



Notice of KEY Executive Decision

Subject Heading:	Approval and adoption of the Havering Arts Strategy 2026–2029 and Sports & Physical Activity Strategy 2026–2029
Decision Maker:	Cllr Gillian Ford – Cabinet Member for Adults and Wellbeing
Cabinet Member:	Cllr Gillian Ford
ELT Lead:	Patrick Odling-Smee, Director of Living Well
Report Author and contact details:	Manny Manoharran, Head of Culture, Leisure, Heritage and Libraries
Policy context:	People – things that matter to residents
Financial summary:	The strategies are primarily strategic frameworks and do not in themselves commit the Council to new significant revenue expenditure.
Reason decision is Key	It establishes borough-wide strategic frameworks for arts, culture, sport and physical activity.
Date notice given of intended decision:	11 February 2026
Relevant Overview & Scrutiny Committee:	Place Overview and Scrutiny Sub-committee
Is it an urgent decision?	No
Is this decision exempt from being called-in?	No

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The subject matter of this report deals with the following Council Objectives

People - Supporting our residents to stay safe and well X

Place - A great place to live, work and enjoy X

Resources - Enabling a resident-focused and resilient Council X

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

That the Cabinet Member:

- Approves the Havering Arts Strategy 2026–2029.
- Approves the Havering Sports & Physical Activity Strategy 2026–2029.
- Delegates authority to the relevant Director of Living Well to oversee implementation and delivery through phased action plans and partnership arrangements.
- Notes that progress will be monitored annually and reported through appropriate governance arrangements.

AUTHORITY UNDER WHICH DECISION IS MADE

Part 3 (3) of the Constitution, powers granted to Cabinet Members.

3.4 To determine priorities in conjunction with the relevant Chief Officer (within the Policy Framework and Budget).

3.10 To consider and recommend plans in respect of the portfolio allocated.

3.16 To agree minor matters and urgent or routine policy matters

STATEMENT OF THE REASONS FOR THE DECISION

Havering faces significant and interrelated challenges including high levels of physical inactivity, widening health inequalities and rising long-term conditions. These pressures are compounded by increasing social isolation and growing mental health needs, alongside unequal access to cultural and creative opportunities across different communities. Together these issues impact residents' quality of life, place additional demand on public services and affect the overall wellbeing, resilience and prosperity of the borough.

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In response the strategies set out a whole-systems, prevention-led approach that embeds arts, culture and physical activity within health, education, regeneration and community settings. They prioritise increasing participation among the least-engaged groups, strengthening community connections and enhancing town centres, local identity and pride in place. By also supporting the local creative and leisure economies adoption of these strategies provides a clear and coordinated framework for partnership working, external funding bids and sustained action over the next three years.

OTHER OPTIONS CONSIDERED AND REJECTED

Option 1 – Do nothing

Rejected. This would:

- Maintain high inactivity levels and unequal cultural participation
- Miss opportunities to reduce health inequalities and demand on services
- Limit the Council's ability to attract external funding and coordinate partners.

Option 2 – Deliver isolated service plans rather than borough-wide strategies

Rejected. This would not achieve the required whole-systems approach or align partners effectively.

PRE-DECISION CONSULTATION

The strategies have been informed by:

- Partnership discussions with Public Health, Leisure Services, NHS, education/schools and voluntary sector partners
- Analysis of participation, inactivity and inequality data
- Internal consultation across relevant Council services.

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: Manny Manoharran

Designation: Head of Culture, Leisure, Heritage and Libraries

Signature:



Date: 12/03/2026

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

There are no direct legal implications arising from this report. However, Legal advice will be sought where relevant, in relation to any proposed partnership arrangements, arising from the action plan.

FINANCIAL IMPLICATIONS AND RISKS

There are no direct financial implications arising from the approval and adoption of the Havering Arts Strategy 2026–2029 and Sports & Physical Activity Strategy 2026–2029. Both strategies set out strategic direction only and do not commit the Council to new expenditure at this stage.

Delivery of the strategies will be supported through applications for external funding and contributions from partners. Any future projects, programmes, external funding bids or commissioning activity arising from either strategy will be subject to separate financial assessment and formal approval.

HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)

One of the main ideas of the new strategy is to use the resources and community facilities we already have in the best possible way. It also assumes that any staff and other costs needed to deliver the strategy will be paid for from the department's existing budgets, without needing extra funding.

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have "due regard" to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010.
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: "Protected characteristics" are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

An EHIA (Equality and Health Impact Assessment) is usually carried out and on this occasion is not required.

The Council seeks to ensure equality, inclusion, and dignity for all in all situations.

HEALTH AND WELLBEING IMPLICATIONS AND RISKS

Under the Health and Social Care Act 2012, Havering Council has a responsibility to improve the health and wellbeing of local residents. The strategies are expected to deliver a range of positive outcomes, including increased physical activity, improved mental health and emotional wellbeing, reduced social isolation and loneliness, support for healthy ageing and independence, and the prevention of long-term health conditions. The Arts Strategy further enhances these outcomes by promoting preventative wellbeing through community arts, social prescribing, and therapeutic activities. Taken together, this whole-systems approach aligns with the principles of Health in All Policies and aims to reduce long-term demand on NHS and adult social care services.

Likely impact and risks:

The strategies are expected to positively impact residents by increasing physical activity, supporting mental wellbeing, reducing social isolation, and promoting healthier lifestyles. Risks include potential unequal participation among under-represented groups, challenges in multi-agency coordination and capacity constraints within existing resources.

Mitigation measures:

- An Equality Health Impact Assessment (EqHIA) will be undertaken.
- Targeted engagement with least-engaged and vulnerable groups.
- Phased delivery to ensure achievable outcomes and value for money.
- Annual monitoring and review through governance arrangements.
- Strengthened partnership working and clear communication to improve access and participation.

Overall, the strategies support preventative, inclusive, and community-focused approaches to improve health and wellbeing while addressing potential implementation risks.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

Increased use of local, community-based provision reduces the need to travel and helps strengthen neighbourhood-based delivery. The promotion of active travel, including walking and cycling, supports carbon reduction and contributes to wider sustainability goals. Cultural and event delivery will incorporate environmentally responsible practices wherever possible and the use of existing facilities and assets will help to minimise environmental impact.

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BACKGROUND PAPERS	
None	

APPENDICES	
Appendix A	Arts Strategy
Appendix B	Sports Strategy

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Part C – Record of decision

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Delete as applicable

Proposal NOT agreed because

Details of decision maker

Signed



Name:

Cabinet Portfolio held:

CMT Member title:

Head of Service title

Other manager title:

Date: 19-3-2026

Lodging this notice

The signed decision notice must be delivered to Committee Services, in the Town Hall.

For use by Committee Administration

This notice was lodged with me on _____

Signed _____

