



A Cultural Strategy for Calderdale

2022 - 2032

Foreword

In 2024 we're celebrating Calderdale's 50th birthday and dedicating the whole year to culture with a major events programme. That's because culture plays a huge part in making our borough vibrant and distinctive, transforming people's lives and recovering from the pandemic.

Covid-19 has hit the cultural sector hard. But with their incredible talent and resilience, Calderdale's cultural organisations have come back fighting. The next two years will be a really exciting time as we get ready for our Year of Culture, and we want everyone to be involved.

Culture is about togetherness – from the amazing network of local organisations joining up to provide services and events, to the

shared personal experiences that we treasure and the way that culture unites communities and reduces inequalities. This is reflected in the new Cultural Strategy for Calderdale, which shows how we're working together, across the borough and West Yorkshire, to harness the value of culture in the inclusive economic recovery. It will help build back our towns, revitalise tourism and enable local people to live a larger life. It will bring to life the stories that are waiting to be told in our communities.

Together, we will support the cultural sector to grow, thrive and continue to bring joy to people across Calderdale.

Cllr Jenny Lynn
Cabinet Member for Public Services and Communities
Calderdale Council



CalderdaleCreates has been working with partners and the community to develop an exciting and aspirational cultural vision. This process has taken us through a co-creative and inclusive journey, which has broadened the understanding of the present operation within the creative/cultural sector.

With a rich culture in Calderdale and a huge amount of creativity, we have been encouraged by the positive responses from the many and varied cultural arts contributors and the wider community.

We are delighted to present the Cultural Strategy, and we envisage that this will provide a strong platform, to shape, explore, create, and profile the exciting and accessible arts, heritage and cultural offer available to everybody.

I would like to acknowledge and thank all those involved who brought their passion and enthusiasm along with new ideas to inform this strategy. Collectively we welcome the opportunity to expand the network to create a diverse, creative and inclusive Calderdale.

Kevin Rivett
Chair, CalderdaleCreates



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What is culture?

Culture means different things to different people.
Our conversations give a broad and inclusive definition:

- The activities we enjoy and places we visit - art, craft, dance, drama, film, heritage buildings, museums, singing, libraries, literature, performance, and much more.
- From everyday culture and creativity, it includes the food we cook, clothing we wear, stories we tell or music we listen to.
- It celebrates our history and traditions across all our communities, from Brighouse to Todmorden, pace-egging to Eid.
- It can be experienced as a viewer, participant, or maker.

This strategy recognises that culture is cross cutting and contributes to the delivery of many different local priorities and that there are other strategies that address aspects of this work, for example the visitor economy, natural heritage and sport.





Summary

Calderdale Council, working with CalderdaleCreates - commissioned a Cultural Strategy for the borough. This strategy is an overarching framework to help the sector thrive and reach its potential, enabling all those in Calderdale, wherever they live, to have culture woven into their everyday lives - one of the vital components that makes life worth living.

Vision

Creativity flows through every part of Calderdale's diverse cultural landscape, inspiring and empowering us all to live rich and transformative lives.



The consultation draft was developed during August 2021. Its starting point was the collation and analysis of evidence and data, a sector audit to understand the breadth and reach of Calderdale's cultural assets, strategy analysis and horizon scanning. A conversation was opened up with the cultural sector and wider stakeholders including the Council, community representatives and funders. To date, over 1600 people have shared their views in conversations, webforms, at cultural events and focus groups, thereby informing the shaping of this strategy.

To deliver this,
5 priorities have been identified:



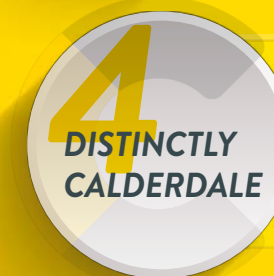
Each and every person has culture and creativity woven into the fabric of their lives – whatever their age – to delight and inspire happier, healthier lives.



Every community is empowered to grow and sustain its own cultural capacity – bringing to life the unique identity of each place and community.



The cultural sector inspires creative and regenerative actions to rebuild a sustainable future.



Businesses and visitors are attracted by the vibrancy of the cultural offer, strong sense of identity and creative possibilities.



The sector – its people and organisations – is invested in so that it flourishes and plays a unique, dynamic and effective role in wider society.



Strategy into action

The strategy needs a fully resourced delivery plan with actions agreed by the Council, communities, the cultural sector and wider partners to deliver the shared priorities. Implementation will require the cultural sector having more input on decision making and delivery, a joined up infrastructure that makes provision accessible to all and facilitates collaboration at every level.

These immediate recommended actions reflect the proposed priorities and practical suggestions identified through conversations with the sector and community representatives.

There is a recognition that public funding can be challenging, but also that investment in culture delivers significant return and is needed to achieve the Council and its partners stated ambition in delivering culture-led regeneration, realising the potential of the visitor economy, improving wellbeing and tackling inequalities.

Resourcing falls into four categories:

- Direct funding: requiring Council investment
- Leverage: using Council infrastructure to ensure existing funds are used to best effect in partnership with the cultural sector, to deliver the best community and economic outcomes, and also using direct funding to partner others' and secure additional investment.
- Capacity: to identify and connect opportunities, organisations and communities, secure funding and evidence impact.
- Energy and creativity: harnessing the sector and its existing activity in shared direction of travel, amplify the impact of existing activity through better visibility and sharing of practice.

This is only the start of a journey. There will be more opportunity to contribute more ideas, shape how activity is delivered, and bring the plans to life including during the annual planning.



The journey to date

Wild moors, beautiful woodland, side valleys, dramatic landscapes, people, stoicism, dark gallows humour, hardy to whatever is thrown at them.

Ben Myers

The Cultural Strategy will enable people to come together in shared action, shout louder and with greater impact about the positive difference culture makes to their everyday lives, while informing investment in culture. It will be delivered by the Council, Calderdale-Creates, the sector and communities coming together – empowered to play their distinct and important parts. While funding is important, and securing investment will be essential to enable its delivery, this is also about finding new ways of working with and alongside our communities, using existing resources and capacity more imaginatively.

The consultation process identified themes of health and wellbeing, the climate emergency, culture and creativity in every community, distinctiveness of place and a thriving cultural scene as areas to prioritise action, responding to the immediate challenges of rebuilding after Covid-19.

The strategy will only be brought to life by action – whether festivals, performance, everyday creativity or engaging with the rich heritage of Calderdale – imagined and delivered together with sector and community partners. Some cultural organisations and freelancers have already started developing more collaborative and community-centred ways of working. Rolling this out in a meaningful way and embedding this practice will be the focus of the next two years as the borough moves towards its celebration of culture in 2024.

The Year of Culture 2024 offers an exciting first step bringing together our communities to showcase creativity, the best in culture and its transformative potential in a dynamic, imaginative celebration of what it means to be alive and to be living in Calderdale today.

Calderdale, its culture and creativity

The River Calder runs through the Yorkshire Pennines in Calderdale. It has been the constant force of the valley. It shaped the landscape and carved its geography, permitting settlements on the valley floor and climbing the steep valley sides. It fed the industry with the wool from the uplands farms, driving the making with its powerful force and transporting the Valley's produce when tamed into navigations. It gave the people a unique identity, forged through rugged terrain, hard work and self-reliance, immense creativity and a genuine and deep kindness.

Calderdale's culture and creativity

This landscape is brought to life by the vibrant culture and creativity made and experienced by those living, working in and visiting the Valley.

The culture sector in Calderdale is characterised by myriad independent and small-scale creative organisations and individuals. This results in a vibrant grass roots culture, with particular strengths in festivals, music and literature, delivered against a backdrop of significant built heritage. Whilst heritage buildings, parks and natural heritage can be found everywhere – from the mills, to the markets, along pathways and canals, in a dramatic landscape – there is a network of community venues that are used as pop-up venues – the distribution of the cultural infrastructure is uneven across the borough.

This heritage – a distinctive part of Calderdale -has been the catalyst for culture-led regeneration and reinvention in the borough, from Hebden Bridge in the 1970s, Dean Clough in the 1980s, to The Piece Hall's recent transformation.

This has attracted creative professionals, who having developed their careers elsewhere, have returned or chosen to settle in Calderdale, bringing the best in creative practice, whether drawn by ties of family, or the quality of community and landscape to an area with huge potential for culture to develop skills and employment opportunities. Today this is seen in the innovative research into culture, health and wellbeing and in new models of collaborative and community-centred delivery being developed.

Despite this vibrancy, culture is woven so tightly into the lives of the people across all communities, and is so embedded into the

landscape, that it can be overlooked, and so the sector as a whole does not have the visibility or credit it deserves, both in Calderdale and beyond. Located almost halfway between Manchester and Leeds, and beyond the edge of Bradford, it occupies a liminal space where difference and creativity flourishes – this creativity at the margins (yet with international reach) contributes to the richness and distinctive character of Calderdale's cultural offer; but is also challenged by the hard practicalities of life and making a living.

Calderdale's communities

Calderdale is home to a rich range of different communities identified by their geography or people – whether town-based or rural, or Valley folk or 'offcumdens' from around the World coming together through shared interests or backgrounds.

Across the borough there are pockets of affluence and pockets of deprivation. This means that inequalities can be less visible, though no less real, and do not necessarily have the critical mass to attract significant additional funding. Calderdale faces particular challenges, including achieving a good start in life, and supporting a population which, unlike its neighbouring authorities, is ageing and one not predicted to grow significantly in future years.

The borough is often described as of a 'human scale', with fewer larger organisations or interventions.

In 2019 the visitor economy was growing year on year boosted by the TV programmes set and filmed in the area and investment in the Cultural Destinations programme.

The Covid-19 pandemic was unprecedented in living memory, and we are still living with it and its financial, health and human consequences. It was not experienced equally with some communities and individuals – usually those already the least resilient bearing greater costs of the lockdowns. The impact will be felt for many years to come. Calderdale Council has set out an Inclusive Economic Recovery Plan and envisages a clear role for culture in reimagining a confident future for the borough.

During the pandemic the value of culture to people's wellbeing was clearly seen, both in the activity that kept us occupied during lockdown and new appreciation of local areas, but also in the cultural activity that we missed – whether a trip to the cinema or discovering new bands in local gigs at the pub. These activities are now possible once more. However, until audience confidence fully returns, cultural organisations along with others in the visitor economy sector face an uncertain future.

Covid-19 also accelerated changes in the high street. The Council has secured funding from the Towns Fund, Future High Streets Fund and High Street Heritage Action Zones to reimagine and reinvent its town centres, with opportunities to embed cultural infrastructure and activity, to bring spaces to life and drive footfall. The Combined Authority has developed a Cultural Framework to maximise the potential of culture in driving economic recovery in West Yorkshire”.

Culture does not exist in isolation. During the consultation, the effectiveness of the transport infrastructure was often mentioned as a challenge to connectivity and access to cultural venues and activity. The dependence on the roads and rail that run along the valley floor is a challenge. You can sometimes get to places beyond Calderdale more easily than to other parts of the borough.

The urgency of the Climate Emergency cannot be overstated, although this is still not recognised by many in society. Across the world the impact of global warming is becoming clearer with wildfires, temperature extremes and rising in sea levels. The floods in Calderdale during 2015 & 2020 brought the crisis so dramatically into people's lives, and Calderdale Council was one of the first to declare a climate emergency.

The opportunity

Over the next ten years it is important that culture in Calderdale continues to thrive and grow for its own sake and there is further

opportunity to demonstrate the wide-ranging impact a thriving and resilient cultural sector can have on reducing inequalities, promoting health and wellbeing, social cohesion, resilience and economic regeneration.

Culture has already been identified as central to Calderdale's post Covid-19 recovery plan, analysis of community needs and conversations with stakeholders identified the following areas of impact:

- the creation of a larger creative life for residents by supporting their Health and Wellbeing;
- the bringing to life of the unique identities of communities;
- a resilient Valley, particularly through the Climate Emergency;
- ensuring a distinct cultural offer and sense of identity that attracts businesses and visitors;
- and the creative potential of every resident being realised, as the sector continues to innovate and lead in imagining creative solutions to shared challenges.

Calderdale is well positioned to innovate and take a lead across West Yorkshire, and the UK as a whole, in imagining cultural and creative solutions to these shared challenges.

Covid-19 offered the opportunity for many people to reimagine their work. Supporting these new ways of working and possibilities will enable a robust, relevant and sustainable recovery. An important part of this will be investing in the infrastructure to increase cultural possibilities across the breadth of Calderdale's communities, building new long-term relationships and new ways of collaborating and realising everyone's creative potential.

While culture can and does enable a vast range of other strategies and initiatives, it is essential that space is left for cultural and creative activity where outcomes cannot be as easily counted, recognising its essential role in the lives of Calderdale's individuals and communities.

The first milestone – a real marker of momentum and direction of travel, of commitment to new ways of working and making a difference in communities is the Year of Culture 2024 – a designated celebration of culture in all its forms and a demonstration of Calderdale's distinctiveness, kindness and resilience, talent and enterprise.

Vision and priorities

We see creativity flowing through every part of Calderdale's diverse cultural landscape, inspiring and empowering us all to live rich and transformative lives.

Our five priorities are:

Each and every person has culture and creativity woven into the fabric of their lives – whatever their age – to delight and inspire happier, healthier lives.

1 A LARGER CREATIVE LIFE

Every community is empowered to grow and sustain its own cultural capacity, bringing to life the unique identity of each place and community.

2 CREATIVE CITIZENS

The cultural sector inspires creative and regenerative actions to build a sustainable future.

3 A RESILIENT VALLEY

Businesses and visitors are attracted by the vibrancy of the cultural offer, strong sense of identity and creative possibilities.

4 DISTINCTLY CALDERDALE

The sector – its people and organisations – is invested in so that it flourishes and plays a unique, dynamic and effective role in wider society.

5 A THRIVING CULTURAL SCENE



Each and every person has culture and creativity woven into the fabric of their lives – whatever their age – to delight and inspire happier, healthier lives.

Background context:

“Having the time and tools to develop personal creative potential can be profoundly fulfilling, while engaging in culture is often a route to inspiration and delight. Taken together, they can help us make sense of ourselves and of each other: they provoke and uplift us; they unite communities; and they bring us joy.”

Let’s Create, Arts Council England (ACE)

“Connecting with other people, being active (e.g. dancing, exploring a heritage trail), learning new skills (e.g. playing the guitar, cooking a new dish), giving to others (e.g. volunteering) and mindfulness – all activities that are abundant in the cultural sector – improve mental health and wellbeing and help you get the most out of life.” NHS

“Loneliness can be as harmful for our health as smoking 15 cigarettes a day. The arts ... provide a recognised way of reducing loneliness and social isolation, particularly among people living in rural or disadvantaged areas.”

Culture, Health & Wellbeing Alliance.

After engaging with culture, 82% of people enjoyed greater wellbeing. Culture is cost effective. For every £1 invested in arts on prescription, a social return of between £4 and £11 has been calculated.

Calderdale’s 2019 Talkback Survey recorded that over 43% of respondents participated in cultural activities for their mental wellbeing. The need to support wellbeing has increased during Covid-19, with Calderdale seeing an 18% increase in mental health referrals.



Where we are now

Calderdale’s population is ageing. The number of people aged 70 or over is expected to rise by nearly a fifth (19%) by 2031.

Bringing ‘a good start in life’ to the same level as other life stages is a focus for Calderdale Council.

Calderdale has a vibrant cultural sector which delivers all manner of activities to a diverse range of audiences. Many are volunteer or community based.

Barriers to access remain. Activities are not always fully inclusive and accessible facilities are not universally available.

Calderdale is committed to being seen as a leading innovator in culture and wellbeing – establishing excellence in the arts, culture and health sectors, and leading the way nationally to demonstrate their impact. Cultural organisations are demonstrating what works – for example, the Victoria Theatre’s dramatherapy, Artworks’ ‘Art for Wellbeing’ sessions and Square Chapel’s Gig Buddies scheme.

Funded projects are already leveraging in additional funding, but there is a need for the costs of delivery to be shared with health service providers.

Ad hoc project funding threatens the sustainability of this activity and the limited capacity in the sector can make it difficult for partners to keep up to date with the latest activities. There is an opportunity for greater coordination to make it easier for partners to engage.

By 2032

Everyone in Calderdale - wherever they live, whatever their age - is confident in accessing and experiencing their culture.

Calderdale is a national leader in evidence-based culture and wellbeing practice.

Health professionals are informed and confident in using and prescribing cultural activities and collaborate to fund the capacity to deliver and scale up activity, operate in a coordinated and consistent manner and increase reach and impact.

Cultural organisations actively engage with their communities, ensuring as many people as possible can get involved, thoughtfully minimising barriers.



Actions

Actions for Calderdale Council

- Support initiatives to realise their potential by embedding culture across relevant strategies, brokering strategic and delivery partnerships, and securing representation on decision-making bodies.
- Set expectations for inclusion and increase inclusivity through a sector-wide Inclusion Charter; champion best practice and provide advice on funding for inclusive and accessible cultural facilities.

Actions for partners

- Continue to lead innovative culture and health research and delivery, sharing good practice and enabling the scaling up of cultural sector delivery.
- Develop a sustainable funding models that retains development and delivery capacity, secures longer-term investment and pays for cultural activity.
- Recognise Calderdale's role in delivering the cultural ambitions of the Mayor of West Yorkshire and The Combined Authority (WYCA).

Actions for CalderdaleCreates

- Create a resource list of cultural activity delivering for specific needs / target audiences.
- Facilitate a forum for deliverers to come together to align work on strategic priorities.
- Adopt an action research framework, collaborating across the sector to capture evidence and continue to innovate.



2 CREATIVE CITIZENS

Every community is empowered to grow and sustain its own cultural activity – bringing to life the unique identity of each place and community.

Background context:

“Culture and the experiences it offers can have a deep and lasting effect on places and the people who live in them. Investment in cultural activities and in arts organisations, museums and libraries helps improve lives and bring people together”

Let’s Create, ACE

Creative People & Places evidences that when communities are involved in shaping their local cultural provision, a wider range of people participate in cultural activity. And when the cultural sector works closely with community partners, activity is richer and more relevant, resources go further, and greater benefits are delivered.

“Covid-19 has affected everyone but not everyone has been impacted equally. [It] has shone a light on underlying inequalities and intensified these. Working with our communities to ensure that our residents who have been most affected by the pandemic are supported into positive economic activity will be a priority for our Recovery Plan.”

In Calderdale’s Cultural & Heritage survey, 86.6% had visited a cultural venue in the previous year.

Libraries are the most widespread and well-used cultural spaces. At the heart of communities, they often provide the first point of access to cultural activity. Calderdale’s libraries received over half a million visits in person in 2019-20.



Where we are now

Community partners and individuals have commented on the role of libraries as a key resource in their lives.

There is unequal provision of cultural organisations across the borough with concentrations in the Upper Valley and Halifax town centre. Yet there is heritage on almost every street corner.

A number of cultural organisations have been reviewing their practice, committing to closer working and co-creating with target communities.

There is no shared understanding across the wider cultural sector of co-creation techniques, although there is interest in working with under-represented communities.

While Covid-19 has allowed some to pause and refocus on their communities, others have had to retreat from outreach activity to remain viable.

Calderdale has strong community infrastructure in places with low publicly-funded cultural provision. Many community partners are keen to work with the cultural sector and are displaying good practice in developing robust relationships.

People see festivals as exciting and inclusive celebrations, bringing together different communities and cultures – whether through sharing food or exploring the reuse of materials using contemporary and traditional craft skills. A number of survey respondents mentioned the festival in People’s Park. Calderdale has expertise in community festivals and street performance.

Schools have a role in providing cultural opportunities for the widest range of children and young people. In every community, they are also an effective means of reaching families.

By 2032

Calderdale will have a joined up cultural infrastructure with every community able to lead, grow and sustain its own cultural capacity, bringing to life its unique identity and creating hubs of creativity in each community.

The Year of Culture 2024 will have emerged as a vibrant, biannual, themed celebration bringing together communities. 2024 will have catalysed this change, showcasing creative possibilities to spark the imagination and embed co-creation and inclusive practice.

Calderdale will be a centre of festival expertise and training, combining locally grown skills with global reach and recognition for infrastructure and creativity.

Creativity is embedded in the curriculum, and each child has access to formal and informal cultural opportunities that spark possibility and inspire future creativity in careers in the cultural sector and elsewhere.



Actions

Actions for Calderdale Council

- 1 Focus investment on and secure additional investment for culture capacity building in priority communities.
- 2 Use existing coordination infrastructure to create Calderdale-wide cultural volunteer resource.

Actions for partners

- 1 Develop festival 'How-to' toolkit and skills programme, drawing on sector expertise with Calderdale College.
- 2 Community partnerships help mitigate the impact of ad-hoc project funding, providing continuity of community relationships.

Actions for CalderdaleCreates

- 1 Develop co-creation capacity and skills, introducing training and peer mentoring, and building and sustaining relationships in targeted communities with a clear focus on developing trust. Identify funding streams.
- 2 Secure funding for the leadership, coordination and delivery of a year of community festivals and celebrations. Agree a unifying theme with communities and provide a research-led framework to enable local groups to participate on their own terms and bid for funds.
- 3 Re-establish the Local Cultural Education Partnership (LCEP) and place it on a firm footing to support creativity in every school.

Actions for Culture sector

- 1 Adopt and embed a collaborative and co-creative approach, learning from Creative People & Places and the OF/BY/FOR ALL movement, and identifying exit strategies or succession plans from the outset, e.g. choosing to work with existing community structures.
- 2 Support cultural capacity building in areas that are less well served by current cultural provision.





The cultural sector inspires creative and regenerative actions to rebuild a sustainable future.

Background context:

“Over the last year the Climate Emergency became visible in ways that it never has been before. To prevent heating beyond 1.5°C, we need to reduce emissions. Every fraction of additional warming above 1.5°C will bring worsening impacts, threatening lives, food sources, livelihoods and economies worldwide.”
United Nations Environment Programme

Steep valley sides, canals and rivers make Calderdale susceptible to flooding. Calderdale Council was one of the first local authorities to declare a climate emergency.

What can creatives, artists and the cultural sector bring to the climate movement? “We’re talking about people who innovate, who are creative, people with imagination, who can prompt us to think the unthinkable, think the unthinkable themselves, present us with different ways of thinking and doing, and that’s exactly what we need.”

Baroness Lola Young

“The emergency demands we prioritise our existing buildings, making refurbishment and reuse of existing buildings worthwhile. The reuse and recycling of historic buildings can reduce other negative environmental impacts such as waste production, resource depletion, water pollution, land-take, erosion and health impacts... A truly sustainable future for our precious historic environment must take a balanced approach that considers the value of our historic environment, society and the economy.”

Heritage Counts



Where we are now

Across parts of the cultural and creative sector in Calderdale, there is an interest in practicing a sustainable ethos in their work.

Projects such as the Iron People and the Landlines and Watermarks project (which was undertaken after the 2015 floods) show where culture can play a part in storytelling and awareness raising.

There is a perception that Covid-19 has displaced the urgency of the climate emergency and some cultural practitioners don’t yet understand what practical actions they can take to make a difference. The potential increase in staycations makes Calderdale well placed to move to a regenerative tourism model.

New models of procurement would enable investment in local talent development and career progression to build and retain skills locally within the creative/cultural sector. The sector needs to be playing its part in a wider multi-sector partnership.

The Council in partnership with Community Foundation for Calderdale have put in place a £1M Climate Emergency Fund. This is helping cultural and community organisations to lower their carbon footprint by investing in building retrofit; allowing groups to innovate on new low carbon transport and can support training; outreach and engagement.



By 2032

The cultural sector inspires creative community action to limit climate change.

Calderdale’s cultural sector is a leader in developing new and regenerative cultural practice – whether through theatre, festivals, art, museums or heritage.

It will actively and creatively minimise its footprint, promoting creative reuse and improving its surroundings.

Calderdale will be known as a place where the physical environment and creative sector work together dynamically and complement each other.



Actions

Actions for Calderdale Council

- 1 Identify and secure culture sector involvement in key networks and research programmes.
- 2 Ensure that accessing cultural activity and tourism are integrated into transport planning.
- 3 Broker access to green investment initiatives.
- 4 To promote creative reuse of heritage buildings.

Actions for partners

- 1 Developers and development projects should prioritise building reuse.
- 2 Tourism plans must embed regenerative practices.
- 3 Procurement models should enable commissioning of cultural activity that use local talent, building on existing provision.

Actions for CalderdaleCreates

- 1 Lead by example, identifying cross sector regional partnerships to join (or lead) alongside opportunities for the sector to make a difference.
- 2 Facilitate sector's understanding through, for example, a conference with leading environmental thinkers and practitioners, showcasing 'what works' to help the sector develop thinking and identify tangible actions.
- 3 Collate sector impact data and agree shared targets.

Actions for Culture sector

- 1 Capture data on their own impact, using it to drive their reduction on the carbon footprint; transforming delivery, programming and engagement.
- 2 Celebrate good practice to increase awareness of the sector's role in catalysing change and in influencing and inspiring action locally, nationally and internationally.



Businesses and visitors are attracted by the vibrancy of the cultural offer, strong sense of identity and creative possibilities.

Background context:

Cultural assets are at the heart of Calderdale's Visitor Economy Strategy. In 2019, £396.7 million was spent in the local area on tourism – an increase of 14% from 2018.

Following the launch of Gentleman Jack, visits to Shibden Hall increased by almost 500%, attracting visitors from all over the world.

The Piece Hall has catalysed regeneration, transforming the perception of the town – nationally and internationally – and driving footfall.

Having culture on our high streets increases footfall – libraries, theatres or museums can play a key role in hosting events and offering unique experiences that attract visitors, and also can animate the streets through cultural programming.

A distinct cultural identity supports community cohesion – cultural organisations can help build civic pride and create an increased sense of belonging in communities.

Gentleman Jack - Lookout Point Ltd



Where we are now

There is a strong identity for individual cultural assets, e.g. The Piece Hall, Incredible Edible, Dean Clough and the Trades Club.

Funding for town centre schemes are in place in Brighouse, Elland, Halifax, Sowerby Bridge and Todmorden – all with some element of cultural activity.

The Cultural Destinations programme brought partners together in a positive collaboration.

Screen Tourism continues to flourish and raise our profile internationally.

However, the opportunity arising from interest in Calderdale, following the tv show Gentleman Jack, has not yet been fully capitalised on, including necessary investment to develop the offer. Although it was delayed by the pandemic, another series is in production. Increased interest in the area is also anticipated following the upcoming television adaption of the Gallows Pole.

There is a significant and extensive heritage offer with good geographic spread across area.

There is a perception of a tired infrastructure, e.g. Victoria Theatre, Bankfield Museum, Shibden Hall. A tourist destination needs to capitalise on its assets. Historic buildings should be seen as opportunities and not challenges.

There is a good filming support infrastructure and there is an opportunity to be known for and to grow local capacity and skills across Calderdale's cultural infrastructure.

By 2032

Calderdale celebrates its cultural assets; they are fully used and investment is maximised.

Culture is at the heart of a reinvented high street offer, showcasing the distinct identity of each town and driving footfall.

The visitor offer is integrated with emerging products, such as a new TV series and additional investment is secured to maximise the potential and ensure visitors want to return. The physical, intangible and digital cultural infrastructure seamlessly blend creating new hybrid art and experiences.



Actions

Actions for Calderdale Council

- ④ Promote practice sharing to inform town centre development plans, learning what works elsewhere, e.g. through visits, to ensure the solutions adopted build on current good practice.
- ④ 'What's on' information clearly signposts activities across the sector in a timely manner – through both digital and local offline tools.
- ④ Co-ordinate initiatives to ensure the cultural offer is ready to take full advantage of opportunities following TV drama broadcasts.
- ④ Develop an investment plan to make cultural assets fit for the needs and expectations of contemporary audiences, including accessibility.
- ④ Identify practical support for cultural venues undertaking capital projects, e.g. cash flow.

Actions for partners

- ④ With CalderdaleCreates, develop procurement guidance for businesses; promote the benefits of commissioning quality cultural activity from Calderdale based creatives, building on the existing business support programmes.
- ④ Use Town Centre investment to increase the visibility of cultural infrastructure and activity.

Actions for CalderdaleCreates

- ④ Horizon scanning to identify hybrid digital programming, information and experiences.



A THRIVING CULTURAL SCENE

The sector – its people and organisations – is invested in so that it flourishes and plays a unique, dynamic and effective role in wider society.



Background context:

“Having a cultural strategy in place, as well as strategic partnerships with combined authorities or other independent cultural institutions, increases the likelihood of securing larger amounts of funding, such as from Arts Council England. This is because those councils are seen as demonstrating a strategic commitment to culture and the role it can play for society.” **Local Government Association**

In 2020 the creative industries were the fastest growing part of the UK economy... the potential for future growth is clear.

The majority of creative enterprises employ fewer than 10 people, and over a third of the sector's workforce are self-employed.

NESTA

Commercial businesses, publicly-funded organisations, and freelancers work hand in hand across supply chains and internationally to produce the creative services and products. Recognising and enabling this partnership and collaboration is essential to creative and economic success.

Kyze Photography - Last Tango in Halifax



Where we are now

A new cultural partnership has been established by the sector. Cultural organisations have worked together to agree its Vision, Mission and Values and are ready to collaborate in delivering this cultural strategy. An inclusive membership will be crucial to effective and impactful delivery.

The role of culture is written into the Council's key strategies, including the Visitor Economy Strategy; Inclusive Economic Recovery Plan and Town Centres plans.

Culture currently sits within the council's Customer Services workstream. At organisational level there are sustained and productive links to regional and national initiatives such as the National Academy for Social Prescribing. However, the sector experiences a lack of operational connectivity and there is inconsistent visibility and understanding of the sector and its offer.

Sector organisations would welcome business support or advice, tailored to their structures, including fundraising, finance and HR. There is a pool of qualified people living in Calderdale, but working elsewhere, including internationally. Poor pay and instability was noted.

Recovery from Covid-19 will take a number of years. The next 12 months - 2 years will be most critical to organisations' survival.

There is opportunity for a creative approach to routes into the sector and investment in progression, collaborating with Calderdale College and joining across art forms, to create critical mass and development opportunities that reflect tomorrow's sector.

By 2032

Culture and the creative industries sector in Calderdale are visible; championed by the community and decision-makers.

The sector regularly comes together to identify and deliver partnership solutions, whether advocacy, delivery of strategy priorities, or sector development.

The cultural partnership is thriving, connecting the sector and brokering new opportunities.

A new biannual festival celebrates Calderdale's culture and communities.

There are increased skills pathways to enable more people to pursue a creative career at whatever age.



Actions

Actions for Calderdale Council

- Increase the visibility of culture and its impact across the Council, Councillors and strategic partners; continue to secure recognition of its role in wider strategies.
- Embed appropriate mechanisms to join up cultural activity and opportunities across the Council.
- Enable the Cultural Partnership to move forward as a dynamic, ambitious and collaborative leadership and delivery force; evolving the Council's role as this develops.
- Secure additional investment in the Cultural Strategy priorities.
- Broker access to existing business support; enabling it to be adapted to the particular needs of the cultural sector.
- Agree a minimum core set of data across the sector to support advocacy and inform delivery, e.g. visits or participation, motivation; workforce.
- Connectivity: bring together the sector for networking. Ensure structures enable all to participate with clear communication of opportunities, decision-making and sharing practice.
- Increase the visibility of the sector and its offer, e.g. introduce annual culture awards or celebrations.
- Secure funding to increase partnership capacity to lead and coordinate, co-creation skills development and relationship building. Increase connectivity and put building blocks in place for future partnership work, including for Year of Culture 2024 delivery. Given the clear heritage and arts outcomes of inclusion and resilience it would be appropriate to approach National Lottery Heritage Fund and ACE. This could be as part of a wider Festivals bid including engagement, business support, marketing and third-party grants.
- Develop partnerships with academic institutions. Build research and evaluation into each initiative. Working in the spirit of action research: trying things out, taking risks and learning from experience.

Actions for partners

- Work with WYCA and Calderdale College to develop cross-sector apprenticeships and 'Ladders of Opportunities' for under-represented groups, including skills in cultural delivery – from festival accounting to creative practice.

Actions for CalderdaleCreates

- Systematically build advocacy and leadership capacity, investing in key relationships, securing representation on key decision-making bodies e.g. wellbeing, place, climate emergency, and building practices that enable connections to be made and knowledge shared.
- Identify mentoring support to increase the sector's capacity and confidence to advocate and represent effectively. Establish peer learning groups.



Appendix A:

Data, KPIs and Evidence

Nationally, the evidence base for the contribution of culture to wider priorities such as health and wellbeing is robust. However, the data for the sector in Calderdale is more limited. Currently, there is no collective data, or agreed core data collected across the cultural sector within the local authority area. Different parts of the sector, paid and free to enter attractions work to different metrics.

Consultation conversations highlighted the diversity of the sector and pressures on capacity that will present challenges if individual organisations are required to capture data, but also some willingness to explore capturing a core set of data with agreed definitions, particularly if this data will help inform business decisions. Ultimately, as the strategy evolves, it would be useful to consider one overarching headline indicator – for example sports use of physical activity. However, at present it is felt that this is too early and could distort the focus of the Cultural Strategy.

Proposed KPIs

1 A LARGER CREATIVE LIFE

A larger creative life - as the case between participating in cultural activity and wellbeing is established, it is suggested that a proxy indicator of participation levels is captured.

KPI - Reach – Participation postcodes – for venues, activities and defined events

KPI - Annual Local Perception Survey - measuring participation; engagement & value

2 CREATIVE CITIZENS

KPI - Participation numbers – for venues, activities and defined events

KPI - Volunteer numbers and volunteering hours

3 A RESILIENT VALLEY

While urgent, this is still a relatively new area of measurement for the sector. It is anticipated that this practice will change quickly over the coming years, and more rounded indicators will become more relevant.

KPI - net zero by 2038 with significant progress by 2030 in line with Council targets for the borough, across every part of cultural sector activities.

KPI - Change in perception of climate emergency and resulting action as a result of attending cultural activities and events (event evaluation, baseline data available from Citizens Panel survey)

4 DISTINCTLY CALDERDALE

Already captured
KPI - Amount spent in the local area as a result of tourism (in millions)
Distinctive – Resident perception index

KPI - I think that Calderdale is a great place to live

KPI - Total estimated actual jobs supported by the visitor economy in Calderdale

5 CULTURAL SCENE

KPI - Investment levels (ACE/NLHF dashboard of lottery / local authority data)

KPI - Stakeholder perceptions (targeted survey)

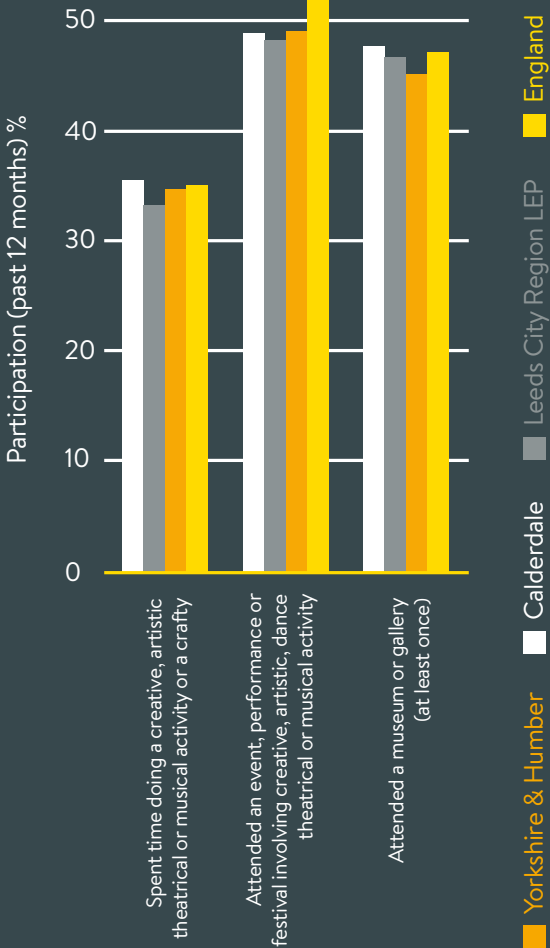
KPI - Number of cultural businesses (ONS)

Snapshot of Cultural Organisations



Participation and engagement (pre Covid-19)

The Active Lives survey, measured arts participation by region and local authority between 2015 and 2017.¹ For Calderdale, all three categories are similar to the national average.



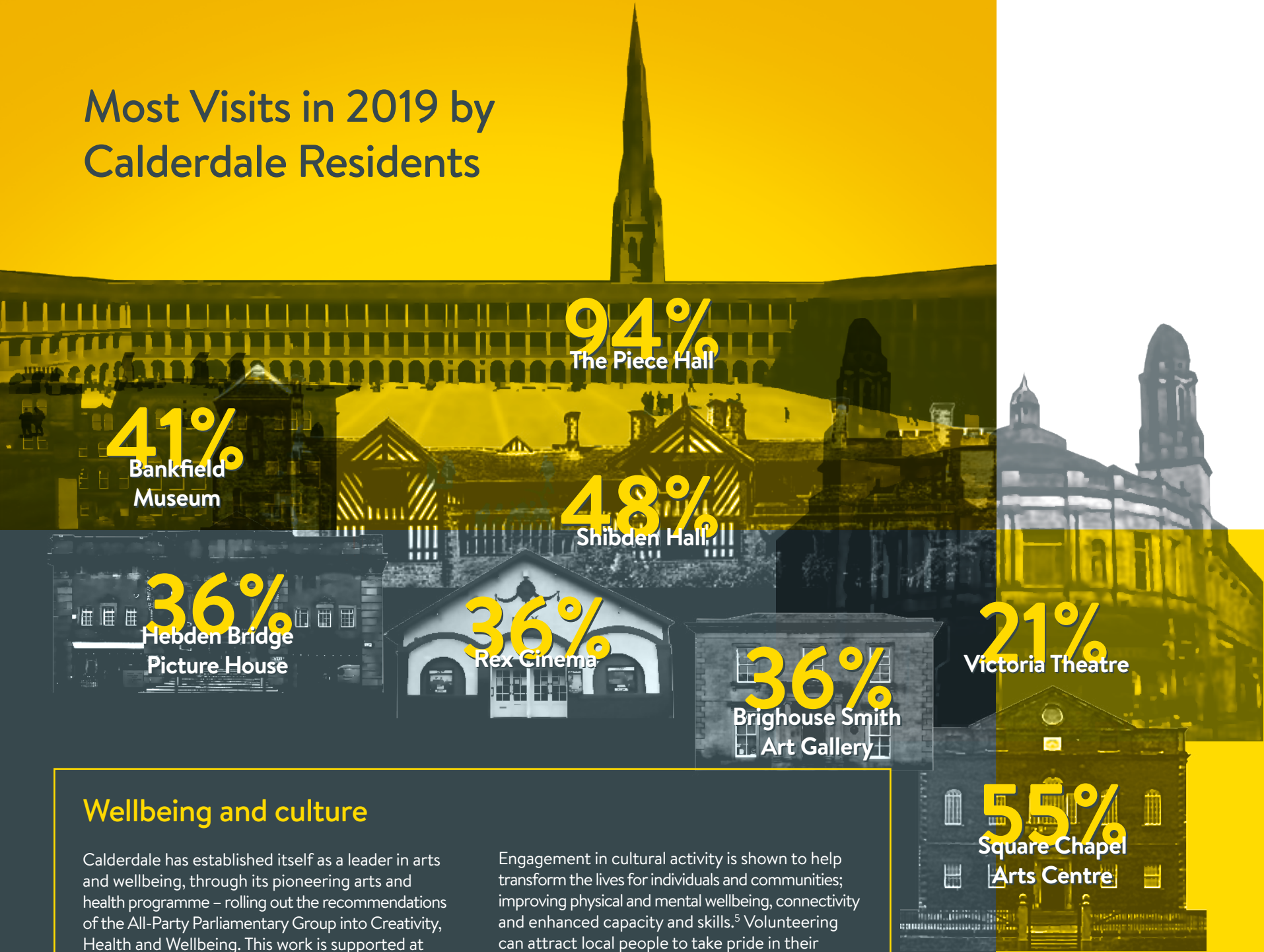
We are Calderdale ²	2019	2020	2021
Offers a variety of opportunities for people to get involved in arts, culture & heritage	63%	72%	62%
An attractive place to visit	87%	86%	84%
A creative place where people are easily able to try new things	56%	61%	56%
Attending one or more event attractions in the last year	85%	85%	
A great place to live	73%	74%	

2019 Culture & Heritage survey

86.6%	respondents had visited a cultural venue the previous year.
55.4%	visited a library (38.7% in the past month).
89.9%	of survey respondents agreed that cultural venues, festivals and events helped 'make the local area a better and more desirable place to live'.
85.6%	agreed they help 'the local economy by attracting more visitors to the area.' ³

1 www.artscouncil.org.uk/participating-and-attending/active-lives-survey/section-1
2 <https://dataworks.calderdale.gov.uk/dataset/perception-survey>
3 www.calderdale.gov.uk/council/consultations/engage/view.jsp?id=18479

Most Visits in 2019 by Calderdale Residents



Wellbeing and culture

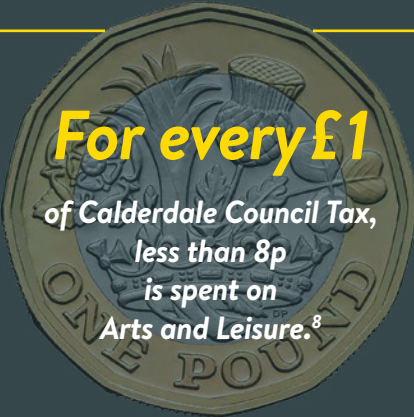
Calderdale has established itself as a leader in arts and wellbeing, through its pioneering arts and health programme – rolling out the recommendations of the All-Party Parliamentary Group into Creativity, Health and Wellbeing. This work is supported at every level of the Council and is connected into the new National Centre for Creativity – building a robust evidenced way forward. The creation of a specific role hosted by SWYFT, using seed corn funding from Arts Council, the CCG and Calderdale Council has brought the much needed capacity to lever significant additional funds, develop imaginative new ideas to pilot and plans for moving towards a sustainable future.

Engagement in cultural activity is shown to help transform the lives for individuals and communities; improving physical and mental wellbeing, connectivity and enhanced capacity and skills.⁵ Volunteering can attract local people to take pride in their cultural environment. It has recently been argued that volunteers will play a significant role in the recovery of museums and heritage sites following the pandemic⁶.

Museum Volunteers: over **7,000 hours** of volunteer time per year.⁷

Investment in culture

The local authority is both a commissioner of culture and a provider of services, including arts development, museums, library service, heritage, the visitor economy and West Yorkshire's Archive Service.



5 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/416279/A_review_of_the_Social_Impacts_of_Culture_and_Sport.pdf
6 <https://drive.google.com/file/d/14C-54M1DyAisuBa6bbFUVPDHOG10n-RkK9/view>
7 www.calderdale.gov.uk/v2/residents/health-and-social-care/joint-strategic-needs-assessment-jsna/wider-determinants/culture#current-provision
8 www.calderdale.gov.uk/v2/council/budgets-and-spending/budget-2020/money

3 Arts Council
National
Portfolio
Organisations

Northern Broadsides /
IOU Theatre / Arvon

12%

of Covid-19 emergency
relief applications
administered by
Community Foundation
for Calderdale

Project funding is a characteristic part of the sector, but the sector and community partners consistently reported that its stop-start and ad hoc nature was a frustration when trying to build deep and meaningful relationships with communities. Some noted that they try to continue the work unpaid and in their own time – essentially funding the work themselves.

Over a 10-year period, Calderdale has benefitted from arts and heritage grant funding.

Grant Funding 2010-2020	No. of Awards	Amount
Arts Council England	305	£19.7m
National Lottery Heritage Fund	33	£5.1m
Pandemic Emergency Fund	93	£0.53m
DCMS Cultural Recovery Fund	25	£4.2m

Regional Project Grants funding by ACE to local authority areas in Yorkshire, per person equivalent:



Source: <https://fabians.org.uk/wp-content/uploads/2020/09/Fabians-Cultured-Communities-Report-D4-1.pdf>



Appendix B:

Children & Young People

11 www.dur.ac.uk/creativitycommission/report/firstreport/
12 www.dur.ac.uk/creativitycommission/report/secondreport/
13 www.artscouncil.org.uk/children-and-young-people/working-partnership
14 www.calderdale.gov.uk/v2/residents/education-and-learning/schools/school-performance-tables-and-statistics

Creative learning and careers

The 2018 Durham Commission into creativity and education looked at the role creativity and creative thinking should play in the education of young people – across the whole curriculum. It was set up in recognition across the business, education and public sectors that for the economy, culture and society to flourish, young people’s creativity needs to be nurtured. It particularly noted that young people from disadvantaged backgrounds were where opportunities for creativity are most limited – something that will continue to perpetuate inequalities across society.¹¹ There is no workforce or governance data for the heritage sector.¹²

Local Cultural Education Partnerships (LCEPs) were established to support children and young people to fulfil their creative potential and access high-quality cultural experiences where they live, go to school, and spend their free time.¹³

Calderdale Local Cultural Education Partnership (Calderdale LCEP)

Calderdale LCEP is an emerging piece of cultural infrastructure which will work cross sector to support and develop opportunities for children and young people, especially from disadvantaged circumstances, to access, engage with and benefit from the arts and culture. Creativity is seen as one of the key personal assets that determines a healthy and fulfilling life and is one of the skills and attributes most prized in the career’s marketplace.

By supporting engagement with the arts and culture the LCEP will work with partners to support children and young people to live happier and more fulfilling lives, access wider opportunities and be better prepared for the world of work through creativity. The LCEP consortium is driven by key cultural partners: Artworks, IOU Theatre, The Victoria Theatre, The Piece Hall, Calderdale Music Trust and Eureka! The National Children’s Museum. This consortium once formalised will be supported by a cross sector governance structure and a wider membership base drawn from across Calderdale.

Youth Voice

The voice of children and young people is key to the ongoing development of the Cultural Strategy and will shape the future work of the LCEP. The LCEP is currently planning a large-scale consultation with children, young people and those organisations and individuals who help inform, shape and guide their development to better inform the strategic cultural agenda going forward.

There are currently 100 state funded schools in Calderdale, with 36,732 pupils: 84 primary; 12 secondary; 2 all-through schools; 1 sixth form college and 1 pupil referral unit.¹⁴ Of these, 11 are engaged in the Arts Mark scheme -the creative quality standard for schools and education settings.

Outside of school, young people can pursue an Arts Award – a unique qualifications support for young people to develop as artists and arts leaders and is open to anyone aged up to 25. In Calderdale there are eight Awarding Centres and two supporter organisations.



Employment

Creative workforce

The 2018 national survey ‘Panic! Social Class, Taste and Inequalities in the Creative Industries’, found that people from working-class backgrounds made up only 18.2% of those working in music, performance, and visual arts; 12.6 % in publishing, and 12.4% for film, TV, and radio.¹⁵ The Arts Council set out its creative case for Diversity in recognition that in particular Black, Asian and ethnically diverse workforce and disabled people are not fully represented in sector audiences and to address this need, to start with decision-making governance and workforce. 13% of the workforce defines as Black, Asian or ethnically diverse workforce; 7% as disabled.¹⁶ There is no workforce or governance data for the heritage sector.

There is an increasing recognition that people’s careers are not linear, particularly in the cultural sector they are portfolio-based, incorporating freelance, contracts and often non sector work, where people may leave and enter the workforces at different points. This is a particular characteristic of the small-scale organisation and sole trader. No comparable information exists on the sector workforce across Calderdale.

Calderdale College is keen not to just be about digital, health and business. “Calderdale has amazing culture which we need to represent -creativity is just as important as other programmes.” They seek to partner with the creative/cultural industry to give students practical placements, challenge barriers of parental perceptions, lack of job opportunities ‘and make it clear that there is a career path in culture’. It runs courses from Level 1 to BA (Hons), including art and design, acting and music-‘all focused on the end point for students, to give them transition into employment and a meaningful career’. The potential of creative approaches is also recognised; and arts programme tutors are also used on Re-Start Programmes (foundation-level skills), for students requiring additional support.

15 <https://createlondon.org/event/panic-paper/>
16 www.artscouncil.org.uk/developing-creativity-and-culture/diversity NB this relates to NPOs only, not the wider workforce.
17 www.artscouncil.org.uk/publication/contribution-arts-and-culture-industry-uk-economy-0
18 <https://westyorkshire.moderngov.co.uk/documents/s18945/Item%205%20-%20Appendix%202.pdf>
19 <https://dataworks.calderdale.gov.uk/dataset/companies-in-calderdale>
*Companies House Data
20 Audience Agency 2019/20 estimated audience figures

Economic impact of Culture

Prior to the pandemic the creative industries were growing at four times the rate of the general economy.

UK 363,700¹⁷
creative jobs;
Contribution to economy:
£10.8 bn

West Yorkshire

c47,000 creative jobs;
7,000 creative sector businesses;
economic output **£835** million (GVA) in 2018.
Employment increase up **30%** (2015 - 2018).¹⁸

Calderdale

212^{*} creative sector businesses
Tourism/Visitor Economy
7,930¹⁹ jobs **£396.7** million GVA

Visitor Economy

Calderdale’s venues, towns, natural and built heritage is a key driver of growth.

Venue	Visitors ²⁰
The Piece Hall	2 million
IOU Theatre	327,000
Eureka! The National Children’s Museum	300,000
Calderdale Museums	164,000
Victoria Theatre	106,000

The Piece Hall - £7.2m GVA

500% increase in visits to Shibden Hall – the home of Anne Lister, following Gentleman Jack BBC TV series.

Appendix C:

The challenges and opportunities were the salient points, taken from an initial SWOT analysis that incorporated the findings from desk-based research undertaken as part of the consultation process, along with the wealth of information shared in the stakeholder and community conversations and previous survey data.²⁴

24 Creative Sector Covid-19 Impact Survey Results – Calderdale Analysis

Priority	Challenges	Opportunities
<div>1</div> <div>A LARGER CREATIVE LIFE</div>	'The sector needs to get their mindset right – not fitting the arts into a NHS mindset – the arts are different in all sorts of ways.'	The need for increased mental health support is required more than ever, post Covid-19.
	Current funding model focusses on short term ad hoc projects.	Give everyone a mental wellbeing / culture voucher for a free / discounted visit / activity. NPO / longer-term funding – e.g. 3 years+.
	'GPs & link workers are yet to be convinced (unlike sport)'.	Invest in GP / link workers advocacy and awareness / training.
	Disability facilities / access are mixed in heritage buildings. Often community settings are used by cultural organisations – 'Most [disabled] people tend to leave Calderdale for accessible days out – many don't go to the theatre and cinema'.	Developing an 'Inclusivity Charter' would improve access for everyone, not just disabled people – 'get it right for disabled people, get it right for everyone'.

Priority	Challenges	Opportunities	
CREATIVE CITIZENS	Creative Citizens	Hit and run projects - without building dialogue and discussion – more practical to fund, but unlikely to result in meaningful change – that is slow and not obvious.	Continue the conversation with small-scale & different communities through the Cultural Strategy Delivery Plan.
		The ‘Asian’ community are often seen as a single entity, but are ‘Not one single community - there are many different communities, with their own needs and personalities’ Communities need to see the culture to know they want it or would like it.	Invest in action research projects for targeted areas to address perceptions of inequalities and likewise perceptions of culture.
		The Pandemic has curtailed outreach programmes for some – will be some time before they can be reinstated. Need to focus on getting people into venues for their survival.	Galvanise high community strength and existing infrastructure to build solutions e.g. in Park/ LGBTQ+. Use regional best practice that’s in and of the community.
		‘The voluntary sector is so closely linked to the community that sometimes it is underestimated by professional arts organisations’.	Promote cross-community working across culture and different festivals ‘look at a theme that everyone can be part of ... like food, climate, music ...
		National curriculum and loss of arts subjects.	Capitalise on the strong offer of primary & secondary schools learning in the borough and the emerging LCEP to enable collaborative connections with families through Arts Mark, Arts Award & other activities.
		‘Often engagement with culture in Libraries missed’.	Make better use of library infrastructure network and online offer that is embedded, trusted and reaches every community.





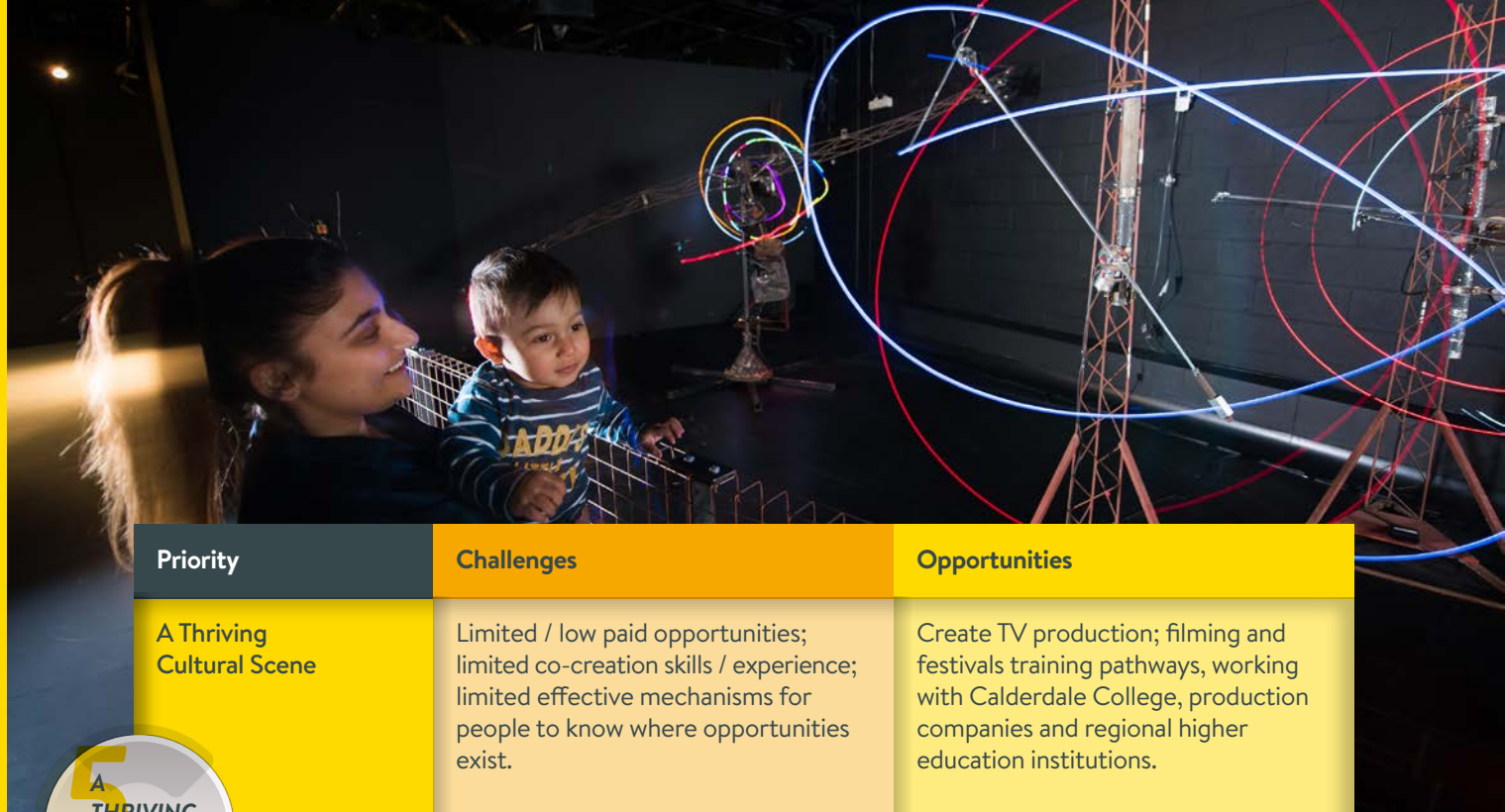
3 A RESILIENT VALLEY

Priority	Challenges	Opportunities
A Resilient Valley	Sector and community conversations to date don't recognise urgency re climate nor identify it as a priority.	Do what we do well - story telling 'There's a real role for arts and culture in promoting it, eliciting an emotional response and a collective excitement.'
	The valley's very prescient experience of the climate emergency through widespread flooding. 'The issues of flooding is real to the people and the valley.'	Produce largescale works across performance, community and the public realm with renowned international artists like Andy Goldsworthy on natural flood defences or Northern Broadsides Iron Giant inspired by Ted Hughes' Iron Man and Iron Woman. 'creatively exploring environmental sustainability and social justice'.
	Carbon footprint of festivals and tourism needs to be addressed '2038 is the target for carbon neutral' .	Invest in regenerative tourism through the Visit Calderdale brand. Promoting staycations as alternative to holidays abroad. 'Calderdale as a tourist destination - don't fly around the world - Visit Calderdale'.
	Calderdale's exceptional built heritage should be better understood and appreciated.	Seek to maximise opportunities for increasing the recognition, understanding and appreciation of our historic environment. Examples of this could include the production of documents such as conservation area appraisals, management plans, and design guidance; training; and increased working with local interest groups. Seek the retention and reuse of historic buildings and structures wherever possible. Seek to maximise funding opportunities relating to the historic environment.
	Knowledge and understanding of climate issues by the sector is low in order to gain sufficient quick wins.	Build on the current sector skills to develop a grown local festival capacity, with training for young people. There is potential for the creation of jobs. 'Lots of cultural jobs are already green and low carbon'.



4 DISTINCTLY CALDERDALE

Priority	Challenges	Opportunities
Distinctly Calderdale	An experience of poor/tired infrastructure will limit return visits.	Investing in the infrastructure around Gentleman Jack - driven tourism, and learning to support the potential of the Gallows Pole (and subsequent productions).
	Absence of street level art in shopping /urban centres.	Capital underwriting – supporting planned capital investment of independent ventures to enhance the cultural spaces and places.
	The industry lacks a standardised pay model that can retain experienced talent within Calderdale. 'We are always bumping into other Calderdale companies performing round the country -but not in Calderdale.'	Revive town centres, through revenue investment to match capital monies to drive footfall and increasing dwell time on the high street, using street performance or art in empty shops or other animation.
	There is a need to create infrastructure to support the sector through training and peer to peer mentoring.	Work with Calderdale based textiles and contemporary makers / manufacturers to expand and promote the rich textile heritage, identity & influence. 'The Story of Cloth - not an accident that they're in Calderdale.'
	Accessibility of historic buildings challenging.	Expand on Shibden Hall as a beacon for inclusivity – accompanied by a concerted fundraising effort 'One of the outputs could be that Shibden becomes Grade 1 listed-reflecting Anne as a historic figure and her significance to LGBTQ.'
	There is no co-ordinated major music festival in Calderdale to profile local talent and provide support to venues.	Embrace & encourage the growth of the grassroots music sector as new music is a new narrative for Calderdale. 'There is a really healthy appetite for contemporary bands.'



**A
THRIVING
CULTURAL
SCENE**

Priority	Challenges	Opportunities
A Thriving Cultural Scene	Limited / low paid opportunities; limited co-creation skills / experience; limited effective mechanisms for people to know where opportunities exist.	Create TV production; filming and festivals training pathways, working with Calderdale College, production companies and regional higher education institutions.
	Unequal distribution of cultural infrastructure; - approach isn't widespread or fully embedded. 'Calderdale organisations often book too late and offer lower fee'.	Rethink sector models post Covid-19 need to improve sustainability. Breathe life into the sector, with a proactive approach to planning & delivering activity.
	Bridge the connectivity gap - Lack of tangible support for shared initiatives.	Create a Leadership development programme and provide the partnership with capacity investment and introduce a culture awards scheme.
	Low levels of investment for major culture and heritage projects, comparable to other places.	Expand linkages to the West Yorkshire Mayor's culture committee, fund and forum.
	The Cultural grants investment fund is insufficient to meet changing needs.	Create the environment for more Calderdale based organisations to gain NPO status.



Appendix D: Conversations and Participants

Cultural Strategy Steering group

Artworks
The Pennine Guitar Centre
Calderdale Council

The Piece Hall
Northern BroadSides
The Victoria Theatre

Calderdale culture sector stakeholders

Annapurna Indian Dance
Art in Calderdale
Arts for Brighouse
Arvon Foundation
Birchcliffe Centre
Calder Youth Folk
Calderdale Creativity & Health Programme
Calderdale Film Office
Calderdale Industrial Museum
Calderdale Music Trust
Creative Minds, SWYFT
Culture Walks and Talks
Curious Motions
Dean Clough ACDC
Dean Clough Artists
Dog House Music Promoters
Duke of Wellington's Regiment
Egg Power Productions
Eureka! The National Children's Museum
Fire and Water
Flame Oz / Halo / Calvos
Flamingo Chicks
Halifax Antiquarian Society
Halifax Heritage Tours
Halifax in the Great War
Halifax Minster
Halifax Music Trail
Halifax Organ and Choral Academy
Halifax Thespians

Handmade Parade
Happy Valley Pride
Hebden Bridge Arts Festival
Hebden Bridge Film Festival
Hebden Bridge Open Studios
Hebden Royd Town Council
Hope Chapel
IOU Theatre
JD Accoutrements
Leeds Arts University
Local Cultural Education Partnership (LCEP)
Meandering Bear
Mr Wilson's Second Liners
Northern BroadSides
Pennine Heritage
The Piece Hall CEO
Plunge Boom
Square Chapel
The Cloud Gallery
The Grayston Unity
Thingamijig Theatre
This is Rupert
Todmorden Town Deal Board Member
Visit Calderdale
Welland Health & Wellbeing Festival
What is Drum at Callis Mill
Working Part Arts
Yorkshire and Humber Visual Arts Network

And freelance artists, authors, musicians, poets, performers and producers

Wider stakeholders

Arts Council England
Calderdale Citizens Advice Bureau
Calderdale College
Cath and Angus Music
Christ Church, Sowerby Bridge
CMBC BAME Network
Community Foundation
Halifax BID
Halifax Opportunities Trust
Historic England

IVE
Memory Lane Café
National Lottery Heritage Fund
New Writing North
SW Yorkshire Partnership NHS Foundation Trust
Staying Well
Visits Unlimited
Voluntary Sector Infrastructure Alliance
Welcome to Yorkshire

Focus Groups & Events

Calderdale Scrutiny Place Committee
CMBC Jobseeker & Employment Programme
Himmat – BAME Community

Let's Grow Calderdale Half Term Holiday & Christmas Family Events
Visits Unlimited – Disability Access to Cultural Venues

Appendix E: CalderdaleCreates

CalderdaleCreates a new Cultural Partnership for the borough, drawing together cultural sector, community and Council partners.

Its mission is to:

Shape & lead on the development & delivery of a new long-term Cultural Strategy for Calderdale.



Its Vision is that:

We see creativity flowing through every part of Calderdale's diverse cultural landscape, inspiring & empowering us all to live rich & transformative lives.



Its values are, in play and work, to be:

Connected: We will be alive & attuned to what matters to all of Calderdale's communities & celebrate our diversity.

Open: We will be clear, honest & responsible about what we are doing, why & how.

Imaginative: We will nurture new ideas & develop creative practice whilst championing our heritage.

Responsible: We will think & act in ways that protect & care for our local & global environment.

It has identified the following priorities:

To develop CalderdaleCreates as a strategic & influential partnership.

To develop Calderdale's cultural infrastructure & community.

To maximise the positive impact of arts & culture on people's lives.

www.calderdalecreates.co.uk



Photo creditations

Page	Photo Image Credit	Organisation / Activity
Cover	Calderdale Council Archive	Heptonstall church and Stoodley Pike
Cover	Ellis Robinson	The Aftermath, Northen Broadside
2	Astrofax	Calderdale Landscape
3	Matt Radcliffe Photography	Paint Experiments, Creative Health Holidays, Artworks
4	Ellis Robinson	The Aftermath, Northen Broadside
5	Craig Shaw	Ghost Caribou by Thingumajig Theatre at Todmorden Lamplighter Festival by Handmade Parade
6	Trust a Fox Photography	James at The Victoria Theatre, Halifax
6	Dave Croft Photography	Happy Valley Pride Festival 2021
8	©Rachael Munro-Fawcett	Pennine Way Walk To Well-being (Basement Recovery Project)
9	Nigel Hillier	Let's Grow Calderdale October 2021, Halifax Borough Market
10	Calderdale Council Archive	Waterfall
12	Ellis Robinson	Diwali, The Piece Hall
13	Calderdale Council	Shibden Hall, Calderdale Museums
13	Steven Lord	Brighouse Arts Festival / Arts for Brighouse
13	Ian Hodgson	Lantern puppets by Thingumajig Theatre
14	Ian Hodgson & Craig Shaw	Glow Winter Festival 2021, Sowerby Bridge
15	Dave Croft Photography	Happy Valley Pride Festival 2021, Hebden Bridge
15	Katrina Heath	Story Magic Theatre, St Augustines/Together We Grow Healthy
15	Live Music Now	Holiday Programme, Todmorden
16	The Russian State Ballet and Opera House	Music in Care Residency – delivered by Live Music Now
17	The Piece Hall	commissioned by SWY NHS
18	Harry Archer, ViewPoint Photography	Victoria Theatre, Halifax
19	IOU Theatre	Embrace
19	Ackley Bridge	Let's Grow Calderdale December 2021, Halifax Borough Market
19	Frank Darnley	My Three Words
20	Craig Shaw Photography	Episode 2
21	Mark Radcliffe Photography	Meanwhile Spaces Project
21	Astrofax	Hebden Bridge Arts Festival
22	Calderdale Council Archive	Calderdale Council Markets
23	Andrew Kim	Halifax Skyline
23	Dean Clough	Norland Landscape
23	Calderdale Council Archive	Avocet giant puppets by Thingumajig Theatre (Hebden Bridge)
23	Nigel Hillier	for RSPB section of COP26 Global Day of Action
23	Calderdale Council Archive	Iron Man
24	Graham Poucher	Landscape frame
25	Eureka! The National Children's Museum	Let's Grow Calderdale October 2021, Halifax Borough Market
25	IOU Theatre	Heptonstall church and Stoodley Pike
26	Lookout Point Ltd	PR ROKT, Brighouse
27	Gerard Liston	Arboreal
27	Calderdale Council Archive	Rear View/ Storytelling Bus
27	Steven Lord	Gentleman Jack
27	Helen Mellor	Calderdale
27	Happy Valley	The Church of St Thomas a' Becket, Heptonstall
28	The Piece Hall	Brighouse Arts Festival / Arts for Brighouse
29	Eureka! The National Children's Museum	Lumb Bank, Arvon
29	The Piece Hall	Series 2
30	Kyte Photography	The Piece Hall
		Arboreal
		Tour de Yorkshire
		Last Tango in Halifax

Page	Photo Image Credit	Organisation / Activity
31	Last Tango in Halifax	Series 2
31	Toby Cotterill	c/o Hebden Bridge Open Studios Empower Ring
31	Ian Hodgson & Craig Shaw	Glow Winter Festival 2021, Sowerby Bridge
32	Kate Boyce	c/o Hebden Bridge Open Studios Landscape
33	Calderdale Council	Bankfield Museum, Calderdale Museum
33	Kate Lycett	c/o Hebden Bridge Open Studios Kate Lycett Studio
37	Steven Lord	Brighouse Arts Festival / Arts for Brighouse
37	Michael Ainsworth	The Grayston Unity
37	Stella Hill	"Windows" acrylic on panel, a self portrait
38	Matt Radcliffe Photography	Paint Experiments, Creative Health Holidays, Artworks
38	Sarah Mason	Arvon
40	Ellis Robinson	The Piece Hall
40	Calderdale Council Archive	Calderdale Council
40	Dale Webster	Local Portraits, Luddenden
40	Square Chapel	Roger Davies and His Band
41	Steven Lord	Brighouse Arts Festival / Arts for Brighouse
42	Mark Flynn	Rhythm & Brews, Curious Motion, Elland 2021
43	Sarah Mason	Arvon
44	IOU Theatre	Pattinarium/ Volatile Light at Eureka 2019
44	Kate Phillips	Opal's Comet by Sonya Moorhead, produced by Mr Wilson's
46	Dave Croft Photography	Happy Valley Pride Festival 2021
47	Matt Radcliffe Photography	Eperimental Print Making, Creative Health Holidays, Artworks
47	Chris Lord	Wellbeing Weekend, The Piece Hall
47	Matt Radcliffe Photography	Paint Experiments, Creative Health Holidays, Artworks
47	Matthanee Widhayapond	Golden Lion, Todmorden
47	Harry Archer, ViewPoint Photography	Himmat Healthy Holidays 2021
47	Dave Croft Photography	Happy Valley Pride Festival 2021
47	Dave Croft Photography	Happy Valley Pride Festival 2021
47	Hannah Nunn	c/o Hebden Bridge Open Studios Hannah Nunn
47	Harry Archer, ViewPoint Photography	Himmat Healthy Holidays 2021
47	Calderdale Council Archive	Calderdale Council
47	Calderdale Council Archive	Calderdale Council

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Astrofax is a unique time-lapse film based entirely of footage from Calderdale. The film takes us on a journey through the day and onto the night and features most of Calderdale's landmarks from different perspectives. The film is a mixture of time-lapse and aerial footage taken from multiple times of the day over many seasons. Some of the most challenging aspects of this project has been to create astrophotography time-lapse video. The film contains approximately 30,000 individually taken images which have been compiled into time-lapse footage: <https://www.youtube.com/watch?v=-z22QTrKTWO>



This Strategy was produced by Mustard& CIC in collaboration with individuals and organisations from across Calderdale and beyond.



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