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Camden is...

Status: Assess Change Management Report Project ID: P10927

London Borough of Culture


London Borough of Culture

12 unapproved blocks Collapse all blocks ()

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New block with edits

There is no approved version of this block

Unapproved changes on 28/11/2017 by 

Project title

Camden is...

Bidding arrangement

London Borough of Camden Council

Organisation name

London Borough of Camden 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 28/11/2017 by [REDACTED]

Name of Borough.

Camden

Borough address.

Camden Council
5 Pancras Square
Kings Cross
London
N1C 4AG

Name of contact person.

Sam Eastop

Position held.

Head of Arts, Libraries and Tourism

Directorate.

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▲ Contact with us

Jump to Project Overview ()

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 by [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], Policy & Projects Officer – London Boroughs, Culture and Creative Industries

██████████, Senior Policy Officer – London Borough of Culture. Culture and Creative Industries

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

N/A

▲ Project Overview

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

New block with edits

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Unapproved changes on 30/11/2017 by ██████████

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

Either 2019 or 2020

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

n/a

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

1100000

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

2551800

Provide a summary of the proposed programme.

Cutting-edge, challenging, vibrant and diverse, Camden is home to world-class culture and the location of the most visited tourist destinations in the UK. It is the place of hidden gems, canals off the beaten path, the habitat of sub cultures that shape global patterns. It is also home for communities who rarely engage in mainstream cultural provision. Our proposal drives connectivity across and between these elements. We want diversity to storm into our cultural institutions, breaking out of the usual sites of presentation and production. We want to fill them with new audiences/ creators/ producers who are up skilled and energised as a result of our year of culture. We want to radically change the appearance of our cultural and creative sectors, creating opportunities for divestment and spaces for participation throughout the borough and well into the future. We want the world to feel welcome in Camden.

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

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by [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.

Camden has a proud tradition of building safe, cohesive communities where people celebrate and cherish difference. The new Camden 2025 plan assesses the challenges and opportunities facing the borough. Camden has seen an increase in anti-social behaviour, in rough sleeping and drug activity but also in hidden domestic violence and abuse. There is an increase in people feeling unsafe and hate crime following Brexit has increased.

We know that the number of hate crimes recorded by the police in July 2016 was 41% higher than in July 2015. There was a sharp increase immediately after the EU referendum. Camden has 128.15 crimes per 1,000 residents per year, joint second in total crimes reported, after Westminster. The metropolitan police service recognise that world events contribute to a rise in hate crime. 2211 hate crimes took place between Jan 2013 and Sep 2016. Hate crime in Camden has consistently increased (2014, 552; 2015, 662), the latest figures for 2016, show that, by September, rates of hate crime are at 559. Camden experienced an 11% increase in the number of LGBT+ crimes reported to police, just below the Metropolitan Police figure of a 13% increase across the capital.

Camden is the third largest economy in London and accounts for 1% of GDP. Over half of Camden businesses are in the creative economy. Given this, our local economy needs digitally skilled people to prevent a skills gap that could affect growth and prosperity. Camden and the capital, face a digital skills shortage over the next 10 years that could hold back economic growth. Nurturing coding and programming skills in our residents will improve future employability and provide a talent pool upon which local businesses and the London economy as a whole can draw.

We will build on a developing community of 'digital makers', young people who can write computer code and make digital devices, focused on Key Stage 3. We are collaborating with the London Grid for Learning, the London STEM Centre and the UCL Department of Computer Science to provide high quality digital learning materials and continuing professional development opportunities.

With nearly one in six Camden residents having very low or no qualifications we need to significantly improve the life chances and aspirations of our communities. Within the Audience Agency's Mosaic categories our residents consist of 15% "Welfare Borderline." A high proportion of our residents, 16.7% have no or low level qualifications (NVQ, Level 1). A higher percentage of our

households are workless at 18%, compared to 12.8% in London and 15.1% in GB. Significantly, those involved in the Cultural and Creative Industries have high level qualifications (NVQ4 plus).

Nationally, 80% of government interactions are with the bottom 25% of income earners - who are also least likely to have internet access. In Camden we estimate that 38% of those 'offline' are unemployed. We estimate that around 27, 000 adults have never used the internet and there are an estimated 5, 000 children with no home internet access, around 10% of our children.

30% of our children live in poverty and almost 40% of households with dependent children are categorised as over-crowded with little space for study. Inequalities are evident in health and educational outcomes; excess weight and lower educational achievement is more common amongst children from disadvantaged backgrounds. We established a Science Technology Engineering Arts and Maths (STEAM) Commission to provide a lead on how the borough's partners, such as Knowledge Quarter, can foster the diverse and creative talents of our young people through the creative knowledge economy.

Please continue your answer below if required

Young people involved in the criminal justice system have at least three times the prevalence of mental health conditions and an increased risk of suicide compared to the general population. Working with your Youth Offending Team, we want creativity to lead the way in addressing this. We want to take opportunities to our residents, to embed a game changing way of working - outreach for change.

Approximately 61% of households with one adult aged 65 do not have regular internet access. Older people are the fastest growing age group in Camden (predicted to increase by a third in the next 10 years), although we have a smaller older population compared to some outer-London or rural areas (there are around 21,800 people aged 65 and over). It is estimated that 7% of our older people have dementia, and 8% are living with depression (currently circa 1,600 people in Camden), nearly two thirds are women, nearly half are 85 or over. 10% are from black and minority ethnic communities. Around 3%, equivalent to 50 people are under 65. Older people's mental health is particularly vulnerable to changes in social circumstances linked to social isolation and loneliness, loss of independence due to ill health, frailty and poverty.

The London Borough of Culture year will be key to garnering significant resource, mobilising momentum and engaging partners. We want to take a quantum leap in providing communities with real opportunities to be proud participants in and architects of the borough's cultural life. The London Borough of Culture year holds exciting potential for us to truly embed our transformative cultural offer and build up an enhanced sense of neighbourliness, identity and pride. We want culture to make the fullest contribution possible to the health, well being and cohesion of our many communities.

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

Camden's diversity is not substantially evident in our creative and cultural sector, diversity in cultural leadership remains a challenge. A priority for us is to empower community leadership but how do we support individuals at all stages of their career? We have diverse mid career leaders and innovative programmes for young people; how do we raise the bar further?

We will invest in leadership development to create capacity, provide access and introductions to our creative and cultural industries. We want our year of culture to promote opportunities for people, from diverse backgrounds, to generate new cultural leaders who think in new ways and re-draw existing models. We will up skill a diverse group of individuals to shift ownership of culture across Camden. We want the creative and cultural sector to be reflective of all of Camden's communities. Our consultees stressed the desire for greater community engagement and ownership of our cultural institutions. We want to facilitate that ownership through our year of Culture, reigniting a radical and rebellious spirit and taking our institutional offers to estates and public spaces. Our Cultural Framework will create the platform for this to happen, while our year of culture will power this through projects, programmes and continuing professional development opportunities over the next decade.

Across all of our programmes, we will run an Apprenticeship Training Programme. A cohort of twelve people (including SEN, Pupil Premium and NEET but engagement throughout total life spans) will receive training and development over 2 years. This cultural leadership programme will facilitate skills for the future. Participants will be placed (in pairs for peer support) within our network of amazing high profile institutions (for example, The British Museum, The British Library, Camden Arts Centre, Roundhouse, Sir John Soane's Museum, UCL). We will reach them, in part, through our learning auditions with the National Youth Theatre, with support from Camden Youth Foundation, Clean Break and Camden Voluntary Action, generating soft skills growth in the people who take part. We will collaborate with the Borough's Cultural Education Partnership (SPARK) to increase children's access to a rich and adventurous cultural education to improve educational attainment, cultural literacy and career prospects.

Our ambition is to advance social cohesion and citizenship through participation in culture. It's a vision of a place where people feel connected and involved. We want all people across Camden to feel able to have access, adventures and ownership of culture in Camden. This means providing opportunities to create, to work with great artists, to aspire, to share learning and to explore both the known and unknown.

We want the year to impact on how the cultural and public sectors view and use creativity. We want commissioners to engage in the co-production and co-creation of cultural activities that achieve genuine personal development in health, wellbeing, aspiration and achievement. We want to embed this work in policy, strategy and new models of delivering long-term impact for our

residents. To achieve this, we will build on the future thinking consultation work that Central St Martin's have led on within the public sector. We believe that arts and culture can be used to bridge inequality, open access and support better dialogue. Increased integration with our neighbourhoods will help us work towards a shared vision that connects themes within the Camden Plan, such as the Night Time Economy and post Brexit London. This approach is embedded within our Cultural Framework through which we aim to see significant change over a decade. To achieve this, our Camden 'Culture Czar' will be appointed at Head of Service level, bringing gravitas to the year and to Camden's ambitions.

Please continue your answer below if required

We want to engage ex-offenders, first time entrants to the criminal justice system and those at risk of offending (in 2015/16 this increased in Camden) who are particularly excluded from the employment marketplace. Ex-offenders face some of the most challenging life choices, to re-offend or to abstain from criminal activity. Through Camden Treasure Trove we will work with people who have served time and are now seeking to find a new place within society. Working with our Youth Offending Team, Tileyard and Clean Break (2019 is their 40th anniversary) will enable participants to aspire, learn and develop life and soft skills.

Communities have fewer opportunities to connect across cultures/demography. London as it grows, develops and changes, residents face particular challenges because of this. Inequality and disadvantage are often linked to socio-economics, many of our communities experience multiple deprivation. Our most deprived ward, Gospel Oak, is among the 5% most deprived areas in England. By programming Camden is Open, through festivals such as Camden Mela and Pride, our ambition is to empower creativity, increase neighbourliness and connectivity.

In Camden Alive we bring together over 300 stories, shaped by objects and spaces across the borough. We will work with our Animators, partners such as The British Museum, Museum Mile and Knowledge Quarter to identify people and objects. With Blippar, Scene and Heard, Actors Centre, we will listen to stories shaped by places. Through Central St Martin's strong participatory approach, this inter-generational project will connect us, increasing the social capital invested in our residents and regular visitors, leading to greater civic pride and neighbourliness; profiling our migration stories will send a strong message that London and Camden, is open, that we value our migration histories and want to profile them individually, locally, nationally and internationally.

Camden Creative Heroes is a peer to peer intergenerational initiative rooted in library based hubs. Our ambition is that older people become (digital) designers/creators responding to the creative needs of older communities in the 21st Century. Alongside this, we want younger people to seek out opportunities within the creative industries, to be ambitious and sufficiently experienced to know how to do this. Our ambition is for members of Camden's Creative Heroes to become a social enterprise that is used by our cultural institutions, for skills, ideas, access and product.

▲ 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.

Our proposed programme is unique to our bid, projects will be delivered via partnering arrangements; some newly formed specifically to deliver our ambitions while others are existing partnerships. The programme is reflective of the breadth of Camden's offer and will offer many opportunities/entry points for engagement. Harder to reach residents will be able to participate in culture's many forms ranging from small-scale hands on making to partaking in 1000 person performance.

Regents Canal Pop Up's - 2020 is the 200th Anniversary of the Regents Canal, with the Canal and River Trust, we're proclaiming Camden as a conduit to the world, a place where information, products and people were first able to move en mass.

Pop Up 1: We launch with a section of Regents Canal coming alive with events and workshops, participate in music, dance and theatre, immerse yourself in site specific installations and temporary art works; a day to night celebration early in January; a spectacular start to our Year of Culture. Programmed by respected cultural providers, such as The Place, Pan Arts, Amy Winehouse Foundation (AWF), Roundhouse, Bloomsbury Festival and a cluster of independent curators and producers. Boats house creative projects; walkways and bridges are stages for wonder, curiosity and adventure - open to London and the world.

Pop Up 2: Camden's Treasure Trove has a Spring launch at Camden Lock, with a pop up space. A partnership between Tileyard, AWF, Camden Council's Youth Offending Service, Clean Break, Small Green Shoots, Scene and Heard, Camden Town Unlimited (CTU) and Google. Ex-Offenders involved in the criminal justice system, young people at risk of offending and NEETs work along the canal. They will learn new skills, research the canal's history through archives and build stories for Camden's Highline, a proposed public park garden to transform a disused railway. Working with mentors at Tileyard, Actors Ctr and Clean Break, findings will be recorded as digitally stored oral histories, increasing learning through positive activities.

Pop Up 3: Summer in Camden is electric. Our parks and public spaces are full. The canal will host a three day Bank Holiday August festival, creating a link between two of our most popular public spaces, Camden Market (CM) and Kings Cross. Working with organisations such as the National Youth Theatre (NYT), KERB, XLP, Her Upstairs, The Irish Centre and the Green Man Festival,

this will be a multi-sensory moment. NYT will stage 'Flood'; Green Man will bring international sounds, whilst KERB and Camden Market curate smells, accompanied by amateur and professional artists from across London, programmed by stakeholders, working with our Animators.

Pop Up 4: November brings Phase 2 of Camden Treasure Trove. Ephemeral performances along the regenerated canal will include music, spoken word, storytelling and stage dressing.

Echoes from the Birdcage - Dame Evelyn Glennie is Kings Cross' first resident artist. Her sound piece, 'Echoes from the Birdcage' has 6 movements in time, telling the story of Kings Cross, revealing how Camden never does the expected. Without words this piece is open to self-interpretation, mirroring Camden own cultural diversity and open heart, as the gateway to and from Europe via Eurostar and St Pancras.

Dame Glennie will lead participatory workshops with Frank Barnes School for Deaf Children whilst Camden's Music Hub delivers cultural education across Camden's schools. Target participants are primary school children and those with particular access needs, eg SEN pupils. We want our children to access world-class artists, to perform at incredible events and venues such as KOKO, St Pancras Station / HS1 artist commissions and Central Saint Martins (CSM). We want the work to tour schools and venues around the UK.

Please continue your answer below if required

Camden Alive - is a partnership of unparalleled intent, scope and scale, a virtual and real journey. It represents a unique collaboration between CSM, British Museum (BM), and digital App and technology futurists Blippar, working with a unique, curated, cohort of artists.

Camden is incredibly diverse, home to millions of histories and adventures. Many of these can be found in the BM but they are also in homes across Camden. Camden Alive will capture and re-interpret these, highlighting invisible links, connecting migration stories, personal and museum objects with spaces and places across the borough.

Stage 1: Stories will be collected by CSM and commissioned artists through conversations, community activities and accessible creative workshops taking place in libraries, community centres, public spaces and on estates.

Stage 2: Blippar will start to digitise and collate the objects and stories gathered. They will unearth places of exploration and coming of age, personal navigation routes and the roots of Camden.

Stage 3: Six of the estates will be animated by partner organisations, providing access to high quality cross art form for residents. Cultural institutions will take their work to audiences.

Stage 4: Established and mid career creative writers (such as Ambreen Razia (Diary of a Hounslow Girl), Joe Selman-Wright/ Working light Theatre (Labels and Monster) will be commissioned. They will start to re-imagine stories to deliver compelling routes.

Stage 5: As the routes take shape, artists of the calibre of Faisal Abdu'Allah, John Akomrah, Zarina Bhinji, Anthony Gormley, Chris Milk, George Bures Miller, Janet Cardiff, Susan Collins, Janetka Platun, Camille Walala will be commissioned. They will animate trails (connecting estates and cultural institutions), connecting work to the stories collected.

Stage 6: They will create three day animations; unique, high profile, ambitious installations, seen virtually and in the public realm. They will be selected/commissioned via the Steering Group to include HS1, Camden Arts Centre, UCL and Camden Animators. These events will allow mass participation, crossing estate boundaries, exploring the Borough, taking new routes, accessing areas on estates and alleyways usually uninviting. Each of the six routes will feature two estates in Camden, a sprinkling of our cultural institutions, such as members of Museum Mile, heritage stories and contemporary tales.

The visuals of objects produced by Blippar will be revealed via the App on buildings/in public spaces, populating routes across Camden and revealing hidden histories. The stories told and re-imagined will accompany walkers. These will also be accessible as digital stories for audiences unable to join us in the borough, shape trails through Camden from afar.

This project promotes the impact of diverse narratives on cultural output. It stresses that Camden's museums and cultural institutions are places for everyone. It democratises culture by shifting ownership to our residents.

The calibre of the partnerships assures us that the quality of delivery will be high. We will share learning through a conference on participation, cultural institutions and digital literacy.

Camden is Open – in partnership with Camden Giving, is an international and community festivals commissioning programme. Criteria include clear evidence of local community engagement, volunteer input, career development and a range of cultural activity and engagement. Camden's Animators, Steering Group, Knowledge Quarter partners and Camden Council's Arts Team will award funding. Funds are accessible to local residents, creative and community organisations, deadlines will run throughout the year, to encourage broad engagement. Linking to the GLA's 'London is Open' campaign, as the gateway to Europe and a major transport hub to the UK, Camden based organisations with their international partners will deliver projects that benefit our residents and UK audiences.

Please continue your answer below if required

Camden's Creative Heroes - re-visits libraries in the 21st Century, connecting with Camden Council's nine libraries, Senate House Library and volunteer run Primrose Hill Library. The project positions libraries as home to knowledge and learning opportunities for all. As part of our remit to develop people and places, Camden Council will pilot a new role for libraries, reimagined as an interactive, creative and digital community resource enabling individual, collective expression, skills development and growth.

Step 1: Swiss Cottage Gallery and Library is a space for the curious; to try

new techniques, learn soft skills, cultural literacy, hands on skills and digital discovery. Open to everyone, we will particularly encourage participation from neighbouring Chalcots Estate. We commence with a programme of participatory workshops delivered by partner organisations such as CSM, CTU, Camden Arts Centre, Camden Youth Foundation, Camden Spark, Roundhouse and Camden's Music Hub

Step 2: Participants increase their digital knowledge via tech specialists who develop ideas with participants using coding, visual and audio work. Working in mixed groups (age, culture, lifestyle, neighbourhood, faith), participants will be introduced to new technologies, such as VR, AR, image recognition, web and game design and 3D printing. They will develop projects with mentors from CTU. A strong digital presence will be encouraged.

Step 3: Participants present their findings, new products or developments to panellists from partner organisations such as Blippar, CTU and CSM. They demonstrate and talk through their ideas and concepts as well as the journey.

Our ambition is that these new specialists and creative delivers will become mentors to new members after the year of culture. Camden's Creative Heroes will become a cycle of knowledge sharing, similar to Trade School. It will encourage digital creativity and empower participants to take the next steps into the creative industries.

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

Camden is rich in radical, ambitious, creative histories and heritage.

Camden Alive will see the stories behind objects in the British Museum (BM)/British Library (BL) shared and digitally enhanced by Blippar. Place-based stories around Camden will be profiled by participants through a series of trails that intersect across Camden accessed through the Blippar digital App. Re-interpreted migration stories will produce new digital artworks to increase accessibility. Sites, such as members of Museum Mile, institutionally rich in heritage will sit alongside places with a strong sub-cultural heritage. They will be bridged through Blippar, increasing access and engagement and creating a long lasting legacy project.

Regents Canal Pop Ups will focus on 2020's 200th anniversary of the Regents Canal to excite/invite interest in its industrial, physical and social heritage. A stretch of the canal and tow-path will host performances and workshops on and off barges, re-interpreting stories of the canal's social and physical history.

Camden's Treasure Trove delivers deep engagement with heritage. The Youth Offending Team (YOT) will support ex-/repeat/ at risk offenders. They will be connected to positive activities that up-skill and encourage aspiration. Creativity and heritage are new potential growth areas for YOT. We will work with participants to excavate and conserve a physical section of the canal, close to the planned new Camden Highline. Young people will be trained in built environment, building conservation, preservation of landscape, industrial heritage and business skills. Participants will be connected to BL, BM, Local

Studies and Archives and Canal and River Trust to find stories behind the canal's Industrial past. Participants will research archaeology, collections and archives to create a contemporary digital record of their experience of the canal and the stories they uncover.

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.

Camden Council's new vibrant 2018 Cultural Framework emphasises co-creation and co-production. It outlines our desire for everyone living and working in the borough to have multiple opportunities to engage with and to feel able to engage with the arts and cultural offer across the borough (our 2018 programme will explore freedom and democracy).

Our Borough of Culture programme positions 'Camden's Animators' at the heart of decision-making and programme delivery. They will sit on decision making panels; help us to reach into communities who are currently under-represented within the cultural and creative industries; advise us on places and site specific work; commission artists; visit performances across London and evaluate at all levels. Identifying them has already begun, our branding represents many of our Animators already on this journey with us. They will have a broad overview of the programme whilst working in geographically specific areas, encouraging deeper engagement.

Through our Creative Heroes project, we will bring together creative technologists, game makers, coders and digital developers with crafts makers, visual artists, photographers and designers. They will work with our communities, building up self-confidence and empowering them in the use of new technology for creative expression, storytelling and social change; awareness and life skills. This programme will help us to re-present and re-style our library and literacy offer for a 21st Century users, borrowers and learners.

Beyond our bid, we want to strive for cultural change, engagement for our communities that has the potential to be life changing. By harnessing the power of creativity, stimulating innovation, and taking our programme to familiar places - housing estates, schools and community centres - we want to overcome some of the barriers that prevent our residents taking part in creative activities, such as, cost, access/location, time, lack of confidence and attitudinal factors

▲ **Outcomes & outputs**

Jump to Monitoring & evaluation ()

New block with edits

There is no approved version of this block

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

▲ 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.

The Council's Arts team works with a logic model/ theory of change approach. Key aims connect with arts/ cultural outcomes and priorities for the Council, matched to the Camden Plan. The programme will be connected to the Cultural Framework with significant overlapping outputs/ outcomes.

We will produce a logic model that identifies benefits, intermediate and long term outcomes. We will use this to assess the success of the programme on an on-going basis with the Steering Group, through quarterly evaluation meetings. We will work with partners at UCL to assess findings at regular, bi-monthly, meetings. We will recruit an independent evaluator to work with us.

We are familiar with a range of research methods such as ethnographic story gathering, quantitative and qualitative research processes. We produce reports and council papers that are comprehensive and clear to read.

In assessing and analysing the programme we will utilise many of the tools used in grounded, evaluation techniques, namely:

- Establishing clear milestones, timeline, outputs and outcomes
- Documentation, written, oral, photographic and moving image
- Regular discussions/meetings with all involved to assess successes/areas requiring development
- Objective and subjective analysis of the work
- Quarterly and end of project feedback and analysis
- External evaluator and critical friend

▲ Deliverability

[Jump to Exemplary Project Awards \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 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.

London Borough of Culture has coincided with Camden's desire for a Cultural Framework and commitment to creativity across all Council services. We have a high level of support for our aspiration to be London Borough of Culture from artists, cultural, education, health providers, communities, businesses, private sector and media.

This is a once in a generation opportunity. To truly succeed it must be delivered in partnership. This offers us an unprecedented chance to work in more in-depth partnerships with cultural providers, public, private and third sector agencies/ networks. It also offers our residents new ways to work across Council departments.

We believe the multi-agency partnerships formed during the year, will provide a route map for resilient partnering as a legacy to unlock future activity aligned to our Cultural Framework.

We recognise the central significance of the Council as the accountable body for the delivery, monitoring and evaluation of our year of culture. In this role the Council recognises its ultimate responsibility to ensure the project is well managed within the resources available and focused on achieving the project's forecast outputs, outcomes and benefits. The project aligns with the Council's robust approaches to:

- Arts and Culture engagement, programming/partnership working measures
- Collation of performance management information (PMI) and data to monitor, evaluate and report outputs, outcomes and benefits - we are considering the introduction of a Camden Card to help streamline the collection of PMI
- Budget management and reporting systems and procedures ensuring value for money
- Risk Management procedures
- Managing stakeholder/partner relationships
- Meeting contractual requirements
- Project management standards
- Recruitment/employment procedures

To bring shape, focus and ownership and to promote the development of our year of culture bid, we brought together a cross section of cultural organisations and providers to form an Advisory Group.

We plan to continue to benefit from the Advisory Group's energy however, we recognise that going forward the responsibility/role of the group is different. The Advisory Group will shape a Steering Group to continue to bring oversight and expertise to the delivery of our year of culture. We will extend Steering Group membership to include community representatives and additional industry experts as appropriate. The role of the Steering Group will be to:

- Provide leadership, give strategic direction, evaluation, legacy and support programme delivery
- Commission research to assess/evaluate the impact of the programme
- Contribute to legacy planning, sharing learning and good practice
- Maintain oversight of the Risk Management Plan

Strengthen links between the year of culture programme, communities, other partners and stakeholders to increase access - recognising people's different needs/ situations/ goals and the barriers some residents experience in accessing culture

Monitor/review progress of the year of culture programme against the project plan/ milestones/ goals, and keep the overall project plan under review

Review evaluation, learning, legacy planning activities

A written consortium agreement will be produced to underpin the Steering Group's engagement and activity. The Steering Group will be chaired by Camden Council's Cabinet Member for Promoting Culture and Communities. All Steering Group members are capable of taking independent/strategic views, outside of their own interests. They bring understanding of the need to deliver high-quality cultural programmes that are inclusive. They have capacity to participate in the Steering Group and proven ability to work in cross-sector partnerships.

Please continue your answer below if required

The Council will publish an overarching Project Management Plan. The plan will bring all of the information (resources, timescales, key milestones, dependencies, risk management, monitoring, control and reporting) on the programme together in one place. The project team (comprising the Council and Steering Group) will benefit from the Council's management structure/framework, for example access to the skilled finance team and robust financial management systems, use of cost centred accounting method will enable all project expenditure to be tracked in detail by Camden Council's arts and finance teams, collection and collation of PMI ensuring that all data is stored in a manner that is consistent with exemplary data protection practices. A reporting structure will be put in place requiring the Project Team to report on a regular basis to the Council's Management Team, Cabinet and Scrutiny Committee, reporting performance and variance aligned to key milestones, outputs and outcomes set out in the Project Management and Delivery Plan. We believe our approach will provide robust management, promote transparency, accountability and partnership working.

To work with the existing arts team the Council will recruit a core team, with outstanding skills and experience, able to turn vision and plans into reality, comprising:

Project Director

Community Engagement Co-ordinator

Marketing and Data Manager - Internal secondment from the Communications team

PR Manager - Contract/Fee based

Administrator and two apprentices who will work across Camden Council

12 Apprentices - placed with partners across the programme and working with the core team

Freelance Apprentice Co-ordinator/Facilitator

Freelance Infrastructure Facilitator

The Project Director will be a Head of Service position reporting to the Director of Community Services and will regularly report on the project to

Cabinet and Scrutiny Committee members. We will advertise through various online arts specialist job platforms, we value and celebrate the diversity that exists within our community and look to see it reflected in our workforce. Camden is committed to making our recruitment practices barrier-free and as inclusive as possible for everyone.

Describe how your project delivers value for money.

Our budget allows for the core team to be appointed for a two-year period, eight months prior to the start of our year and for four months following to ensure orderly closure and hand over of the project legacy. As necessary additional Freelance Associates will be contracted to drive implementation of the programme, deliver the associated community development, monitoring and evaluation activities.

In keeping with the spirit of our bid, particular effort will be made to reach those under-represented within the creative and cultural industries. A recruitment and marketing campaign targeted at individuals living in our Housing Estates will profile all roles.

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.

Camden Council have confirmed that we will reallocate £250,000 from Camden Council's Arts, Libraries, Events and Housing service budgets to the programme. In the lead up, we will pilot innovative charging models and will test new approaches to crowd funding and community fundraising.

The Director of Camden Giving will develop a Camden Giving Fund to support projects in Camden that seek to overcome inequalities of opportunity to engage in culture.

As we further develop our programme and project plan we will remain vigilant to other opportunities to procure match funding. Contributions totalling over £400,000 are expected from Argent, Camden Market, Google, Art Trust Productions and HS1. We will apply to ACE's Grants for the Arts programme for £100,000 toward staging our year. We expect our cash match contributions will exceed 25%.

We have specifically included the in-kind cost of three members of staff at Camden Council who will be seconded to work on the year of culture. There are significant contributions from cultural organisations, these include but are not limited to, a training opportunity from the Amy Winehouse Foundation; staff time from the British Museum; free access to library spaces; staff expertise within the Youth Offending Team; the Canal and Riverside Trust co-production support; Evaluation input and advice from UCL and Knowledge Quarter.

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?

Reducing inequality is a key factor in building cohesive communities. We have put tackling inequality at the heart of our plans. Equality of opportunity, representation and valuing diversity/diverse voices are at the heart of our cultural ambition. To ensure that good practice is part of the foundation of our programme, we considered representation within our Advisory Group from the outset.

Whilst seeking to deliver an inclusive and accessible programme we are particularly targeting communities under-represented in culture and the creative industries. We will achieve this by considering equality throughout the programme, identifying specific opportunities for individuals categorised within the Equality Act's Protected Characteristics. Our year of culture will create opportunities to showcase creativity from different countries, cultures, faiths, abilities, socio-economic backgrounds, sexual orientation and lifestyles.

Geographically, we will target neighbourhoods higher on the deprivation indices such as Gospel Oak, Camden New Town, Somers Town and Kilburn Priory. Our year of culture programme will allow us to deliver deeper cultural investment in our neighbourhoods.

Diversity is integral to our artistic process, from publicity and marketing, commissioning to participants, content and themes.

We will ensure that there is Special Educational Needs provision across the programme and actively seek out opportunities for children, young people and adults to engage, for example through ambassador placements for SEN young people, as Apprentices and as participants in the Camden Creative Heroes programme.

'Echoes from the Birdcage' focuses on deaf children and young people; 'Camden Treasure Trove' engages with the youth justice system, young offenders and those at risk of offending.

We have ring-fenced mentoring opportunities for two artist's commissions who self-categorise as disabled, We aim to recruit more disabled artists across the programme, since disabled artists are under-represented in the sector. To do this we will work with Action Space, Shape (who are both based in the borough), Dash (based in Shropshire) and ArtsAdmin /Shape's Unlimited programme.

Working with HS1, we will particularly target disabled and BAME mid career artists (also under-represented within the creative industries), supporting them to achieve high profile contracts and step change within their careers.

'Camden is Open' is an open programme for communities to highlight their hidden gems, whoever and wherever they may be. Applications for funding will need to demonstrate how equality has been considered, how equality will be advanced, and the communities who will be served/ engaged in delivery. As the projects that comprise this programme will be commissioned locally it is likely that each one will stimulate new approaches to address access, cohesion, inclusion, health and wellbeing.

As an integral part of our approach to the planning, management and delivery of the programme we will undertake an equality impact assessment for each strand to ensure that we have given full consideration to the nine protected characteristics and that we have not discriminated against or in favour of one particular group/s of people.

▲ Exemplary Project Awards

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

New block with edits

There is no approved version of this block

Unapproved changes on 01/12/2017 by [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.

Camden Alive takes place in housing estates across Camden; it pilots a new way of working with communities.

The estates chosen have been identified by our Housing Teams. The reason vary; for Regents Park Estate, due to the significant impact of HS2; with Goldington Street Estate, Cecil Rhodes House, Somers Town is one of our most deprived LSOAs.

We have architecturally significant housing estates, Alexandra & Ainsworth, Hampstead, Trentishoe Mansions, Holborn, Gordon Mansions, Museum Mansions Bloomsbury and Derby Lodge. Historically significant locations include Rugby and Harper, street properties formerly owned by Rugby Public School and Holly Lodge, Oakshott and Makepeace Avenue which have Coutts family connections - initially purchased to house single women doing clerical profession work.

In Templar House, we want to re-ignite the Tenant Resident Association (TRA). In Kentish Town, Artisan Dwelling, Chester Raydon and Balmore, can provide insight into a new eco development - offering opportunities to raise environmental awareness.

Camden Council's Housing teams consistently engage with residents on our estates, offering a range of support for individuals with multiple needs. We know that many of our tenants do not engage with the culture on their doorstep and do not see cultural provision as being 'for them'.

The estate TRAs have shaped our bid, we will continue to work with them, prioritising residents on housing estates. The six routes will include connections with housing estates, public squares, open spaces and the stopping off points will include our cultural venues.

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

We want to provide clear pathways for Camden residents to increase their digital, creative and cultural literacy; to establish clearer pathways towards digital employment; to encourage greater ownership, engagement and interaction between residents and our iconic cultural institutions; to increase parity through cultural democracy.

Research evidences a strong connection between intergenerational engagement with culture/leisure and community/ social cohesion. By producing clear pathways for engagement, residents have increased chances of connecting to the digital 21st century workforce, developing as artists, creative practitioners and continuing to lead in the digital creative age.

We will achieve this by animating routes between housing estates to our cultural venues. We will work with residents to identify objects and spaces that offer alternative insights into Camden. We will draw on migration stories and tales of being here.

Working with Blippar, stories will merge to create real and virtual animated theatrical routes. We will redefine places in Camden, shifting how we read, engage with and participate in culture in the city.

By disrupting when audiences can engage, we will deliver new approaches to diversifying the Night Time Economy, our animated trails will run over three weekends for 24 hours, whilst not impacting on residents use of amenities.

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

The partnership behind Camden Alive is groundbreaking. We are connecting two of our iconic institutions, the British Museum (BM) and Central St Martins (CSM), with one of the world's leading augmented reality App providers, Blippar.

Starting with deep community engagement we will work with CSM on 12 housing estates, drawing out residents by listening to their stories of object, place, and being here. CSM will be the thread that runs from start to finish of this project and will inspire and ignite local residents to take part in conversations with the BM and Blippar to create AR/VR content that will be inclusive recognising multisensory needs to be inclusive of all of our communities..

Six trails will be animated, through Blippar and high profile commissions by artists who have demonstrated that they can create truly ambitious, exciting and innovative work. Artists such as Faisal Abdu'Allah, John Akomrah, Zarina Bhinji, Anthony Gormley, Chris Milk, George Bures Miller, Janet Cardiff, Susan Collins, Janetka Platun, Camille Walala.

We will work with the British Library to bring in additional oral histories via

their world-class collection. Through writing commissions, by writers such as Ambreen Razia (Diary of a Hounslow Girl), Benin City, Steven Camden/ Polarbear, Joe Selman-Wright/ Working light Theatre (Labels and Monster), Lemm Sissay (Something Dark), the routes will trace cultural and historical sites of interest in Camden. They will physically and thematically connect housing estates with cultural institutions.

The stories/objects submitted by residents will draw out the richness and authenticity of Camden's sub-cultures, re-writing the borough's histories to reveal multiple migration stories. They will be lively, full of community spirit and bring a strong sense of Camden's people to the fore.

Camden's institutions are rich holders of stories, possessing world-class knowledge and now, as a result of Camden Alive, in the stories and journeys of Camden's people and communities. Our Knowledge Quarter provides rich access to these histories, re-positioning them for real and virtual audiences the world over.

Six of the estates will be connected to the work of organisations such as RADA, Royal Central Speech and Drama, English Folk, Dance and Song Society, The Irish Centre, Circumference Circus, XLP and Akademi.

Our TRA's and Housing Teams will encourage tenants to participate. The animated routes will provide moments of mass Instagram'd participation; Blippar downloads will create an international market/audience; the reputation and cultural perception of housing estates and their tenants being re-written.

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

Camden Alive will feature three weekend festivals. 520 people will take part in participatory workshops. Real audiences of 120,000 will visit the trails, 500, 000 virtual visits, indirect audience of a million per day will engage with part of the trails.

120 objects and 120 spaces will shape the trails. 12 new pieces of writing and site specific route animations will be produced. Targeting young people living on Camden's estates, 20, 16-18 yr olds will have work experience; 15, 18-24 yr olds will have creative enterprise training. We will convene a symposium on participatory arts practice and the use of emerging digital technologies in creative and community settings.

The outcomes are a legacy of more cultural programming and activity in everyday settings; creation of new site specific work, new talent nurtured and new ways for self expression are found and contribute to place-shaping and places and communities have the skills to grow cultural capacity and fulfill cultural potential.

How will you monitor the success of the project?

We will monitor the project in line with Camden's Arts, Libraries and Tourism team's logic model/ theory of change approach. We will monitor:

The number of museum objects sourced
 The events/activities that have taken place
 Number of audiences
 Number of participants
 Visitors to British Museum
 Number and increase in downloads of Blippar
 Footfall through housing estates
 Any changes in perceptions of estates and neighbourhoods
 Range and number of partners involved in placements and mentoring
 Number of new artists commissions achieved
 Number and demography of artists commissioned (diverse backgrounds)
 Symposium on engaging with digital, VR, AR

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

Camden Council will be the formal accountable body for delivering Camden Alive. A newly formed partnership will be established to provide strategic oversight and accountability. The partnership, led by The British Museum working with Camden Council, Blippar, Central St Martins and representatives from the Camden Animators will form the Project Team.

Camden Council will commission the Project Team to deliver the project in accord with contractual, legislative and public procurement obligations. The Project Team will produce a Project Management Plan. This plan will bring together all of the project information; resources, timescales, key milestones, dependencies, risk management, monitoring, communications, legacy planning, control and reporting into one place. A reporting structure will be established requiring the Project Team to report performance/variance aligned to the key milestones, outputs and outcomes set out in the Project Management Plan, on a regular basis to the Year of Culture Lead and Cabinet Member for Promoting Culture & Communities.

Responsibility for the day-to-day management and delivery of the programme will be assigned to The British Museum. The Council's financial management systems will be deployed to record project expenditure and maintain the project budget.

Describe how the project delivers value for money.

Camden Alive builds on existing projects delivered on Housing Estates. Our focus is upon individuals who are vulnerable, harder to reach, or experiencing multiple disadvantage. The priority is investing in skills development, building up social capital, supporting social cohesion and place-shaping.

The budget is appropriate to the locations, ambition, scale, AR/VR technology and the high quality experience that participants will accrue. There is scope for adjustments dependent upon funding.

Significant site specific trail animations will be produced, reaching real audiences of circa 1.1 million per day and virtual audiences of over half a million.

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

We are able to confirm cash and in-kind match funding totaling £380,000. Camden Council has confirmed a £250,000 cash contribution towards the cost of staging our exemplar project. Additionally our principal project partners, Blippar, Central St. Martins and The British Museum have confirmed they will provide in-kind resources, e.g. staff time, marketing support etc. to an approximate value of £130,000 towards the staging and delivery of the project.

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

yes

▲ Confidentiality[Jump to Additional Documentation \(\)](#)

New block with edits

There is no approved version of this block

Unapproved changes on 29/11/2017 by [REDACTED]

Should we should treat your proposal as confidential information?

no

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

no

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

-

Can we can keep you informed of our work?

yes

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

yes

▲ Additional Documentation

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

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

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Complete the table below.

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

Project activity	Outputs	Baseline (where available)	2019/2020 LBoC year	2020/2021 Start of Legacy	Total
Working with Artists (Programme wide)	Number of new works commissioned and or produced.	3	183	40	223
Engagement & Participation (Programme wide)	Number of participatory sessions & activities.	40	6672	670	7342
	Number of Festivals, Events & Performances produced.	45	83	61	144
	Number of people engaged as participants & creators.	250	3853	6700	10,553
	Number of people engaged as audiences & attenders	10,000	9,230,700	1,846,140	11,076,840
	Number of people accessing the programme by virtual means.	180,000	1,000,000	500,000	1,500,000
Leadership, Mentoring, Training, Learning, Volunteering. (Programme Wide)	Number of Placement & Apprenticeship opportunities provided/sustained.	0	12	12	24
	Number of artists, curators & producers mentored.	0	80	16	96
	Number of volunteers recruited to develop & support delivery of the programme.	4	550	220	770
Legacy	Number of seminars, & conference events provided to disseminate & share learning & best practice.	0	2	2	4
	Number of new multi-agency collaborations & partnerships formed.	0	10	10	20

Project activity	Outcomes
People	A network of volunteers that champions, supports and advocates for culture.
	Increased cultural ownership, participation and access to high quality art, film, culture and experimentation across all groups.
	Support for diverse cultural leaders is promoted providing entry and progression routes across Camden's cultural and civic life.
	Children and young people have access to a rich and adventurous cultural education.
	Sustainable and innovative collaborations and partnerships are developed.
	Leaving communities with the skills to grow cultural capacity (STEAM) and fulfil cultural potential.
Place	Camden has strengthened its position as a pioneering model for a modern, plural, European London borough with an accessible day to night-time culture – The home of difference .
	Legacy of more cultural programming and activity in 'everyday' settings.
	New site specific work is created, new talent nurtured and new ways for self expression are found and are contributing to place-shaping.
	Greater understanding and celebration of local history, heritage, communities and places.

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

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

Camden Council's Key Risk's associated with Camden is... programme.

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

Risk	Impact	Likelihood	Mitigation Strategy
Not being able to appoint the core staff team in a timely manner, resulting in a slow start to programme and lack of confidence amongst wider cultural community.	Medium	Low	Role /Job descriptions will be prepared immediately following bid result so that the recruitment process can commence in a timely fashion.
Failure to appoint the right calibre of personnel to the core team.	Medium	Low	Roles will be widely profiled and promoted across the full spectrum of arts/cultural networks. Role specifications will be written with clarity and attention to exact requirements. Roles are well remunerated with the Director post at Head of service level
Changes in key personnel involved with developing and shaping the bid resulting in loss of continuity.	Medium – High	Medium	A robust handover process will be deployed. The LBoC project is shared and owned across a number of Camden divisional/staff teams. Robust Advisory Group/Steering Group with oversight of the programme in place.
Failure to raise the projected match funds to meet programme aspirations	High	Low - Medium	Meetings and dialogue with potential sponsors already taken place. On-going communication to be maintained during bid assessment period. Potential for joint fundraising with consortium partners and further sponsors being regularly identified. Once bid decision announced, a fund-raising strategy and approach will be produced
Failure to achieve audience and participant engagement targets on a Local/ National / International level	Medium	Low	Targets are ambitious but realistic. An audience engagement plan will be produced. The staff team includes a Community Engagement Co-ordinator. The

Camden Council's Key Risk's associated with Camden is... programme.

			<p>Council has significant networks and contacts with Estates, Communities and a strong Marketing presence across the borough. Substantial marketing and local media profile will assist reach and a local media partner has been identified in The Kentishtower / Gasholders / Euston and the Africa Fashion website, with an audience of over 250,000. Camden Council's arts team has a well used website, LoveCamden, with strong national and international visitor presence. The Twitter feed has approaching 20, 000 followers with local, national and international reach. Partner organisations have extensive digital profiles with a breadth of reach and partnership MOU agreements will specify minimum levels of programme support on each social media channel, specific to each partner.</p>
Failure to provide evidence of impact on local artists and residents	Medium	Low - Medium	<p>Strong data collection, monitoring and evaluation systems will be developed from the outset. This will include the production of a baseline to establish starting points. Our partners have significant experience evaluating, sharing, recording, documenting and analysis data</p>
Disagreements within the Advisory Group/Steering Group lead to breakdown of trust and collapse of partnership working	High	Low	<p>Camden Council's Arts Team has a strong working relationship with cultural providers/ members of the Advisory Group/Steering Group, in the borough. Careful consideration would be given to best fit channels of communication and these would be updated and agreed upon by the steering group and key stakeholders. Clear written agreements will be created to define decision-</p>

Camden Council's Key Risk's associated with Camden is... programme.

			making processes, as well as Reporting structures. These will include provision for dispute resolution.
Failure of Advisory Group/Steering Group to have proper oversight of the project/ programme and to ensure, for example, appropriate budgetary and financial controls	High	Low	Membership of the Advisory Group/Steering Group has been carefully considered to include those with significant managerial and programme delivery experience. The Year of Culture would be a mid scale programme for a number of the Advisory Group/Steering Group members, a number of whom deliver multi-million pound programmes and run buildings with significant turnover Representatives are senior professionals with the experience, confidence and authority to raise issues at early stage.
That external arts organisations and artists may perceive the steering group as being biased since some of the consortium will also be in receipt of funding as delivery partners	Medium	Medium	Clear roles for Advisory Group/Steering Group members defined from outset. Conflict of interest will be standing item on all consortium meetings. Written agreement will be in place imposing same terms and conditions on all delivery partners including consortium members.
Failure to deliver core elements of the planned programme due to failure of partnerships, external changes in lead artistic personnel or other failure of partners to fulfil programme aspirations as set out in the bid	High	Medium	There are a number of partnerships involved in the delivery of the bid, many of whom are working together for the first time. Strong buy in to the core vision and mission and development of the bid has been key. Shared values and commitment combined with detailed Memorandums of Understanding or Partnership Agreements are key to the success of the delivery. Draft MOU's will be in place ready for the announcement of the winning Borough.

Camden Council's Key Risk's associated with Camden is... programme.

Failure to deliver on time and budget	Medium	Low	Build in milestones, regular budget forecasts, project commitment sheets, partnership agreements; ensure that management has clear oversight and responds to project progress or delays
Failure to capture the public and press imagination to achieve the broader objectives for Camden and the GLA	High	Low - Medium	Strong marketing and dedicated marketing resource. Specialist PR support will be procured to maximise opportunities to build local, London-wide, national and international profiles for the year of culture programme. Projects have been worked up with local, Pan London and national organisations and will benefit from partners marketing resources and networks.
Inability to achieve sustainable commitment and achievable programme legacy	High	Medium	The year of culture is integral to the ambitions of Camden's Cultural Framework, adopted in early 2018 this will provide focus, momentum and context to organise the legacy and outcomes of the year. Our programme partners share the same ethos of creating longer term benefit from the year of culture. Jointly owned ambitious yet realistic legacy targets have been factored into project planning. We will sustain collaborative working arrangements formed between CC and delivery partners beyond the year to ensure that we continue to work together deliver Legacy outcomes.
Negative Environmental impact	Medium	Low	The project management plan will include an environmental impact assessment and will reference key environmental delivery guides, for example, Julie's Bicycle setting sector standards. Site specific environmental impact assessments will be undertaken for events and activities that

Camden Council's Key Risk's associated with Camden is... programme.

			take place in open public spaces for example Regents Canal. A consultee put us in touch with 'A Greener Festival' who specialise in assessing festivals. Camden Council will work with them to ensure that our festivals have a low carbon footprint and producers are incentivised to encourage environmental awareness.
Failure to meet expected standards of working in the public domain and in relation to other legal frameworks and policies	Medium	Low	CC has strong policies on Safeguarding, risk assessments, health and safety, planning and development control, licensing, DDA, ethical investment policies for donations and sponsorship
Change of council leadership as a result of the London Local Elections, impacting on the London Borough of Culture	Medium	Low	We have cross party buy in, cross sector ownership; Councillors are fully committed to the successful delivery; production of Cultural Framework clearly embeds culture in strategic plans and council policy, tied in with the Camden Plan 2025

Camden is...



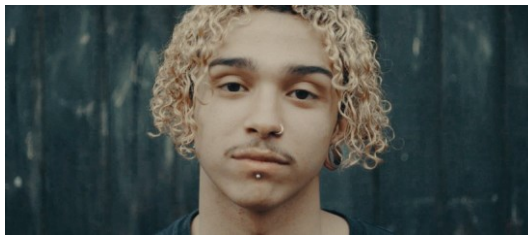
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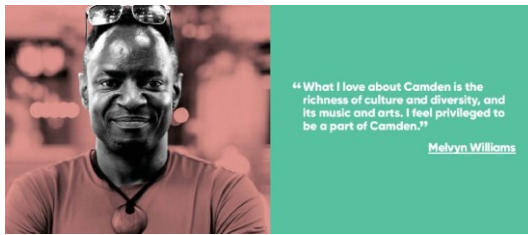
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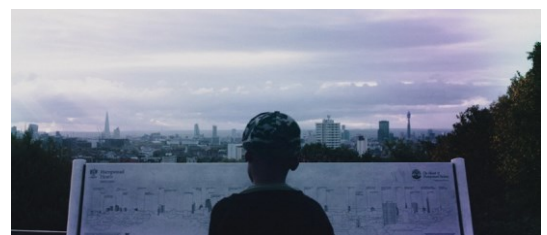
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