



**BOROUGH OF  
BROXBOURNE**

**Borough of Broxbourne  
Arts, Culture and Heritage  
Strategy 2023-2030**

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## **Introduction**

This document sets out the proposed Arts, Culture and Heritage Strategy for Broxbourne Borough Council. It provides the context, describes the methodology used and sets out the Strategy itself including the vision, values and mission, and the specific themes, goals and outcomes that will guide the development of arts, culture and heritage in the Borough over the next seven years.

The report concludes with an overview of evaluation and delivery, and finally sets out next steps.

An Action Plan indicating resources and priorities is provided in the appendix to assist officers in implementing the Strategy.

Once agreed by the Council and its partners, this document will be used as the basis for the public-facing Arts, Culture and Heritage Strategy.

## **The Strategy**

### **2.1 Why we need a Strategy**

The Borough of Broxbourne is defined by its exceptional connectivity and the quality of its open spaces and natural environment. It is one of 10 district and Borough councils in Hertfordshire, adjoining London to the South and Essex to the East, and with excellent transportation links to London, Cambridge and Stansted Airport by road and rail. The River Lea and the New River run through the Borough.

With an area of 52 square kilometres, the Borough has a population of 99,000 (Census, 2021) and is home to the towns of Waltham Cross, Hoddesdon and Cheshunt with smaller neighbourhoods in Broxbourne, Wormley, Goffs Oak and Turnford. The Council maintains 290 hectares of open space including six Green Flag parks and includes part of the nationally significant Lee Valley Regional Park. An ancient settlement noted in the Domesday Book, the Borough itself was created in 1974, meaning it will celebrate its 50th anniversary in 2024.

The Arts, Culture and Heritage Strategy is the Council's first for over 15 years and recognises that arts, culture and heritage have a vital role to play in achieving its priorities, bringing people together, developing a sense of place and belonging, recognising past history and making the most of future opportunities. This is the right time to develop a Strategy as the Council has secured support from the UK Shared Prosperity Fund and Levelling Up Fund, and levered private investment via the ambitious developments underway in the Borough which together will create 7,700 new homes and 6,000 new jobs by 2033.

The Borough of Broxbourne has significant strengths that the Strategy seeks to amplify, including ambitious plans for economic growth, brilliant connectivity, a diverse resident community, a rich built and social heritage, an exceptional natural environment, excellent partnerships across the county and Borough, and a Council committed to sustainability and innovative ways of working. Residents recognise the value of arts, culture and heritage with 84% of those surveyed saying it was 'Very

Important'. There are pockets of activity led by an engaged voluntary cultural sector and a resident population pre-disposed to higher cultural engagement than they currently have. Lee Valley Regional Park attracts seven million visitors per year and there are opportunities to encourage visitors to stay and visit the Borough's towns and attractions.

Broxbourne also has challenges, including the lack of a compelling narrative and identity, a cultural offer that is not representative or relevant to all communities, the low value and growth of the predominantly volunteer-led cultural sector and the lack of visibility of high-quality culture and creative enterprise. There are limited resources to support heritage assets and both internal and external funding for arts and cultural activity is low. According to a Visit Herts report on figures from 2021, total expenditure from tourism is the lowest in the county and has not recovered to pre-pandemic levels<sup>2</sup>. The Strategy also seeks to address wider challenges around low skills and a low wage economy, the need to reinvent high streets and enhance and preserve the natural environment and inequalities across the Borough in health, wellbeing and opportunity.

The Council cannot deliver its ambition on its own and this Strategy seeks to set out a vision, framework and roadmap to develop and enhance partnerships with the public, private and third sectors, and with communities.

## **2.2 What we mean by arts, culture and heritage**

Culture means different things to different people. For the purposes of the Strategy, arts, culture and heritage are taken together to mean 'all those goods, services and activities of a cultural/ artistic and or heritage nature, whose origin lies in human creativity, whether past or present' (UNESCO).

It includes physical assets such as buildings and intangible assets such as stories, customs and experiences. It also encompasses combined arts, dance, libraries, literature, museums, music, theatre, and the visual arts, built and social heritage and those parts of the Creative Economy that have a cultural object at their centre such as film, games, music, broadcasting and publishing.

## **2.3 How we developed the Strategy**

The Arts, Culture and Heritage Strategy has been in development since November 2022 and has included desk research, case studies, public consultations and a mapping exercise to capture more data about cultural assets and audiences.

The following activity was undertaken:

- Consultation with local people including an online survey and workshops with stakeholders.
- A mapping exercise which identified 237 cultural assets of sufficient public interest to play a role in the Strategy.

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<sup>2</sup> Destination Research commissioned by Visit Herts, January 2023. Total expenditure from staying overseas and domestic and day visits is £56.9m.

- A specific heritage report identifying 278 designated heritage assets identifying those with the most opportunity to develop.
- A strategic and evidence review of over 50 reports and information sources.
- An Audience Agency Engagement Area Profile Report was commissioned and analysed.
- Four case studies were developed bringing in learning from across the UK.

This was all brought together to surface themes, challenges and opportunities which are distinctive to Broxbourne and which have been taken forward into the Arts Culture and Heritage Strategy and Action Plan.

**Key info:**

- 12% population increase expected by 2031.
- 6,000 new jobs and 7,700 new homes by 2033.
- 99,000 population and 1,530,000 within a 30minute drive time.
- The most popular cultural entertainment in Broxbourne is going to the theatre (51%) and attending pop/ rock concerts (43%).
- The Borough has welcomed people to live and work here for hundreds of years with long-established Italian, Polish, African-Caribbean, Ukrainian, Kurdish and Turkish communities.
- In our survey, the biggest barrier to doing more cultural activity in Broxbourne was the lack of provision locally (67%) followed by the not enough information (54%).
- 98.3% of those surveyed through culture was important with 84% saying it was 'Very Important'.

## **2.4 Vision and Mission**

Broxbourne: A vibrant and well-connected place to grow, thrive and create.

Broxbourne Borough Council's vision is that arts, culture and heritage flow through the Borough making it a vibrant and attractive place to live, work and visit; where everyone can grow, thrive and create, connected through culture and inspired by the Borough's rich natural and historic environment and world-class business facilities.

Our mission is to work with our residents, businesses, voluntary sector, neighbours and strategic partners to make the most of our combined assets and effort and to develop new strategic initiatives and programmes that attract new investment and deliver more for the benefit of all.

## **2.5 Values**

The values which underpin the Arts, Culture and Heritage Strategy are:

- **Ambitious and Achievable.**  
To balance quick wins with ambitious plans by aligning existing activity in the short-term and identifying partners and resources for larger projects in the medium- and long-term. To work with our partners to ensure that capacity is in place to deliver and evaluate pilot projects fully to build the case for future investment.

- **Collaborative.**  
To develop stronger partnership to enable projects to be co-created and co-delivered, working with a broad range of private, public and third sector partners within the Borough and beyond.
- **Diverse.**  
To amplify and celebrate the diversity of communities in the Borough and ensure that there is a broad range and variety of activity and opportunity which appeals to as much of the population as possible. To develop programmes targeting those currently least engaged in cultural activity and encourage those that do engage to try new things.
- **Environmentally Sustainable.**  
To place care of the natural environment and support for more sustainable ways of living and working at the heart of all we do. To develop projects which specifically address environmental sustainability and increase public awareness and engagement, and support more responsible behaviours.
- **Connectivity.**  
To improve the connectivity of the Borough through forums, networks and partnership working which provide the channels for ideas, knowledge and talent to flow. To ensure more effective co-ordination of effort amongst partners across and beyond the Borough and improve the information available for residents and visitors.

## **2.6 Themes and Goals**

The themes and goals set out the ambitions and priorities for the Strategy and create the framework for developing new activity with partners:

- **Vibrant Places** - Create distinctive, sociable and attractive places to live, work and visit which foster greater civic and cultural engagement.
- **Thrive** - Support health and wellbeing through social creative and cultural activity and volunteering, and evidence the transformative power of culture to improve lives.
- **Grow** - Provide young people with a range of opportunities to develop their creativity, confidence and skills through cultural engagement.
- **Create** - Increase the value and impact of all parts of the cultural and creative sector including businesses, freelancers and social enterprises.
- **Flow** - Enhance the experience of travelling to and across the Borough by celebrating its natural and sustainable connectivity.
- **Connect** - Bring together a range of partners to drive change, provide cultural leadership and attract new investment and resources for culture.

## 2.7 Objectives and Outcomes

The objectives set out how each theme will be realised by Broxbourne Borough Council working with its partners, and the outcome that will be achieved.

### **Vibrant Places - Create distinctive, sociable and attractive places to live, work and visit which foster greater civic and cultural engagement**

Broxbourne is made up of a diverse range of town centres and neighbourhoods each with their own unique identities and assets. Hoddesdon has exceptional built heritage and a lively local events programme led by the Love Hoddesdon BID in partnership with the Council. Waltham Cross is young and diverse and, along with the rest of the Borough, will soon be transformed by the arrival of Sunset Studios Waltham Cross. Cheshunt is a growing district centre with exceptional connectivity and rich natural assets including access to the Lee Valley Regional Park. Each of these high streets have central heritage assets surrounded by public realm which provide opportunities for ongoing animation through festivals and events. These places have distinct stories to tell which together build a cultural narrative for Broxbourne and a framework for developing new cultural assets, projects and activities.

An analysis of the local assets and opportunities for the key High Streets leads to the following curatorial suggestions for further development with local stakeholders. :



There is a growing network of hubs that provide spaces for cultural engagement with communities including the Wormley Community Centre, the GO Hub in Goffs Oak, Waltham Cross Community Skills Hub and Peace Cottage in Hoddesdon. The Council run Spotlight is the only professional venue in the Borough, with the potential to play a much greater role.

#### Key info:

- There were 1,100,000 visitors in 2021 and the value of tourism was £86m<sup>3</sup>.
- 4.5m people visit the Lee Valley Regional Park each year, reaching 9.2m in 2020/21.<sup>4</sup>
- The Spotlight is a 521 capacity professional venue and has been running since 1974.

<sup>3</sup> Destination Research commissioned by Visit Herts, January 2023

<sup>4</sup> <https://www.leevalleypark.org.uk/press-releases/lee-valley-regional-park-awarded-nine-green-flag-awards>



- The Lee Valley White Water Centre hosts major international water sports events.
- The Lowewood Museum is run by an independent trust and features photography, social history, archaeology and geology from the Borough's rich history.
- Hoddesdon is an ancient market town mentioned in the Domesday Book and has held an annual fair since 1253. The Star pub has nationally significant Tudor wall panels which date the building to 1450.
- The Eleanor Cross in Waltham Cross is a Grade I listed monument constructed in 1291 as one of 12 stopping points for the funeral of Queen Eleanor. The Waltham Cross is one of only three surviving crosses.
- In a national report 62% of UK adults agree that culture on the high street gives them a sense of pride in their local area.<sup>5</sup>

The Strategy aims to harness these assets and opportunities through an ambitious, high-quality and visible arts, culture and heritage offer which will increase footfall, drive visitors and increase local cultural engagement.

The objectives are to:

- Amplify and animate priority high streets through public art and an enhanced festivals and events programme.
- Increase engagement with and raise the profile of the Borough's built heritage.
- Seek to address gaps in the cultural offer through new activity and working with community hubs.

The outcome will be:

- Broxbourne's arts, culture and heritage offer is perceived as being high quality, attractive and vibrant by residents, visitors and local businesses.

### **Thrive - Support health and wellbeing through social creative and cultural activity and volunteering, and evidence the transformative power of culture to improve lives**

The local cultural sector is lively and engaged with a focus on amateur and community involvement and including active Friends groups dedicated to parks and green space, amateur dramatic societies, music focused groups such as the Broxbourne Handbell Ringers, and groups who serve specific communities of interest such as the Society of Caribbeans and Africans and Grow Cheshunt who run events and activity on a community allotment. There are also a number of charities which harness and support community involvement such as the Community Alliance Broxbourne & East Herts, the Wormley & Turnford Big Local and CHEXS which supports young people's mental health and wellbeing.

This community drives the Borough's cultural offer and provides a wealth of health and wellbeing benefits for members and for the wider public. However, many of these groups report challenges in recruiting new members and accessing funding, support and training.

<sup>5</sup> [Creative High Streets - The South East Local Enterprise Partnership \(southeastlep.com\)](https://southeastlep.com)



There are population challenges which vary across the Borough. The largest population growth over the last 10 years has been of people aged over 65 years<sup>6</sup>, with a significantly higher percentage living in Hoddesdon than in Waltham Cross. Additionally, there are concerns about rising anxiety levels among young people. Over the last three years, adults are reporting decreasing feelings of life being worthwhile. There are higher levels of overweight adults than the national average. Engagement with arts, culture and heritage has been demonstrated to support health and wellbeing and increase happiness and connection to others.

#### Key Info

- Arts and culture helps to improve people's happiness and wellbeing<sup>7</sup> regular culture attenders are 60% more likely to report good health compared to those who had not.
- One Art on prescription project led to a 37% drop in GP visits and a 39% reduction in hospital admissions<sup>8</sup>.
- Arts participation has been shown to improve social cohesion and reduce loneliness and social isolation.
- In our survey people told us that Culture is '*What makes life worth living*'.
- Italian data shows that cultural access is the second most important determinant of wellbeing above factors such as occupation, age, income and education.<sup>9</sup>

In Broxbourne harnessing the power of arts, culture and heritage to support health and wellbeing outcomes will require working with a range of county and regional partners. The strategy aims to support and enhance the vibrant voluntary cultural sector so that a more diverse range of people can experience the positive benefits cultural engagement brings.

The objectives are to:

- Support and champion volunteering in arts, culture and heritage.
- Develop new cultural health and wellbeing projects in partnership with others.
- Build the local evidence base for how arts, culture and heritage supports health and wellbeing.

The outcome will be:

- Residents who have engaged with cultural activity will report higher levels of happiness and wellbeing and are representative of the Borough.

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<sup>6</sup> Census 2021. Up 12.4%

<sup>7</sup> Arts and culture in health and wellbeing and criminal justice: an evidence review (2018) ACE

<sup>8</sup> Quoted in Creative Health: The Arts for Health and Wellbeing – an All Party Parliamentary Report (July 2017)

<sup>9</sup> Grossi, et al. (2010) 'The impact of culture on the individual subjective well-being of the Italian population: an exploratory study' quoted by <https://www.culturallearningalliance.org.uk/>

## **Grow - Provide young people with a range of opportunities to develop their creativity, confidence and skills through cultural engagement**

The Council has set an ambitious economic development plan to create 6,000 new jobs by 2033. This includes Theobalds Park, a new £10m business and technology centre and Sunset Studios Waltham Cross, a world class studio facility expected to create 4,800 jobs and contribute more than £300m to the local Hertfordshire economy annually. These opportunities require a highly skilled workforce but levels of qualifications in the Borough remain low.

Hertfordshire has ambitions to be the UK's Hollywood and an emphasis on supporting young people to develop the creative, technical and social skills to access higher paid jobs and to develop new creative enterprises. There are some excellent facilities at Hertford Regional College and a range of privately-run dance and performing arts schools across the Borough. However, there are gaps in community-based provision and creative technical skills, uneven cultural provision in schools and a need for more cultural provision for families and early years.

Engagement with arts and culture from a young age can foster passions and talent that can go on to be the creative and technical talent of the future but also helps to develop the skills most highly valued by the knowledge economy such as confidence, creativity, resilience, and adaptability.

### Key Info

- The first films will be made at Sunset Studios Waltham Cross in 2026 helping to consolidate Hertfordshire's growing reputation as the UK's Hollywood.
- Sunset Studios is expected to create 4,800 jobs and contribute more than £300m to the local Hertfordshire economy annually.
- Taking part in structured music activities improves attainment in maths, early language acquisition and early literacy.
- Employability of students who study arts subjects is higher and they are more likely to stay in employment.

The Strategy aims to give young people in the Borough more opportunities to engage, whatever their age and background.

The objectives are to:

- Increase opportunities for creative engagement and cultural work experience for young people, including targeted activity for those facing most barriers.
- Enhance the information available about county and national initiatives and support.
- Work with partners to increase cultural engagement provision for younger children at school and with their parents/carers.

The outcome will be:

- Children and young people have the opportunity to take part in creative and cultural activity and develop creative careers at all stages of their lives.

### **Create - Increase the value and impact of all parts of the cultural and creative sector including businesses, freelancers and social enterprises**

The creative industries contributed £116bn in Gross Added Value (GVA) in 2019, growing twice as fast as the rate of the UK economy as a whole. GVA is the metric used by governments to measure the total value of goods and services produced in an area or a sector of the economy. Broxbourne has the lowest job density in the county and the creative industries are a rich area for growth. There are emerging clusters of visual and media arts creative businesses in Hoddesdon and Cheshunt but these are not as visible and connected as they could be.

Across the UK, the creative sector is mostly made up of freelancers and micro-businesses who thrive through collaborative programmes of support. Shared workspaces and shared access to training and support programmes can help to foster new connections, support knowledge exchange and encourage new start-ups to flourish.

The voluntary sector plays an important role in the cultural offer and there is potential to grow and diversify this so that it can provide paid jobs, attract investment and support the local economy. There has historically been a low level of investment from national culture funders with few organisations having the capacity to access funding or develop new commercial creative enterprises. There are limited paid opportunities for professional workers, artists and producers which limits the scale and quality of the creative and cultural work on show and disincentives emerging creative and production talent.

#### Key Info

The mapping identified:

- 278 designated heritage assets including five buildings designated as Grade I
- Six Conservation Areas – Hoddesdon, Broxbourne, New River, Wentworth Cottages, Wormley and Churchgate.
- Four heritage assets designated 'At Risk'.
- 36 amateur and community arts groups.
- 25 local festivals and events.
- 20 private dance and performing arts schools.
- Eight community venues.
- Four libraries.
- Three ArtsMark Schools and three Arts Award centres.
- 29 creative businesses including From Here Records.
- 5.5% of the local economy is made up of arts, entertainment and other creative businesses.
- Arts Council England investment per capita in Broxbourne between 2017/18 to 2019/20 was £1.66.

There is huge potential for growth across all aspects of the creative and cultural sector taking advantage of the Borough's excellent facilities and physical and digital connectivity.

The objectives are to:

- Create more paid opportunities for professional artists and creatives.
- Develop the capacity of the cultural and creative sector through training and support programmes.
- Maximise the use of Council-run spaces to support creative enterprise.

The outcome will be:

- Creative businesses, freelancers, artists and cultural organisations feel connected, resilient and ambitious.

### **Flow - Enhance the experience of travelling to and across the Borough by celebrating its natural and sustainable connectivity**

Broxbourne is defined by its excellent connectivity by road, rail and river and by the exceptional quality of its blue/ green assets, including six Green Flag parks and parts of the Lee Valley Regional Park.

Access to these beautiful green / blue spaces are constrained by the location of roads and railway lines. Residents can be over reliant on cars and there are a high number of commuters who do not always engage with civic and cultural life.

Commuters and train stations provide a unique opportunity for increasing cultural engagement and improving the connections between and across the towns and with the regional park.

The New River flows the length of the Borough connecting existing settlements with new developments such as Brookfield Riverside and Sunset Studios. The New River Path is being improved to increase opportunities for sustainable active travel as part of the Council's Walking and Cycling Plan.

#### Key Info

- 28 minutes by train to London Liverpool Street and Stratford.
- Six Green Flag Parks and more than 700 acres of green and open space.
- Lee Valley Regional Park contains eight Sites of Special Scientific Interest (SSSIs) and is a wetland of international importance.
- Cedars Park is an historic public park and former home to Theobald's Palace, a favourite of Elizabeth I.
- The New River has been bringing drinking water to London since 1613. The New River Path connects key sites across the Borough.

Sustainability is a priority for the Council, and arts and culture can help to raise awareness and engage people in more sustainable ways of living and working, improving connections to each other and to the natural world.

The objectives are to:

- Develop new cultural projects that celebrate and connect local blue/ green assets and active travel.

- Promote and enhance environmental sustainability for cultural projects.

The outcome will be:

- More people engage with the natural environment and make use of sustainable and active travel to and from the Borough.

### **Connect - Bring together a range of partners to drive change, provide cultural leadership and attract new investment and resources for culture**

Nationally, local authority finances for culture have nearly halved over the last ten years<sup>10</sup>. The most successful cultural places have formed partnerships and trusts to drive cultural ambition and provision to achieve wider social and economic benefits.

The Council can lead this transformation in Broxbourne by acting as convener, enabler, co-ordinator and partner-of-choice.

There is scope to embed culture in existing partnerships and develop new ones to help increase resources for arts, culture and heritage and maximise the impact that it has. Residents have an important role to play as partners too – as creators, connectors and audiences – and as the beneficiaries of a more vibrant, exciting and sustainable place to live, work and play.

The objectives are to:

- Consolidate the role of the Council as convener, enabler and co-ordinator.
- Work with a range of public and private partners across the county and Borough.
- Engage with local residents.

The outcome will be:

- A wider range of partners engage and secure greater investment in arts, culture and heritage from a range of sources.

## **Making it Happen**

### **3.1 Evaluation**

Evidence-based measures will be used to assess progress against the Outcomes and Impact Indicators. As with all aspects of the Arts, Culture and Heritage Strategy, understanding this impact is dependent on working effectively with partners, building in effective measurement using existing data-capture programmes and embedding evaluation in new project activity. Progress will be monitored on an annual basis. A repeat mapping exercise will be undertaken in five years' time to monitor the effectiveness of the Strategy in growing and diversifying the creative and cultural sector.

There are seven primary indicators that will be used to measure the success of the Strategy and an additional 15 indicators that will provide evidence to support different

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<sup>10</sup> Public Campaign for the Arts. £116.57 per head in 2010/ £59.50 in 2023

work strands. These are shown in the table below alongside the lead organisation and the methods that will be used:

PRIMARY	Lead	Lead Officer	Method
Increased participation in arts, culture and heritage	Department for Culture Media and Sports (DCMS)		Active Lives Survey
Increased employment in the creative sector	Hertfordshire County Council (Economy)		Skills and Employment Dashboard
Increased contribution of the creative sector to the local economy	Hertfordshire County Council (Economy)/ Broxbourne BC	Economic Development	To be developed
Increased resilience and reach of local creative organisations	Broxbourne BC	Economic Development / Arts	Sector Survey
Increased visitors to the Borough's creative and heritage sites	Visit Herts		Annual Visitor Economy Survey
Identified opportunities to promote, nurture and showcase local creative practitioners and	Broxbourne BC	Community Development/ Arts	Sector Survey
Increased opportunities for residents to participate in creative and heritage activities to improve their health	Broxbourne BC		Resident Survey
<b>ADDITIONAL</b>			
Increased civic pride	Broxbourne BC		Resident Survey
Increased footfall in high streets	Broxbourne BC	Town Centre Managers	Footfall counters
Increased civic engagement measured through number of new groups established	Broxbourne BC	Community Development	Sector Survey
Increased support for arts, culture and heritage amongst residents	Broxbourne BC		Resident Survey
Increased reported wellbeing, happiness and life satisfaction	Office of National Statistics (ONS)		Wellbeing Index
Increased civic engagement – development of new volunteer groups	Broxbourne BC	Community Development	Sector Survey
Increased number and diversity of cultural volunteers	Broxbourne BC		Resident Survey
Increased reported wellbeing, happiness and life satisfaction amongst young people	Broxbourne BC		Resident Survey
Increased number of creative start-ups	Broxbourne BC	Economic Development	Sector Survey
Increased percentage of jobs that are creative jobs	Broxbourne BC	Economic Development	Sector Survey
Increase in inward investment for culture	Broxbourne BC	Arts	Project Monitoring/ Sector Survey
Improved environmental sustainability	Broxbourne BC	Sustainability	Project Monitoring
Increased journeys by walking and cycling	Broxbourne BC	Sustainability	Resident Survey
Number of partners engaged	Broxbourne BC	Arts	Project Monitoring
Improved perception of the cultural offer via the resident survey	Broxbourne BC		Resident Survey

### 3.2 Delivery and Ownership

This Strategy has been developed by Broxbourne Borough Council and will initially be owned by the Council whilst it is refined through working closely with key strategic partners. Activity in the short-term is designed to be delivered within existing and expected resources but it will be necessary to secure additional investment to deliver the Strategy over the medium- and long-term.

In time, a new Cultural Partnership could be set up to guide the delivery of this Strategy and ensure that it continues to align with wider strategic ambitions and business plans of county and local stakeholders and national partners including Arts Council England (ACE), Historic England and the National Lottery Heritage Fund (NLHF).

### 3.3 Next Steps

The Draft Arts, Culture and Heritage Strategy will be further developed in consultation within the local authority and with key partners. The aim is for the Strategy to be formally adopted by Broxbourne Borough Council in 2023.



The priority will then be to begin to immediately implement the Strategy by putting in place the partnerships and resources required to achieve the Council's ambitions in the medium and longer term.



## Appendix A: Action Plan, Impact Indicators and Delivery

The following Action Plan sets out some recommended actions to deliver the strategy.

### Resource/ Cost Implications

- Existing – means that investment is in place via ongoing strategic plans such as the United Kingdom Shared Prosperity Fund (UKSPF) in Waltham Cross although additional officer resource may be required to influence the approach to embed the ACH Strategy.
- £ - means that some modest additional funding may be required in order to provide for artist or creative business fees (under £5k).
- ££ - means additional funding and resource will be required (estimate £5k to £20k).
- £££ - means significant funding may be required (£20k+) but is likely to be attractive to other funders and partners.

### Priority

- Short – aim to begin delivery within the current financial year if officer time and resources can be identified within existing budgets and by aligning with existing strategic action plans.
- Medium – aim to deliver visible impact within the next 18 months to two years. Development work will need to begin in the short term.
- Long – aim to deliver visible impact within the next 3-4 years. Development work will need to begin in the short to medium term.

<b>1. Vibrant Places - Create distinctive, sociable and attractive places to live, work and visit which foster greater civic and cultural engagement</b>				
No.	Activity	Lead - BBC	Resource/ Cost Implications	Priority
<b>Animation of High Streets</b>				
1.1	Develop proposed identities for the Borough's high streets. Explore feasibility of public art interventions to enhance these. Engage local groups in selection panels to help develop new local partnerships such as a Heritage Trust for Hoddesdon and/or a Business Improvement District for Waltham Cross. Consider Waltham Cross as a pilot project.		Existing/ £	S
1.2	Continue to support Love Hoddesdon's events programme.		£	S
1.3	Develop a new festivals and event programme for Waltham Cross.		££	M/L
1.4	Work with the Environmental Services team to improve the range of the market offer in Waltham Cross and Hoddesdon by including opportunities for local creative businesses and craftspeople.		£	S/M

1.5	Integrate event infrastructure into public realm developments in high streets –power supplies, moveable furniture, access etc.		Existing	S
1.6	Further develop The Spotlight as a provider of professional event services and technical support to outdoor events in the Borough linked to training and apprenticeships. Purchase event equipment which can be used across all outdoor events – staging, PA, barriers, radios.		££	M/L
1.7	Develop a process and toolkit for artists and cultural organisations to access empty shops/ empty shop windows.		£	S
<b>Engagement with built heritage</b>				
1.8	Review the Borough’s heritage assets and Buildings at Risk Register.		£	S/M
1.9	Support and encourage partners to create new heritage engagement opportunities via digital media such as app-based trails and digital walkthroughs identifying properties with interesting histories and blue plaques. Use Hoddesdon Conservation Area as a pilot project and to explore the feasibility of a Heritage Trust.		£££ NLHF application	M
1.10	Publish Conservation Area Appraisals for each of the Boroughs Conservation Areas including Broxbourne, Churchgate, Wormley, Wentworth Cottages, and the New River. This should include review of any new areas to be designated, Article 4 Directions and Areas of Special Control.		£	S
1.11	Seek to remove the Churchgate and Wormley Conservation Areas from the Heritage At Risk register via greater public engagement activity.		£	M
<b>Addressing gaps</b>				
1.12	Start a Film Club at the Spotlight, connected to the British Film Institute Film Audience Network.		Existing / £	S
1.13	Support and advise community hubs including them within funding bids as places where professional creatives and the community can come together		£	S/M

	on projects for the neighbourhood and for Borough-wide celebrations.			
1.14	<p>Scope new signature festivals and events that enhance the experience of place. For example:</p> <ul style="list-style-type: none"> <li>• Touring village fete style summer festival with new commissions, outdoor stages and showcase stage.</li> <li>• Borough-wide Heritage Open Day – include traditional skills and craft fair.</li> <li>• Cedars Park – illuminated art trail, working with commercial provider.</li> </ul>		£££ ACE funding bid	M/L

### **Success Criteria**

Outcome:

- Broxbourne’s arts, culture and heritage offer is perceived as being high quality, attractive and vibrant by residents, visitors and local businesses.

Impact Indicators:

Primary:

- Increased contribution of the creative sector to the local economy.
- Increased participation in arts, culture and heritage.
- Increased visitors to the Borough’s creative and heritage sites.

Additional:

- Increased civic pride.
- Increased footfall in high streets.
- Increased civic engagement e.g. development of a Heritage Trust, development of a Business Improvement District (BID) in Waltham Cross.
- Increased support for arts, culture and heritage amongst residents.

### **Delivery**

Broxbourne Borough Council – officers involved:

- Arts Officer.
- The Spotlight - Theatre Manager.
- Town Centre Managers - Waltham Cross / Hoddesdon.
- Planners.
- Parks and Green Spaces team

Partners:

- Love Hoddesdon BID.
- Waltham Cross Community Skills Hub.
- Wormley & Turnford Big Local.
- GO Hub.
- Peace Cottage Community Hub.
- Arts Council England – potential for funding for new projects.
- Historic England/ NLHF – potential for funding for new projects.

<b>2. Thrive - Support health and wellbeing through social creative and cultural activity and volunteering, and evidence the transformative power of culture to improve lives</b>				
No.	Activity	Lead - BBC	Resource/ Cost Implications	Priority
<b>Cultural volunteering</b>				
2.1	Encourage a greater focus on arts, culture and heritage as part of Borough-wide and county-wide volunteering initiatives (such as Communities 1 <sup>st</sup> , Community Alliance Broxbourne & East Herts) so that opportunities are advertised more widely and volunteers can access training and support.		Existing	S
2.2	Explore opportunities to celebrate and champion cultural volunteers, including recognition for the sector at the annual Borough of Broxbourne Awards.		Existing/ £	S/M
2.3	Celebrate best practice and promote on-line toolkits and 'How to' guides for volunteer-led partnerships and projects such as Friends groups and Trusts – incentivise via funding opportunities for projects.		£	M
<b>New cultural health and wellbeing projects</b>				
2.4	Engage with local Primary Care Networks (PCN) to advocate for greater county engagement in arts on prescription projects in the Borough. Seek national funding for pilot schemes at a county-level.		£	M
2.5	Scope new festivals and events that enhance the association of arts and health and wellbeing. For example: <ul style="list-style-type: none"> <li>• A DIY festival working with the Friends of Cedars Park Men's Shed (celebrating the invention of the Black and Decker workmate in Broxbourne).</li> <li>• A dance festival encouraging people to get active through dance developed in partnership with the Borough's dance schools.</li> <li>• An allotment-based programme that focuses on healthy food and the benefits of being in nature.</li> </ul>		£££ ACE funding bid	M/L
<b>Develop evidence base</b>				
2.6	Gain understanding of the personal and social impact of volunteering in culture, working with existing networks such as		£	S/M

	Broxbourne Arts Forum (BARTS), University of the Third Age (U3A) and the Lowewood Museum’s ‘Your Heritage Your Museum’ project, supporting them to increase public engagement with their activities and advocating their impact to partners such as the Hertfordshire Health and Wellbeing Board.			
2.7	Include wellbeing indicators as an evaluation requirement in all Council supported or permitted cultural projects.		Existing	S

**Success Criteria**

Outcome:

- Residents who have engaged with cultural activity report higher levels of happiness and wellbeing and are representative of the Borough.

Impact Indicators:

Primary:

- Increased opportunities for residents to participate in creative and heritage activities to improve their health and wellbeing.
- Increased participation in arts, culture and heritage.

Additional:

- Increased reported wellbeing, happiness and life satisfaction.
- Increased civic engagement – development of new volunteer groups.
- Increased number and diversity of cultural volunteers.

**Delivery**

Broxbourne Borough Council – officers involved:

- Community Development Manager.
- Arts Officer.

Partners:

- Hertfordshire County Council.
- Hertfordshire Health and Wellbeing Board / Integrated Care Board.
- Broxbourne Community Partnership.
- Primary Care Networks and their social prescribers.
- Communities 1<sup>st</sup>
- Community Alliance Broxbourne and East Herts.
- BARTS.
- U3A.
- Lowewood Museum.
- Arts Council England – potential for funding for new projects.

<b>3. Grow - Provide young people with a range of opportunities to develop their creativity, confidence and skills through cultural engagement</b>				
No.	Activity	Lead - BBC	Resource/ Cost Implications	Priority
<b>Increase opportunities</b>				
3.1	Provide work experience, apprenticeship and volunteering opportunities at The Spotlight in all forms of cultural and technical production linked to the regular programme and new outdoor events support.		Existing/£	S
3.2	Increase access to youth community creative opportunities in the Borough particularly around film, music and events.		£	S/M
3.3	Develop targeted opportunities aimed at young people who might face additional barriers to engaging with cultural production.		Existing/£	M
3.4	Scope an annual festival dedicated to celebrating young people's cultural achievements, directly run by young people.		£££ ACE funding bid	M
<b>Enhance information</b>				
3.5	Run roadshows for young people so they can find out more about how they can build creative careers, engaging with national creative industry organisations and major creative businesses.		Existing	S
3.6	Work with the county's economic development partners, Hertford Regional College and schools to ensure that young people in the Borough know how to access the opportunities provided by the county such as Hertfordshire Opportunities Portal.		Existing	S
<b>Focus on schools and families</b>				
3.7	Work with cultural projects and initiatives to provide opportunities for early years and family-friendly cultural and creative activity – for example a regular kid's culture club, family events at Lowewood Museum and artist/ creatives talks in schools.		£	S/M
3.8	Support more schools to gain ArtsMark accreditation and raise awareness of Arts Award Centres.		Existing	S/M

### Success Criteria

Outcome:

- Children and young people have the opportunity to take part in creative and cultural activity and develop creative careers at all stages of their lives.

Impact Indicators:

Primary:

- Increased employment in the creative sector.
- Increased contribution of the creative sector to the local economy.
- Increased opportunities for residents to participate in creative and heritage activities to improve their health and wellbeing.
- Identified opportunities to promote, nurture and showcase local creative practitioners and organisations.
- Increased participation in arts, culture and heritage.

Additional:

- Increased reported wellbeing, happiness and life satisfaction amongst young people.

**Delivery**

Broxbourne Borough Council – officers involved:

- Economic Development Manager.
- The Spotlight Theatre Manager.
- Community Development Manager.
- Arts Officer.

Partners:

- Hertfordshire economic development services.
- Hertford Regional College.
- Resource Productions/ Sunset Studios.
- Hertfordshire Cultural Education Partnership (HCEP).
- Hertfordshire Music Service.
- Hertfordshire County Council.
- The Spotlight.
- Schools.
- Private dance/ performing arts schools.
- Arts Council England – potential for funding for new projects.

<b>4, Create - Increase the value and impact of all parts of the cultural and creative sector including businesses, freelancers and social enterprises</b>				
No.	Activity	Lead - BBC	Resource/ Cost Implications	Priority
Professional opportunities				
4.1	Encourage a fair payment for all artists and creatives for all Council funded and supported programmes.		Existing	S
4.2	Actively seek submissions from local artists and creative businesses when commissioning public art or other opportunities associated with the strategy.		Existing	S/M
Capacity development				



4.3	Build in the requirement for local capacity development for any project delivered by professional organisations from outside the Borough.		Ongoing	
4.4	Develop a cohort-based start-up programme for creative and cultural businesses providing training, business support and subsidised space – working with the operators of the Theobalds Enterprise Centre and run in partnership with Creative Hertfordshire.		£	M
4.5	Work with county economic development partners to run open sessions for creative freelancers on business basics including tax, fundraising and marketing.		£	M
4.6	Work with county economic development partners to support the engagement of local businesses in county-led enterprise activity including the Enterprise Hub programme at the University of Hertfordshire.		Existing	S
4.7	Work with the Community Alliance for Broxbourne and East Herts to develop an events and training programme aimed at cultural not-for-profits such as for charities and social enterprises including governance, fundraising, working with volunteers and social media and marketing.		£	S/M
<b>Supporting creative enterprise</b>				
4.8	Consider providing space for new creative enterprises / artist studios as part of meanwhile uses for empty properties awaiting development.		Existing	S
4.9	Support new events and programmes that provide opportunities for local promoters and creatives and build a new audience for the venue (e.g. folk, jazz, comedy, spoken word nights).		££ ACE funding bid	M
4.10	Work with Herts Visual Arts Forum to develop a curated programme of changing high quality artwork, charging commission on work sold.		Existing	M/L

### Success Criteria

Outcome:

- Creative businesses, freelancers, artists and cultural organisations feel connected, resilient and ambitious.

Impact Indicators:

Primary:

- Increased resilience and reach of local creative organisations.

- Identified opportunities to promote, nurture and showcase local creative practitioners and organisations.
- Increased employment in the creative sector.
- Increased contribution of the creative sector to the local economy.
- Increased participation in arts, culture and heritage.

Additional:

- Increased number of creative start-ups.
- Increased percentage of jobs that are creative jobs.
- Increase in inward investment for culture.

### **Delivery**

Broxbourne Borough Council – officers involved:

- Economic Development Manager.
- Arts Officer.
- The Spotlight Theatre Manager.

Partners:

- Hertfordshire economic development partners.
- Theobald’s Business Centre Operators.
- University of Hertfordshire.
- Community Alliance Broxbourne and East Herts.
- Herts Visual Arts Forum.
- Creative Hertfordshire.
- Arts Council England – potential for funding for new projects.

<b>5. Flow - Enhance the experience of travelling to and across the Borough by celebrating its natural and sustainable connectivity</b>				
No.	Activity	Lead - BBC	Resource/ Cost Implications	Priority
<b>New projects celebrating connectivity</b>				
5.1	Develop a Commuter Art programme with public art at train stations and along the line viewable from the train and place screens at station platforms for digital art and cultural information working with New River Line Community Rail Partnership and Lee Valley Regional Park Authority (LVRPA).		££ ACE funding bid	M
5.2	Commission a Borough-wide treasure hunt project designed to be experienced by walking and cycling with both digital and live elements and linked to the Council’s Tree Planting effort and Walking and Cycling Plan.		££ ACE funding bid	M/L
5.3	Develop a New River Festival designed to engage communities and businesses along the length of the river – for example a temporary public art and lighting programme or a boat race with different boats designed		£££ ACE funding bid	M/L

	and sponsored by different groups. An alternative would be to host this on the River Lea to encourage leisure use of the river.			
5.4	Collaborate with LVRPA and Canal & River Trust to promote the use of waterways, towpaths, and their environs as sustainable transport and recreational routes for walking and cycling.		Existing	S
Improve sustainable practices				
5.5	Provide event organisers and community groups with sustainable transport links to be included on all marketing and communication.		Existing	S
5.6	Seek funding and support for an environmental sustainability training programme for arts, culture and heritage project producers, potentially working with ACE and Julie's Bicycle.		££ ACE funding bid	M
5.7	Produce and publish an environmental impact report for all major cultural projects.		£	L

### Success Criteria

Outcome:

- More people engage with the natural environment and make use of sustainable and active travel to and from the Borough.

Impact Indicators:

Primary:

- Increased visitors to the Borough's creative and heritage sites.
- Increased contribution of the creative sector to the local economy.
- Increased participation in arts, culture and heritage.
- Identified opportunities to promote, nurture and showcase local creative practitioners and organisations.

Additional:

- Improved environmental sustainability.
- Increased walking and cycling.

### Delivery

Broxbourne Borough Council – officers involved:

- Economic Development Manager.
- Arts Officer.
- Community Development Manager.
- Parks and Green Spaces team.

Partners:

- Lee Valley Regional Park Authority.
- New River Line Community Rail Partnership.
- Thames Water.

- Canal & River Trust.
- Hertfordshire County Council.
- Network Rail.
- Greater Anglia railways.
- Sustrans.
- Hertfordshire Climate Change and Sustainability Partnership.
- Arts Council England – potential for funding for new projects.

<b>6. Connect - Bring together a range of partners to drive change, provide cultural leadership and attract new investment and resources for culture</b>				
No.	Activity	Lead - BBC	Resource/ Cost Implications	Priority
<b>Role of the Council</b>				
6.1	Define the role of the Council as primarily convenor, enabler and coordinator, brokering strategic relationships and leading transformation including securing new investment and convening a cultural partnership. Develop a new Arts Officer role.		Existing	S
6.2	Develop a cultural partnership of key strategic organisations that could become a Cultural Compact or Trust over time and ensure that there is cross representation with other boards such as the Broxbourne Skills and Employment Partnership.		Existing	M
6.3	Consider running special programmes in 2024 to celebrate the Borough's 50 <sup>th</sup> anniversary and in 2027 to celebrate the 60 <sup>th</sup> birthday of LVRPA. Use these as a way of consolidating partnerships and increasing resources for culture. Aim to secure ACE and NHLF support for the activity.		£££ ACE funding bid	S/M
<b>Deliver in partnership</b>				
6.4	Play an active role in the Hertfordshire Creative Sector Skills Strategy/ Film Office activity to ensure that activity and events take place in the Borough and Broxbourne's assets are profiled – e.g. facilities, talent, skills, sites.		Existing	S
6.5	Closer partnership working with the county's archaeological and heritage services, possibly supported through an MoU or SLA.		Existing	S
6.6	Seek to develop stronger relationships with Hertfordshire County Council and		Existing	S/M

	Historic England around heritage activity.			
6.7	Lever county resources to more effectively market and promote the Borough's attractions and events.		Existing	S/M
<b>Engage with residents</b>				
6.98	Develop a roaming series of community events to showcase and share best practice and stimulate local ownership and engagement.		£	M/L
6.9	Include questions about culture in the residents' household survey and the Citizens' Panel.		Existing	S

### **Success Criteria**

Outcome:

- A wider range of partners engage and secure greater investment in arts, culture and heritage from a range of sources.

Impact Indicators:

Primary:

- Increased participation in arts, culture and heritage.
- Increased employment in the creative sector.
- Increased contribution of the creative sector to the local economy.
- Increased resilience and reach of local creative organisations.
- Increased visitors to the Borough's creative and heritage sites.
- Identified opportunities to promote, nurture and showcase local creative practitioners and organisations.
- Increased opportunities for residents to participate in creative and heritage activities to improve their health and wellbeing.

Additional:

- Number of partners engaged.
- Increase in inward investment for culture.
- Improved perception of the cultural offer via the residents' survey.

### **Delivery**

Broxbourne Borough Council – officers involved:

- Director of Place.
- Economic Development Manager.
- Community Development Manager.
- Arts Officer.

Partners:

- Hertfordshire economic development partners.
- LVRPA.
- Hertfordshire County Council.



- Ambition Broxbourne.
- Love Hoddesdon.
- Sunset Studios.
- Community Alliance Broxbourne and East Herts.
- Hertford Regional College.
- Professional artist/ creative business representative.
- Community arts representative.
- Arts Council England representative.
- Historic England representative.