### **Please continue your answer below if required**

with the heads of schools who meet every six months.

This work will also include 'go-sees' for young people to experience cultural provision in central London – introducing the next generation to culture as a viable employment pathway and opening their eyes to what is available to them. Through our partnerships with Tiger Monkey and Face Front, exceptional organisations working on the ground with young people in some of the most challenging areas of the borough, we will engage young people excluded from schools. These organisations are already addressing the issues of youth crime and Serious Youth Violence by providing opportunities for excluded young people to take part in creative projects. This bid will increase their capacity as well as engage their participants in other aspects of the programme.

Commissioning excellent, artist-led public projects addresses a lack of public art programming in the borough as a whole as identified in our cultural strategy. We will bring some of the world's most exciting contemporary artists to Enfield and commission a series of high participation events and temporary installations. Two commissions will test and make the case for sites within the borough that could become permanent cultural assets for our residents. This is an important legacy outcome, with cross-departmental support.

We will create a step change in the way the Council works with communities by reframing our existing Strategic Partnership board of cross-departmental heads into a Steering Panel that also includes important community stakeholders. (see 3.1) This group will continue to govern and support the commissioning of capital projects and public artworks in the future and will encourage a more collaborative and community-led way of working.

This bid also makes the case for collaborating and leveraging capital investment from our Public Health department into permanent way-finding signage throughout the Borough – something that is currently greatly lacking. This signage will highlight key civic centres and cultural assets whilst encouraging people to walk or cycle across the borough to these locations. Cycle Enfield's new network of cycle paths is due to be completed by 2018 increasing journeys by bike from 0.7% to 5% by 2020.

ENFIELD FOLK will also become a catalyst for strengthening relationships with local businesses and start to formulate strategies for creating BIDs within Enfield (we currently do not have a BID) that could create long-term change through leveraging funds for further cultural projects and capital improvement projects.

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## ▲ Celebrating creativity

## Jump to Outcomes & outputs ()

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Paul Everitt

**Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your programme will be amazing, ambitious, authentic and all-embracing.**  
Curatorial principles

- Championing excellence through partnering local talent with world-renowned organisations and artists to raise aspirations, quality and reach.
- Commissioning new work that has relevance to and grows out of the diverse communities of Enfield.
- Celebrating diversity and demonstrating that Enfield is open, inclusive and progressive.



- Encouraging collaboration, empowering communities to co-produce world-class outcomes.
- Supporting risk-taking and innovation, creating room for experimentation and progression.

## ENFIELD FOLK

Folklore: the expressive body of culture shared by a particular group of people

Inspired by the extraordinary folk of Enfield, the ENFIELD FOLK year-long programme will explore and embrace the theme of folk and folklore, directly responding to the borough's diverse set of coexisting communities, each with their own unique cultures, traditions, stories and myths to tell. Developed through community consultation, this theme celebrates Enfield's status as an Outer London Borough that has both rural and urban traditions. It is conceived as a celebration of people, who all come together to contribute to the rich tapestry of an area.

Our programme will be split into three seasons: FOLKTALES January-April; RITUALS & MYTHS May-August and URBAN LEGENDS September-December correlating with the way the borough currently curates and promotes cultural programming. The theme will be embraced by existing festivals, events, venues and cultural organisations as well as being amplified through a series of specially curated projects including four artist residencies (one working specifically with schools which is our exemplary project) and two high-impact public art commissions. A temporary way-finding commission will make the case for permanent signage across the borough to encourage people to cross borough boundaries, discover cultural assets and promote walking and cycling. All our projects will explore and engage with the rich and diverse mix of communities within Enfield and tease out local narratives. Our core activities curated for ENFIELD FOLK as listed below will be free.

### 1. Artists in residence

Three artist residencies will take place with world-class artists working in collaboration with the folk of Enfield to create a new work. The brief to each artist will respond to the overarching theme of Folklore inviting them to engage with multiple communities and collaborate with people to explore, uncover and re-tell the histories, tales, myths and legends of their given area. Participants will also be directly involved in the creation of a final artwork; be that a piece of music that is performed, a new play that is written and presented or a film that is screened. These residencies will take place in different focus areas across the borough and will engage communities over a year-long period before the final event/s. The artform relating to each residency has been conceived as a result of local need. Each resident artist will also facilitate opportunities for participants to go on "go-see" trips and experience cultural activities in central London.

Artists shortlisted for these residencies have been proposed because they have significant profile nationally and internationally, they are particularly interested in telling stories, and they are highly experienced at co-production and collaborating with people.

The residencies will be structured as follows:

**FOLKTALES Artist Moving Image Residency** – Southgate area (Palmers Green, Winchmore Hill, Southgate)

Final Performance/screening: April 2020

Film has a significant profile in this area of Enfield, with the Talkies Community Cinema and The Here Suburban Film Festival based in Palmers Green. LUX, the international arts agency that supports artist moving image practices will develop this commission, working in partnership with Enfield's Tiger Monkey to engage hard to reach young people and Into Film who are already working in the borough.

### **Please continue your answer below if required**

Talkies' The Here Suburban Film Festival will provide an ideal platform for showcasing the final screenings of the outcome of this residency. Shortlisted artists: Rehana Zeman, Margaret Salmon, Marvin Gaye Chetwynd

**RITUALS AND MYTHS Music Residency** – Enfield Area (Enfield Town, Bullsmore Village, Cockfosters)

Final Performance/event: July 2020

The north of the borough has a strong reputation for music with myriad festivals taking place in the many parks, green spaces and farmland of this area. The English Folk Dance and Song Society (EFDSS) (the national development organisation for the preservation, promotion and development of the English folk arts) will lead this commission, working in partnership with Enfield Music Services. EFDSS want to foreground the folklore of the many different ethnicities represented in the area. The outputs of the residency may include dance, performance as well as new pieces of music. Shortlisted artists: Eliza Carthy, Kathryn Tickell and Jon Boden.

**URBAN LEGENDS Performing Arts and Theatre Residency** – Edmonton area (Edmonton Green, Ponders End, Brimsdown, Enfield Lock)

Final Performance/event: October 2020

Arguably the most challenging, the least engaged in culture, and the most deprived area, the east of the borough is home to the Millfield Theatre as well as Face Front Inclusive Theatre who successfully uses the transformational power of theatre to improve emotional well-being and address social injustice. The Chicken Shed Inclusive Theatre (one of Enfield's 'cultural jewels') will lead this commission, in collaboration with Face Front and Platinum Performing Arts to develop a site-specific immersive theatre work for one of the public spaces in the east of the borough.

Shortlisted artists: Lois Weaver, Kneehigh, John Fjumogena

**YOUNG FOLK** – Schools residency with Oscar Murillo (See 4.0 Exemplary Project)

## **2. Temporary Public Art Installations**

Responding to the lack of public and visual art that has historically happened within the borough we will commission two high-profile temporary public artworks. These commissions will focus on locations where there is a desire for long-term cultural facilities to be created. The borough currently has no

dedicated space for visual arts and no large-scale concert venue. Through the commissions, the locations for these places of culture would be highlighted and the potential for cultural engagement tested. A shortlist of three artists will be invited to develop a proposal for each site and the final artist will be selected together with the Steering Panel.

#### FOLKTALES commission at Broomfield House Feb-June 2020

Broomfield House is a site of historic interest in Palmers Green, dating back to the 1560s and located in a public park. The borough has a long-term plan to transform and restore this building into a heritage and cultural asset focused primarily on presenting visual arts. This commission will test the potential of Broomfield House as a permanent site for culture.

Shortlisted artists: Turkish conceptual artist, Ahmet Öğüt, Turner prize-winning architecture/artist collective Assemble and American performance/video artist Suzanne Lacy.

#### URBAN LEGENDS commission at Meridian Water July-December 202

Meridian Water, located in east Enfield, is the largest regeneration initiative in the borough. There is significant potential to integrate culture into the regeneration programme, aiming to support and make the case for a new large-scale concert hall on this site. A large part of this site is currently unused although artist studios run by ACAVA are beginning to raise awareness of the site. A commission on this site would allow people to explore, engage with and consider the site's potential for culture. Shortlisted artists: pioneering artist group, Blast Theory, world-renowned artist and architect Alfredo Jaar and Monika Sosnowska. The selection of shortlisted artists for the commissions and residencies reflects the diverse cultural make up Enfield

### **Please continue your answer below if required**

and includes international, established as well as emerging artists. Evaluation of all commissions will support the case for longer term commissioning and the creation of cultural venues. Please see our supporting document for examples of artists work.

### **3. INVESTING IN FOLK - Supporting Cultural Champions**

Enfield has a wealth of local cultural provision that relies heavily on volunteers, local activism and enthusiasm. We believe that there is real authenticity and magic in the projects and programmes that are currently being delivered across the borough and consultation with our local providers has identified how LBOC would enable them to increase their ambitions and make them more sustainable in the long run. We will work with particular cultural providers to support them to realise specific aims and ambitions. Examples include supporting Platinum Performing Arts to put together a business plan for the long-term development of a performing arts school in Enfield; supporting the charity Enfield Sounds Great in the development of Music and Music Therapy in the East of the borough including the creation of an Edmonton Youth Orchestra; enabling Enfield Parade of Lights to create high-quality lanterns that can be used for many years to come and enhance their hugely popular event; working closely with Forty Hall Estate and Farm to improve the engagement of young people in their existing programmes

and collaborating with Reggae on the Lawn to stage world-class performers such as Beres Hammond, Morgan Heritage, Chronixx and Damian Marley.

#### 4. Way-finding Commission

We will work with an artist to develop a new way-finding strategy for the borough that will encourage people to discover new walking and cycle routes, places of historical interest, stories and urban legends relating to the borough and Enfield's cultural offer. This project will result in permanent signage across the borough, a new app and will also inform the way-finding and maps created for the LBOC year.

#### **Briefly tell us, what are the heritage themes you might focus upon and what difference will this make for local people?**

There are a number of key sites in Enfield that have a strong heritage narrative, most notable of which is Forty Hall Estate, a grade-I-listed Jacobean Manor House, built by former Lord Mayor of London, Sir Nicholas Rainton in 1632. The Hall is important to understanding the growth of the Capital City and of the life and times of the merchant classes. The Elsyng Palace scheduled monument lies within the Forty Hall Estate. If we are successful we will work directly with Forty Hall Estate to amplify the projects and programmes they already curate and look at attracting broader audiences to this particular heritage site within the borough with a specific focus on young people. There is an aspiration to establish a temporary sculpture garden within the grounds of Forty Hall, which could well be made possible if we are awarded the title of LBOC.

Our public art commission located at the Grade II-listed Broomfield House also has a very strong heritage narrative with this site dating back to the 1560s. The building was badly damaged by fire but luckily the Baroque murals painted by the Flemish artist Gerard Lanscroom in 1726 were saved. Lanscroom was a leading mural painter in his time with work at Windsor Palace, Hampton Court, Powis Castle and Arncliffe Grove. The Broomfield House Trust wishes to fund a restoration of parts of the murals and mount an exhibition, where visitors can view these artworks and learn more about the history of Broomfield House and the Park. This locally driven project as well as the public art commission planned as part of our core programme have very strong heritage narratives and have the potential to highlight the necessity for further funding to restore this building to its former glory.

#### **Briefly tell us your plans to widen access to and participation in the arts and how you might address inequalities of opportunity in your borough; including systemic barriers you have identified.**

At the heart of our programme lies a celebration of people. We see the diversity of communities as what makes Enfield unique and our curated projects look at giving a truly diverse range of people a voice. It is our aim that we give everyone in our borough the opportunity to proactively engage with culture. Our projects have been curated to target groups that do not often consume culture and are genuinely focused on participation and co-creation. We will actively be reaching out to communities the borough has struggled to engage with previously, namely the Asian, Somali and Romani

communities, and have deliberately chosen a wide range of practitioners and artists from different backgrounds including Polish, Turkish, Afro-Caribbean, Colombian and Brazilian working across a multitude of media to try to widen the chances of participation.

22% of Enfield's population is under the age of 16 and 12% of the borough is aged between 16-24, yet engagement in culture amongst young people is particularly low according to Audience Agency statistics - especially in the east of the borough highlighting the east-west divide. Young people are therefore central to our bid. The residencies will work with local partners including Chicken Shed, Platinum Performing Arts, Face Front Theatre and Enfield Music Services who have a very strong track record of engaging with this target audience. We are also committed to working with every school in the borough through the YOUNG FOLK "Frequencies" project with Oscar Murillo (see 4.0) inspiring individual creativity and giving young people the chance to work together with a world-class artist. Our programme will also involve opportunities for people to go into London to experience the cultural offer on their doorstep, something that many Enfield residents do not currently do through lack of knowledge, funds or confidence.

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## ▲ Outcomes & outputs

[Jump to Monitoring & evaluation \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Paul Everitt

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## ▲ Monitoring & evaluation

[Jump to Deliverability \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Paul Everitt

### **Please tell us how you will monitor and verify the information you collect so you can measure the outputs and outcomes.**

We will work with BOP Consulting to create a robust and effective way of measuring the impact of our programme throughout the year and beyond. Our evaluation approach is based on the principle of genuine partnership with communities, and we will recruit and manage a series of "Citizen Researchers" to dig deep into the impact of the programme in their own communities. This approach engages local people in the development of the evaluation framework and in the collation of qualitative data, based on the New Economics Foundation's Prove It! Methodology.

Working with community organisations, schools and other local partners we will recruit and train four working groups of paid Citizen Researchers, ensuring representation from across Enfield's diverse population. They will undertake a long-term, thematic research programme to understand economic, social, and cultural impact in depth.

Our evaluation will be monitored by our Steering Panel ensuring our programme adapts and responds to key findings as it progresses. We will also work with the Audience Agency to develop a strong quantitative evaluation process and develop a reflective approach to peer learning, as well as employing a series of critical friends to monitor the development of the programme throughout the year.

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## ▲ Deliverability

## Jump to Exemplary Project Awards ()

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**Describe how the project will be well managed. Please address the following areas: good project management; exemplary partnership working; the long-term approach and shared learning.**

Our programme has been assembled to ensure that its delivery is manageable and will result in the highest possible quality outcomes. Our delivery structure includes working with external lead partners as well as existing local cultural providers. We recognise the ambition of our programme and the need for proper lead-in times. For this reason we are applying for 2020 to ensure we can work with the calibre of artists we have listed and to ensure that the engagement process that runs across all of our programme can be properly facilitated.

The programme will be led by Paul Everitt, the Head of Culture, Sport and Arts for Enfield Council. Working for nine years in the borough, his local knowledge and networks will be invaluable to delivering this highly ambitious programme of projects. He has long-standing relationships with the borough's cultural partners and also runs three of Enfield's cultural institutions, Forty Hall, Millfield Theatre and the Dugdale Centre.

He will recruit a Programme Director upon the announcement in February 2018 with the view to recruiting further posts as the programme progresses, including Project Manager and Project Co-ordinator. This dedicated team would work immediately to implement plans for the year-long programme in 2020. In addition, Enfield Council will leverage support from existing departments, including press and marketing and finance, to ensure that the programme can be communicated effectively and immediately and that finance is monitored and administered as required.

Our existing Leisure and Culture Strategic Partnership will be reframed as a Steering Panel made up of cross-departmental heads: Paul Everitt, Head of Culture, Sport and Arts; Ilhan Basharan, Consultation and Resident Engagement Services Manager; Anna Loughlin, Economic Development Manager; Christine White, Heritage Projects Manager; Glenn Stewart, Assistant Director of Public Health; Peter Di Basio, Libraries Customer Services Manager; Matthew Watts, Parks Business Strategy and Partnerships Manager; Rose McMurray, Licensing Officer; Nick Skinner, Head of Enfield Music Service (Schools and Children's Services); Neil Goddard, Head of Budget Challenge (Finance); Andrew Golder, Press Officer and will see the recruitment of members of the local community, key cultural providers, lead delivery partners, community representatives including two young people. We will appoint up to 25 members in total who will be drawn upon for various aspects of the programme including forming juries for the selection of artists, monitoring and evaluating the progress of the programme and ensuring genuine community engagement. The formation of the Steering Panel will ensure quick decision-making, governance, guidance and monitoring of the programme delivery. We believe the Steering Panel will facilitate greater collaboration and dialogue between the council and the community in the longterm as it will continue to operate post-LBOC.

We will appoint three paid critical friends who will work with us to ensure our programmes are as engaging, high quality and deliverable as possible. These mentors could include leading engagement expert, Helen Ball, Curator Clare Doherty and Totally Thames Director Adrian Evans.

#### Project Delivery

Our programme has been curated to ensure that a range of highly experienced delivery partners are in place to begin working to develop and deliver the commissions as outlined in our programme. These partners include local and external partners all of whom have confirmed their interest, availability and willingness to be involved. We have identified a lead partner for all core activities to ensure that decision-making powers are clear and that budgets can be distributed effectively and centrally.

Confirmed lead partners for the residency programmes are:

#### LUX

LUX is an international arts agency that supports and promotes artists' moving image practices and the ideas that surround them. Lux is the only organisation of

#### **Please continue your answer below if required**

its kind in the UK, representing the country's only significant collection of artists' film and video, and is the largest distributor of such work in Europe.

#### English Folk and Dance and Song Society

EFDSS is the national folk arts development organisation for England. They champion the English traditional arts – music, song, dance, storytelling, customs and traditions – as part of the rich and diverse cultural landscape of the UK. EFDSS encourage artists to be inspired by the songs and dances that

have been handed down through the generations and support them in various ways to create new songs, tunes and dances.

#### Chicken Shed

Chicken Shed is a pioneering and inclusive company that makes beautiful and inspirational theatre. They bring together people of all ages and from all backgrounds to produce outstanding theatre that entertains, inspires, challenges and informs both audiences and participants alike. Their vision is a society that enables everyone to flourish, and create entertaining and outstanding theatre that celebrates diversity and inspires positive change.

#### UP Projects

UP Projects curates and commissions contemporary art for public places. The organisation has over 15 years of experience, with a mission to support artists to make work that has social relevance, encourages learning and enriches the public sphere. They are experts in community engagement and collaboration. UP Projects' Director, Emma Underhill is a resident of Enfield.

We will also build on our existing relationship with local cultural providers who will be forming an integral part of the programme that Enfield delivers year in year out. Investing in Folk will build the ambition and capacity of these providers who will each be responsible for delivering their respective events throughout the year of culture.

#### Marketing and Communication

We will develop a strong brand for ENFIELD FOLK and create a dedicated micro site as well as bespoke printed marketing material and advertising for the LBOC year. We will appoint a graphics studio and PR agency to effectively promote our activities to a London-wide, nationwide and international audience. We will create a dedicated app that would feed into our wider way-finding strategy for the borough.

#### Evaluation (see 2.4)

#### Budgets & Finance

Our budget is robust and has been developed in consultation with our delivery partners to ensure best value for money and realistic fee levels and is fully supported by our Executive Director of Finance. We have included a contingency into our budget and have ensured realistic fundraising targets.

### **Describe how your project delivers value for money.**

The funding awarded to us will go towards our borough's goal of engaging every resident in the borough in culture. In addition we will be engaging with every school within the borough to deliver cultural programmes. Our programme builds directly on the work that the borough has been carrying out previously and is in line with our cultural strategy.

Our programme will result in at least five new site-specific commissions working with four external partners and over 20 local partners. 300 existing events and festivals will take place as part of the LBOC and through our Investing in Folk strand we will be supporting these organisations with funding to allow their programmes to be more ambitious and more



sustainable in the long run.

Our match-funding budget is confirmed and has been signed off by the Head of Finance. We will also work closely with businesses to raise additional match funding inspiring a more collaborative approach to cultural funding within the borough. The borough will be providing in-kind support through the use of cultural venues and will be using local suppliers to deliver programme where possible to ensure local economic uplift. We also believe that there will be the opportunity to raise further funding if required through the submission of funding applications to Arts Council, HLF, Paul Hamlyn, Esmée Fairbairn and Foyle Foundation.

We will seek competitive quotes from suppliers and ensure that budget allocation is aligned with best practice fees for artists as recommended by A-N/AIR paying artists guide.

**Please outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in kind support. Please indicate whether these are confirmed or to be expected.**

The London Borough of Enfield will provide £277,000 in match funding coming from a combination of its core culture budget and marketing budget. A further £100,000 will be raised through fundraising. The London Borough of Enfield will be teaming up with the community network Love Your Doorstep to persuade the local businesses on the network to use the Year of Culture to promote their businesses through their participation in local cultural events. The aim is to establish this as a positive way for local businesses to prove their Corporate Social Responsibility aims and to encourage them to consider investing in local cultural activity for years to come.

Expressions of interest have already been given by:

Chela (£10,0000)

Tessa Stevens (£5,000)

The Enfield Charitable Trust (Enfield Market) (£5,000)

Love Your Doorstep (£10,000)

Gourmet Goat (£5,000)

Thors Trees (£5,000)

Ruby blu Gift Shop (£5,000)

In Kind Support has been offered by

St Modwens (Edmonton Green Shopping Centre) for Space Hire (Value £30,000)

Edmonton Green Magazine – Advertising (Value £6,000)

Love Your Doorstep – Advertising (Value £5,000)

**Please describe how your proposal reflects your duties under the Equality Act 2010. How does it address integration and the needs of specific groups who might find it harder to engage and participate?**

Our bid is centred on providing opportunities for our diverse communities to engage with the arts and express their own histories, heritages, stories and traditions. We want our programme to be a true reflection of our borough and be inclusive to everyone no matter of age, gender ability, ethnicity or sexual orientation. It is conceived as a celebration of people promoting equality at its heart. The artists we have selected to work with will reflect this diversity. We believe that working with a range of artists will stimulate greater engagement across the board.

We will promote and amplify existing cultural programmes that take place within the borough that are specifically targeting diverse communities including the Bulgarian Folk Festival, Bangladeshi Mellah, Turkish Speaker's Theatre Festival, Ghana in the Park, the Spirit of Ukraine Festival, Reggae on the Lawn, the LGBT History Month and Black History Month. Programme. Ambassadors associated with these initiatives will be nurtured and tasked to encourage their communities to visit and experience other aspects of the programme. These initiatives will also benefit from our Cultural Champions Programme and be enhanced and sustained through our investment in their programme.

Our core activities have been curated to take place in the public realm, are free and spread across the borough, allowing a greater number of people to engage and breaking down potential barriers that people may feel in attending events within specific venues. We have allocated a specific budget line to transportation as we recognise that certain sites may be hard to reach and could benefit from additional transport to encourage people to visit. This will also encourage people to cross borough boundaries and participate in programmes across the whole borough.

All our partners are responsible organisations that abide by the Equalities Act and are truly inclusive in their nature. When recruiting for the LBOC team we will ensure we recruit in line with the Equalities Act and that the job opportunities are open to all.

Young people are a key target for us and we will ensure that programme is taken into every school and also targets those who have been excluded from the education system through a multitude of collaborations with local providers Intofilm, Tiger Monkey, Face Front Theatre, Platinum Performing Arts, Art Start and Chicken Shed. Each of these organisations will be encouraged to assign youth ambassadors that will encourage young people to experience and get involved in the LBOC programme.

We will also ensure that the key aspects of our programme are available in the top five spoken languages in the borough to ensure diverse communities become aware of the activities that they are able to be part of and have allocated a budget line to accessibility to assist with the employment of signers and/or any specific infrastructure that may be required to make all our projects wheelchair accessible. We have also allocated some consultancy budget to work with Shape Arts who provide support to cultural organisations to build a more inclusive and representative cultural programme.

## ▲ Exemplary Project Awards

[Jump to Confidentiality \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Paul Everitt

**Describe the area (geographic location) of the borough where your project will take place and why here, the local people that will be involved and how you have identified them and the need for this project.**

Our YOUNG FOLK – Frequencies project by Oscar Murillo will involve 14,000 young people in Enfield allowing them to explore their creativity, work first hand with a world-renowned contemporary artist and be introduced to creative career pathways through activities such as go-sees into central London and a series of curated talks and workshops.

The project addresses the historic lack of visual arts programming in the borough and also works specifically with a key demographic, namely local young people who have statistically shown a low level of engagement in the arts in the past. We believe this project has the ability to increase engagement and aspiration and in turn have a positive knock-on effect on lowering levels of anti-social behaviour and crime. As outlined in 1.1 Enfield has the highest figures of young people living in poverty and we feel that a project that engages large numbers of young people is particularly vital and pressing. This opinion was backed up by the consultation carried out to inform this bid. There are a wealth of providers targeting young people in the borough from Tiger Monkey and Platinum Performing Arts to Chicken Shed however there is no provider working with visual arts and young people.

This project would be rolled out across all state-run primary and secondary schools in Enfield engaging 14,000 young people aged 10-16. Murillo is particularly interested in targeting this age group as he believes it is at this age that there is often resistance to normative systems of thought.

**What is the step-change you want to make or impact you want to have through this project?**

We believe this project has the potential to raise awareness of the impact that visual arts can have on communities. By engaging directly with the next generation this project will have a lasting effect on people's lives by giving them the confidence to pursue creative career pathways and discover cultural experiences that they have previously shied away from.

By staging the archive exhibition we will be able to prove the appetite for visual arts in the borough and allow us to build the case for a more permanent arts venue. It will also put Enfield on the cultural map in the context of the international portfolio that Frequencies boasts. It will bring new audiences to the borough, something that Enfield has historically struggled with.

In addition it will allow us to assemble a Steering Panel of cross-departmental heads who will work closely with young people and community representatives, marking a new collaborative way of working in the borough. We will keep this Steering Panel in place as a legacy of the project and they will work together to form the vision for the cultural strategy for 2020-26.

We will also be able to work more strategically with businesses to look at new models of funding arts projects in the borough in the long term.

**Describe the project activity/activities, the creative content and partnerships and how this will be amazing, ambitious, authentic and all-embracing.**

Frequencies will work closely with all 93 schools in the borough to affix canvases to classroom desks allowing students to register their daily endeavours and conscious and unconscious interventions. By placing canvases on desks and leaving them for a prolonged period of time the process of sedimentation that occurs not only captures the students' thoughts and expressions, but also chance interventions that are the product of external factors.

Frequencies was conceived by Colombian-born, London-based artist, Oscar Murillo as a reaction against what Murillo views as prescriptive systems of arts education and also as a result of the steady decrease in funding for arts education within schools. Murillo believes that only through allowing young people the freedom to express themselves at anytime over a long period of time can you inspire confidence to express genuine thoughts, feelings and fears. He gives no explanation on the technique or materials that should be used and instead liberates the young people to develop their own personality through the canvas.

Frequencies has taken place across the globe with amazing results. Some canvases have led to cultural collaborations for example in Lebanon where shared desks led to dialogues between Lebanese pupils and Syrian refugees; it has inspired friendships and collaborations between countries and schools and it has brought issues such as bullying, antisocial behaviour and even sexual assault to light.

By bringing Frequencies to Enfield it would put these student's work amongst a growing network of students from schools across the world. The archive that Murillo has built up gives cultural and social insights into youth communities from countries as diverse as Nepal, Japan, Brazil, Turkey, Georgia, Lebanon, Kenya, China, Iceland and Italy. Murillo is interested in not only mapping the social differences but also the similarities that occur. As a result of this project Murillo's archive would be put on public display for the first time. This has the potential to attract audiences from across London. An exciting venue in Enfield would be chosen for this – ideas include an open-air show at Broomfield House in order to raise the awareness of this site as a long-term visual arts venue in the borough, or the Electric Quarter in Ponders End – an industrial site set for transformation located in the east of the borough where youth deprivation and cultural engagement in particularly

low.

Along side the canvas programme a series of outreach programmes would take place that would introduce young people to the wider cultural offer in London as well as other tangible creative career pathways. This would be done through a series of free trips to cultural venues and also through a series of talks and workshops.

### **Identify appropriate outcomes & outputs and quantify the level of impact you plan for this project to have.**

Frequencies would result in:

- The delivery of a progressive visual arts project that touches a key demographic in the borough but also allows for wider engagement through a final public exhibition.
- An increase in youth engagement in the arts.
- Enfield young people become part of a wider international network of young people around the world with further potential for collaboration.
- All 93 schools in the borough engaged in the project.
- A minimum of 14,000 children involved in the initiative.
- A minimum of 50 go-see projects arranged to cultural venues across London.
- A minimum of 50 creative practitioner workshops/talks delivered throughout the year.
- A final public exhibition in an interesting space within the borough.
- The formation of permanent Steering Panel who will contribute to the future cultural strategy.

### **How will you monitor the success of the project?**

If this is a standalone project, we would still establish a Steering Panel of key council heads of departments, local community groups and young people to help guide this project and measure its impact. As outlined in 3.1 this Steering Panel will allow the council to improve the way it works together with the community. The Steering Panel would then continue its work and contribute to the creation of the 2021-26 Cultural Strategy as a result of this project.

BOP Consulting would help us to develop a specific Citizen Researchers programme to run alongside this commission to ensure proper evaluation and consultation are embedded throughout.

### **Describe how the project will be well managed (including partnerships, long term vision/approach and shared learning).**

Enfield Council's Culture Department, led by Paul Everitt, will work closely with UP Projects as lead commissioning partner and Oscar Murillo's Frequencies Project Foundation on the delivery of this project. UP Projects is a charity set up to curate and commission contemporary art for public places. The organisation has over 15 years of experience and its mission is to support artists to make work that has social relevance, encourages learning and enriches the public sphere.

Frequencies Projects Foundation is a Charity with the mission to develop

innovative projects for young people which aim to effect lasting change in educational experiences, improve quality of life and create opportunities for schools, parents, students, teachers and the wider community.

The project would work closely with the Schools Improvement Services who have a structure in place to consult with heads across the borough.

UP Projects would work together with the Frequencies Foundation to deliver the project and would lead on the curation of the outreach programme bringing a diverse range of creative practitioners into schools and arranging trips to cultural venues across London. In addition UP Projects will curate the final public exhibition of works in Enfield, securing a venue, ensuring relevant permissions are in place and developing a strong concept and narrative for the show.

### **Describe how the project delivers value for money.**

The project enables engagement with all schools in the borough and offers the chance of a high impact project that specifically targets a group in Enfield that is in most need. We have confirmed match funding for the project and believe there would be further prospects of funding to increase the scale and ambition of the project including Arts Council Grants for the Arts or support from local businesses for the final exhibition.

The project can be scaled if required by engaging just secondary schools in the activity, limiting the ambitions for the final exhibition or delivering fewer outreach initiatives although this would lower its impact.

### **Outline how you plan to secure a minimum of 30% match funding.**

The Council are committed to investing the 30% match funding required to make this project happen should we be successful in becoming an exemplar project. This funding will come from the existing cultural budget and some allocation from existing marketing budgets.

### **Please confirm that you have completed the dedicated section in the budget template for your exemplary project (in the Deliverability block).**

yes

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#### **▲ Confidentiality**

**[Jump to Additional Documentation \(\)](#)**

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by Paul Everitt

### **Should we should treat your proposal as confidential information?**

no

**Should we should treat your financial information, such as your budget and any business plan, as confidential information?**

no

**If there is any other information you have provided that you consider to be confidential information, provide your reasons for this below or in a separate letter. If you are sending us a separate letter, please write 'letter submitted' below**

-

**Can we can keep you informed of our work?**

yes

**Can we pass your contact details to organisers of marketing activities, conferences and training events?**

no

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#### ▲ Additional Documentation

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by Paul Everitt

**I confirm that I have obtained all the relevant internal approvals required for this project.**

yes

Complete the table below.

Please set out the **outputs and outcomes** you expect the proposal to achieve over its lifetime. These should only relate to the London Borough of Culture award and any funding you have levered in already and secured towards this project. Please quantify any outputs.

Project activity	Outputs	Baseline (where available)	2019/2020	2020/2021	Total
Overall LBOC Programme	<i>New site specific commissions created in and for Enfield</i>	0	0	5	5
	<i>Events, festivals and activities staged as a result of LBOC</i>	320		620	620
	<i>New jobs created as a result of the LBOC programme (core LBOC staff members, artists employed and paid Citizen Researchers)</i>	0	7	17	24
	<i>Volunteers recruited to help facilitate the programme</i>	0		1000	1000
	<i>Total youth engagement in the programme</i>	0		25,000	25,000
	<i>Audiences attracted to the Borough</i>	20,000		150,000	150,000



	<i>from outside Enfield</i>				
	<i>Local community participation in the co-creation of artworks</i>	0		3,000	3,000
<i>Artists in Residence</i>	<i>Trips for local people to experience culture outside the Borough</i>	<i>0 – this is not an activity the Council has funded previously</i>	30	70	100
	<i>Community groups engaged through the residency programme</i>		30	30	60
<i>Young Folk: Frequencies Project</i>	<i>Schools involved in the Frequencies Projects</i>			93	93
	<i>Young people involved in the project</i>			14,000	14,000
<i>Investing in Folk</i>	<i>Local providers helped through the LBOC programme</i>			15	15
	<i>Young people helped and engaged with</i>		5,000	5,000	10,000
	<i>New permanent Performing Arts School created through the support of</i>	0		1	1

	<i>the programme</i>				
<b>Project activity</b>	<b>Outcomes</b>				
<i>LBOC Programme</i>	Increased civic pride in Enfield.				
	Greater community cohesion through the understanding and celebration of diverse cultures, traditions and stories.				
	Increased youth engagement in culture affecting their aspirations for the future and their knowledge of creative career pathways.				
	Increased awareness of Enfield's cultural offer both locally and across London and increased awareness of London's wider cultural offer for local people.				
	The establishment of a permanent Steering Panel for culture that crosses Council departments and includes community and youth representation.				
	The introduction of a new evaluation framework for culture laid out and adopted across the Council.				
	The development of a permanent online platform dedicated to promoting Enfield's cultural offer.				
	Businesses more engaged in Enfield's cultural activities and begin to strategically fund projects and join forces (with view to establish BIDs).				
<i>Wayfinding Commission</i>	Capital funding secured to create permanent way finding and signage throughout the borough that encourages people to walk and cycle and raise awareness of cultural assets. Potential for this to also include the development of an App.				
<i>Public Art Installations and Investing in Folk</i>	Increased potential for long-term capital investment in new permanent cultural infrastructure across the borough (including a new visual arts venue, a concert venue and a dance and performing arts school).				

We will accept baseline estimates at this stage. You should ensure projections are realistic and achievable.

You can add additional rows, as required, up to a maximum of 10 outputs/outcomes.

Provide a description of the key risks associated with your proposed programme of activity

Risk	Impact	Likelihood	Mitigation Strategy
Fundraising target not reached	Specific parts of the programme will be unable to be realised.	Medium	We have develop a programme that can be delivered within the limits of the confirmed budgets available but are keen to raise further funding to enhance the delivery of specific projects namely the public art commissions and the Frequency Project.
Timelines relating to funding announcements	Planning for projects can be affected as confirmed total budget not known until late in the day.	High	Please see previous point above. We are looking to work within the confirmed budget with additional funding enhancing our programme rather than being integral to it taking place.
Community groups hard to engage with	Community groups are unwilling to engage with projects.	Medium	We will be commissioning artists who are well versed in developing projects for and with a broad range of participants and community groups. We will also be choosing artists from a variety of backgrounds to ensure that they are relevant and accessible to a range of people. Our projects involve artists proactively reaching out and working with community groups so a great deal of

			resources is put into active outreach.
Schools timetables make delivery of young people's projects difficult	Young people find it hard to engage with cultural activity that is planned.	Low	We anticipate working closely with schools from the start to ensure all our programmes allow for young people to get involved. The Frequencies Project is used to working directly with schools and has devised a system where it does not interfere with existing classes and school structures.
Transport to specific sites in our programme namely Meridian Water	Audiences find it hard to reach the venues where key cultural events are taking place.	Medium to High	We will look into the possibility of working with a minibus company when specific commissions are live on hard to reach sites and have allocated budget for transportation. We will also look at developing relevant signage and maps for the duration of our LBOC programme to ensure good communication. We are keen to potentially develop an app to promote our programme and ease way finding.
Collaboration between different local organisations	Tensions and disagreements between different delivery organisations	Medium	In each of our programme strands there is a clearly defined lead partner. This is the partner who will make the final decisions relating to each commission and the associated budgets. They will also have

			<p>the overall responsibility for the project management and delivery of the commission. They have all agreed to this role and have also agreed to include other local relevant organisations in the delivery of the final commission. The artists will be tasked to include/speak with all relevant local providers relating to their art form. We will be assembling a cultural board that will help resolve any major disagreements should they arise.</p>
<p>Negative connotation relating to bringing external partners and artists into the borough</p>	<p>Local partners and providers become disgruntled and uncooperative.</p>	<p>Low to Medium</p>	<p>Through our consultation process we have discussed working with artists and partners from outside the Borough, which has been met unanimously with a positive response. Naturally where there are high quality services within the Borough we have chosen to work with local partners. We have placed an emphasis on quality when selecting artists and believe that by working with exciting, engaging and talented artists the best community engagement and outreach can be achieved. For the Borough it is vital that</p>

			the final product is of a high quality as this is what local people will most benefit from.
Local elections in 2018	There will be a period of purdah during this period	High	Press and marketing can still continue relating to LBOC events and activities but no political quotes can be included. If required Paul Everitt Head of Culture will be quoted.
Marketing the full scope of the programme to a wide audience	Audience figures are not as high as hoped. Audiences from across London/UK are not attracted	Low	We will work immediately to appoint an external PR company that will devise a bespoke strategy for our LBOC programme. They will be well versed in reaching culturally diverse and broad audiences. In addition we will employ a variety of mediums to spread the word from printed matter to online platforms and apps. We will have our in house marketing team working on the LBOC project throughout the period. We will also work closely with the GLA to ensure messaging is far reaching.
Health & safety at events	Accidents occur at events.	Medium	Much of our programme takes place outside in the public realm in order to engage with the most diverse audiences possible. We are working with partners who are well

			versed in producing out door commissions and can assemble all of the relevant risk assessments and health & safety material required in order to ensure the events are as safe as possible.
Working with artists living abroad / out of London	Artists need to travel to deliver projects and programmes. Higher budgets spent on travel.	Medium to High	Some of our selected artists for the public art commission are international and live abroad. We have ensured that their travel expenses have been thought through in relation to our budget and will also ensure that any travel is managed in an efficient and effective way allowing them to engage and plan as required during trips to Enfield.
Local community dislike projects that are curated	Negativity within the community about the projects being delivered	Medium	We will build a framework into our programme that allows people to feedback honestly with their opinions relating to the work that has been curated. We will ensure that messaging relating to each artwork is clearly targeted. We hope that due to the large focus on participation and engagement many people will be able to be involved in the creation of the art first hand. We will be working with very talented and

			<p>respected practitioners who have a proven track record of past work. We believe that people are able to have their own opinion about projects and that not everyone will like what is created.</p>
<p>Negative press about LBOC projects and programmes</p>	<p>Negative press generated about the programme. Loss of moral.</p>	<p>Medium</p>	<p>We will work closely with our PR Consultants and with the GLA to respond to any negative press that may arise. Our communications strategy will involve putting together a communications risk assessment relating to each of our headline projects and will seek to develop responses and mitigate against any potential criticism.</p>
<p>Permissions to use public sites</p>	<p>There is potential that sites selected by artists for the residency projects are hard to gain permissions for.</p>	<p>Medium</p>	<p>All sites selected for the public art commissions have permission granted already and have support across council departments. Sites that may be selected through the residencies will be in dialogue with the lead partner and the council and therefore any potential hurdles to gaining permissions will be highlighted at the beginning of conversations. Council will actively seek to help artists to</p>



			gain permissions for chosen places/spaces. Cross-departmental working will be key and the cultural panel that we set up will help with communication in these cases.
Weather	Bad weather can lead to low attendance rates	High	We will always consider weather as we plan our outdoor events and have a wet weather plan in place for all open-air commissions. We will ensure there is a back up plan for one off performances and if required have back up indoor venues available if required/appropriate. Our public art commissions will take place over a longer period of time and are unlikely to be as affected by bad weather as one-off events.
Integrating GLA curated programme	Projects and programmes that don't respond to the overall ENFIELD FOLK theme	Medium	We will work closely with the GLA to integrate their additional projects and programmes which will add further flavour and impact to our programme. We will look to find venues and relevant spaces and see whether artistic briefs can include reference to our overall Folk/Folklore theme. Also we believe our theme is flexible enough to

			accommodate additional projects that have people and engagement at their heart.
Overwhelming interest from partners to put on projects and programmes	An abundance of content will put the overall curatorial vision for the programme at risk and make it less coherent and impactful	Medium	We will place an emphasis on quality when curating our final projects and programmes list. We will only work on and include projects we feel will deliver a lasting impact, relate to our curatorial vision and adhere to our curatorial principles. We will ensure a spread of activity across the year.
Timeframe for delivering programme	Delay in planning and delivery of projects and programmes relating to LBOC.	Medium to Low	All partners for the core programme are confirmed and have already committed their availability and desire to deliver the programme. Suggested artists have confirmed they are happy to participate and would have capacity to work with Enfield on these projects. Our evaluation partner is also confirmed and ready and willing to work with us. We will begin the recruitment of core Enfield LBOC staff immediately should we be announced as the winner. Space and desks are already available for this team within the council. Budgets are available

			to properly pay partners and artists for their time. We have highlighted a desire to be considered for 2020 to ensure proper planning and lead in time.
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Please find a link below to our supporting ENFIELD FOLK document:

<http://www.upprojects.com/media/uploads/enfield-folk-1-5mb.pdf>