

# OPEN PROJECT SYSTEM

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## Havering Culture 2020

Status: Assess Change Management Report Project ID: P10961

London Borough of Culture

London Borough of Culture

12 unapproved blocks Collapse all blocks ()

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0 unapproved changes

There is no approved version of this block

New unedited block

**Project title**  
Havering Culture 2020

**Bidding arrangement**  
London Borough of Havering Council

**Organisation name**  
London Borough of Havering Council

**Programme selected**  
London Borough of Culture

**Project type selected**  
London Borough of Culture

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New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

**Name of Borough.**

Havering

**Borough address.**

Town Hall, Main Road, Romford RM1 3BD

**Name of contact person.**

[REDACTED]

**Position held.**

Commercial Development Project Manager  
Culture, Heritage, Sports & Leisure

**Directorate.**

Culture & Customer Access

**Department/Business Unit.**

Culture, Heritage, Sports & Leisure

**Telephone number.**

07957 361 [REDACTED]

**E-mail address.**

[REDACTED]@havering.gov.uk

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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 20/11/2017 by [REDACTED]

**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**

[REDACTED]

**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**

I am not related to a member of the GLA

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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 [REDACTED]

### **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**

Havering has engaged with 240+ residents and businesses through workshops with staff, Havering College, Centre for Engineering and Manufacturing Excellence (CEME), libraries, Bretons Community Association, local pubs, Queens Theatre, Retailery, Riverside Business Improvement District (BID) Romford market stall holders, to ensure a localised, cultural offer with a community focused, insight-led approach to place-making. The initial idea generation has been insightful and challenging. Further mapping is required to unearth venues and creatives in order to develop a robust and ambitious cultural strategy, which engages diverse and marginalised audiences.

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

1100000

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

2286230

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

The Havering 2020 Cultural strategy is a celebration of histories, communities, industries and new opportunities.

The 2020 programme will launch with a range of light installations, projections and events shining the 'spotlight on Havering' and showcasing the borough, its people and its places in their very best light throughout the year. Light projections and events will be centred around key heritage venues, trails, creative businesses, cultural spaces and public places. The spotlight will be shone by, and on, local and emerging talent, as well as celebrities from the borough.

The programme consists of a borough-wide curated 'places' strategy, based on the Venice Biennale Pavilions using parks and open spaces. Havering has over 108 parks (13 Greenflag status) and some cultural, business, underused places as well as a network of pubs, GP surgeries and job centres. The vision

is to curate and showcase borough-wide local and emerging creatives through themed creative 'take overs'.

## ▲ Making an impact

[Jump to Celebrating creativity \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

**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.**

Havering sits on the border of greater London, rural Essex and the green belt. It has 108 parks and green spaces, and is home to Queens Theatre, an Arts Council England National Portfolio Organisation which is currently partnering with the National Theatre; Havering Museum, Rainham Hall, Upminster Windmill, Queens Theatre, Fairkytes arts centre, Langtons House, several Grade I & II listed churches and the historic Romford market, which was established under Royal Charter by King Henry III in 1247, and today's boasts 270 stalls. The completion of the Crossrail project and the opening of the new Elizabeth line will provide high-speed access to central London from three of the borough's stations. This complements the ambitious regeneration taking place to provide more affordable homes and jobs in the borough.

The population of Havering is mainly white, from traditionally working class or mid-level skilled jobs. An incoming population of young professionals and first time buyers, increasingly from other ethnic backgrounds are bringing different experiences and perspectives. As a whole, people are 'somewhat' engaged with arts and culture, but in certain Wards - where low and non-skilled social grades are also dominant - people are more likely to be little engaged. A pub-based traditional culture thrives in many areas.

The major issues facing the borough are: The drop-off in educational attainment after the age of 16; the generally low-skilled balance of employment that might be vulnerable to automation in the longer term; and a lack of exposure to, and therefore understanding of, the views and traditions of the newer, non-white or non-British residents.

- 19% of the population are aged 65 or over and 12% are 55-64 years: often people enjoying a fairly comfortable retirement or seeing their older children set up in life.
- However, there is a substantial number of younger adults, newly setting up homes and establishing young families here. In Mosaic terms, 13% are 'Aspiring Homemakers' (12% of people are 25-34 years) and 15% are 'Domestic Success' - described as thriving families (13% of people are aged 35-44).
- Aspiring Homemakers tend to be in Brooklands Ward (34% of people there), followed by South Hornchurch, Rainham and Wennington, Romford Town and Harold Wood, - around 20% in each are Aspiring Homemakers.

- 88% of the Havering population identify as being white, 5% as Asian or Asian British, mainly in Emerson Park (12% of people there), Brooklands (9%) and Romford Town (8%).
  - Of the 5% of overall who identify as Black or Black British, they mostly live in Heaton Ward and South Hornchurch (10% of people in each Ward), Brooklands (9%) and Rainham and Wennington (8%).
  - In the period to March 2017 Havering had experienced 287 racist hate crimes, by far the most prolific reason individuals were targeted. Sexual orientation was the second highest at 33 crimes; followed by 17 crimes motivated by Faith, Disability 16 crimes, and 10 Islamophobic crimes.
- In terms of engagement with culture:
- 22% of the population show up as Dormitory Dependables, 20% as Home and Heritage and 19% as Trips and Treats. These all fall into the 'somewhat engaged' Audience Spectrum segments, that tend to have regular, but not particularly frequent, interactions with culture, with particular types (of art/culture) and in particular styles of activity that suit their interests or stage in life.
  - Some Wards contain people of much lower engagement. These are Gooshays, Heaton, Havering Park and South Hornchurch.
  - These latter are also the Wards with the highest proportions of people with 'Approximated Social Grade' of D and E (the lowest-skilled and unskilled employment levels and people in 'elementary occupations'). Nearly a third of the population in each; although they are more likely to be in full-time employment (around 50% of people).
  - Upminster, Cranham, Hacton, Pettits and St Andrews Wards have over 55% of their population who are retired.

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

Among young people, while attainment levels 'against expectations' for primary and early secondary ages tend to match those London-wide. At Key Stage 5 (16-18 year olds) there is a significant reversal with just 7% achieving at least three A levels at grades AAB, or better, compared to 17% for England as a whole.

A degree of volunteering takes place in Havering, although over 20% is by people living outside the Borough. Emerson Park, Mawneys, Pettits and South Hornchurch are Wards with no registered volunteers, and Gooshays, Harold Wood, Heaton, Cranham and Havering Park all have very low proportions of their residents on the volunteers' register. Less than a third of volunteers are male, and while volunteering is more common amongst 18-34-year-olds, levels tail off above that age and especially in the over 65s.

Apart from some well-known cultural facilities such as Queens Theatre, Fairkytes arts centre, the substantial number of individual artists and small creative enterprises – including performing arts schools, art galleries, artists/designer networks, community-based activities are largely unknown to the majority of Havering and are not brought together in places that would give them greater visibility. They lack workshop and performance spaces, skills development, networks and a higher profile.

There is also an (internal and external) perception that Havering does not have much culture or opportunities. Within the Borough people tend to identify with their own 'town' rather than with Havering as a whole.

Priorities for Havering's cultural and arts strategy are therefore:

- To introduce culture led strategies to implement the Community Safety Plan, Economic Development Plan, Regeneration Plan, Prevent Plan, Equality Framework for Local Government, Violence against Women and Girls Strategy, Health and Wellbeing Strategy, Economic Development Framework and Voluntary Sector Strategy.
- To creatively implement the new Community Cohesion strategy, which will seek to give a voice to the Borough's currently 'hidden' communities, including African, Asian, LGBTQ, and minority communities of faith, as well as the wider white majority.
- To seek to boost young people's aspirations and opportunities particularly post-16, and open up the world of cultural and creative enterprise to them, as offering a viable work and career option for the future.

Havering needs the Award to build on the current fragmented cultural offer, develop more ambitious partnerships, mentor creatives, enhance skills, nurture ambition and implement the community cohesion strategy.

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

Winning the LBoC 2020 will enable and build a permanent legacy through a more focused, robust, innovative, commercially sustainable culture & heritage department. The culture department would weave creative strategies into the borough's policies, organisations and activities to ensure culture is permanently embedded over the long term.

Winning 2020 will help us achieve the following ambitions;

- a) Community focused, commercially sustainable business plan; would be developed to build on some aspects of cultural strands in different departments to a more robust stand-alone culture and heritage department.
- b) Map Havering's Culture and heritage; celebrate culture and heritage of Havering by mapping and showcasing creative industries, arts and culture organisations, visual and digital artists, theatre, film, music, dance, literature, fashion and design through a physical and digital trail. The 'carved in stone' pavement trail will improve awareness of culture and heritage in the borough and will be a permanent legacy. Building on the 1418 programme would enable a relevant and bespoke stand alone project for local residents.
- c) Creative programming; curate fun, exciting, insightful, community-led events, activities and programmes, as well as an amazing and ambitious cultural programme and public realm strategy, working with creative industries, arts and culture organisations. We will build on conversations started with the Saatchi Gallery, build on lessons learned from 1418 programme, OUTSET, Sian Zheng, Ozoza Lifestyle, as well as local talent Rochelle Humes, Diversity and Little Mix. We will further explore programming ideas with Artichoke, Lift festival and the Lumiere festival so that we can continue to build national and international partnerships and learn from best practise..
- d) Creative partnerships; continue to deliver high quality and impactful programmes through cultural partnerships with English National Ballet (young people, schools), Queens Theatre (British Asian audiences, deaf and disabled performers, digital spaces, home grown artists, female lighting and sound designers, disadvantaged and changing communities, younger people and older people), the elderly (including dementia sufferers), National

Theatre, Retailery (artists and designers), Things Made Public (creative projects), WE ARE FSTVL (music and dance festival), Royal Opera House (the elderly, young people and anti-social behaviour), London Symphony Orchestra, Sheila Atim (RSC actress), Rhiannon Faith (artist working with domestic violence), Jonnie Riordan (movement director), Grand Union Orchestra (cultural diversity), Dementia Action Alliance, NHS and YMCA.

e) Awareness of cultural programme; residents, staff, businesses, visitors will know about the programme and increase attendance, bookings, generating local spend and driving the day and night time economy.

f) Place-making; regenerate Havering adopting a culture led strategy to place-making and make it a great place to live, work and visit. 2020 will enable Havering to develop an authentic identity, connect neighbourhoods and raise aspirations changing perceptions and interactions with the borough and with the rest of London.

g) Place branding; define the character and change the negative perception of Havering to an amazing profile based on Havering's history and creativity.

h) Business development; galvanise industry professionals and creatives and create an enterprising community of successful creative entrepreneurs to grow as well as retain them in the borough and attract new businesses.

i) Affordable spaces; provide quality and affordable studio spaces, workspaces, offices and shops for creatives and attract new talent to the borough.

j) Community cohesion; during 2018/19 engage with marginalised, hard-to-reach audiences and build stronger communities.

k) Volunteering and jobs; aging, retired, young people and the unemployed will be activated to become involved in civic participation,

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

gain experience, skills, socialise and volunteer across the borough in diverse projects and programmes to act as cultural ambassadors. New skills, work placements will lead to more jobs.

l) Nurture ambition; instil individual and organisational ambition and nurture success adopting innovative strategies and a joined up approach to foster ambition and facilitate personal, professional and business growth.

m) Talent pathways; identify, develop and grow local and national talent and engage them to act as ambassadors for the borough.

n) Foster individual wellbeing; make Havering a great place to live, work and visit through a sense of improved lifestyle and wellbeing.

o) Create and embrace transformational change; significant shifts have already taken place internally and there is a recognition of how culture can improve people's lives, enhance the local economy, help businesses thrive and create a destination venue. 2020 will provide a focal point and context for change to take place.

Winning the LBoC will enable Havering to secure the funding to launch an amazing and ambitious programme and be part of a Greater London . It will develop an honest and stronger sense of place and raise Havering's profile and create awareness of the breadth and depth of the heritage and cultural offer in Havering and embed culture in every aspect of the borough from cross-departmental work, with external agencies and organisations providing more business, skills and jobs to support public programmes and delivery. Havering will use creativity to tackle challenging social issues such as hate

crime, teenage unemployment, poverty of aspiration amongst young people; and create tolerance of 'the other'. It will engage marginalised and sometimes vulnerable diverse communities on the fringes of society. Our ambition is that there will be more diverse communities and local culture. Residents will become more creative and more successful. Winning the bid will create the impetus to develop a more resilient culture and heritage strategy and foster new leadership and cultural ambassadors. The 2020 programme will build the foundations for ambitious programmes, create a spotlight on and within Havering through the curated 'places and spaces', which will lead to permanent cultural venues such as museums, art galleries and performance spaces. Post 2020, the heritage app with young people capturing the stories of our older population will lead to a digital archive and museum of Havering for future generations to learn about their heritage.

## ▲ 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 [REDACTED]

**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.**

Havering's vision and local plan aims to place the borough at the heart of London's vibrant arts scene and contribute to 'Making a Greater London', ensuring it is an attractive place to live, work, visit and invest in.

The Havering 2020 Cultural strategy is a celebration of histories, communities and industries, creating opportunities. The programme addresses the specifics of Havering's history by facing up to both the good and not-so-good heritage and histories, seeking to enable all residents to learn from it through story-telling and sharing commonalities of experience. It also seeks to take strength from the opposites of Havering's residential population profile: an aging, white and traditionally-minded population with strong roots and an aspiring younger population of young home makers often moving in to the borough, bringing more diverse heritage, experiences and perspectives. Concentrating on the common themes of children, youth, seniors, women, diversity, the programme aims to help bind these in a joint feeling of identifying as 'people and stories of Havering'.

Spotlight Havering

The 2020 programme will launch with a range of light installations, projections and events exploring the 'spotlight on Havering' - placing the spotlight on the borough, its people, its places and its programme, showcasing them in their very best light throughout the year. Light projections and events will be centred around key heritage venues, trails, creative businesses, cultural spaces and public places. The spotlight will be shone by, and on, local and emerging talent as well as celebrities and national organisations from the borough throughout 2020.



## Curated Places

The programme consists of a borough wide curated 'places' strategy, based on the Venice Biennale Pavilions due to the use of parks and open spaces. Havering has over 108 parks (13 Greenflag status) and some cultural, business, underused places as well as a wide network of pubs, GP surgeries, job centres, hairdressers and community venues. Working with the International Curators Forum, the vision is to curate a borough wide exhibition and showcase of local and emerging creatives.

Based on initial workshop feedback the notion of 'space and place' and a localised offer is important to diverse communities. Rather than fixing a label to these spaces, a participatory, community led 'take over' allowing for various audiences and groups to have a sense of ownership by labelling their places; pavilions, spots, gaffes, manors, yards, cribs, spaces, places, venues, corners, rooms, hangout, zones, hut, Haveli, Maison, Casa, will be supported. A borough wide competition will be developed in 2019 to showcase the creative output in 2020. The programme enables themed creative 'take overs' across Havering combined with a vibrant events programme all of which would be showcased in 2020 with spotlights on each place punctuating the annual calendar.

Due to the late decision to submit for LBoC (5 weeks prior to deadline) an overarching but tentative programme has been developed to include young people, seniors, women and girls, BAME, LGBT, disabled and interfaith communities. This requires further research and development, which is why Havering is applying for 2020.

Celebrating histories, communities and industries, creating opportunities. Havering's bid has three overarching themes; histories, communities and industries and an opportunities theme to measure impact in a clear and tangible way.

### 1. Histories: Map heritage of Havering

#### a) Heritage trail:

- partner with local historians, communities and International Curator's Forum, to curate heritage of Havering dating back to 6th century; prehistoric, Roman, Saxon, Medieval, Tudor, Civil war, Georgian, Edwardian, WWI, WWII, Modern day
- historical sound installation across the decades/ centuries
- Havering Atte Bower - in partnership with Imogen Heap

#### b) Histories App:

- seniors tell 'stories of our youth' to children and young people

## Please continue your answer below if required

young people who capture and record on digital devices. This could potentially lead to an online museum/ archive or Havering's stories post 2020

- Schools and colleges and seniors would be engaged and an educational activities pack would be developed for children to work through with friends/ family.

#### c) World Wars:

- 1418: Building on lessons learned and feedback from 1418 programme, further activities would be planned for Havering residents due to the connection with the wars; Remembrance Day and British Legion
- Michael Morpugo: an exhibition and performance of Michael Morpugo's 'War

Horse' in partnership with Queens Theatre (NPO organisation) and potentially National Theatre

- Seven Stories Museum have agreed in principle to curate an exhibition for 2020.
- Imperial War Museum have been approached to bring the Poppies 'Wave and Weeping' exhibition to Havering in 2020.

## 2. Communities:

### a) Seniors & retired:

- the Great Bake off, Great Knit off, Tea dances
- Havering in Bloom 2020 special edition
- English National Ballet performance with elderly exploring world cultures and dance
- explore Health & Labrynth walk partner with Dementia Alliance, NHS, GP surgeries

### b) Children & Young people:

- youth led 'crib' place take over working with looked after kids, anti-social behaviour, inspiring talk by Lemn Sissay partnering with Police, NHS, Social Services, Cocoon and My Place
- 'Game On!' Gaming event creating a virtual /physical reality game with young people partnering with Havering College using programming and design technology
- filming shorts and stories in partnership with See Change Films. Film and record spotlights from the programme.
- Youth led jazz café; youth project organised and performed by young people in partnership with Queens Theatre

### c) Women & girls:

- performance take over with Sheila Atim & Jonnie Riordan
- violence against women & girls, led place take over working with vulnerable girls and women who are victims of domestic violence led by local artists Rhiannon faith, in partnership with Police, NHS, Social Services,
- WOW festival, celebrate female talent from Havering including Sheila Atim, Imogen Heap, Sarah Walters, local girls and women at Southbank
- stories and networking in partnership with HubDot

### d) Nature & Wellbeing:

- Rainham Marshes & build on world premiere of Wind In the Willows performance with Queens Theatre
- Animals & places themes

### e) My local culture:

- Diverse communities; culture bus and 'pop-up' culture pod exploring themes around local white/ BAME British cultures, takes overs by pub, hairdressers, launderettes, cafes, shopping centres, job centres, GP surgeries, restaurants – wherever marginalised communities socialise and engage. Open the conversation. In partnership with Chelsea College University of the Arts, Things Made Public, retailer and local artists and creatives
- Interfaith cultural highlights for example Christmas, Easter, Diwali, Eid, Ramadan, Hannuka, in partnership with 3FF (3 Faiths Forum), PSTA (Prince's School of Traditional Arts) Havering churches, mosques, synagogues,

temples, gurdwaras

f) World Cultures themes interwoven throughout the year:

- Art & design: Sou Fujimoto community led art & design transformative pavilion, Art competition with Things made Public, NYLA Gallery
- 6 Music events: Havering anthem, We Are FSTVL, Opera in the Park, Imogen Heap, Royal Opera House, London Symphony Orchestra, Wigmore Hall, Indonesian Embassy, Grand Union Orchestra during Alchemy Festival at Southbank and Eastern European Midsummer festival
- 6 Dance events: Culture partnership with Queens Theatre and English National Ballet, Diversity, Colin's Performing Arts and Bhangra,
- Drama/performance festival: War Horse (National Theatre led), open air Shakespeare world cultures, Sheila Atim & J Riordan,
- Fashion festival: Havering College & UAL and showcase during London Fashion week
- Film: Drive through films with See Change Films, Vue Cinema and BFI.

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

- Black History month: Black Tudors invite Miranda Kauffman, celebrity Black talent; Sheila Atim, Ozoza Lifestyle, Lemn Sissay, Chenokee orchestra, Black heroes from the war, Sadie Smith, local students and personalities, partner Intelligence Squared
- LGBT History month: music, art, creativity in partnership with Havering LGBT and LGBT Foundation and Pride London
- Disabled take over: range of events specifically designed to create awareness around disabled people's experiences 'in their shoes'

3. Industries:

a) SMEs & enterprise:

- 'Women mean business' entrepreneurs mentoring programme supported by Riverside BID
- 'Teenpreneurs' mentoring supported by Riverside BID

b) Mentoring & networking:

- monthly mentoring & networking events for creatives with UAL
- attract more artists into the borough in partnership with OUTSET and Guardian Small Business network

c) Creative studio spaces:

- More temporary and permanent creative studios

d) Showcase; 'be the best that you can be' Competitions and grants

- 'places & spaces' take overs by diverse communities
- car parks take over by Brennan & Birch
- ArtEast: partnership programme in 2019 culminating in 1 week fair 2020 showcasing arts, crafts, design, tech, food, fashion, music, performance fair of world cultures
- 100% Design; showcase talent from ArtEast

4. Opportunities (ensure tangible impact and outcomes) create more;

a) Community workshop

b) Skills

- c) Experiences
- d) Volunteers
- e) Networking/mentoring
- f) Career opportunities
- g) Ambition
- h) Map culture in Havering
- i) Awareness signage & marketing
- j) Engagement
- k) Marginalised communities
- l) Studio spaces
- m) Artisigners
- n) Diverse audiences engaged
- o) Enterprise and skills,
- p) New cultural venues
- q) New creative projects
- r) Stories told/ captured
- s) No of, attendance, at Events
- t) New projects with and new cultural partners
- u) Joined up working across council depts, communities, generations, cultural partners, businesses, organisations, charities

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

Havering dates back to the Roman times. Therefore, the heritage themes that would be developed would include a walk through time ranging from a pavement trail - laid in stone as part of the future legacy building, a 'take-over' and rebranding and redesign of stalls at Romford market, which dates back to 1247. An educational programme would be developed with schools exploring the different periods including drama, performance, art and design. A sound installation exploring sounds of each significant period: Prehistoric Havering, Roman Havering, Saxon Havering, Medieval Havering, Tudor Havering, Civil War Havering, Georgian Havering, Victorian and Edwardian Havering, First World War Havering, Havering between the wars, Second World War Havering, modern and recent Havering and emerging communities would also be explored and community led.

In particular, there will be a focus on connections with the wars as Havering was an RAF base and has a collection of objects and archives which are currently in storage, dispersed across the borough. Shared learning would be developed with 1418Now and Imperial War Museum to explore how best to develop this in light of the growing elderly and young people's population. A theme around 'stories of our youth' has emerged. A wide range of events around our ageing population grandparents and the retired from diverse communities would be encouraged to tell the 'stories of their youth' through oral story-telling, food, arts and crafts, music, performance, objects and photographs from their past and from their diverse heritage, which would in turn be captured by children and young people/the next generation through various digital mediums for future legacy building. An App would be developed to eventually lead to a digital Museum of stories. This would be complemented by an exhibition of Michael Morpugo's work around the wars in partnership with Queens & National Theatre, Seven Stories Newcastle who have confirmed exhibition opportunities.

**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.**

Hard to reach and marginalised communities in Havering, such as white working-class, refugees, disabled, elderly, BAME communities disengaged with culture would be accessed via pubs, barbers, hairdressers, job centres and GP surgeries. A range of cultural events and activities will be explored during 2019 to ensure community-led programmes and place 'take-overs' that capture the spirit of their local cultural experience. This will be 'in conversation' with the concept of local culture for other diverse communities. Faith based communities (churches, mosques, synagogues and temples) would be engaged through conversation and cultural programmes and workshops which will be explored during 2018 with a view to developing a 'take-over' during 2019 and showcased in 2020. The 3FF (Three Faiths Forum) and Prince's School of Traditional & Sacred Arts will be engaged to develop a programme with organisations, adults, and schools to foster a more open and engaged conversation. Key elements of the cultural and faith based calendar will be highlighted including Christmas, Easter, Hanukkah, Diwali, Eid, Ramadan, Holi, Midsummers Festival amongst others.

Similarly, with Black African, Asian, Eastern European and other white communities, local artists, musicians, school and college students will be encouraged to explore their sense of local culture. Based on feedback from the initial workshops, it is understood that for these diverse BAME communities, 'culture' connects more with their sense of heritage, their uniqueness whether in the form of skin tone or hair, foods, music, traditional tales from their diaspora communities. These elements will be reflected in the world cultures festival, which will be a showcase of local, national and international talent. The cultural elements such as food, music, fashion, design, story-telling, performance and creativity will also be interwoven into other aspects of the cultural programme such as the communities who fought in the wars.

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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 30/11/2017 by [REDACTED]

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**▲ Monitoring & evaluation**

**Jump to Deliverability ()**

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

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

- Document numbers and types of activities - photographs, notes, schedule, publicity etc.
- Analyse database of organisations and individuals involved in planning/producing events.
- Registration forms at workshops, placements, volunteering opportunities, co-creation panels etc.; collecting relevant information (home postcode/ age/ daytime activity/ cultural or ethnic background, dis/ability etc.).
- Click-counters at larger drop-in events and ticket reservations for ticketed events
- Embed activities in the style/theme of main events asking e.g. immediate satisfaction/engagement, awareness/publicity issues.
- Collect postcodes and emails (with non-internet alternatives) through fun collection techniques (tailored to event theme/style). Distributed actively by volunteers/staff; used for Audience Finder and e-survey (and alternative): 1. soon after the event; 2. at end of the year for longitudinal measures of engagement and attitude.
- E-survey to staff, collaborators and stakeholders: closed and open questions to understand their experience of the year and the impact on their own work and practice.
- Focus group/s to probe deeper into trends noted.
- Document number and nature of contracts, partnership agreements and Council policies arising from the year's activities, between organisations of all types.
- Collect and analyse press, media and social media mentions

▲ **Deliverability**

**Jump to Exemplary Project Awards ()**

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

**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.**

Good project management will be delivered in partnership with national and local partners. Havering currently uses the Executive View project management system, to monitor projects, deadlines, targets and budgets. A specialist programme management team oversees all projects and projects milestones would be carefully monitored.

The delivery mechanism and legal entity structure is likely to incorporate a hybrid model of legal entities (Council, Community Interest Company and charity) and will ensure that the programme has artistic freedom to build on

the cultural strategy to ensure it becomes embedded in the wider fabric of Havering, and remain community focused but commercially sustainable for future generations to enjoy. Celebrity endorsement, patronage, donations and community-led fundraising will be support the wider programme.

Effective governance will be developed to ensure that the programme is running smoothly and on target. This will include a panel of cross departmental officers, local partner organisations, resident and business committees all of which will oversee, monitor and evaluate the programme. Weekly project management, reviews and meetings will ensure the strategy is being rolled out and implemented successfully. This will also allow fluid feedback and rapid response where required.

The skills and capacity to deliver the programme have been mitigated by the recruitment of an experienced and qualified project manager to research, develop and implement the cultural strategy. The project manager has extensive experience in development within the cultural sector, having developed a number of community-led, commercially sustainable business models for local government including the business plan for the London Borough of Waltham Forest Culture department; William Morris Gallery, Walthamstow Assembly Hall, Vestry House Museum, Chingford Assembly Hall and Winns Gallery. The project manager will retrain/recruit the operation team to deliver the programme, manage volunteers, work in partnership with marketing and communications, monitor financial targets, manage staff, introduce digital strategies and raise the professional standards and quality of output. Subject to winning the Award for 2020, a business plan will be developed for a community focused, commercially sustainable culture and heritage department.

A risks register and mitigation strategies will be developed, maintained and cross referenced for each event and monitored on a weekly basis and tied into the overall project plan. An event management and delivery plan will ensure assessment of readiness to deliver, with checks in place for partners, marketing, operations and health and safety. It is envisaged that the cultural strategy would be further researched and developed in 2018/19 negotiating partnerships, creative and innovative projects, sensitively building relationships and trust with hard to reach and marginalised communities. 2019 would allow for project development and mentoring of artists and curation of spaces together with preparation, marketing and signage.

#### B) Exemplary Partnership working

A number of enhanced collaborations have been developed including with the Arts Council NPO Queens Theatre, National Theatre, English National Ballet, Riverside BID, CEME, Havering Arts Council, Royal Opera House, London Symphony Orchestra, Things Made Public, Retailery, Havering Adult College, Havering College, wide network of local schools, Indonesian Embassy, Grand Union Orchestra, See Change Film, YMCA, NHS, Dementia Alliance, Havering Music Hub, NHS and local creatives. More joined up work with regeneration, neighbourhoods, housing, environment, economic development, culture, sports, leisure, transformation, communications and marketing, policy and performance, adults and health, older people, learning difficulties, mental Health, physical and learning disability, prevention and re-enablement, safeguarding adults, health partnership, children's services

**Please continue your answer below if required**

child protection, fostering and adoption, youth offending team, early help, troubled families, looked after children, learning and achievement, will ensure more creative approaches and unified strategies.

New partnership conversations have been confirmed or are underway with Sou Fujimoto, University of the Arts, Seven Stories and Michael Morpugo, Jonnie Riordan, Sheila Atim, Imogen Heap, Diversity, Colin's Performing Arts school, Outset, Hub Dot women's network, 1418Now/ Imperial War Museum, Lemn Sissay, network of local Havering pubs/ launderettes/ hairdressers, Chenokee African, NYLA Gallery, Saatchi Gallery, Tara Arts, Guardian Small Business network.

Clear roles and responsibilities will be mapped out together with an organisation chart, event management objectives, financial and budget targets. Havering has a small community of volunteers, which will be developed to engage seniors and retired residents and young people as cultural ambassadors.

The 2020 programme aims to build on the momentum and energy galvanised to develop a more robust and resilient cultural strategy over the next five years and roll out a more localised offer to engage marginalised communities, as fed back from workshops, as this is where local residents engage with and express culture. The process has already changed policy within Havering. The cultural programme will also enable applications for additional funding for a wide range of projects across departments and from external funding sources with the Arts Council, HLF and Esmée Fairbairn. The process of researching and developing the bid has triggered organisational change and subtle shifts have begun to take place internally as well as externally. By implementing a localised cultural offer through pubs, GP surgeries, launderettes, hairdressers, job centres, schools and colleges as well as cultural venues, it is hoped that more communities within the borough will experience, interact with and engage with culture, as well as changing the perception and profile of Havering to the rest of London.

The programme will enhance models of best practice such as Queens Theatre and National Theatre, Havering Music Hub and the Royal Opera House amongst others. These models will be extended to other partners such as the award winning We Are FTSVL, UAL and Sou Fujimoto. Evaluation reports will be shared with partners and a conference with 'lessons learned' will be delivered in 2021. Key benchmarks are being monitored and mapped to measure progress.

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

The 2020 programme will engage with local communities and artists as well as national cultural organisations to ensure a board range of cultural activity and engagement, which will offer incredible value for money. Providing a comprehensive map and overview of the cultural offer in Havering, creative programming, ambitious and local partnerships nurturing and showcasing creative talent, place making and place branding, affordable studio spaces, volunteering, skills and work experience, creative talent pathways and a sense of wellbeing and being inspired by the breadth of culture will ensure best value for money. The 2020 programme is based on a community-led, commercially sustainable model to ensure financial viability and long term sustainability – a business plan is being developed to underpin. We aim to further invest in, and grow, the cultural offer in Havering over the next five years, which will generate a creative and financial return on investment for



2020. An appropriate budget has been researched and based on previous experience, quotes from local artists and partners and current costs.

The 2020 programme complements and builds on existing initiatives and organically grows current partnerships with English National Ballet, Royal Opera House, National Theatre, London Symphony Orchestra and amongst others. Combined with new cultural partnerships with OUTSET, UAL, Seven Stories, We Are FSTVL - audiences will experience amazing culture and job opportunities and be inspired by thought provoking experiences, stories and spotlights.

**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 ambitions of the Borough have resulted in the following budgets being included, that both satisfy and exceed the minimum match funding requirements.

The 25% minimum Cash requirement of £0.275m, has a budget set for £2.065m or 187%. Of this the Borough will be contributing £1.475m with the remainder coming from Fees £0.150m, Other Grants, Sponsorship and Donations of £0.440m. The detail of sources is included within the financial summary.

The Borough contribution is to be achieved by new budget investment from the Borough of £0.3m and redirected budget of £1.175m for resources required to implement and deliver the plan.

The 5% in kind minimum requirement of £0.055m, has a budget set for £0.460m or 41%. Of this the Borough will be contributing £0.265m towards Marketing, PR and administrative overheads. With remainder sourced from external partners of £0.195m or 17%. The detailed contributions in kind are listed within the financial summary.

**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?**

The London Borough of Havering is committed to the full integration and inclusion of all local people, regardless of age, colour, disability, Our 'One Havering Community Cohesion Strategy' and Community Engagement Forum are designed to foster good relations between people who share the 'Protected Characteristics' and those who do not, in line with the Equality Act 2010.

Inclusivity would be taken into account when commissioning artists, organisations, creating training and skills development, developing partnerships, devising creative activities. Central to the programme is a strong community engagement strategy to ensure that all diverse communities are involved in the programme whether as participants, audiences and co-creators. It is for this reason the places and spaces idea has been developed to ensure that the cultural programme is localised and accessible to all.

Hard to reach and marginalised communities in Havering such as mainly white working class communities disengaged with culture – would be reached via pubs, barbers, hairdressers, job centres and, GP surgeries. A range of cultural events and activities will be explored during 2019 to ensure community-led programmes and a place ‘take over’ that capture the spirit of their local cultural experience. This will be ‘in conversation’ with the concept of local culture for other diverse communities.

Faith based communities(churches, mosques, synagogues and temples,) who appear somewhat isolated and polarised, would be engaged through conversation and cultural programmes and workshops which will be explored during 2018 with a view to developing a ‘take over’ during 2019 and showcased in 2020. The 3FF (Three Faiths Forum) and Prince’s School of Traditional & Sacred arts will be engaged to develop a programme with organisations, adults, and schools to foster a more open and engaged conversation. Key elements of the cultural and faith based calendar will be highlighted including Christmas, Easter, Hanukah, Diwali, Eid, Ramadan, Holi, Midsummers Festival amongst others.

Similarly, with Black African, Asian, Eastern European and other white communities, refugees, children in care and dementia sufferers, local artists, musicians, school and college students will be encouraged to explore their sense of local culture. Based on feedback from the initial workshops, it is envisaged that to these diverse BAME communities ‘culture’ connects more with their sense of heritage, their uniqueness whether in the form of skin tone or hair, foods, music, traditional tales from their diaspora communities. These elements will be reflected in the world cultures festival, which will be a showcase of local, national and international talent. The cultural elements such as food, music, fashion, design, storytelling, performance and creativity will also be interwoven into other aspects of the cultural programme such as the communities who fought in the wars.

## ▲ Exemplary Project Awards

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

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [REDACTED]

**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.**

‘ArtEast’, will be a celebration and showcase of talent from East London. The fair is an art, craft, design and digital showcase of world cultures incorporating; music, food, fashion, dance, drama and literary arts. ArtEast will be showcased in Bretons located on Rainham Road, Havering. Bretons consists of a Grade II Listed Manor House, a 16th century Tudor barn, several outbuildings and a walled garden set in vast fields. Bretons is located in an

area that does not have much engagement with culture, has some levels of deprivation. Despite being on the 'at risk' register with limited facilities it is currently used on average by over 800 people per week for crafts, sports, leisure and wellbeing activities. Visitors to Bretons currently include predominantly local residents, small businesses and schools. Art East would additionally attract borough wide businesses and corporates, creatives, emerging talent and cultural partnerships to the area. In addition, new talent, ambitious and nationally recognised cultural partnerships, and out of town visitors as well as local and national media will put the spotlight on Havering. Workshops have been held with various communities including; senior model railway club, Bretons Community Association, Bretons nursery, PHAB (Physically Handicapped and Able Bodied), Havering College, libraries, local pubs, Queens Theatre, Retailery, Riverside BID and Romford market stall holders. Workshops attended by over 240+ residents, businesses and visitors provided insight and feedback, thus ensuring a community focused, insight-led approach to place-making and cultural engagement

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

The step-change, output and impact that ArtEast will achieve includes; nurturing existing and new creative talent and forging talent pathways throughout 2019/20, working with diverse and ambitious cultural partnerships, enlisting internationally renown designer and architect Sou Fujimoto, local schools, showcasing local and national talent living or working in the borough, building stronger community cohesion, generate more volunteers, increase skills and work placements, create new jobs, high profile marketing and brand awareness of cultural activity, engagement with diverse and new audiences, more studio spaces, more commercially viable creative businesses, more joined up working across council departments, agencies, cultural partners, community organisations and students.

The vision is to forge cultural partnerships across the borough and UK such as working with colleges from the University of the Arts, WE ARE FSTVL, Queens Theatre, National Theatre, Tara Arts, English National Ballet, Retailery, Made Public, Havering College and schools to develop talent pathways for art, fashion, design, communications and marketing, music, dance, drama and food celebrating all world culture thus enabling Havering communities to be more outward looking. This would change the perception of Havering as having no profile or culture to one of emerging talent, creativity and retain skills.

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

ArtEast is a week long celebration of creative industries emerging out of East London, reflecting world cultures. The project will be authentic by engaging with diverse local communities, residents, businesses, creatives, and ambitious in its national and international cultural partners including embassies (based on the recent cultural partnership with the Indonesian Embassy) to nurture, mentor and grow creative industries in the borough. This would be achieved by engaging with audiences, artists and creatives and cultural partners during 2018/19 culminating in a showcase in 2020, which would showcase amazing

creative output. The key aim is to create the 'next step' to foster artistic practice, personal development and business growth, to raise ambition both internally and externally and connect with national cultural organisations to put the spotlight on Havering and attract/retain creative talent.

ArtEast would lead a competition in the following categories; art & craft, design & architecture, drama & performance, Digital & technology, music, fashion, dance, food. Partners will be in place to work with local and emerging creatives throughout 2019 with a view to competition winners being announced and showcased in summer of 2020 drawing in 'out of town' visitors to Havering and industry media partners. There would be different zones for different themes combined with a range of events, seminars, workshops, demonstrations, industry speakers and talent scouts on a daily basis. This would be followed up with a stand at an art and design fair such as Art20, 100% Design taking place in 2020/21.

Art & craft: partner with Chelsea College, UAL, OUSET, Saatchi Gallery, Art19, International Curators Forum, Art Dubai, 1-54 Contemporary African Art Fair, Things Made Public, Ben Eine, The Retailery, HubDot, Ambersouk, Brentwood Arts Gallery, Riverside BID,

Design: partner Chelsea College MA Interior & Spatial Design, Design Museum, Sou Fujimoto, Sian Zheng, Ozoza Lifestyle, British Institute of Interior Designers, Brennan & Birch, Things Made Public, HubDot, CEME, Olli Ford

Drama & performance: Queen's Theatre, National Theatre, Tara Arts, Khayaal Theatre, Black Theatre Live, Talawa Theatre, Jonnie Riordan, Sheila Atim, Lemn Sissay, World Shakespeare Festival, Spotlight Media, SeeChange Films, Digital: Ollie & Ford, Havering College, CEME, Google,

Music: Royal Opera House, London Symphony Orchestra, Grand Union Orchestra, Chinokee, Syria Orchestra, We Are FSTVL, Rochelle Humes, Jesse J, Imogen Heap,

Fashion: partner with London College of Fashion, Central St Martins, Romford Recorder, Elle Magazine,

Dance: partner with English National Ballet, Diversity, The Bollywood Dance co,

Food: The Retailery, Jas' Punjabi Kitchen, Lockies Kitchen, Italian Kitchen,

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

More of all of the following outcomes and outputs;

- a) Community engagement workshop
- b) Skills
- c) Experience
- d) Volunteers
- e) Networking/mentoring
- f) Career opportunities
- g) Ambition
- h) Map Culture in Havering
- i) Awareness signage & marketing
- j) Engagement
- k) Marginalised communities
- l) Studio spaces:
- m) Artisans

- n) Local diverse audiences engaged
- o) Enterprise and skills,
- p) New cultural venues
- q) New creative projects
- r) Stories told and captured
- s) No of and attendance at Events
- t) New projects with and new cultural partners
- u) Joined up working: across council departments, communities, generations, partners, businesses, organisations, charities

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

- Document numbers and types of activities
- Analyse database of organisations and individuals involved
- Registration forms at workshops, placements, volunteering opportunities, co-creation panels etc
- Click-counters at larger drop-in events and ticket reservations
- Embed activities in the style/ theme of main events
- Collect postcodes and emails.
- E-survey to staff, collaborators and stakeholders
- Focus group/s to probe deeper into trends noted.
- Document number and nature of contracts, partnership agreements and Council policies
- Collect press, media and social media mentions

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

Good project management will be delivered in partnership with a local partner such as the We ARE FSTVL. Havering will use Executive View project management system, to monitor the project, deadlines, stakeholders and budgets. A panel of cross departmental officers, local partner organisations, resident and business committees will oversee and monitor ArtEast.

Daily/weekly project management, reviews and meetings will ensure the project is being rolled out and implemented successfully.

The skills and capacity to deliver the project have been mitigated by the recruitment of an experienced and qualified project manager to research, develop and implement ArtEast. The project manager will recruit the operation team and commission sponsors to deliver the project, manage volunteers, work in partnership with marketing and communications, monitor financial targets, introduce digital strategies and attract new audiences.

A risks register and mitigation strategies will be developed, maintained and cross referenced for ArtEast and monitored on a weekly basis. An event management and delivery plan will ensure assessment of readiness to deliver, with checks in place for partners, marketing, operations and health and safety. It is envisaged that the project would be further researched and developed in 2018/19 negotiating partnerships, creative and innovative projects, building relationships.

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

ArtEast will engage with local communities and artists as well as national cultural organisations to ensure a board range of cultural activity and engagement, which will offer incredible value for money. Providing a

comprehensive map and overview of the talent emerging out of Havering, educational activities, ambitious and local partnerships nurturing and showcasing creative talent, place making and place branding, volunteering, skills, work experience, creative talent pathways and a sense of wellbeing and enjoyment and understanding of other cultures. It also nurtures and facilitates ambitions and new experiences not experienced in Havering currently.

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

The London Borough of Havering will provide match funding. This will be combined with a number of sponsors including the WE ARE FSTVL and Riverside BID amongst others who will be explored during 2018/19.

**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 [REDACTED]

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

yes

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

yes

**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**

Commercial confidentiality.

**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?**

yes

## ▲ Additional Documentation

[Jump to Project History \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by [REDACTED]

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

yes

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## ▲ Project History

01/12/2017 at 11:35 Submitted by [REDACTED]

Due to the late decision to submit for LBoC (5 weeks prior to deadline) an overarching programme has been developed to include young people, seniors, women and girls, BAME, LGBT, disabled and interfaith communities. This requires further research and development, which is why Havering is applying for 2020. The attached bid is a community led programme based on insight and feedback from over 15 workshops attended by 300+ people in 2017. Our process has engaged staff and departments internally and externally and galvanised energy. We believe that we could deliver an amazing, ambitious and creative cultural programme, which we would develop over 2018/19 based on a community focused, insight led, cultural partnership driven, commercially sustainable model for future generations to come. We need the spotlight on Havering!

About GLA OPS  
(<https://www.london.gov.uk/what-we-do/housing-and-land/gla-open-project-system-gla-ops>)

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PROD 1.10.4800

## 7. OUTCOMES & OUTPUTS

Complete and upload the outcomes and outputs table.

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
<i>Cultural leadership scheme (training, mentoring and work placements)</i>	<i>Output 1</i> <i>(for example, young people aged 16-21 complete cultural leadership scheme)</i>	0	15	15	30
	<i>Output 2</i>				
	<i>Output 3</i>				
	<i>Output 4</i>				
<b>Project activity</b>	<b>Outcomes</b>				
<i>A new co-commissioned art work</i>	<i>Outcome 1</i> <i>(For example, providing opportunities for creating exciting new work and greater community-led collaborations)</i>				
	<i>Outcome 2</i>				
	<i>Outcome 3</i>				
	<i>Outcome 4</i>				
<b>Spotlight on Havering</b>	Output 1: High profile, borough wide marketing and spotlights on a number of cultural venues, creatives and businesses and outdoor launch events involving local, emerging and non-local,	3	5	25+	30+



	high-profile practitioners				
Spotlight Havering	Output 2: number of people attending cultural venues, creatives and businesses and outdoor launch events	230,000 per annum including Queen's Theatre, Havering Show and Fairkytes	250,000 per annum due to some projects being initiated in 2019 in preparation for 2020 and increased awareness	300,000 per annum across all venues, outdoor events and creative projects	550,000
Spotlight Havering	Output 3: number people from low engaging Wards/ households attending outdoor launch events	50 per annum	100 per annum	250 per annum	350 per annum
Spotlight Havering	Output 4: Number people attending Spotlight events from outside the Borough	2000 per annum attend Havering Show, Theatre and We Are Festival	3000 per annum	4000 per annum	7000 per annum
Spotlight Havering	<b>Outcomes</b>				
	Outcome 1: Local and emerging talent given commissions and opportunity for raised profile				
	Outcome 2: Local and emerging talent have opportunity to work alongside and learn from higher profile creatives, celebrities and national organisations working in the Borough.				
	Outcome 3: People of Havering have increased pride in the heritage and environment of the Borough.				
	Outcome 4: People of Havering have new recognition and awareness of local creative industries, artists and other creatives, and their potential to add to quality of life in the Borough				
	Outcome 5: Local young people have a new recognition that creative and artistic endeavours can be an alternative world of work.				
	Outcome 6: Creative and cultural activity within the Borough is more connected to that of London, the UK and internationally.				
	Outcome 7: Establish Havering as an alternative pole of attraction for London and the south East's culturally-engaged population.				
	Outcome 8: More organised, joined up and active marketing of all cultural activity in the borough				

Curated Places	Output 1: number Parks, churches and public buildings used as venues	3	5	10	15
Curated Places	Output 2: number events in indoor 'unusual' spaces	5	10	10	20
Curated Places	Output 3: Number SMEs (or larger) from outside Creative sector hosting events	0	5	10	15
Curated Places	Output 4: number people attending Curated Places events	0	50	250	300
Curated Places	Output 5: number people from low engaging Wards/ households attending Curated Places events	0	20	50	70
Curated Places	Output 6: number people attending Curated Places events from outside the Borough	0	50	150	200
Curated Places	Output 7: number seniors attending Curated Places events	100	150	250	400
Curated Places	Output 8: number BAME people	10	50	150	200

	attending Curated Places events				
<b>Curated Places</b>	<b>Outcomes</b>				
	Outcome 1: Average frequency of engagement increased across the board				
	Outcome 2: New types of cultural genre experienced increased across the board				
	Outcome 3: Raised profile for cultural and creative activity of Havering among people within the borough				
	Outcome 4: Raised profile for cultural and creative activity of Havering among people from outside the borough				
	Outcome 5: Increased sense of community cohesion, of being 'People of Havering' together, across differences.				
	Outcome 6: People of Havering have increased pride in the heritage and environment of the Borough.				
	Outcome 7: People of Havering have new recognition of local creative industries, artists and other creatives, and their potential to add to quality of life in the Borough				
	Outcome 8: Local young people have a new recognition that creative and artistic endeavours can be an alternative world of work.				
	Outcome 9: People in Havering have greater sense of it as an exciting, fulfilling, friendly and authentic place to live and work.				
	Outcome 10: More vibrant day- and night-time economy in the Borough				
	Outcome 11: Greater use of and appreciation of the Borough's parks and green spaces				
	Outcome 12: Greater support for the Bretton's HLF bid and development proposals and for the development of new museums, galleries and performance spaces.				
<b>Histories: Heritage Trail</b>	Output 1: Number Heritage trails developed	0	20 Borough wide	50	70
Histories: Heritage Trail	Output 2: number of people following the Trail	0	100	400	500
Histories: Heritage Trail	Output 3: number community and local organisations involved in researching and creating the Trail	0	10	50	60
<b>Histories: Heritage Trail</b>	<b>Outcomes</b>				
	Outcome 1: New types of cultural genre experienced increased across the board				
	Outcome 2: Raised profile for cultural and creative activity of Havering among people within the borough				

	Outcome 3: Increased networking and co-supporting between people and organisations engaged creatively and culturally within the Borough.				
	Outcome 4: Increased sense of community cohesion, of being 'People of Havering' together, across differences.				
	Outcome 5: Greater use of and appreciation of the Borough's parks and green spaces				
	Outcome 6: Greater support for the Bretton's HLF bid and development proposals and for the development of new museums, galleries and performance spaces.				
<b>Histories: Histories (Stories of Youth) App</b>	Output 1: 1 Digital heritage trail app created	0	1	1	
Histories: Histories (Stories of Youth) App	Output 2: Number young people involved in capturing stories of youth	0	100	500	600
Histories: Histories (Stories of Youth) App	Output 3: number of seniors involved in recording their stories of youth	0	100	500	600
Histories: Histories (Stories of Youth) App	Output 4: % of stories coming from BAME and marginalise community backgrounds	0	10	100	1100
<b>Histories: (Stories of Youth) App</b>	<b>Outcomes</b>				
	Outcome 1: New types of cultural genre experienced increased across the board				
	Outcome 2: Raised profile for cultural and creative activity of Havering among people within the borough				
	Outcome 3: Increased networking and co-supporting between people and organisations engaged creatively and culturally within the Borough.				
	Outcome 4: Increased sense of community cohesion, of being 'People of Havering' together, across differences.				
	Outcome 5: Greater use of and appreciation of the Borough's parks and green spaces				
	Outcome 6: Greater support for the Bretton's HLF bid and development proposals and for the development of new museums, galleries and performance spaces.				
	Outcome 7: Increased engagement with education and training among young people aged 15+ previously showing low engagement				

Histories: Exhibition	Output 1: major high profile exhibition	0	1	3	4
Histories: Exhibition	Output 2: number people attending major exhibition	0	200	5000 pa	5200 pa
Histories: Exhibition	Output 3: number people from low engaging Wards/ households attending major exhibition	0	10	100	110
Histories: Exhibition	Output 4: number people attending major exhibition from outside the Borough	0	10	100	110
Histories: Exhibition	Output 5: number seniors attending major exhibition	0	50	500	550
Histories: Exhibition	Output 6: number BAME people attending major exhibition	0	25	100	125
Histories: Exhibition	<b>Outcomes</b>				
	Outcome 1: Local and emerging talent have opportunity to work alongside and learn from higher profile celebrities and national organisations working in the Borough.				
	Outcome 2: People of Havering have increased pride in the heritage and environment of the Borough.				
	Outcome 3: Local young people have a new recognition that creative and artistic endeavours can be an alternative world of work.				
	Outcome 4: Average frequency of engagement increased across the board				
	Outcome 5: New types of cultural genre experienced increased across the board				

	Outcome 6: Raised profile for cultural and creative activity of Havering among people within the borough				
	Outcome 7: Raised profile for cultural and creative activity of Havering among people from outside the borough				
	Outcome 8: Increased sense of community cohesion, of being 'People of Havering' together, across differences.				
	Outcome 9: People in Havering have greater sense of it as an exciting, fulfilling, friendly and authentic place to live and work.				
	Outcome 10: Establish Havering as an alternative pole of attraction for London and the south East's culturally-engaged population.				
<b>Communities: World Cultures</b>	Output 1: 6+ large-scale festival events themed on art, music, dance, drama, fashion and events	3	4	10	14
Communities: World Cultures	Output 2: number community groups involved in running World Cultures Festival events	3	10	30	40
Communities: World Cultures	Output 3: number people from specific communities attending related World Culture Festival event	2	5	10	15
Communities: World Cultures	Output 4: number people from outside specific communities attending related World Culture Festival event	1	2	5	7
Communities: World Cultures	Output 5: Number people attending World	0	10	2000	2010

	Cultures Festival from outside the Borough				
Communities: World Cultures	Output 6: Number of seniors attending World Cultures Festival from within the Borough	0	10	1000	1010
Communities: World Cultures	<b>Outcomes</b>				
	Outcome 1: Local and emerging talent given commissions and opportunity for raised profile				
	Outcome 2: Local and emerging talent have opportunity to work alongside and learn from higher profile celebrities and national organisations working in the Borough.				
	Outcome 3: People of Havering have increased pride in the heritage and environment of the Borough.				
	Outcome 4: People of Havering have new recognition of local creative industries, artists and other creatives, and their potential to add to quality of life in the Borough				
	Outcome 5: Local young people have a new recognition that creative and artistic endeavours can be an alternative world of work.				
	Outcome 6: Average frequency of engagement increased across the board				
	Outcome 7: New types of cultural genre experienced increased across the board				
	Outcome 8: Raised profile for cultural and creative activity of Havering among people within the borough				
	Outcome 9: Raised profile for cultural and creative activity of Havering among people from outside the borough				
	Outcome 10: Increased resilience and sustainability of creative individuals and small and larger cultural and creative organisations in the borough.				
	Outcome 11: Increased networking and co-supporting between people and organisations engaged creatively and culturally within the Borough.				
	Outcome 12: Increased sense of community cohesion, of being 'People of Havering' together, across differences.				
	Outcome 13: Enable the borough to further its business plan for a community led, commercially sustainable business model to fund the cultural strategy and regenerate Havering.				
	Outcome 14: Creative and cultural activity within the Borough is more connected to that of London, the UK and internationally.				
	Outcome 15: People in Havering have greater sense of it as an exciting, fulfilling, friendly and authentic place to live and work.				
	Outcome 16: More vibrant day- and night-time economy in the Borough				
	Outcome 17: Greater use of and appreciation of the Borough's parks and green spaces				



	Outcome 18: Establish Havering as an alternative pole of attraction for London and the south East's culturally-engaged population.				
<b>Communities: Dementia</b>	Output 1: number health and wellbeing events or projects run				
Communities: Dementia	Output 2: X number Users of Dementia and related service engaged in the projects or events				
<b>Communities: Dementia</b>	<b>Outcomes</b>				
	Outcome 1: Value of arts and culture in health and wellbeing settings is better understood				
	Outcome 2: People have a greater sense of wellbeing				
	Outcome 3: New partnerships are established between health, wellbeing and creative practitioners				
	Outcome 4: Carers and people with health and wellbeing issues become more aware of resources and help available via arts and cultural organisation				
	Outcome 5: Local and emerging talent given commissions and opportunity for raised profile				
<b>Communities: Children and Youth Projects</b>	Output 1: X number projects run for children and young people				
Communities: Children and Youth Projects	Output 2: X number children and young people engagement in the projects				
Communities: Children and Youth Projects	Output 3: X % children and young people gaining recognisable benefit eg Arts Award etc in the projects				
<b>Communities: Children and Youth Projects</b>	<b>Outcomes</b>				



	Outcome 1: Local young people have a new recognition that creative and artistic endeavours can be an alternative world of work.				
	Outcome 2: Average frequency of engagement increased across the board				
	Outcome 3: New types of cultural genre experienced increased across the board				
	Outcome 4: Increased engagement with education and training among young people aged 15+ previously showing low engagement				
	Outcome 5: Raised profile for cultural and creative activity of Havering among people within the borough				
	Outcome 6: Local and emerging talent given commissions and opportunity for raised profile				
	Outcome 7: People in Havering have greater sense of it as an exciting, fulfilling, friendly and authentic place to live and work.				
	Outcome 8: Local and national talent identified, developed and grown; and engaged as ambassadors for the borough.				
<b>Communities: My Local Culture</b>	Output 1: X number My Local Culture locations involved in the Year (eg GPs, Pubs, hairdressers, places of worship etc)				
Communities: My Local Culture	Output 2: X number community groups involved in curating events in My Local spaces				
Communities: My Local Culture	Output 3: X number My Local culture events held				
Communities: My Local Culture	Output 4: X number people attending My Local Culture events				
Communities: My Local Culture	Output 5: X number people from low engagement Wards (Gooshays, Heaton,				

	Havering Park and South Hornchurch)/ households attending My Local Culture events				
Communities: My Local Culture	Output 6: X number people from outside each locality attending My Local events				
Communities: My Local Culture	<b>Outcomes</b>				
	Outcome 1: Local and emerging talent given commissions and opportunity for raised profile				
	Outcome 2: People of Havering have increased pride in the heritage and environment of the Borough.				
	Outcome 3: People of Havering have new recognition of local creative industries, artists and other creatives, and their potential to add to quality of life in the Borough				
	Outcome 4: Local young people have a new recognition that creative and artistic endeavours can be an alternative world of work.				
	Outcome 5: Average frequency of engagement increased across the board				
	Outcome 6: New types of cultural genre experienced increased across the board				
	Outcome 7: Raised profile for cultural and creative activity of Havering among people within the borough				
	Outcome 8: Raised profile for cultural and creative activity of Havering among people from outside the borough				
	Outcome 9: Increased networking and co-supporting between people and organisations engaged creatively and culturally within the Borough.				
	Outcome 10: Increased sense of community cohesion, of being 'People of Havering' together, across differences.				
Industries: SMEs and enterprise	Output 1: X number SMEs in creative sector involved				
Industries: SMEs and enterprise	Output 2: X number new creative businesses established				
Industries: SMEs and enterprise	Output 3: X number new creatives and creative enterprises				

	attracted to the Borough from elsewhere				
<b>Industries: SMEs and enterprise</b>	<b>Outcomes</b>				
	Outcome 1: Local and emerging talent given commissions and opportunity for raised profile				
	Outcome 2: Local and emerging talent have opportunity to work alongside and learn from higher profile celebrities and national organisations working in the Borough.				
	Outcome 3: Increased resilience and sustainability of creative individuals and small and larger cultural and creative organisations in the borough.				
	Outcome 4: Increased networking and co-supporting between people and organisations engaged creatively and culturally within the Borough.				
	Outcome 5: A more cohesive, less fragmented cultural offer for the Borough.				
	Outcome 6: Enable the borough to further its business plan for a community led, commercially sustainable business model to fund the cultural strategy and regenerate Havering.				
	Outcome 7: Local and national talent identified, developed and grown; and engaged as ambassadors for the borough.				
<b>Industries: Mentoring and Networking</b>	Output 1: X number Creative networking events held				
<b>Industries: Mentoring and Networking</b>	<b>Outcomes</b>				
	Outcome 1: Increased resilience and sustainability of creative individuals and small and larger cultural and creative organisations in the borough.				
	Outcome 2: Increased networking and co-supporting between people and organisations engaged creatively and culturally within the Borough.				
<b>Industries: Creative studio spaces</b>	Output 1: 20 new creative studio spaces created				
<b>Industries: Creative studio spaces</b>	Output 2: X number creatives etc occupying new creative studios				
<b>Industries: Creative studio spaces</b>	Output 3: 30 new 'meanwhile' showcase spaces created				

Industries: Creative studio spaces	Output 4: X number creatives etc occupying 'meanwhile' showcases				
Industries: Creative studio spaces	Output 5: X number people visiting 'meanwhile' showcases				
<b>Industries: Creative studio spaces</b>	<b>Outcomes</b>				
	Outcome 1: Increased resilience and sustainability of creative individuals and small and larger cultural and creative organisations in the borough.				
	Outcome 2: Increased networking and co-supporting between people and organisations engaged creatively and culturally within the Borough.				
	Outcome 3: Raised profile for cultural and creative activity of Havering among people within the borough				
	Outcome 4: Raised profile for cultural and creative activity of Havering among people from outside the borough				
	Outcome 5: Local and emerging talent given commissions and opportunity for raised profile				
	Outcome 6: People of Havering have new recognition of local creative industries, artists and other creatives, and their potential to add to quality of life in the Borough				
	Outcome 7: Local young people have a new recognition that creative and artistic endeavours can be an alternative world of work.				
<b>Industries: Art, grant and Creative competition</b>	Output 1: 1 Street art competition (car parks)				
Industries: Art, grants and Creative competition	Output 2: X number entrants to Street art competition (car parks)				
Industries: Art, grants and Creative competition	Output 3: 1 Creative Competition				
Industries: Art, grants and Creative competition	Output 4: X number entrants to Creative Competition				
<b>Industries: Art, grant and</b>	<b>Outcomes</b>				

Creative competition					
	Outcome 1: Increased resilience and sustainability of creative individuals and small and larger cultural and creative organisations in the borough.				
	Outcome 2: Increased networking and co-supporting between people and organisations engaged creatively and culturally within the Borough.				
	Outcome 3: Raised profile for cultural and creative activity of Havering among people within the borough				
	Outcome 4: Raised profile for cultural and creative activity of Havering among people from outside the borough				
	Outcome 5: Local and emerging talent given commissions and opportunity for raised profile				
	Outcome 6: People of Havering have new recognition of local creative industries, artists and other creatives, and their potential to add to quality of life in the Borough				
	Outcome 7: Local young people have a new recognition that creative and artistic endeavours can be an alternative world of work.				
Industries: Art East	Output 1: 1 Art East Fair held, over 2 weeks				
Industries: Art East	Output 2: X number local creatives exhibiting at Art East fair				
Industries: Art East	Output 3: X number international creatives exhibiting at Art East fair				
Industries: Art East	Output 4: X number visitors from the borough to Art East Fair				
Industries: Art East	Output 5: X number visitors from outside the borough to Art East Fair				
Industries: Art East	Output 6: X % visitors from low engaging Wards in the borough to Art East Fair				

<b>Industries: Art East</b>	<b>Outcomes</b>				
	Outcome 1: Increased resilience and sustainability of creative individuals and small and larger cultural and creative organisations in the borough.				
	Outcome 2: Increased networking and co-supporting between people and organisations engaged creatively and culturally within the Borough.				
	Outcome 3: Raised profile for cultural and creative activity of Havering among people within the borough				
	Outcome 4: Raised profile for cultural and creative activity of Havering among people from outside the borough				
	Outcome 5: Local and emerging talent given commissions and opportunity for raised profile				
	Outcome 6: People of Havering have new recognition of local creative industries, artists and other creatives, and their potential to add to quality of life in the Borough				
	Outcome 7: Local young people have a new recognition that creative and artistic endeavours can be an alternative world of work.				
	Outcome 8: Local and emerging talent have opportunity to work alongside and learn from higher profile celebrities and national organisations working in the Borough.				
	Outcome 9: Average frequency of engagement increased across the board				
	Outcome 10: New types of cultural genre experienced increased across the board				
	Outcome 11: Raised profile for cultural and creative activity of Havering among people from outside the borough				
	Outcome 12: Increased resilience and sustainability of creative individuals and small and larger cultural and creative organisations in the borough.				
	Outcome 13: Increased networking and co-supporting between people and organisations engaged creatively and culturally within the Borough.				
	Outcome 14: Enable the borough to further its business plan for a community led, commercially sustainable business model to fund the cultural strategy and regenerate Havering.				
	Outcome 15: Creative and cultural activity within the Borough is more connected to that of London, the UK and internationally.				
	Outcome 16: Local and national talent identified, developed and grown; and engaged as ambassadors for the borough.				
	Outcome 17: Establish Havering as an alternative pole of attraction for London and the south East's culturally-engaged population.				
<b>Industries: 100% Design and Affordable Art Fair</b>	Output 1: Stall for winner of Creative Competition provided at each fair				
<b>Industries: 100% Design and Affordable Art Fair</b>	<b>Outcomes</b>				
<b>Opportunities: Workshop</b>	Covered elsewhere				

Opportunities: Skills	Covered elsewhere				
Opportunities: Experience	Output 1: 100 young people taking up creative work placements				
Opportunities: Experience	Output 2: X number young people (schools and colleges) exposed to new skills through classes, visits and projects				
Opportunities: Experience	Outcomes				
Opportunities: Volunteers	Output 1: 500 volunteers helping run events, information kiosks, evaluation shifts etc				
Opportunities: Volunteers	Output 2: % volunteers coming from 34-65 age group				
Opportunities: Volunteers	Output 3: % volunteers coming from 65+ age group				
Opportunities: Volunteers	Output 4: % volunteers coming from Emerson Park, Mawneys, Pettits and South Hornchurch, Gooshays, Harold Wood, Heaton, Cranham and Havering Park Wards				



<b>Opportunities: Volunteers</b>	<b>Outcomes</b>				
<b>Opportunities: Networking and Mentoring</b>	Output 1: <b>X</b> number mentoring relationships facilitated – young people				
<b>Opportunities: Networking and Mentoring</b>	Output 2: <b>X</b> number mentoring relationships facilitated – emerging practitioners				
<b>Opportunities: Networking and Mentoring</b>	<b>Outcomes</b>				
<b>Opportunities: Career opportunities</b>	Output 1: <b>X</b> number new creative jobs created	0	2	10	12
<b>Opportunities: Career opportunities</b>	<b>Outcomes</b>				
<b>Opportunities: Ambition</b>	Output 1: <b>X</b> number Talent showcase events held				
<b>Opportunities: Ambition</b>	Output 2: <b>X</b> creatives etc taking part in talent showcases				
<b>Opportunities: Ambition</b>	Output 3: <b>X</b> number people visiting talent showcases from within the Borough				
<b>Opportunities: Ambition</b>	Output 4: <b>X</b> number people visiting talent showcases from outside the Borough				



Opportunities: Ambition	Outcomes				
Opportunities: Map culture in Havering	Output 1: Website and physical map and directory of all cultural opportunities in the borough				
Opportunities: Map culture in Havering	Output 2: <b>X</b> number visits and unique visitors to Website map/ directory of all cultural opportunities in the borough				
Opportunities: Map culture in Havering	Output 3: <b>X</b> number physical map/ directory of all cultural opportunities in the borough requested				
Opportunities: Map culture in Havering	Outcomes				
Opportunities: Awareness and Communications	Output 1: High visibility on- street promotion campaign of year of culture offers				
Opportunities: Awareness and Communications	Output 2: <b>X</b> number local Cultural Ambassadors recruited				
Opportunities: Awareness and Communications	Output 3: <b>X</b> Number people visiting from outside the Borough for the events.				

Opportunities: Awareness and Communications	Output 4: <b>X</b> Number people visiting from outside the Borough for heritage and history trips/ local tourism outside the events.				
Opportunities: Awareness and Communications	Output 5: <b>X</b> App and website dedicated to year of culture and activities				
Opportunities: Awareness and Communications	Output 6: <b>X</b> App and website dedicated to year of culture and activities				
Opportunities: Awareness and Communications	Output 7: Integrated signage and publicity scheme				
Opportunities: Awareness and Communications	Output 8: High profile in- borough, London wide and national/ international marketing campaign				
Opportunities: Awareness and Communications	Output 9: High profile in- borough, London wide and national/ international PR and Media campaign				
Opportunities: Awareness and Communications	<b>Outcomes</b>				
Opportunities: <b>Marginalised communities</b>	Output 1: marketing & communicatio				

	ns campaigns directed also at specific community channels and messages.				
Opportunities: Marginalised communities	Output 2: <b>X</b> number events or projects targeting unemployed				
Opportunities: Marginalised communities	Output 3: <b>X</b> number events or projects targeting seniors				
Opportunities: Marginalised communities	Output 4: <b>X</b> number extra (branded) public toilets				
Opportunities: Marginalised communities	<b>Outcomes</b>				
Opportunities: Studio spaces	<b>Covered elsewhere?</b>				
Opportunities: Artisigners	Output 1: <b>X</b> number new artists in the borough, promoting more creatives and talent				
Opportunities: Artisigners	Output 2: <b>X</b> number new opportunities created to promote creatives and talent				
Opportunities: Artisigners	<b>Outcomes</b>				
Opportunities: Enterprise	Output 1: <b>X</b> number SME brunches held sme business plan				

	development, business skills,				
Opportunities: Enterprise	Output 2: <b>X</b> number SME business plan development,				
Opportunities: Enterprise	Output 3: 1 new Business Improvement District focussed on creative industries				
<b>Opportunities: Enterprise</b>	<b>Outcomes</b>				
<b>Opportunities: Venues</b>	Output 1: <b>X</b> number of non- traditional venues used across the borough including pubs etc				
Opportunities: Venues	Output 2: <b>X</b> number of traditional arts and cultural venues involved in new uses or new partnerships/ projects				
Opportunities: Venues	Output 3: <b>X</b> number of community- led installations				
Opportunities: Venues	Output 4: <b>X</b> number of curated parks				
<b>Opportunities: Venues</b>	<b>Outcomes</b>				
<b>Opportunities: Events</b>	Output 1: <b>X</b> number of people attending events and no				

	events put on across borough in total				
<b>Opportunities: Events</b>	<b>Outcomes</b>				
<b>Opportunities: Partners</b>	Output 1: <b>X</b> number of new partnerships evidenced,				
Opportunities: Partners	Output 2: <b>X</b> number new creative collaborations established (between borough creatives)				
Opportunities: Partners	Output 3: <b>X</b> number new creative collaborations established (between borough creatives and external)				
<b>Opportunities: Partners</b>	<b>Outcomes</b>				
<b>Opportunities: Joined-up working</b>	Output 1: <b>X</b> new examples of cross-departmental working within the Council				
Opportunities: Joined-up working	Output 2: <b>X</b> number new partnerships with nationally- and internationally recognised cultural organisations or artists				

Opportunities: Joined-up working	Output 3: X number culture-led approaches embedded in delivery of a range of Council Strategies (across a range of topics, and especially the Community Cohesions Strategy)				
Opportunities: Joined-up working	<b>Outcomes</b>				
	Outcome 1: Local and emerging talent given commissions and opportunity for raised profile				
	Outcome 2: Local and emerging talent have opportunity to work alongside and learn from higher profile celebrities and national organisations working in the Borough.				
	Outcome 3: People of Havering have increased pride in the heritage and environment of the Borough.				
	Outcome 4: People of Havering have new recognition of local creative industries, artists and other creatives, and their potential to add to quality of life in the Borough				
	Outcome 5: Local young people have a new recognition that creative and artistic endeavours can be an alternative world of work.				
	Outcome 5: Average frequency of engagement increased across the board				
	Outcome 5: New types of cultural genre experienced increased across the board				
	Outcome 5: Increased engagement with education and training among young people aged 15+ previously showing low engagement				
	Outcome 5: Raised profile for cultural and creative activity of Havering among people within the borough				
	Outcome 5: Raised profile for cultural and creative activity of Havering among people from outside the borough				
	Outcome 5: Increased resilience and sustainability of creative individuals and small and larger cultural and creative organisations in the borough.				
	Outcome 5: Increased networking and co-supporting between people and organisations engaged creatively and culturally within the Borough.				
	Outcome 5: Increased sense of community cohesion, of being 'People of Havering' together, across differences.				
	Outcome 5: A more cohesive, less fragmented cultural offer for the Borough.				
	Outcome 5: A more cohesive, less fragmented cultural Strategy for the Borough.				

	Outcome 5: Enable the borough to further its business plan for a community led, commercially sustainable business model to fund the cultural strategy and regenerate Havering.
	Outcome 5: Creative and cultural activity within the Borough is more connected to that of London, the UK and internationally.
	Outcome 5: People in Havering have greater sense of it as an exciting, fulfilling, friendly and authentic place to live and work.
	Outcome 5: More vibrant day- and night-time economy in the Borough
	Outcome 5: Greater use of and appreciation of the Borough's parks and green spaces
	Outcome 5: Greater support for the Bretton's HLF bid and development proposals and for the development of new museums, galleries and performance spaces.
	Outcome 5: Local and national talent identified, developed and grown; and engaged as ambassadors for the borough.
	Outcome 5: Establish Havering as an alternative pole of attraction for London and the south East's culturally-engaged population.

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

## London Borough of Havering – Risk Assessment

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

Risk	Impact	Likelihood	Mitigation Strategy
Political – poor public reception to proposal	High	Low	Well planned engagement through workshops during 2018/19 with public and Members; and appropriate use of marketing and publicity.
Political – reputational damage through poor delivery	Medium	Low	Proper planning, resource allocation, clear communication and highly skilled and experienced specialist staff.
Political – Investing in this area whilst reducing other services	Medium	Medium	Marketing message of growth potential, economic benefits of delivered aims and objectives, external funding & business support used to fund the initiative.
Project – Insufficient resources	High	Low	The construction of the plan, review and monitoring should identify the need in advance of its potential, and key committed support to cover any requirement. The use of contingency planning has also been built into the model.
Project – Poor quality of delivery	Medium	Low	Managing the balance of expectation/ marketing, resources in/out, and the ‘Target audience’ should prevent this from happening. If experienced, then lessons learned during evaluation and monitoring reviews of each deliverable would refine the approach and reduce the Likelihood.
Project – Lack of attendance	Medium	Medium	Not relying on fee income reduces the impact, a revision of Marketing strategy would lead to better promotion, wider cultural partnerships and community organisation engagement.
Project – Insufficient support	High	Low	Initial surveys, meetings, advertising have all received positive feedback and a willingness to participate. Suggesting with updated communication in place, before / during / after each stage of the model, interest from all parties would be maintained. Activity 2018/19 would build trusting relationships and allow for ownership of creative projects and programme.



Project – Insufficient business research and support	High	Low	Utilising and coordinating the many and varied skills within the borough and prioritising the delivery of the model; combined with good project management, this will create a dynamic tool to provide successful delivery, seize opportunities and respond to adverse situations. Community focused, commercially sustainable business model will underpin the Cultural programme for 2020 and longer term strategy.
Project – Failure being experienced in a part of the programme	High	Medium	Not everything will be a resounding success, therefore learning from mistakes and building on evaluation and feedback, built in resilience, honest publicity, contingency planning and positive attitude will all contribute to the programme success.
Financial – unrealistic budgets	High	Low	Securing revenue contributions prior to delivery, where possible, would be sought. Not relying on variable income streams reduces the risks. Additional earned income would allow for investment in further cultural activity. Eg Ticket sales. Keeping quality, volume and frequency of expenditure appropriate to objectives would be closely planned and monitored throughout. Utilising all available existing knowledge to offer a ‘tempering’ of planned activity.
Financial – Lack of Resilience and Contingency planning	Medium	High	Ensure each programme area and the project as a whole has a prudent level of contingent resource to respond to unforeseen circumstances. Build in a degree of scalability within the project that more and / or less of something can be delivered according to dynamics experienced.
Financial – Poor controls	High	Low	Embracing good project management, reporting and KPI’s will all assist in ensuring good practice and performance is maintained with appropriate and adequate resources in place.
Social & People – Lack of inclusion	Medium	Medium	Publicity, inclusion and engagement of all existing contacts, together with marketing will ensure ‘all’ are kept informed. The creation of a communication database and event planning

			will ensure any lack of inclusion can be addressed immediately and not recur. Local community partnerships will be researched, developed and forged during 2018/19.
Social & People – Negative reaction being experienced	Medium	Low	Encouraging all ‘voices’ to be heard in the planning and delivery of individual events and themes to improve and enhance the experience for all.
Social & People – Raising expectations through a one off event with no future provision	Medium	Medium	Understanding what has made the most difference and why, will be key to determining the legacy of the programme.
<b>Events and activities programmed to take place will be developed into a scalable Event Management Plan. This is supported by a risk assessment that’s circulated and developed through the Havering multi-agency Safety Advisory Group (SAG). Examples of risk activity are included below :</b>	<b>Risk assessed by multi agency scrutiny and adjusted as appropriate.</b>	<b>Risk assessed by multi agency scrutiny and adjusted as appropriate.</b>	<b>One of the key roles of the Safety Advisory Group is to ensure events/activities are run safely. There are numerous control measures that can be introduced to reduce the level of risk, which include best practise and in some cases legal and organisational requirements.</b>
Injury or accident due to unsafe practices and unsafe conditions, lack of H&S guidance, poor planning, incorrect electrical equipment for the event, insufficient lighting	High	Low	Those working with electrical installations and equipment shall be accredited to do so as per the latest IEE regulations. All electrical equipment shall comply with the general requirements of the Electricity work regulations 1989. All electrical distribution points will be isolated to prevent public access. Fire point to be established close to each generator.
Injury caused by construction of structures due to unsafe practices of contractors, no security or site control, poor site layout and unsafe ground	High	Low	Assess all risks of set up and break down on site. Establish a secure site office to control all operations Obtain safety documentation and insurance from all contractors prior to work commencing. Ensure all structures are safe prior to a contractor leaving site and comply with the CDM regulations 2015.

Injury and accident due to lack of prior planning, no emergency planning, inspections of works, site or event.	High	Low	Full emergency (including fire risk assessment) to be completed by fully qualified Health and Safety consultant
Lack of crowd management, causing risk of stampede, exceeding maximum capacity	High	Low	Full Crowd Management plan to be completed by qualified H&S advisor, circulated and endorsed by the Safety Advisory Group
Medical emergency, accident or injury on site	High	Low	Full Medical Management Plan to be supplied by contracted medical provider, circulated and endorsed by the Safety Advisory Group
Adverse weather, causing risk by high winds, storms, all inclement weather.	High	Low	Adverse weather plan to be completed by qualified contractor to include show stopping procedure, circulated and endorsed by the Safety Advisory Group
Noise Management issues, music too loud, complaint from residents	Medium	Low	Noise Management plan completed and monitored by environmental health to ensure recommended regular noise levels are being adhered to.
Waste Management plan	Medium	Low	Waste Management plan completed to ensure that all waste is disposed of regularly in line with health and safety policies and the site and surrounding areas are left clear.
Traffic Management Plan	Medium	Low	Full Traffic Management Plan to be put in place to ensure that all road closures and diversions are signed and published in line with legal requirements and that all residents and neighbouring boroughs are communicated with.



# Havering

LONDON BOROUGH

## London Borough of Culture links

### **Website**

[www.HaveringCulture.org](http://www.HaveringCulture.org)

### **Instagram**

[https://www.instagram.com/havering\\_culture/](https://www.instagram.com/havering_culture/)

### **Facebook**

<https://www.facebook.com/haveringevents/>

### **Twitter**

<https://twitter.com/haveringculture>

### **1. National Theatre & Queens Theatre cultural partnerships**

[https://www.nationaltheatre.org.uk/sites/default/files/strategic\\_touring\\_press\\_announcement\\_-\\_12th\\_july\\_2017.pdf](https://www.nationaltheatre.org.uk/sites/default/files/strategic_touring_press_announcement_-_12th_july_2017.pdf)

[https://www.nationaltheatre.org.uk/sites/default/files/autumn\\_2017\\_press\\_conference.pdf](https://www.nationaltheatre.org.uk/sites/default/files/autumn_2017_press_conference.pdf)

### **2. University of the Arts**

<http://www.arts.ac.uk/>

### **3. WE ARE FSTVL**

<http://www.wearefstvl.com>

### **4. The Retailery**

<http://www.retailery.co.uk>

### **5. Things Made Public**

<https://thingsmadepublic.com>

### **6. Sheila Atim**

<https://www.nationaltheatre.org.uk/people/241>

**7. Imogen Heap**

<http://imogenheap.com/home.php?>

**8. English National Ballet**

<https://www.ballet.org.uk/production/akram-khan-giselle/>

**9. Grand union Orchestra**

<http://grandunion.org.uk/>

**10. Sou Fujimoto**

<http://www.sou-fujimoto.net/>

<http://www.serpentinegalleries.org/exhibitions-events/serpentine-gallery-pavilion-2013-sou-fujimoto>

**11. Diversity**

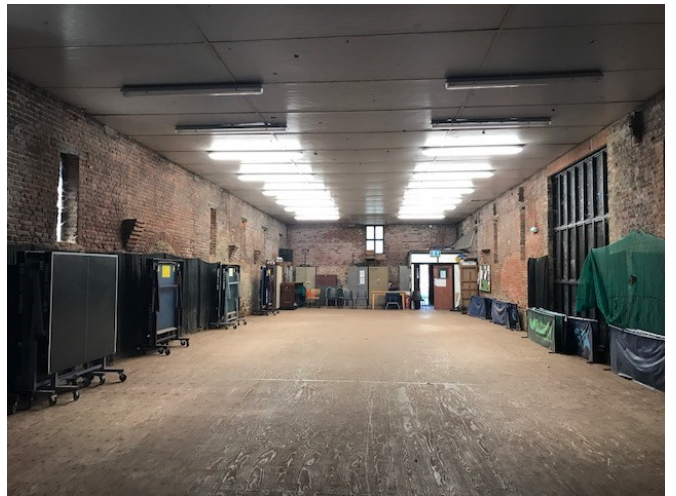
<http://diversityofficial.com>

**12. Brennan & Burch**

<https://www.brennan-and-burch.co.uk>



Bretons 67 acre site





# Spotlight on Havering - Curated Places



[culture@haverling.gov.uk](mailto:culture@haverling.gov.uk)





