

London Borough Waltham Forest

Arts Events and Music Services Strategy 2006 – 2012

1 Foreword

I am very pleased to be able to introduce the council's strategy for delivering the future ambitions of the Arts, Events and Music Service. The Arts in their broadest sense, including our festivals and school music service, contribute to the life of borough in many very positive ways. Our services provide great social opportunities and contribute to formal learning and educational achievement, they widen horizons and can be used for example to offer new alternatives to young people and divert them from anti-social behaviour and crime.

The arts can contribute greatly to our physical and mental health, whether it be dance, music, visual art, film, poetry or any of the other wide range of activity that come under the umbrella of the arts – they all contribute to our well-being. Arts also offer great opportunities for those of us who are not artists or performers – being the audience for art is also participation and can bring great benefits and enjoyment.

We provide a fantastic summer festival programme that includes events for all parts of our community and the public satisfaction with these services is high – we will continue to talk to our community about what they want and develop the service to meet their needs. We have fine examples of public art initiatives, including the Hitchcock monument in Jubilee Gardens Leytonstone and recent work with older members of our community include our 'Yesterdays Reflections' oral history project – involving 4 Senior Citizen centres and 60 participants. We will also continue to drive our approach to disability arts through the recently established Disability Arts Forum.

We have achieved much but recognise that we have much to do. We particularly recognise the importance that the arts play in the lives of our children and young people and are proud to be part of the North London Creative Partnership as partners with Haringey, Enfield and the Arts Council of England. Creative Partnerships will be used to integrate creative learning into cross-curriculum education in schools delivering a range of creative learning projects across the three boroughs, involving an investment of approximately £2.5 m over three years; this is a huge boost to our ambition to increase creativity amongst our young people. Over 1500 of our young people receive music or singing lessons from the music service in schools.

We have an active and vibrant local arts community and work closely with the Waltham Forest Arts Council, who we value greatly and are happy to fund. We recognise and share many of the future ambitions of the arts community including the need for a significant local performance venue and better arts facilities across the borough. We will continue to explore ways of achieving these whilst working with our partners to ensure that all parts of our community have the opportunity to take part in or experience the wonderful opportunities that the arts provide.



Councillor Chris Robbins – Cabinet Member for Culture Learning and Leisure

2 Our Vision

Our vision is for Waltham Forest to be a creative community where voluntary arts organisations, individuals and new enterprises will contribute significantly to our sense of civic pride.

3 Our key outcomes

To deliver our vision we aim to achieve the following key outcomes:

Key Outcome one	Develop the creative skills of young people
Key Outcome two	Make a positive contribution to social cohesion and celebrating cultural diversity
Key Outcome three	Increase the opportunities for participation of disabled and senior citizens
Key Outcome four	Develop the capacity and quality of voluntary sector arts providers
Key Outcome five	Increase awareness of local cultural heritage through creative practice

These outcomes link to the national and regional strategies as outlined in the Context section of this document and to our Community Strategy priorities, which are:

Community Priority one	Improve learning opportunities to help individuals achieve their potential
Community Priority two	Increase community understanding and participation
Community Priority three	Decrease crime and improve the safety and quality of the environment
Community Priority four	Improve the local economy and infrastructure
Community Priority five	Improve the health and well being of local people

4 Context

All services provided by the Council are affected by national priorities and to succeed in our drive towards excellence it is essential that we are aware of, understand and contribute to these priorities. This section contains a brief outline of the national framework within which the arts and events service works.

Cultural bodies such as the Arts Council England are focussing more and more on the integration of arts into mainstream objectives, such as the national shared priorities. The arts make all the difference to how we feel, and the quality of our lives; taking part can improve physical health as well as mental well-being. The arts help us express our different cultures and ideas, and help us to communicate these to others. The arts can build a sense of place and safer, more tolerant, vibrant communities whether through a public sculpture or by getting together to take part. The arts also offer young people unique opportunities to explore and learn, helping them become engaged members of the community.

4.1 At a national summit¹ Arts Council England, National Association of Local Government Arts Officers and the Local Government Association agreed a series of goals designed to integrate art into mainstream activities:

4.1.1 To engage young people:

- to extend opportunities for the arts to contribute to the richness and creativity of the curriculum and school life more generally
- to position the arts at the centre of new youth services shaped by and with young people themselves arts, galleries and archives in early years services

4.1.2 The creative economy:

- to develop targeted local facilities and services, such as ‘incubation units’ and managed work space, new ways of providing finance and business support,
- to develop career-long professional development and networks, appropriate to the needs of creative people and small businesses
- to create new approaches to regeneration that ensure long-term retention of individual artists and creative industries within the heart of successful communities
- to appreciate better the economic role of the arts within councils and other regional partners

4.1.3 The arts and health:

- to adopt new approaches to embedding the arts within health policy and planning at national and regional levels

¹ Arts Council England (March 2003). ‘Local Government and the Arts: A Vision for Partnership.’

- to integrate arts and health into local strategic partnerships, and in agreements between the Arts Council England and local authorities
- to improve training opportunities and support for artists and arts organisations working in the health sector

4.1.4 Vital neighbourhoods:

- to have a consistent approach to involving experienced artists in community regeneration from first stages through to completion, recognising the unique contribution they can make
- to strengthen the role of organisations within local government modernisation, particularly within policy, strategy and planning processes
- to work to improve partnership with other agencies involved in community and neighbourhood renewal, from Sure Start schemes to services for the elderly

This emphasis on improving the quality of life for all residents is also mirrored in a wide array of governmental and non-governmental bodies and provides further opportunities for exploring the integration of the arts services. For example:

- In 2004, Arts Council England launched, with the Housing Corporation, a series of case studies on how the arts have been used effectively in improving housing and regeneration schemes (*'Arts for All'*)
- Opportunities for regeneration funding via Neighbourhood Renewal Funds as artists are the source of work that sustains whole industries, from broadcasting and publishing to fashion, design, advertising and architecture
- The implementation of the *Every Child Matters* agenda which shows the need for government and local authorities to provide a wide array of structured and unstructured free-time activities for children and young people
- Crime and Disorder Reduction partnerships and strategies which give a basis for cultural activity and provision in the form of diversionary activity, for young people in particular
- And a new measure of child poverty proposed by the Department of Work and Pensions will include lack of access to leisure, hobbies, swimming and other cultural activities as an indicator of deprivation

5 Consultation Summary

Finding out what our customers want from cultural services helps us to carry out our work more effectively and efficiently. It is essential for us to know what our customers think of our services and to listen to ideas about how we might make improvements. To do this, we use a wide range of techniques, including surveys, questionnaires, focus groups, public meetings and face-to-face interviews. The information we have collected has helped us to develop this strategy and is summarised below.

- One of the top concerns for children and young people is the lack of amenities
- There is a need to involve disabled people in existing events and activities and within existing arts organisations rather than providing disabled specific activities
- Not enough use is made of Morris' cultural heritage as a resource in arts and citizenship education
- Improvements should be made at the Changing Room Gallery, the borough's gallery used for exhibitions by local artists
- There is a need for additional exhibition space at other borough venues
- There is an untapped resource in the number, diversity and quality of local visual artists.
- Expanded exhibition opportunities could be afforded by temporary installations in buildings and open spaces
- The attraction of artists of national and international repute to exhibit in the borough was felt to be essential to raising the general profile of visual artists in the borough.
- The cost of hire where community arts organisations had limited funding had prevented the development of a sustained programme
- There was a lack of signage to help visitors find venues
- The provision of technical support in the form of in house Public address system and adequate lighting is essential for influencing organisations to use the facility as a venue for their activities
- The need for a cinema in the borough providing opportunities for art house and new filmmakers screenings
- Access to existing or new resources for supporting local film making at subsidised rates
- Highlight the borough's film making heritage including that of Alfred Hitchcock

We have taken these views and survey results into consideration when developing our key outcomes and highlights of our plans to take them forward are contained in the three year action plan – section 10 of this strategy, the full range of actions we will take to achieve the outcomes will be included in our service plan to be published in February 2006.

6 Our current performance

No service can improve consistently without knowing how well it is doing and using that knowledge to drive change. We are determined to use our performance information to improve our service, month on month, year on year. We will also ensure that our performance makes real improvements to our residents' lives.

There are no national indicators and few embedded local measures of success for Arts, Events and Music services but we do know that:

- Over 37,500 people attended our outdoor festivals in 2005
- The Residents Panel Survey conducted during the summer 2005 of residents who have attended council events showed 80% satisfaction
- 90 children taught by the music service were entered for an exam in the period between July and September 2005 and all of them passed

Our action plan (section 10) shows how we are going to improve our services and improve our current performance.

7 Our approach

One of our main challenges is to improve the resources and business development competencies available to the local community arts sectors. This is essential to the production of high quality arts practice and the further stimulation of the local arts economy. The resources available to the council must be focused towards building effective community-led provider organisations. Key initiatives to this end include:

- Developing Leader Arts organisations focused on priority work areas
- Supporting WF Arts Council as a key partner and interface with the community arts sector
- Providing training and fundraising support to community arts organisations
- Business planning and product development support
- Implementation of a quality assurance system for leader arts organisations
- Improving internet based information and communications
- Implementation of robust performance monitoring

7.1 We see our role as one of enabling and facilitating people to access and participate in learning and information activities for their personal benefit and for wider community benefits. The Arts, Events and Music service will also contribute to the achievement of the following local strategies and plans:

- Our Sports, Museums and Libraries Strategies
- Older Peoples' Strategy

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- Children and Young Peoples' Plan
- Crime and Disorder Reduction Strategy
- Health & Well-Being Action Partnership action plan
- Green Space Strategy

7.2 We will work with all council service areas to enable them to demonstrate how the arts can help achieve their specific objectives in their service plans, covering both capital and revenue business planning. The embedding of the arts into service plans would move the council away from ad hoc initiatives and towards the sustained integration of cultural planning into mainstream service delivery.

7.3 We share with the Arts Council of England the belief that the arts have power to transform lives, communities and provide opportunities for people throughout the country. The Arts Council England priorities for funding support are:

- Prioritise individual artists
- Work with funded arts organisations to help them thrive rather than just survive
- Place cultural diversity at the heart of our work
- Prioritise young people and Creative Partnerships
- Maximise growth in the arts

7.4 We welcome the National Lottery designation of Waltham Forest as a priority borough for the distribution of Awards for all funding. This presents a significant opportunity for local arts and community groups to secure funding for local projects.

7.5 We will work with the Arts Council England to increase the number of organisations that are in receipt of mainstream year on year funding. We will identify Leader Arts Organisations to define business development strategies that position them to secure ongoing Arts Council England funding.

8 Delivering the Strategy

The Arts Event and Music strategy will be delivered through the Council's Service and Financial Planning process.

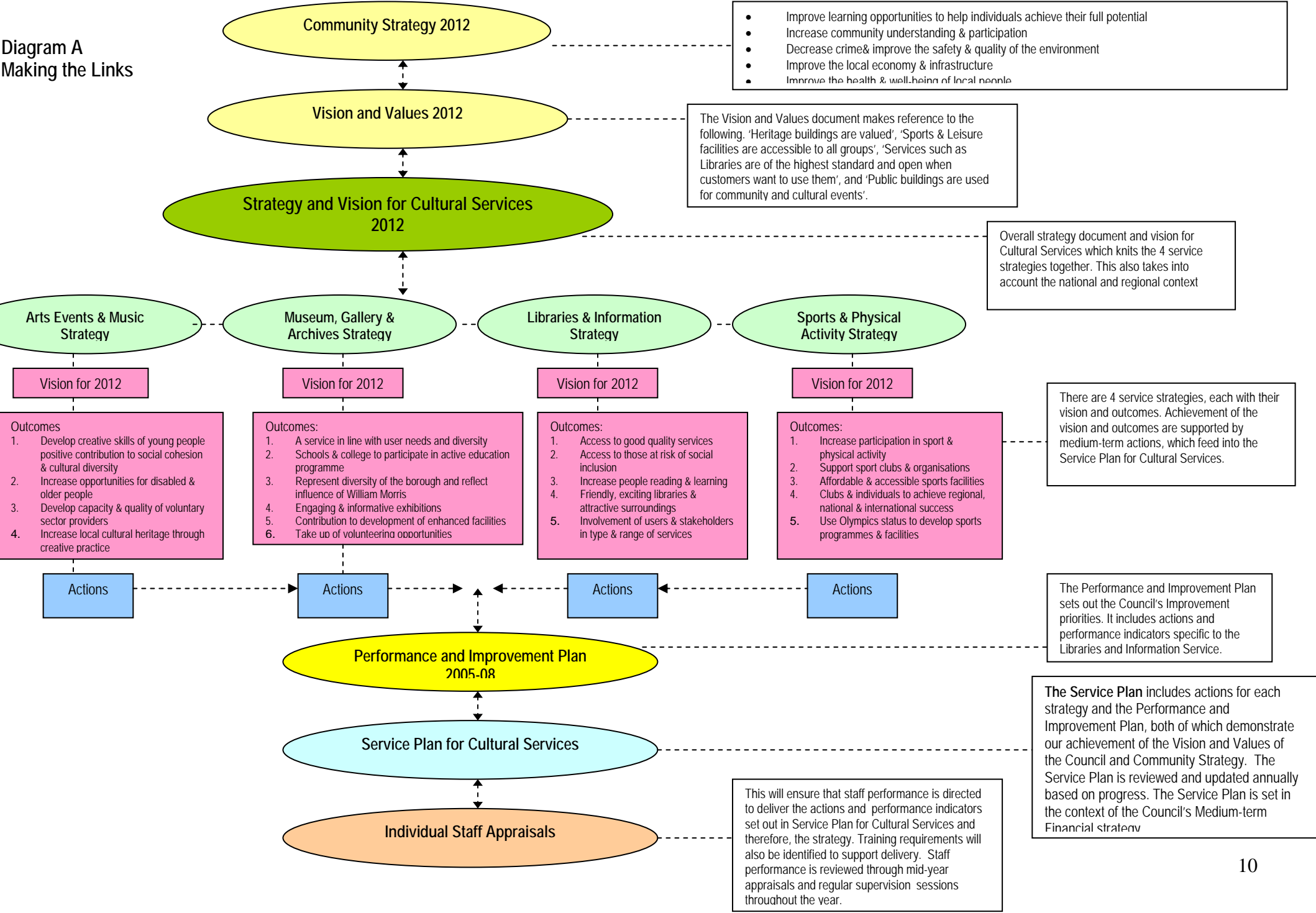
The strategy will inform our 3 year Service Plan for Cultural Services, which is reviewed annually.

The Service Plan provides detailed information on how the actions contained within the strategy will be achieved. Each action will be supported by milestones, which set out the key steps required to achieve the action along with dates showing when each action is to be delivered. Named officers responsible for ensuring delivery will also be identified. The use of performance indicators (both statutory and local) and targets will provide a measure of progress towards achieving our outcomes.

The appraisal system will ensure that staff performance is directed to deliver the actions and performance indicators set out in Service Plan for Cultural Services and therefore, the strategy. Training requirements will also be identified to make sure delivery is fully supported. Staff performance will be reviewed through mid-year appraisals and regular supervision sessions throughout the year.

How this all fits together is shown in the 'Making the Links' Diagram A

Diagram A
Making the Links



8.1 Resourcing the strategy

Equally important is how the service intends to resource the strategy. As well as driving the production of the Service Plan for Cultural Services, the strategy will inform the budget-setting process. Budgets are set annually in the context of the Council's Medium-Term Financial Strategy.

The service will continue to look at ways to improve its efficiency and effectiveness to deliver the same quality and range of services for less money, or to deliver more for the same level of expenditure. This approach will maximise the range and level of service that can be provided. In order to do this we will explore different ways to best meet our customers needs – including the use of external providers and partnerships.

Resources available within the council, for arts events and music services, will not grow significantly over the coming three-year period. To realise our vision of a creative community there will be a continued focus on securing funding from other sources working in partnership with local arts providers, other council service areas, regional and sub-regional agencies. For example, the Community Learning and Skills Service and the Youth Service contribute to local arts spend.

8.1.1 The Arts Infrastructure

Community arts accommodation facilities include the new Outset Youth Arts Centre, the new East London Drama and Music Centre, The Changing Room Gallery and the Waltham Forest Theatre (Hall). Chingford Amateur Dramatic and Operatic Society (CADOS) have also successfully undertaken the management of the Mornington Hall in Chingford. Income generation is key to the sustainability of these buildings and any underachievement here would negatively impact on wider arts provision.

We share with the local arts community the desire for improved accommodation for licensed performing arts, film and the visual arts and will work with the WF Arts Council and other parties to secure the funds to achieve this outcome

In arriving at the designation of Leader Arts organisations, priority will be given to organisations with a key role and responsibility in the development of existing arts accommodation to ensure their maximum use by the community arts sector.




By the selection and development of Leader Arts Organisations we aim to pursue a realignment of Council resources to support their professional development, secure external funding and perform a mentoring role for smaller groups.

9 Monitoring the strategy

Robust performance management arrangements are an integral part of determining the success of delivering the Arts Event and Music Strategy. Progress against actions will be monitored and reported on a quarterly basis and we will ensure swift action is taken to address areas where activities have slipped and/ or where performance targets are unlikely to be achieved. This will also include performance against budgeted spend and customer service standards. Any areas or performance indicator(s) seen as critical will be monitored on a monthly basis.

This approach is in line with the Corporate Performance Management Framework.

A traffic light system of reporting will be used and the service will identify a course of action to remedy adverse performance.

	Action	Performance Indicator
	Action achieved or on course to be achieved.	The indicator is above or on target.
	Work underway but action not on course however likely to recover. Corrective action to be reported.	The indicator is below target, but is expected to recover. Corrective action to be reported.
	Action unlikely to be achieved or work not started. Corrective action and consequences of non-achievement to be reported.	The indicator is below target and is not expected to recover. Corrective action and consequences of non-achievement to be reported.

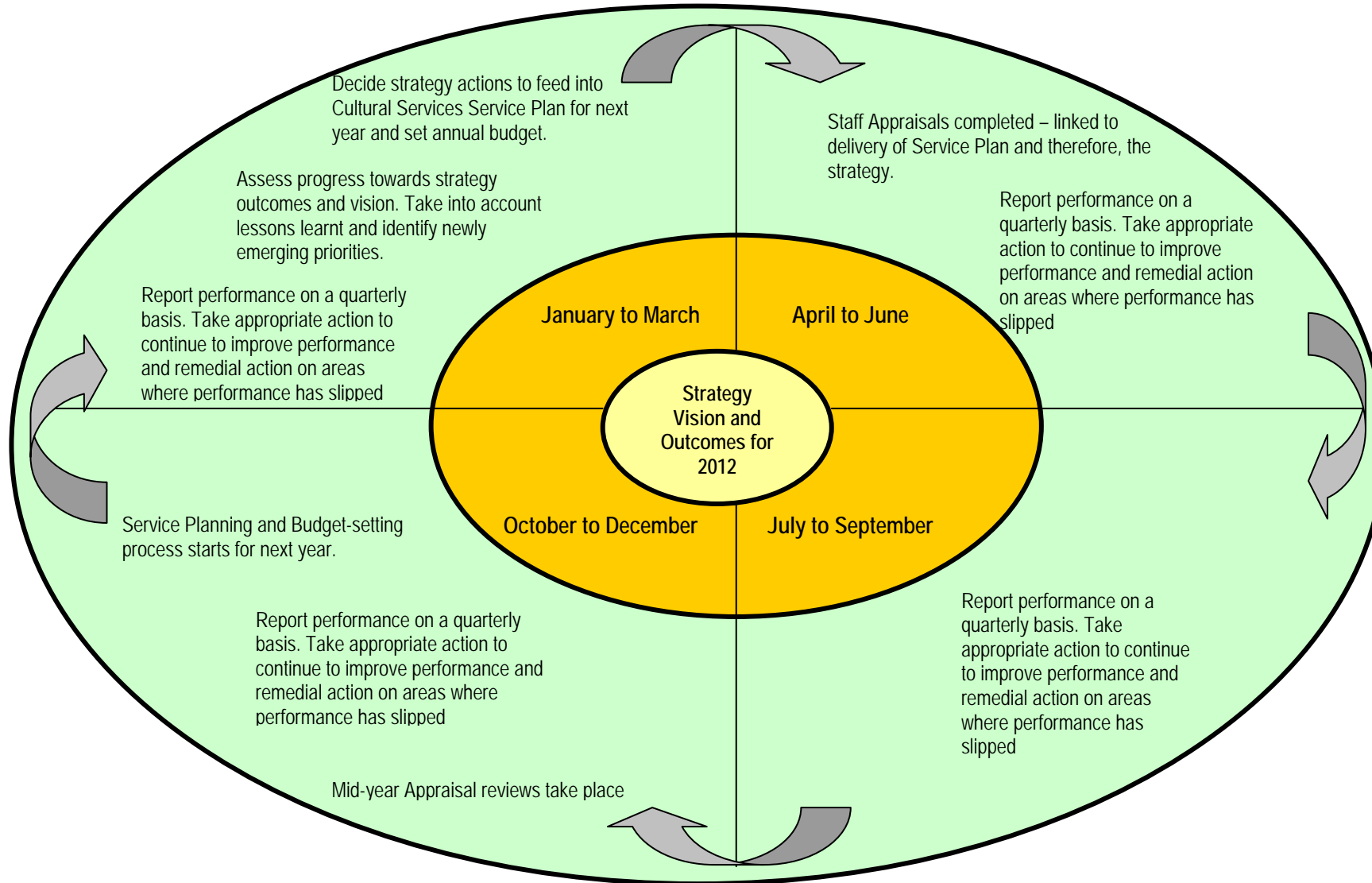
Each quarter, the Head of Arts Event and Music will report performance to the Head of Cultural Services. This report will inform the quarterly Performance Book for the Lifelong Learning Directorate, which is reported to the Lifelong Learning Management Team. A summary of the Performance Book, highlighting good and poor performing areas is then reported to Management Board and Cabinet.

Annually, progress against actions and performance indicators will be reviewed and discussed taking into account lessons learnt and the emergence of new priorities. This process will then be used to inform next year's service and budget-setting process.

The relationship between delivering and continuously monitoring the strategy is set out in the 'Delivery & Monitoring the Strategy' Diagram B.

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Diagram B
Delivering & Monitoring the Strategy



10 Implementing the outcomes

Our three-year action plan is designed to deliver our vision which links closely with the borough's five Community Strategy priorities and draft Local Area Agreement. The plan outlines measurable activities and highlights with which of the five priorities each action directly links. Delivery of all 5 priorities is of equal importance to us as a service. However, in order to demonstrate how each action contributes to their achievement and for ease of reference, we have numbered them.

The Community Strategy priorities are to:

1. Improve learning opportunities to help individuals achieve their potential
2. Increase community understanding and participation
3. Decrease crime and improve the safety and quality of the environment
4. Improve the local economy and infrastructure
5. Improve the health and well being of local people

Outcome 1: Develop the creative skills of young people	
Actions Year 1	Community Strategy Priorities
Cultural Services in partnership with the WF Arts and Education Network and EduAction will give operational support for the delivery of Creative Partnership projects in Waltham Forest schools.	1, 2, 4
The Arts and Events Service will conduct an audit of arts education in schools including associated arts facilities; establish baseline data for the current level of participation of young people in public performance and exhibition of creative work. And set improvement targets against that baseline.	1
As part of the Music Service Review we will set improvement targets for the number of Children engaged in learning musical	1

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instrument and music learners successfully entered for an accredited music examination and implement the recommendations.	
The Arts and Events Service in partnership with The YPCC Committee will deliver the annual Young Peoples Caribbean Carnival workshops involving 20 primary schools.	1, 2, 3
The Changing Room Gallery will host at least 2 exhibitions of works by children and young people in the borough.	1, 2
The Music Service will provide performance opportunities for music learners through 4 concerts and annual music festival. The Council's Arts and Events Service will ensure that at least two performance opportunities are accorded to children and young people at each of the 5 key outdoor festivals.	
We will provide free access to Arts and Events and Music activities for Parents and Carers of Looked After Children.	1, 2, 3, 5
Actions Year 2 Make a positive contribution to social cohesion and celebrating cultural diversity	Community Strategy Priorities
We will ensure that the achievements of the Creative Partnership initiative are shared with schools, Youth Service and Early Years providers across the borough.	1, 2, 4
We will deliver a season of youth arts performances as part of Black History Month.	1, 2
We will work with the Young Peoples Caribbean Carnival Committee to devise a carnival and black history education pack for schools	1, 2
We will work with the Fostering and Adoption Service to establish an Arts Club for Looked After Children	1, 2, 3,
Actions Year 3	Community Strategy Priorities
We will work with the North London Creative Partnership to agree an exit strategy that ensures sustainability of relationships developed over the life time of the scheme	1, 2, 4

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We will support the Arts and Education Network in securing an effective and high quality agency role in the procurement of artists services working in schools and early years settings	1, 2, 4
We will develop and maintain a web based archive of best practice in creative learning as a resource for teachers, artists and performers	1, 2, 4
We will increase the number of children and young people engaged in public performance and exhibition by 10%	1, 2,
Outcome 2: Make a positive contribution to social cohesion and celebrating cultural diversity	
<p><i>The Arts and Events Team will deliver a culturally diverse programme including the key summer events,</i></p> <ul style="list-style-type: none"> ▪ <i>The WF Mela,</i> ▪ <i>The Chingford Day,</i> ▪ <i>Green Fayre,</i> ▪ <i>Young Peoples Caribbean Carnival</i> ▪ <i>Walthamstow Festival</i> ▪ <i>Leytonstone Car Free Day</i> 	1, 2, 4, 5
Actions Year 1	Community Strategy Priorities
We will ensure a high Council-wide presence at all key events and promote local services to all sections of the community. We will use the festival and events programme to communicate diversity in our promotional materials, consult local people and target hard to reach groups on a range of issues of concern to the local community.	2,4
We will deliver a programme of events and activities as part of Black History Month in partnership with a range of providers and deliver the Asian festival events; Eid, Vasaki and Divali.	1,2,3
We will achieve a positive satisfaction rating of 80% on our events programme.	1, 2, 4

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Actions Year 2	Community Strategy Priorities
We will work in partnership with the Mela committee to secure external funding and sponsorship in order to extend the range of Asian arts events to the Summer Festival season and with the Carnival Committee to secure additional external funding to the Young Peoples Caribbean Carnival.	1, 2, 4
We will identify new emerging ethnic communities and represent their cultural traditions in our key festivals	1, 2,
We will develop an events equipment resource available for hire to local community groups	2, 4
Outcome 3: Increase the opportunities for participation of disabled and senior citizens	
Actions Year 1	Community Strategy Priorities
We will implement revised arts grant aid priorities to ensure an appropriate allocation of resources to the disabled community, senior citizens and young people.	ALL
We will develop arts funding bids in partnership with the disability arts forum. We will assist senior citizens groups in securing external funding for arts projects.	1,2,5
We deliver at least 2 disability art exhibitions at Changing Room Gallery	1,2,5
<p>We will encourage the attendance of disabled and senior citizens at our six key summer festival events by:</p> <ul style="list-style-type: none"> • Improved outreach marketing of events. • Provision of appropriate transport to at least two organised groups • Providing a Sign Language Interpreter and Access Steward 	1, 2, 5
We will deliver The Leyton Weaving Fellowship Tapestry project working with senior citizens groups and deliver at least 10 social dancing events for senior citizens annually. We will deliver at least 2 Christmas shows targeting the 50+ audience	1, 2, 5

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We will require all arts organisations in receipt of Council funding to use fully accessible venues and provide action plans for involving disabled people in their activities	1, 2, 5
We will provide disability awareness training to 10 individuals focused on Leader Arts Organisations	2, 5
We will work in partnership with key providers of services to senior citizens to secure increased participation in creative practice amongst senior citizens. We will set performance targets against baseline data.	2, 5
Actions Year 2	Community Strategy Priorities
We will analyse research and existing practice and disseminate guidance to carer organisations and arts practitioners. We will implement the development action plan.	1, 2, 5
We will deliver at least 2 exhibitions of senior citizen's art at Changing Room Gallery	1, 2, 5
We will make external funding bids in partnership with senior citizens groups in line with agreed action plan	1, 2, 5
Actions Year 3	Community Strategy Priorities
We will achieve an increase in the participation and the participation of senior citizens in line with performance targets set.	1, 2, 5

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Outcome 4: Develop the capacity and quality of voluntary sector arts providers	
Actions Year 1	Community Strategy Priorities
We will conduct an audit of grant receiving organisations including identification of training and development needs, assessing financial, organisational, equalities and personnel competencies	1, 2, 4,
We will identify Leader Arts Organisations and assist them in completing individual business development and fundraising plans linked to arts strategy outcomes. We will commence implementation of a quality assurance system and focus training and development to position these organisations to act as mentors for less developed groups in 6 key work areas: <ul style="list-style-type: none"> ▪ Children and Young people ▪ Asian Arts ▪ Black Arts ▪ Senior Citizens Arts ▪ Disability Arts ▪ Visual and Media Arts 	1, 2, 4
We will revise the SLA with WF Arts Council to ensure that the funding available is directed towards the Arts Strategy outcomes including building capacity in the community arts sector and continue to commission them to discharge the arts grant budget under a Service Level Agreement with the Arts and Events Service Life Long learning Directorate.	All
We will work with the Lloyd Park Project and Council Regeneration team to secure the inclusion of arts accommodation in the vision and fundraising strategy for regeneration of Lloyd Park and the Walthamstow Town Hall Campus and to maximise arts use of the Walthamstow Theatre in Lloyd Park.	All
In particular we will work to secure: <ul style="list-style-type: none"> • An open air licensed theatre performance space on the island site to Lloyd Park • Access to an alternative indoor performance space accessible for community use including the option of schools and colleges 	All

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<ul style="list-style-type: none"> • Additional exhibition space adjacent to William Morris Gallery for showing contemporary arts and craft • Creative industries accommodation and arts education spaces including Carnival Arts Centre • Access to film production and screening facilities for local film makers 	
Actions Year 2	Community Strategy Priorities
We will work with all Council departments to produce an action plan for the inclusion of permanent art and craft works to new build and major refurbishment projects commissioned from 2006 and a commitment to integrate and fund community arts project work in support of their core objects.	All
We will work in partnership with the Changing Room Gallery Artists Association to bring about improvements to the visitor experience at the Gallery and increase exhibition opportunities for visual arts across the borough through an annual visual arts festival and an extended season.	1, 2, 3, 4
We will provide training in arts and events management to 20 individuals annually.	1, 2, 4
We will deliver advice and fundraising assistance to 60 community and arts organisations annually	1, 2, 3, 4
In partnership with the WF Arts Council and WF Arts and Education Network we will develop a joint database of artists and organisations accredited for working with children and other community centred projects and develop a web based Local Artists Register with contact details, CV and portfolio examples to support procurement of artists services.	1, 2, 4
We will establish an e-communications network with arts organisations and individuals and ensure dissemination of information on funding opportunities, events and activities and matters for consultation.	2,4
Actions Year 3	Community Strategy Priorities
We will secure 2 additional exhibition spaces in public buildings dedicated to display of visual arts	1, 2 4

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We will position and support Leader arts organisations in the co-ordination of other arts organisations within their specific remit and in developing their mentor role. WF Arts Council and 3 other Leader Arts Organisations will achieve the Level 2 Standard. 3 other will achieve level 1.	1, 2, 4
In partnership with the voluntary arts we will have secured £300,000 in additional resources for arts and events projects over the three year timeframe of the strategy	All
Outcome 5: Increase awareness of local cultural heritage through creative practice	
Actions Year 1	Community Strategy Priorities
We will encourage the use of William Morris Gallery and Vestry House Museum as a resource in creative learning projects by schools and community groups. We will commission youth theatre productions interpreting the cultural legacy of Morris and Hitchcock	1, 2
We will work with local visual artists in the delivery of a season of visual art installations inspired by Morris’s utopian novel “News from Nowhere”. We will stage the 1st annual William Morris Young Peoples Art exhibition in Summer 2006	1, 2, 4
We will deliver a programme of arts and new events celebrating Black History month	1, 2, 4
We will continue to promote the William Morris Gallery through promotional materials and Visit London as our primary visitor attraction and electronic “gateway” to Waltham Forest, Walthamstow Stadium, Vestry Hse Museum, Queen Elizabeth Hunting Lodge and Epping Forest, Walthamstow and Leytonstone Town Centres and local visitor accommodation.	1, 2, 4
We will work in partnership with Enfield Borough Council to maximise income from film location fees, directing surplus income to the Hitchcock film fund.	1, 2, 4
Actions Year 2	Community Strategy Priorities

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We will produce an education pack on William Morris providing teachers and youth leaders with examples of good practice in arts, local heritage and citizenship education. We will commission musical works based on News from Nowhere and ‘socialist chants’. We will stage walks and talks relating Morris and local labour history	1, 2
We will ensure delivery of creative learning projects that give expression to the local history and heritage of black and ethnic minority communities	1, 2
We will stage an annual schools concert of traditional song as part of black history month	1, 2
We will work with local Film Makers to raise the profile of Waltham Forests Film Heritage through an annual Filmmakers Festival	1,2, 4
Actions Year 3	Community Priorities Met
We deliver a community concert showcasing the composition to “News from Nowhere”.	1, 2
We will hold schools poetry and creative writing competition inspired by the heritage and cultural diversity of the borough	1, 2
We will deliver a Young Film Makers event in the genre of Hitchcock	1,2,3
We will produce an education pack for teachers providing guidance on integrating local history and creative practice reflecting the cultural diversity of the borough in teaching practice	1,2