

OPEN PROJECT SYSTEM

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Crossing Boundaries (working title)

Status: Assess Change Management Report Project ID: **P10965**

London Borough of
Culture


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 

Project title
Crossing Boundaries (working title)

Bidding arrangement
Haringey London Borough Council

Organisation name
Haringey London Borough Council

Programme selected
London Borough of Culture

Project type selected
London Borough of Culture

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

New block with edits

There is no approved version of this block

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

Name of Borough.

Haringey

Borough address.

London Borough of Haringey
River Park House,
High Road,
Wood Green,
London
N22 8HQ

Name of contact person.

[REDACTED]

Position held.

Culture Officer

Directorate.

Commissioning

Department/Business Unit.

Deputy Chief Executive

Telephone number.

020 8489 [REDACTED]

E-mail address.

[REDACTED]@haringey.gov.uk

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

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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

██████████, GLA Culture Team

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

No

▲ Project Overview

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

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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

Crossing Boundaries is a project which grows over 3 years.

Year 1 will focus on connecting our organisations and in-depth planning of our project; year 2 will be all about building momentum through engagement and participation activities and the final year will culminate in a multi-arts, cross-borough festival celebrating Haringey's arts, culture and heritage.

2020 is our preferred year enabling a 3 year lead-in so that the project can be as ambitious, participatory, connected and all-embracing as it can be.

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

1013100

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

1343101

Provide a summary of the proposed programme.

Crossing Boundaries will be a 3-year programme culminating in one weekend in September (tbc) 2020 where from Seven Sisters to Highgate, Haringey will come alive with surprise: multiple performances, participatory art, midnight feasts, site specific public installations, late-night walks and other magical moments.

Following the route of a disused railway line and the river Moselle, the weekend meanders and builds to highlight – through high quality, artist led interventions – how it looks and feels to live in a connected and vibrant 24hr borough in a connected and vibrant 24hr city.

The route follows parts of 3 existing walks, crossing Haringey, with a couple of twists and turns in between....

- Parkland Walk
- Palace Gates Walk
- Moselle Walk

... dipping into open spaces, local visitor attractions and arts venues along the way and using both familiar venues, hidden gems and secret histories to create rich experiences in unexpected places.

▲ 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.

Located in north London, Haringey has a diverse, youthful and growing population of approximately 278,500:

Ethnicity: Haringey is the 5th most ethnically diverse borough in the country. 65% of residents come from non-White British communities, compared to 20% in England, 55% for London. 190 different languages are spoken in our schools. The proportion of non-White British communities varies from 35.2% in Muswell Hill to 83.4% in Northumberland Park. Most BAME residents live in the east of the borough.

Deprivation levels: in Haringey are high. According to the 2015 Index of Multiple Deprivation (IMD) 18.9% of Haringey's LSOAs are in the 10% most deprived nationally.

Age: Haringey has a relatively young population with a quarter under the age of 20, and 90.7% of the population aged under 65 (88.4% London and 82% England).

Religion: Haringey is one of the most religiously diverse places in the UK. The most common religions are Christianity (45%), Islam (14.2%, higher than London: 12.4%) and Judaism (3%).

Disability: 14% of residents have a long term health problem that limits their day to day activity.

Sexual Orientation: 3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013 (ONS Integrated Household Survey), equating to 8,900 in Haringey.

Residents in the East and West of the borough experience substantial inequalities relating to health, income, employment, education and housing tenure for example. Our Corporate Plan, Building a Stronger Haringey Together, seeks to address these disparities in outcomes, to build community resilience and to bring the benefits of living in a global city to all residents. The Council recognises that the cultural sector – through its resilience, resourcefulness, social and economic value – contributes towards a thriving, fairer, more dynamic borough and our bid for Borough of Culture seeks to enhance this contribution.

Haringey is brimming with arts and culture and, like the population, the offer is very diverse. From iconic venues to community festivals, from established to emerging art, from busy parks to historic buildings, visitors and residents experience a range of activities. Architecturally and historically significant buildings and other venues engage with local communities and visitors alike.

- Alexandra Palace & Park welcomed over 3.5 million visitors last year;
- Bruce Castle Museum engages thousands of residents, including school children, in heritage activities;
- Jacksons Lane, which delivers theatre and workshops across the borough, had over 203,000 visitors last year;
- Bernie Grant Arts Centre is building audiences in the heart of Tottenham;
- Wood Green Library receives over 50,000 visitors monthly;
- Finsbury Park had over half a million visitors during the summer;
- Thousands of residents have engaged in the future of Hornsey Town Hall;
- HaringeyShed supports hundreds of young people to engage in the performing arts;
- Our CCI's are thriving with over 2,300 creative business in the borough, employing over 5,220 people and delivering nearly £211m of GVA (BOP Report, 2015);
- Hundreds of emerging artists are supported through our venues and organisations.

With venues spread across the borough, a quarter of Haringey is made up of parks and open spaces, and almost every resident living within one mile of a library, residents and visitors alike make, love and enjoy Haringey's offer. Culture and creativity are part of Haringey's very fabric and identity, widely experienced and enjoyed by visitors and residents alike. In a 2013 survey (GLA/ICM research), 84% of Londoners said that the city's cultural scene is important in ensuring a high quality of life. Haringey's arts and culture sector makes a significant contribution to the borough's prosperity, wellbeing, sense of place and identity. Engagement in the arts in Haringey is relatively high with 82% of Haringey residents - according to the 2012/13 Taking Part

Please continue your answer below if required

Survey, the last one carried out at borough level - attended an arts event or activity at least three times over any year, the highest level of participation in any London Borough, indicating our residents are culturally active.

According to data collected by the Audience Agency, 98% of Haringey

residents can be segmented into 3 out of a possible 10 categories of audience –

- Kaleidoscope Creatives (41%)
- Metroculturals (36%)
- Experience Seekers (21%)

While there are patterns in audience make-up across the borough, the segmentation shows the other categories are largely unrepresented across Haringey wards, suggesting limited variation in how Haringey residents consume culture. There are some distinct trends: within Crouch End ward for example 95% (34% in London) of residents are categorised as Metroculturals (interested in a wide spectrum of arts & culture) compared to Bruce Grove where 76% of residents are Kaleidoscope Creatives (less likely to engage with arts offered by major cultural institutions, and instead preferring local arts events, festivals, carnivals and other culturally specific arts activities). Our programming for Borough of Culture both reflects and expands this by deliberately building on and disrupting current patterns of consuming arts and culture.

Crossing Boundaries, our project for the LBoC bid, directly links to our cultural ambitions, and in turn our Borough Plan. Through working in partnership we can deliver ambitious, free, cross-borough, multi-arts cultural programming and eliminate barriers to participation, so that taking part in cultural activity has significant benefits for our residents, for our cultural landscape and for the borough's future.

Haringey is unlike any other London borough – an outer London borough looking to central London and beyond, with strong and diverse communities living side by side, high engagement in the arts, from the more traditional to the informal, and significant opportunities for growth. Being LBoC will help us to grasp these opportunities– to further our ambitions to see arts, heritage and culture proliferate as the population grows, to increase the economic impact of our expanding creative industries sector, to build high quality employment from which all residents can benefit and to deepen participation through greater community involvement.

As Borough of Culture 2020, Haringey would demonstrate the rich impact arts and culture can have on residents from all backgrounds, weaving together our many communities and delivering long lasting improvement in outcomes.

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

With a diverse range of stakeholders, we have been developing our vision to build strong and meaningful partnerships with local communities and wider partners so that:

- through Celebrating & Inspiring
- being Open & Growing
- and by Connecting & Participating

residents and visitors are benefiting from vibrant arts & culture and a creative industries economy in Haringey.

Our emerging Culture priorities and outcomes frame our vision of success:

- Celebrating & Inspiring

Through the celebration of what is distinctive about our borough – our diversity, heritage, communities, venues and artists – we aim to inspire our residents and visitors to take part in the great culture on our doorstep:

- ☐ A strengthened cultural and heritage offer in Haringey
- ☐ A borough wide Tourism offer which showcases Haringey
- ☐ More innovative community led festivals and outdoor events
- ☐ A dedicated culture webpage to promote and connect our cultural offer
- ☐ The borough established as a hub for creativity and innovation

- Open & Growing

Haringey's creative and cultural industries are growing and making a significant contribution to the economic fabric of Haringey. Our aspirations centre on being open and supportive so that all residents can benefit, and gain access to high quality employment from growth in the creative sector:

- ☐ Supporting growth in the creative industries in the borough
- ☐ A strategic, co-ordinated approach to investment in the borough's key cultural venues
- ☐ Tangible contribution of the creative sector in our regeneration and place-shaping strategic plans
- ☐ Greater inward investment through culture with a real impact on improving the quality of life for those living, studying and working here
- ☐ Clear career pathways for local people so that employment opportunities are harnessed
- ☐ Work with national agencies to ensure cultural planning is aligned and opportunities are maximised

- Connecting & Participating

Whilst we have high levels of participation in the borough, arts and culture are such an enabler of connections and participation that this remains a core priority. Working with communities, through a diverse cultural offer, all residents will have fun; take pride and have more opportunities to connect to the arts and culture in their borough:

- ☐ Promotion of the role of heritage and culture in community cohesion

- The establishment of strong networks to build capacity and nurture new connections
- Engagement of local residents in cultural activity across the borough
- Vibrant community led cultural activity through widening the use of parks and public spaces
- Increased artist led initiatives to support borough-wide priorities
- Volunteering opportunities through arts and culture available to local residents

Crossing Boundaries, our project for the LBoC bid supports our cultural ambitions and would have a significant impact on our residents and our cultural landscape and its future by showcasing what is on offer, building residents' skills in a range of arts and culture related activity and creating a lasting legacy of fun, creativity and enjoyment.

Aim 1:

To showcase Haringey's creativity, heritage and diversity through local arts & culture

Link to Culture Priority: 1 Celebrating & Inspiring

By:

- Ensuring local artists are directly involved in the festival
- Taking a curatorial approach to the smaller neighbourhood events as well as the big weekend programme so that the breadth of Haringey's arts and culture is included
- Developing illustrated maps and online visitor guides, highlighting local arts, culture and history
- Ensuring that all commissions are responding to the boroughs history, creativity and diversity

Aim 2:

Ensure that the benefits of cultural activity are experienced by all who live and work in the borough

Link to Priority 2: Open & Growing

By:

- Ensuring that inward investment is directly benefiting residents and businesses – through commissions

Please continue your answer below if required

- Career pathways, employment opportunities and skills in the cultural sector are harnessed by local people – through Crossing Boundaries and its Skills programmes
- Public realm improvements along the festival route – artworks will be site specific and will contribute to place-shaping

Aim 3:

To encourage residents and visitors to explore Haringey's neighbourhoods

Link to Priority 3: Connecting & Participating

By:

- Building momentum for the festival through the smaller neighbourhood events in the leading years
- Ensuring that high-quality and varying experiences are on offer across the festival route
- Ensuring that all residents are involved – through early engagement and participation
- Stewarding to encourage visitors to travel between sites
- Illustrated borough-wide maps, available online and in hard copy, which will themselves become artefacts
- Taking a coordinated approach to marketing across local and London-wide listings
- Support for local artists, arts organisations and communities to connect through the festival

In Haringey, participating in the LBoC process has already provided a partnership opportunity for the cultural sector and the Council. If successful, we see our partnership blossoming to enable us to deliver our vision: to celebrate and inspire, showcasing the diversity of arts and culture here in Haringey; to be open and growing, producing greater economic impact for all from the creative sector; to connect and participate, contributing to vibrant and engaged communities across the borough. The legacy of the bid would be a greater alignment of our programming so that our cultural offer is more accessible, more varied and truly fun.

We are excited to be bidding to be LBoC as we believe it offers a genuine catalyst to embedding our approach to culture and building new, artist led collaborations to further develop the arts, heritage and culture offer in Haringey.

Haringey is part of a world city renowned for its arts & culture bringing considerable social and economic benefits to the borough and beyond. As a landing-point borough, Haringey is a place of huge diversity and of great opportunity built on a dynamic history and flourishing communities. With our potential for growth, we are the future of London.

The Council recognises that the cultural sector goes a long way towards contributing to each of its five priorities and outcomes. Our approach to culture is integrally linked ensuring that culture plays a vital role in the borough's sense of place, wellbeing, cohesion, identity and economy.

▲ Celebrating creativity

Jump to Outcomes & outputs ()

New block with edits

There is no approved version of this block

Unapproved changes on 30/11/2017 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.

Crossing Boundaries will be a 3-year programme culminating in one weekend in September 2020 where from Seven Sisters to Highgate, Haringey will come alive with surprise: multiple performances, participatory art, midnight feasts, site specific public installations, late-night walks and other magical moments.

Following the route of a disused railway line and the river Moselle, the weekend will meander and build to highlight – through high quality, artist led interventions – what it looks and feels like to live as part of a connected and vibrant 24hr borough in a connected and vibrant 24hr city. From morning joggers on their daily run to parents and children on their school run, from commuters on their way home to local choirs practicing their weekly routine – all transformed with a creative twist, all part of this large scale Haringey 48hr Festival.

The route will follow parts of 3 existing Haringey walks, leading from the west to the east of Haringey, with a couple of twists and turns in between....

- Parkland Walk: Highgate to Alexandra Palace
- Palace Gates Walk: Alexandra Palace to Bruce Castle
- Moselle Walk: Bruce Castle to Seven Sisters

... dipping into open spaces, local visitor attractions and arts venues along the way. Using familiar and established venues – Jacksons Lane; Alexandra Palace; Hornsey Town Hall; Lordship Rec; Bruce Castle; Markfield Beam Engine; Bernie Grant Arts Centre and STYX – as well as hidden gems and spaces.

The weekend will be a curated programme of activity ensuring that the route is continuously punctuated by moments of surprise, fun and intrigue. All helped along by local artists, organisations and communities. Activities would include events, performances, public and digital art, live-music, open studios, street food markets, workshops, museum visits, behind the scenes tours, coffee mornings, tea dances etc.

The 48-hour timeframe allows a variety of local audiences to engage from older people to families to young people and also attracts a wide range of audiences from further afield. Following a trail in real time will encourage people to explore – both geographically and experientially – the borough in its entirety and to participate in more than one event or activity. The variety of activities that will be on offer from traditional forms of arts and culture to community events and festivals will directly engage all residents from across the borough.

The commission would also involve a 2-year engagement and participation programme, linking, informing and culminating in the year 3 borough-wide festival.

The lead-in activities will include –

- 8 smaller neighbourhood festivals: throughout year 2 and early Year 3, led by local arts organisations to highlight and amplify existing festivals and activities. Each festival will have a funding pot, open to community groups and local artists encouraging creative projects from a broad range of residents, in response to a heritage theme or exploration of hidden gems and unusual places.

This would facilitate local residents to be part of an intensive, collaborative programming process – with opportunities to highlight what they feel is truly unique about a particular area (Tottenham could be making but Highgate could be green spaces for example).

A new Neighbourhood Event Coordinator role will ensure that the 8 events are linked, feeding in to the final year 3 weekend festival and delivering broader programme outcomes.

Elements of these smaller events will then inform the activities along the route during the 48hr big weekend.

- 8 neighbourhood illustrated trails - to create distinct and authentic destination guides (informing the Culture page on Haringey's website); encouraging communities to work collaboratively and as marketing tools to encourage visitors from across Haringey and beyond to engage with local arts and culture.

Please continue your answer below if required

- 1x large-scale participatory art project – on the scale of Paul Cummins and Tom Piper's Blood Swept Lands and Seas of Red in terms of ambition, scale and participation with the commissioned artist/s shaping the content. The final presentation would take place along the final route allowing wider audiences to experience the outcomes.

- Skills and Training Programme:

1. Market In-Haringey Programme- working with local residents to develop and implement the marketing strategy for the headline LBoC project/programme.

2. Event & Stewardship Programme – All local volunteers will be invited to attend a 4-part course to include an Introduction to Stewardship, Understanding Arts Audiences, History of Haringey & Overview of Crossing Boundaries, and culminate in a session on CV development.

3. Young Haringey Curators Programme – Young people, 16 to 24, will work alongside programme curators to develop their own response to the neighbourhood and borough wide programmes.

4. Haringey Makers – throughout the 3 years, all makers commissioned will be encouraged to provide a skills-share programme to local residents – where any products made for the festival will also be made by Haringey residents, whether to be showcased or as a workshop session for participants to take items home.

Project Background:

UP Projects were commissioned to facilitate two workshops and a questionnaire on behalf of Haringey Council, aimed at opening dialogue with the local cultural sector about a partnership approach to the development of Haringey's LBoC bid.

The workshops and questionnaire sparked excitement and meaningful discussions about local culture and generated fantastic ideas on how a Borough of Culture could look and feel. The energy generated in these workshops have informed our bid and our vision for becoming LBoC.

The workshops included representatives from the following Haringey based arts and culture organisations - Haringey Shed, Bruce Castle Museum, Bernie Grant Arts Centre, Jacksons Lane, Fashion Enter, STYX, Punchdrunk, Haringey Music Services, Alexandra Palace, Markfield Beam Engine Museum, LIFT, Continental Drifts, Haringey Shed, Wise Thoughts, Tottenham Ploughman's and Lordship Hub, Collage Arts, Bridge Renewal Trust, Haringey Arts and also included the Haringey's Lead Member for Culture.

A further workshop was held with ward Members who actively participated in the bid's development.

Delivery Overview & Timeline:

Year 1: 2018 Partnerships: Connecting and Planning

Focusing on building the delivery partnership and planning - setting up a main Crossing Boundaries project board and 8 sub-groups (to oversee the smaller neighbourhood events), establishing project partners and developing briefs.

Year 2: 2019 Programmes: Engaging and Participating

During the two years leading up to the festival we will hold smaller neighbourhood events where key venues or organisations will be working alongside communities and residents to curate and sometimes make their own creative responses to how being part of a 24-hour city looks and feels.

Each neighbourhood will use as a starting point an existing cultural event and a series of micro-grants would be made available, in order to support a creative programme for their focus area and an easy to use map will be produced that people could follow.

Each neighbourhood will animate a section of the route and celebrate its own hidden gems/secret histories. The borough will begin to build its individual narratives, one neighbourhood at a time. These trails will be uploaded on to the Haringey website to form Day/Night Out guides.

During year 2 the engagement programme will begin ensuring that residents are actively participating in the making, delivering or enjoying parts of the festival.

Year 3: 2020 Delivery: Creating and Animating

Will see the delivery of the large-scale Crossing Boundaries weekend,

bringing together the individual neighbourhoods in a 48hr cross Haringey creative festival.

Please continue your answer below if required

Project Example: Haringey Feasts

In year 2, one neighbourhood would host an artist-led large international feast with people gathering together on a long table on a normally busy high street or park.

The feast's creation would involve local makers and creatives in its inception: the tablecloth produced locally, the plates crafted by a ceramicist; the cutlery designed and made especially for the feast.

People would gather to "feast" on local produce, grown in allotments, provided by local businesses, and performances would highlight local histories and would be cross-art form from theatre, dance, music and more.

In year 3 the feast would be recreated along a section of the cross-borough trail, forming one part of the 48hr festival.

Approach to commissions:

All commissions as part of Crossing Boundaries will -

- be local where possible
- be high-quality and artist led
- have a community led approach to delivery
- have a local history and heritage approach
- be inclusive and relevant

Positions will include - Event Production Company & Curator, Neighbourhood Festival coordinator etc. (see budget for further details).

Marketing Strategy to engage -

1. Residents:

By:

- Offering tangible opportunities for residents to participate
- Working closely with local communities to communicate opportunities
- Using existing LBH communication channels

2. Culture Sector:

By:

- Establishing a project board with representation from the sector
- Artist led activities
- A map which includes local arts venues
- Working in partnership to utilise communication channels

3. Visitors:

By:

- High quality experiences available throughout the programme
- Programme connected to London-wide culture listings and initiatives
- Popular listings websites

Fundraising Strategy:

We plan to apply for further funds, should that be needed once

announcements are made and a more detailed Project Brief has been developed.

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

In workshops held with the local creative sector and with ward Members, aimed at shaping the borough's bid for LBoC, Haringey's history and heritage was brought up as integral to Haringey's identity and place. With particular reference to the borough's relationship to -

- making and manufacturing
- the borough's history of struggle, rebellion and resistance
- and its links to creativity and innovation, which changed the world.

Alexandra Palace, the birthplace of television, with its surrounding unspoilt parkland; the borough's historic Bruce Castle Museum, a Grade I listed 16th Century manor house set in 20 acres of parkland; trails and walks taking you through some the borough's hidden gems and secret histories; Markfield Beam Engine, an industrial site surrounded by modern-day industrial activity; the home of Luke Howard and the naming of the clouds - were also mentioned as key features in the borough's cultural landscape.

Crossing Boundaries will be an opportunity to highlight and explore the borough's rich history and heritage through artist led responses and a series of illustrated neighbourhood maps highlighting the borough's landmarks, walks and local history.

Crossing Boundaries over three years will give residents the opportunity-

- to engage with, and learn more, about their borough
- to highlight the borough's heritage - through its people, places and history
- to encourage visitors to explore the facets of heritage that make Haringey a fantastic place to live, work and play
- and to ultimately celebrate and be proud of Haringey's diversity and rich cultural heritage.

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.

Crossing Boundaries Outreach and Engagement Programme:

The programme aims to engage residents as audiences, active participants and learners and a specific role has been created, to directly engage hard to reach audiences. Specifically, we will:

1. Offer a variety of indoor and outdoor activities across the entire borough - all free and inclusive - eliminating identified barriers to participation, such as cost and access.
2. Work with the Audience Agency (AA) to identify wards where arts participation is low and directly target these audiences through marketing and participation activities in the lead up to the festivals.

Schools and local arts organisations are eager to work more closely and to offer opportunities for curriculum based learning and enhanced wellbeing through arts & culture:

1. Education packs- by working closely with A.N.D. and Punchdrunk's Enrichment department (Haringey based) a curriculum based school pack will be developed. Aimed at encouraging local schools to visit and creatively explore their borough, ensuring that engagement is meaningful and curriculum based.
2. Participation opportunities-activities directly aimed at engaging local school children will be integral to the project. From artist briefs to the festival's programming there will be opportunities for schools to take part.

As a very diverse borough, we are keen to engage with all communities, existing and new, established and settling. By working across the borough, this programme will enrich participation of all communities, whether geographic or of interest:

1. By working closely with AA we will develop tactics to directly engage all our communities
2. Programme content will be community led and representative
3. Art commissions reflect the borough's diversity
4. Marketing materials directly aimed at engaging community groups
5. Opportunities for specific groups to participate as performers or makers
6. Volunteer programme specifically aimed at residents

▲ 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]

▲ 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.

Through existing data and guidance from the Audience Agency about methods/tactics for evaluation we will seek innovative approaches to assess the project's success.

Quantative data:

- No. and location of-

- o cultural venues/performers/artists and partnerships
- o artworks created/artistic disciplines
- o learning opportunities
- o listings/articles/webpage visits etc.
- o participants/audiences
- o visits between sites
- o residents gaining skills
- LBH policies/strategies including culture
- % increase of investment
- Pick up rate of map
- % increase in local business takings

Method:

- Data collected during project using project monitoring forms, will capture this data.
- Questionnaires and interviews with visitors/artist/venues/businesses/community groups and leaders
- Venues/stewards/underground stations to monitor visitor numbers and gate-counters
- Data collected by distribution company
- Monitor press, website & social media

Qualitative:

Visitors/participants felt the festival-

- programme reflected the borough's identity
- made them more aware of local culture/history
- met expectations
- made them want to visit more of the borough/venues; explore other areas/walk the route again/more cross-borough events
- made them feel proud of local area

Method:

- Questionnaires/interviews
- Monitoring at venues
- Interviews with community groups/leaders

▲ 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.

Delivery mechanism:

Haringey Council's LBoC programme will be led by LBH Culture Officer who will act as Project Lead, working alongside an appointed Project Manager.

Our Borough of Culture Programme will operate as a programme, to reflect the complexity of the number of projects and workstreams required to deliver an effective process, and a business plan will be developed with key stakeholders in the cultural sector. This plan will be divided into sections of delivery (section 2) with clear milestones to ensure that there are control points at major intervals throughout the LBoC programme; reported through the governance system of the bid and will allow for escalating issues as appropriate.

Effective governance systems:

The governance of the bid will include a Project Board which will contain the following stakeholders:

- Internal: senior and other relevant internal officers who will have key roles in the project's delivery – Parks, Licensing officer etc. They will sponsor the project, ensuring the bid achieves the Cultural outcomes that the bid requires and the Council desires, as set out in the performance framework of the corporate plan.
- Culture Sector: cultural organisations will provide the resources and expertise to deliver the programme as well as strategic agencies who will have a wider overview- GLA/ACE/other funders and stakeholders.
- Beneficiaries: Community groups could be represented to ensure that residents are fully engaged in the activities.

The Board will monitor the progress of the bid and the programme and the project manager will report updates at regular defined times and the benefits that have been realised will be recorded through relevant reports.

Skills and capacity:

The Council has a well-connected Culture Officer with local arts and culture institutions and communities and is well positioned to strategically lead the project, with experience in delivering cultural projects.

Other posts relevant to the successful delivery of Crossing Boundaries have also been included – Project Manager, Event Production Company, Festival Curator and Coordinator; Volunteer Coordinator, School's Programme Officer, Outreach & Participation Coordinator and a dedicated Marketing and PR firm will lead on the overall look and feel of the festival. The Project Board will also oversee and highlight any further gaps in skills/capacity.

Assess, mitigate and manage risk:

In initiating the bid, risks for the LBoC project have already been identified but will need to be further refined. Initial risks include:

- Changes in funding arrangement
- Local cultural institutions unable to deliver agreed projects
- Residents do not engage with programme
- Environmental impact of poor weather or unexpected event

The risks will be judged based upon how likely they are to occur. This includes project appetite and tolerances and will be presented in a risk register, owned by the project manager who will update it regularly.

A risk management strategy will also be adopted. This will include:

- a) identifying threats and opportunities
- b) assess the likely impact of the risk occurring
- c) Plan the specific management response
- d) Implement appropriate risk responses and assign risk actionees
- e) Communicate report risk status to stakeholders.

Readiness to deliver:

The Project Board will agree a Project Brief so it is clear what the Project Manager is expected to deliver, with pre-defined periodical intervals, such as Highlight and Checkpoint Reports. This will help determine when the programme stages are ready to deliver.

Partnership:

LBH is developing its Borough Plan focusing on borough-wide outcomes, aiming to develop a strategy that represents the increased partnership work taking place, creating better outcomes for residents and the borough as a whole. Culture is no exception to this and will feature in the Borough Plan showcasing its ability to deliver on a wide range of corporate priorities.

Please continue your answer below if required

The bid itself has been developed through a partnership approach, ideas generated through workshops held with the local culture sector have informed the project vision and its delivery. Over 30 local organisations have already connected through the LBoC bid which will allow the Council to further utilise the mechanisms of partnership working and have a borough-wide approach to culture.

Clear roles and responsibilities:

All roles will be clearly defined in the Project Brief and will responded to identified project aims or gaps in capacity. Each role will have its responsibilities identified and clearly outlined within each tender and all milestones associated with the roles will link back to those of the wider project and borough plan.

Oversight of stakeholder management:

The project manager will take oversight of stakeholder management, ensuring that the bid will have relevant engagement with all listed stakeholders.

Voluntary sector and civic society partner's engagement:

We will use the principles of our Community Engagement Framework when engaging our residents and VCS.

We will work closely with the VCS through the Bridge Renewal Trust, Friend's Groups and project groups initially and later through their participation in the project.

The project's legacy will be realised through -

- the opportunities for residents through the skills and participation programmes
- the long lead-in of the project and the engagement/outreach roles

- identifying the crosscutting benefits of culture – wellbeing, community cohesion, place-making etc. – will embed cultural opportunities with those of other council departments, their strategies and long term planning.
- demonstrate the value of local culture and heritage for residents, tourism and the local economy – informing further funding applications so that local cultural provision and programming will continue to be supported.
- Positioning culture as a central part of the Borough Plan – will ensure it is rooted in the borough's long-term vision and delivery, making it resilient to transformation and ensuring that momentum and commitment is maintained corporately.

Shared learning:

Through the project management process and the Audience Agency Evaluation Framework we will instigate a benefits review plan to measure benefits. This will be used to inform further bids and projects, as well as to share best practice case studies with other local authorities, the sector as well as wider stakeholders.

Describe how your project delivers value for money.

We have taken the following steps to ensure the project displays value for money –

1. Taken a Project Management approach to project's delivery
2. Ensured that the programme is deliverable within the project's budget
3. Linked all expenditure to the project's desired aims, outputs and outcomes
4. Established quality measures with the project board
5. developed the budget in line with industry standards
6. Included a contingency – to account for any capacity training, risk mitigations and slippages
7. Aligned existing initiatives so that the project is tapping into existing resources and adding value
8. Allocated enough time in the project plans to apply for further funding, should that be required
9. Committed match funding from LBH
10. Linked the project's aims directly to the council's Borough Plan priorities and to our wider cultural aims.

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

The London Borough of Haringey have allocated the 30% match-fund, this is confirmed and signed off by the council's Finance Director (see confirmation attached).

We plan to apply for further funding- once the winning boroughs have been announced - we will follow a project management framework and develop a Project Brief. We believe the project lends itself to being further funding through a mixture of sources – other public bodies/sponsorship and other in-

kind support from the council itself (hire and other waived fees/staff-time etc., volunteers and local venues) aiming to add value to the project in terms of commissions (particularly for Haringey Feasts for example) and further outreach activities.

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?

Duties under the equality act are:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations between different groups

Protected groups: age, disability, race, religion/faith, sex, sexual orientation, gender reassignment and pregnancy & maternity.

Data:

Ethnicity: Haringey is the 5th most ethnically diverse borough in the country. 65% of residents come from non-White British communities, compared to 20% in England, 55% for London. 190 different languages are spoken in our schools. The proportion of non-White British communities varies from 35.2% in Muswell Hill to 83.4% in Northumberland Park. Most BAME residents live in the east of the borough.

Deprivation levels: in Haringey are high. According to the latest Index of Multiple Deprivation (IMD) from 2015, 18.9% of Haringey's LSOAs are in the 10% most deprived nationally.

Age: Haringey has a relatively young population with a quarter of the population under the age of 20, and 90.7% of the population aged under 65 (88.4% London and 82% England).

Religion: Haringey is one of the most religiously diverse places in the UK. The most common religions are Christianity (45%), then Islam (14.2%, higher than London: 12.4%) and Judaism (3%).

Disability: Census data shows that 14% of residents have a long term health problem that limits their day to day activity

Sexual Orientation: 3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013 (ONS Integrated Household Survey). In Haringey this equates to 8,900 residents.

Arts engagement: varies from east to west Haringey wards – in Crouch End ward for example 95% (34% London average) of residents are categorised as Metroculturals compared to Bruce Grove where 76% of residents are categorised as Kaleidoscope Creativity - less likely to engage with arts offered by major cultural institutions, and instead get more involved with local arts events, festivals, carnivals and other culturally specific arts and creative activities.

Crossing Boundaries is – inclusive, accessible, free, cross-borough and community led – designed to eliminate barriers to participation by all our residents, protected groups and hard to reach audiences.

Achieved by:

- including wards across Haringey
- artist commissions reflect the diversity of the borough's residents
- adopting council's Equalities policies as part of the commissioning process
- Making the festival free
- Early engagement and direct participation with, and through, representative groups
- Develop accessible routes so that people with disabilities are able to access the festivals, working with organisations such as Vocal Eyes and Shape Arts etc.
- Offering a variety of creative activities in line with resident's art participation habits, outlined by the Audience Agency
- Offering tangible opportunities for all residents to take part in the festival – as performers, programmers, volunteers, champions, audiences or to gain skills
- Working closely with LGBTQI arts organisation Wise Thoughts
- Working closely with local older people's forums
- Develop education packs to engage schools and young people
- Creating an Engagement and Participation officer role

▲ 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.

Haringey, renowned for its arts and culture, brings considerable cultural and economic benefits to London. Haringey's cultural sector makes a significant contribution to this and the borough's prosperity, wellbeing, sense of place and identity.

Haringey has a population of approximately 278,500. According to the 2011 Census Haringey is a very diverse borough and is the 5th most ethnically diverse borough in the country. 65% of residents come from non-White British communities; deprivation levels are high, 18.9% of LSOAs are in the 10% most deprived nationally; 90.7% of the population is aged under 65 (88.4% London); one of the most religiously diverse places in the UK- Christianity (45%), then Islam (14.2%, higher than London: 12.3%) and Judaism (3%); 14% of residents have a long term health problem that limits their day to day activity and 3.2% of London residents aged 16+ identified themselves

as lesbian, gay or bisexual equating to 8,900 people in Haringey.

According to the latest data collected by the Audience Agency in Haringey, the top 2 arts audience categories are Kaleidoscope Creatives (41%) and Metroculturals (36%).

Across Haringey wards audience categories tend to vary- Crouch End 95% (34% London) of residents are Metroculturals compared to Bruce Grove where 76% are Kaleidoscope Creativities.

Haringey is brimming with arts and culture and like the population, the offer is very diverse. From iconic venues to community festivals, from established to emerging art; from busy parks to historic buildings.

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

Haringey is characterised by significant variation, with substantial inequalities between outcomes for Haringey's residents across health, income, employment, education and housing tenure for example.

Our Corporate Plan, Building a Stronger Haringey Together, seeks to address these disparities in outcomes through a focus on five core priorities.

The Council recognises that the cultural sector goes a long way towards contributing to each of its five priorities and outcomes, and overcoming identified barriers our residents face.

With a diverse range of stakeholders, we have been developing our vision for culture to build strong and meaningful partnerships with local communities and wider partners so that:

- through Celebrating & Inspiring
- being Open & Growing
- and by Connecting & Participating

residents and visitors are benefiting from vibrant arts & culture and a creative industries economy in Haringey.

Haringey Feasts will make a direct link between the council's corporate plan, our cultural priorities and even arts participation patterns through delivering strategically linked outcomes - so that the benefits of taking part in inclusive and ambitious cultural activity are realised by all our residents, our cultural landscape and its future.

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

Haringey will host an artist-led large international feast with people gathering together on a single long table on a normally busy high street or park.

The feast's creation would involve local makers and creatives in its inception: the table cloth produced locally, the plates crafted by a ceramicist; the cutlery designed and made especially for the feast.

People would gather to “feast” in a location to be determined with partners, on local produce, grown in allotments, provided by local businesses, and performances would highlight local histories and would be cross-art form from theatre, dance, music and more.

Off shoot street parties would also be encouraged to allow for wider engagement in the project across the borough and will be supported through a small-grant pot for creative content in each area.

Artists/performers/cultural partners would be paired with different target community/age groups in order to produce the performances/artworks Juxtaposing art forms for example Grime artists working with older people or ballet dancers engaging with young people would also be part of the project’s theme.

Delivery:

Year 1: 2018

- appoint Project Manager and develop Project Brief & Board
- Procure Event Production Company, Makers/artists etc.
- Develop marketing strategy/volunteer scheme
- Develop Small-grant scheme
- Apply for additional funding

Year 2: 2019

- Deliver commissions (including participation activities) and event
- Evaluation and Lessons Learnt

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

Project activity Outputs Baseline (where available) 2019/2020 2020/2021
Total

Haringey Feasts Output 1

No. of partnerships and collaborations 0 20 20

Output 2

No. of artists commissions and artworks created 0 10 10

Output 3

No. of Community groups participating 0 15 15

Output 5

No. of visitors from across the borough and beyond 0
2,000 2,000

Output 6

Levels of satisfaction/sense of ownership/civic pride 0

Project activity Outcomes

Outcome 1

Increased profile of local area as a destination for visitors (inter borough, domestic, UK, international)

Outcome 2

Opportunities for outstanding artists to make exciting new work

Outcome 3

Develop new and innovative partnerships

Outcome 4

Increased sense of ownership and civic pride through creative place-making

Outcome 5

Greater understanding and celebration of local history and heritage

Outcome 6

Increased access to culture for Haringey residents

How will you monitor the success of the project?

We will monitor the success of the project through –

The project management framework

The evaluation framework (Audience Agency)

The project board

Monitoring aims, outcomes and outputs

Quantitative and qualitative data gathered throughout

Regularly revisiting aims, timeline and budget

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

Haringey Feasts will be led by LBH Culture Officer who will act as Project Lead, working alongside an appointed Project Manager. It will operate within a Project Management framework with a business plan, developed with key stakeholders from the cultural sector.

The project's aims and outcomes will align with those of the LBH corporate plan and cultural priorities; through showcasing the benefits to residents of inward investment for cultural activity and by fostering partnerships between artists and community groups- will ensure the project's long-term benefits are realised.

Our delivery approach will be collaborative by working across council departments; with representatives from the culture sector and community groups. Achieved through the project board, the specific roles, targeted marketing, small-grants and through the project's delivery itself.

Project reports and lessons learnt will be shared amongst other local authorities, sector and wider stakeholders.

Describe how the project delivers value for money.

1. Taking a Project Management approach to the project's delivery
2. Programme is deliverable within the project's budget
3. All expenditure is linked to the project's desired aims, outputs and outcomes
4. Establishing quality measures with the project board
5. The budget in line with industry standards
6. Included a contingency – to account for any capacity training, risk mitigations and slippages

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

LBH have allocated a 30% match-fund, see note attached.

We also plan to apply for further funding through- other public bodies/sponsorship and other in-kind support from the council itself waived fees/staff-time etc. and volunteer time

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 30/11/2017 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?

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

-

Can we can keep you informed of our work?

yes

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

no

▲ Additional Documentation

New block with edits

There is no approved version of this block

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

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

yes

Complete the table below.

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

Project activity	Outputs	Baseline (where available)	2019/2020	2020/2021	Total
Crossing Boundaries: Year 3 borough-wide multi arts festival	Output 1 Partnerships and collaborations	0		20	20
	Output 2 Artist commissions	0		Up to 30	Up to 30
	Output 3 Haringey culture map	0		1	1
	Output 4 Community groups participating	0		20	20
	Output 5 Visitors from across the borough and beyond	0		5,000	5,000
Project activity	Outcomes				
	Outcome 1 Increased profile of local area as a destination for visitors (inter borough, domestic, UK, international)				
	Outcome 2 Opportunities for outstanding artists to make exciting new work				
	Outcome 3 Greater opportunities for Haringey residents to explore their borough through arts and culture				
	Outcome 4 Increased sense of ownership/belonging/civic pride through creative place-making				
	Outcome 5 Greater understanding and celebration of local history and heritage				

Project activity	Outputs	Baseline (where available)	2019/2020	2020/2021	Total
Crossing Boundaries: Year 2, 24hr neighbourhood festivals	Output 1 Local partnerships and collaborations	0		80	80
	Output 2 Neighbourhood events	0		8	8
	Output 3 Neighbourhood culture destination maps	0		8	8

	Output 4 Artists participating	0		80	80
	Output 5 Visitors from across the borough and beyond	0		8,000	8,000
Project activity	Outcomes				
	Outcome 1 Increased profile of local area as a destination for visitors (inter borough, domestic, UK, international)				
	Outcome 2 Increased footfall, boosting local economy				
	Outcome 3 Greater opportunities for Haringey residents to explore new parts of their borough through arts and culture				
	Outcome 4 Increased sense of ownership, belonging and civic pride through creative activity				
	Outcome 5 Greater understanding or celebration of local history and heritage				
	Outcome 6 Residents have better links to existing cultural provision				

Project activity	Outputs	Baseline (where available)	2019 /2020	2020/2021	Total
Crossing Boundaries: Skills programmes – Market-In Haringey, Young Curators, Stewardship/Events management course and Haringey Makers	Output 1 Local residents gaining skills through arts and culture	0	30	70	100
	Output 2 Number of learning opportunities	0	5	15	20
Project activity	Outcomes				
	Outcome 1 Increased sense of ownership, belonging and civic pride through creative activity				
	Outcome 2 Greater opportunities for Haringey residents to gain skills through arts and culture				
	Outcome 3 Residents have better links to existing cultural provision				

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

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

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

Risk	Impact	Likelihood	Mitigation Strategy
Project not delivered on time or within budget	H	L	<p>Adopting a project management approach to delivery</p> <p>Outline key milestones</p> <p>Regularly revisit budget and timeline through project board</p> <p>Allocate a contingency and enough time to address any slippages and to apply for additional funding</p> <p>Applying for 2020 LBoC, allowing enough time for delivery</p>
Lack of political will	M	L	<p>Early and continual engagement of all ward councillors, cabinet members and senior leadership</p> <p>Partnership approach</p> <p>Inclusive nature of project</p> <p>Celebration of the borough</p> <p>Project embedded in Borough Plan</p>
Artworks not high-quality enough	L	M	<p>Quality measures set with Project Board</p> <p>Dedicated Curatorial role</p> <p>Procurement documents will for evidence of previous experience/sector awards</p>

			Board will include industry experts with extensive networks and links with artists
Local residents do not engage	H	L	<p>Early engagement and lead-in</p> <p>Open dialogue with residents and sector so project is continually open to feedback</p> <p>Large scale participatory event</p> <p>Dedicated Outreach and Engagement role</p> <p>Use of Audience Agency report to understand ward level arts participation</p> <p>Targeted marketing</p>
Bad weather	H	L	<p>Flexibility of route to make necessary changes</p> <p>Artist briefs will ask for artworks to consider and be resilient to all weather types</p> <p>Event Production Company to make considerations and provide a strategy for all weather types</p> <p>All promotional material to prepare visitors for all weather types</p> <p>Work closely with parks and open space departments to develop route and to highlight and mitigate against any potential issues.</p>

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