

Looking to Herefordshire's creative and cultural future



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1.0 FORWARD

To be drafted by Herefordshire Cultural Partnership, Cultural Strategy Steering Group (March 2018), and to include acknowledgements of support by Arts Council England, and Rural Media Charity.



2.0 INTRODUCTION

Herefordshire is a county of paradoxes. Its extraordinary natural beauty and historic sites conceal a less attractive picture of low wages and isolated communities. Long-established businesses of traditional cider-making and food production sit alongside some of the world's most advanced cyber-security and hi-tech firms. The superficial appearance of an ageing and declining population obscures the reality of a new generation of young entrepreneurs and professionals recognising its attractiveness as a place to live, work and raise a family. A new university focussing on engineering and technology looks set to establish itself in the city of Hereford, bringing an influx of young people to the region with a huge potential impact on the social makeup of both the town and the county. One of the most rural and thinly populated corners of England is also part of a new regional entity – The Midlands Engine – which brings big ambitions for economic and social transformation. Both city and county feel to be on the verge of change.

In response to these coming changes, over the last 12 months the county's cultural sector has seen a significant increase in energy and enthusiasm. Currently this momentum is centred around Herefordshire's candidacy for 2021 City of Culture, with organisations and individuals considering how they might contribute should the city win this award. More tangible evidence of significant cultural change ahead has come in the form of the new university's funding confirmation. In addition, the creation of the Hereford Cultural Partnership represents a positive move towards a united voice for culture in the county, which is spearheaded by those living and working in the area and has been successful in bringing in new opportunities. A small window into all this energy is captured on the [Herefordshire Live](#) website, which provides information about an array of pop-up events, band and drum 'n' bass nights, and the grime scene across the county.

The purpose of this Cultural Strategy is to act as a starting point for planning and discussion for the cultural sector in Herefordshire over the next five years. It should be the basis for further conversations, cooperation and partnerships with Herefordshire residents and with other local, regional and national stakeholders. The Cultural Strategy should be widely shared and supported, with the dual aims of unlocking greater value from the existing investment in the county's cultural organisations physical & cultural landscape, museums and historic sites through collaborative development, and facilitating ambitious plans for the county's cultural future.





3.0 A PLACE-BASED APPROACH

This strategy is underpinned by what we call a clear, place-based approach. By this we mean a person-centred, bottom-up methodology that aims to meet the nuanced needs of the people of Herefordshire by sharing local knowledge and resources, and collaborating to gain insights into the area. By working with people who live and work in the area, we hope to gain a local perspective on Herefordshire's cultural system, to build up an understanding of its cultural assets, and to highlight the strengths, capacity and knowledge of all those involved in the county's cultural life.

This approach is particularly relevant for a county like Herefordshire, where there is increasing demand for services, there are growing financial pressures, and the county council is undertaking a shift in the balance of care into more personalised, community-based services. The national public-service reform agenda, and in particular, the integration of health and social care, emphasise the growing requirement for localised responses to the demands and challenges facing these public services. However, despite local services responding to the complex needs of individuals, families and communities, there is a perception that conventional approaches are failing to reduce inequalities and prevent problems, leading to poorer outcomes for the people using these services.

The recommendations in this report provide a framework for cross-partner work in events, arts, heritage, libraries, re-generation, generation, creative industries, licensing, public health, education, planning and other partner areas. These recommendations aim to do the following:

- Ensure that Herefordshire county is seen as a home for cultural excellence
 - Set a plan and structure around agreed priorities
 - Access and harness the benefits of a rural environment for the cultural sector
 - Embed a cross-partner approach to culture
 - Ensure that the county's cultural priorities are reflected in all emerging plans and strategies, including the (currently in development) Destination Plan
 - Protect, preserve and grow existing cultural venues, spaces and provision
-
- Ensure the county's cultural sector is resilient in the current changing financial and political climate
 - Support the economic prosperity of the county, including the nighttime/twilight economy

3.0 A PLACE-BASED APPROACH



- Enable the county's diverse community to gain access to cultural opportunities
- Collect, conserve and celebrate the county's local heritage through physical & cultural, landscape, museums, historic sites for future generations
- Suggest an action plan for progress

Our recommendations focus on the Five Priorities the Hereford Cultural Partnership board has set and which they aim to achieve through their ambitious and innovative cultural programme:

- **TALENT:** Supporting, retaining and investing in talent
- **THE CREATIVE ECONOMY:** Building a vibrant creative economy
- **PARTICIPATION:** Culture is for everyone
- **CHILDREN & YOUNG PEOPLE:** Listening to children & young people and connecting them to culture and creativity
- **A GREAT PLACE:** A cultural offer that creates a great place to live and to visit



4.0 MEANINGFUL CHANGE

Hereford Cultural Partnership's Five Priorities share three key characteristics, which must all be included in any efforts to deliver the kind of meaningful change and progress that can create a successful, place-based cultural ecosystem for Herefordshire centred around collaboration, democracy and learning. These three characteristics are:

- Leadership
- Networks & connections
- Partnership



4.1 LEADERSHIP

Before the Herefordshire Cultural Partnership (HCP) was established, there was little countywide cultural leadership in the area. To address this, HCP has now brought together, on a voluntary basis, a group of representatives from the sector's key non-profit organisations as well as county business organisations and Herefordshire Council. This group has prioritised building a voice for the sector in the county and brings the county's cultural sector together for conversation through a quarterly events evening, which both showcases work undertaken and provides networking opportunities for a wider, growing group.

The current structure of the HCP, its leadership, the skills of the board members and the Partnership's recent efforts have resulted in successes, such as the Great Place Scheme application and the formation of the City of Culture bid. These are major achievements, and accomplished in just a few short months. The £750,000 generated through the Great Place Scheme will build networks and opportunities for organisations across the county and represents a significant investment with the potential to transform culture in the county. In addition, the UK City of Culture bidding process has extended the constituency around the HCP considerably. Whether or not the bid is successful, it will be important to consolidate both the networks and the goodwill that has developed into a lasting structure.

Despite these successes, there are some downsides, principal among which is the lack of a collaborative approach across the whole sector in the county. The absence of such an approach has meant that opportunities to include key stakeholders in the cultural agenda have been missed. In particular, young people, the market towns and the creative industries have not been included in the county's core cultural group. Going forward, the HCP must therefore ensure these interests and sectors are fairly represented in its activities and decisions. Any future HCP structure will need to allow grassroots organisations to have a voice in decision-making, create platforms for young people to participate in meaningful ways in the county's cultural scene, and incentivise those engaged during the Great Place Scheme and City of Culture bids to maintain their interest beyond the consultation processes for these applications.



4.1 LEADERSHIP CONTINUED

There are several ways these key stakeholders can be included in future cultural efforts in the county:

- By creating the kind of cultural leadership in the county that can develop and deliver new ways of making things happen that involve local people
- By broadening the base of active membership in the HCP – by age, by interest and by location
- By bringing together Herefordshire's thriving creative community, encouraging them to collaborate effectively and take charge of developing their own cultural future
- By commissioning and funding local arts organisations to deliver cultural activities



4.2 NETWORKS AND CONNECTIONS

With the lowest average wage of any UK county, there are high levels of social exclusion among poorer and younger people in the county, and in parts of the city in particular. This, coupled with a patchy and dysfunctional transport infrastructure makes establishing audiences in the county a challenge. However, working consistently in one place over an extended period of time to build trust and allow word of mouth to spread does ensure that meaningful relationships are created. This has been proven by the successful [River Carnival Festival](#) and [Flicks in the Sticks](#) programmes.

These programmes demonstrate that cultural opportunities are welcomed across the demographic and geographic spectrum, so work to reach new audiences should continue. Developing opportunities for participation via digital platforms will be key to reaching the most isolated people in the county. We therefore recommend prioritising the development of a digital strategy as a way to build on the audiences and work that is already happening in the most isolated parts of the county and among those people who have little access to cultural activities.

We also recommend examining in more detail each of the county's market towns, in order to understand better their individual cultural ecosystems. In our view the market towns have been blurred with Hereford city itself, whereas each town has its own identity and ecology that make it unique and that need to be appreciated and factored into any new cultural strategy.

The importance of networks, such as those we describe above, to the optimum functioning of culture and the creative industries has both a theoretical basis and an empirical foundation. A report from the innovation foundation NESTA explains that:

“networking is an intrinsic feature of the creative industries. Work in the sector is often project-based, bringing together ‘motley crews’ of creative professionals for short periods of time. Talent finds out about new creative and commercial opportunities through their social networks. Digitisation has probably intensified this process by speeding up the pace of change in the sector, and spawning new opportunities to experiment with business models and creative tools. Meetups are an effective way to stay on top of these opportunities and to upskill cheaply. As the typical company becomes smaller, finding

4.2 NETWORKS AND CONNECTIONS CONTINUED



partners and freelancers to tackle bigger projects is another important need that can be addressed via networks.” (NESTA 2016.30)

Elsewhere NESTA says that:

“Networks are the glue that bind this innovation system together – ensuring that information about new opportunities, available resources and good practice are rapidly disseminated, helping different agents – entrepreneurs, businesses, investors, policymakers, regulators and educators – to coordinate their activities, and giving voice to smaller players and fragmented industries...” (NESTA 2013.48)

Network formation must therefore be a primary goal for the Cultural Strategy in Herefordshire, but there are constraints that have to be taken into account. First, any proposals must be free, or cheap and self-financing. This is because at present there is no budget to support cultural network formation. Second, solutions should be practical, low-tech and easy to implement. Over-engineered, complicated initiatives will be unlikely to work. Third, any solutions must offer clear advantages to those who are involved. They must therefore speak to various organisational and personal self-interests. Finally, the goals any network formation is aiming for must be clear.

We propose doing this by:

- Creating more opportunities to meet and talk
- Develop a [WhatsNext?](#) Chapter for Herefordshire to bring together professionals working in the arts and cultural sectors to share information and concerns. Many of the existing three dozen WhatNext? groups around the country have found this can help to stimulate further networks – something that could be particularly valuable in a county of dispersed communities
- Encouraging cross-sectoral connectivity
- Connecting Herefordshire to national debates and issues
- Connecting culture to economic development
- Encouraging informed, long-term strategic thinking
- Mapping your priorities, to stimulate debate around them as a way of building public interest in our goals and aim to devolve responsibility for some defined activities and planning to other interested organisations or individuals.

4.2 NETWORKS AND CONNECTIONS CONTINUED



4.3 PARTNERSHIP

Herefordshire's small, relatively isolated communities pose particular challenges of communication and funding that can only be overcome through a collaborative approach. It is clear that entrepreneurship is thriving across the county's creative industries – from craft breweries, to food festivals and pop-up restaurants, all of which make the most of Herefordshire fantastic food & drink industry. A sense of the self-starting, entrepreneurial spirit of the county is clear from the fact that 85% of its businesses employ 10 people or fewer. This self-start ethos, combined with a lack of funding, has created a sense of competition, which on the one hand has kept the cultural offer going through difficult times, but on the other is hindering new types of mutually beneficial partnerships that could take the place of more traditional “rental”-style agreements.

The HCP needs to build closer relationships with powerful bodies that do – or could – contribute to the cultural life of the county: for example, with the Hay Festival, the Marches LEP, the new Mayor of the Midlands Engine, the SAS.

Though HCP is the first and most significant step towards a joined-up sector [Creative Connections Herefordshire](#) is also a significant programme. The complimentary initiative has formed a partnership of organisations committed to improving opportunities for children and young people in Herefordshire. By developing a collective and strategic approach they are expanding their reach and impact to create exciting and inspiring opportunities for young people in Herefordshire via their schools and communities. However there are still challenges to connecting and building a conversation across the sector; and there is still space for smaller organisations, artists, self-starters and the creative industries to join the Herefordshire cultural conversation in more significant ways. *The art of partnering*, a report produced by King's College London, provides a model for partnership that Herefordshire could use. The report sets out a commitment to mutuality, in the form of:

- Contributions, albeit of different types, from all those involved
- Co-creation/co-ownership of the partnership's activities
- Shared risk, responsibility and accountability



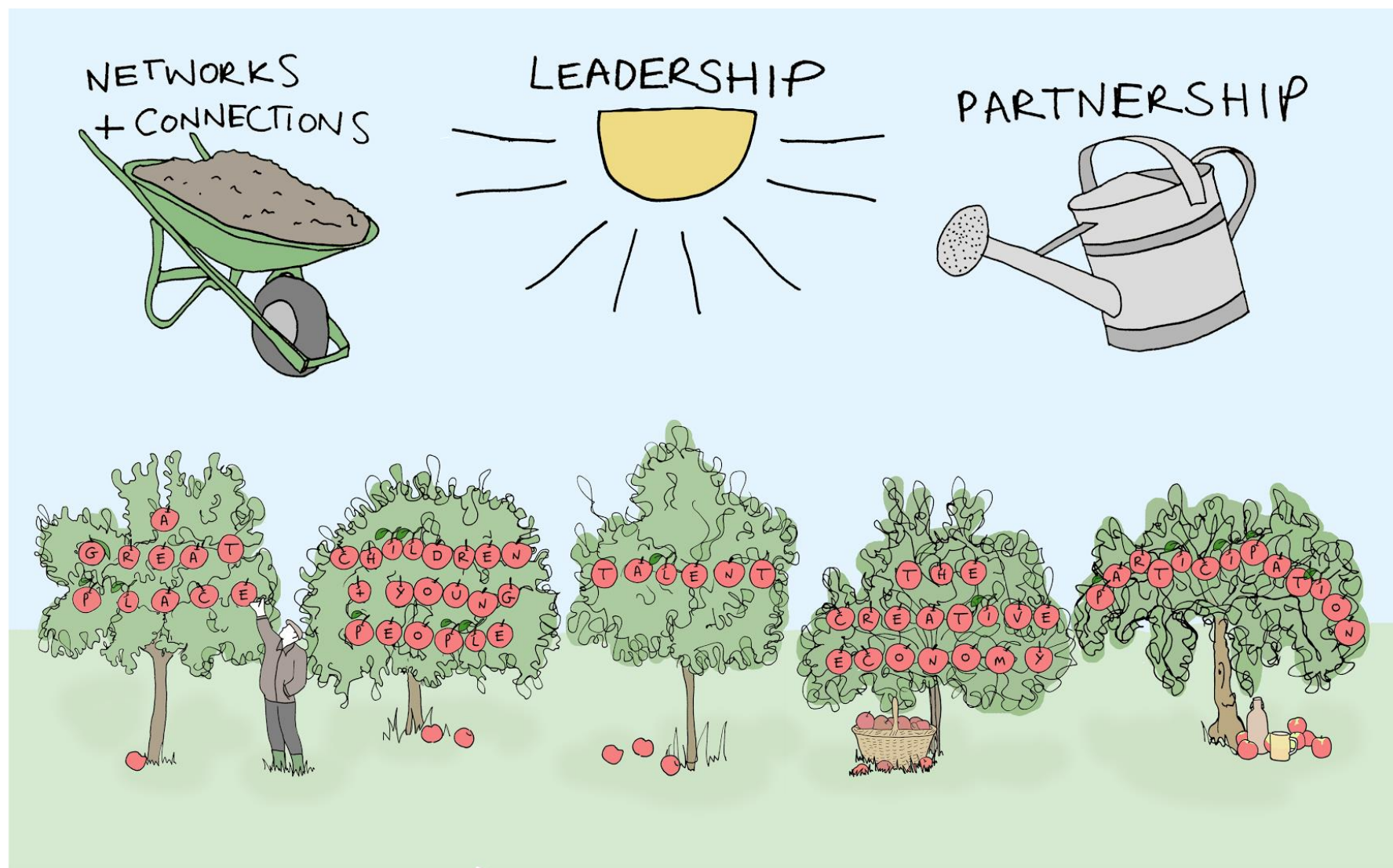
4.3 PARTNERSHIP CONTINUED

Partnership should aim to:

- Develop and build audiences
- Create space for collaboration in projects and programmes
- Build a shared voice
- Build relationships with Higher Education
- Build better understanding of value for money and create value for money
- Build sector alliances
- Produce unexpected outcomes and lead to long-term collaboration

We propose doing this by:

- ‘Mapping’ existing cultural resources and clusters of creative businesses to provide a solid base on which to plan activity and bid for financial assistance from, for example from the LEP
- Agreeing an initial budget and identify targets for fund-raising, whether that is from government, Trusts and foundations, local businesses or individuals
- Developing a shared vision and shared values, leading to clear shared goals across the county
- Establishing share priorities and approaches to funders
- Understanding the mutual benefits and benefits for all parties of partnership, in order to ensure a sense of fairness
- Engaging all parties in the partnership to create buy-in, stability and commitment
- Collaborating on the structure and organisation of the partnership
- Ensuring efficient and consistent communication
- Building trust and respect with partners locally, nationally and internationally
- Mapping our assets to ensure we can communicate our value and resources to funders





5.0 POLICY CONTEXT

National and regional context

Two recent shifts in the focus of government policy put any cultural partnership bid or City of Culture bid in a new light. The first shift is the recognition of the need for devolution and what the government describes as “spreading the benefits of growth to all areas”¹. This was already gathering momentum under the coalition government and has been given a sense of urgency by the result of the EU referendum vote last June and the extent to which it revealed different attitudes and expectations in various parts of the UK. The disparities in terms of opportunities, educational attainment and wages between London and the Southeast on one hand, and, on the other, many other parts of the country, including predominantly rural areas, now commands much more government attention than previously. This has led to an increased emphasis on celebrating and drawing attention to people’s sense of place and identity.

The second, and related, shift is the government’s new embrace of an industrial strategy. This strategy includes the creative industries and recognises that their makeup and the fact that, unlike other sectors, they often carry substantial cultural significance and reflect the assets, culture and heritage of their location, mean they have a real role in giving substance to the idea of “place” and “identity”.²

This thinking is clearly reflected in the government’s recently published Green Paper, *[Building Our Industrial Strategy](#)* (January 2017). In its introduction, this Green Paper draws attention to the need to create “the right institutions that bring together sectors and places”. It also states, “...we will create a framework to build on the particular strengths of different places and address factors that hold places back.” And that “...central government can help maximise the particular strengths of different areas by working to create or strengthen local institutions that support their particular economic strengths and specialisms.”

¹ https://beisgovuk.citizenspace.com/strategy/industrial-strategy/supporting_documents/buildingourindustrialstrategygreenpaper.pdf

² https://beisgovuk.citizenspace.com/strategy/industrial-strategy/supporting_documents/buildingourindustrialstrategygreenpaper.pdf



5.0 POLICY CONTEXT CONTINUED

Elsewhere the Green Paper states,

“Productivity in rural areas across the country lags behind the UK average. If rural businesses had the right conditions to grow and the productivity gap lessened, an extra £28bn per year could be added to the rural economy annually. Rural business face particular challenges and barriers to close this gap, including a shortage of work premises, slow internet connections and a lack of knowledge transfer between business communities spread thinly over wide areas.”

Although this observation may be relevant to all the sectors identified in the industrial strategy, it is clear that the creative industries, which are typically micro-businesses or SMEs and are often undercapitalised, are of particular concern. Hereford, with its variety of independent food, drink, internet, digital tech and entertainment businesses – many of which reflect the particular personality and traditions of the county – should be able to mount a strong argument for attention and support.

However, these two shifts need, in turn, to be seen in the context of other current issues. The first is the establishment of a combined authority for the West Midlands, with Herefordshire being included as part of the Marches Local Enterprise Partnership (LEP). While the Midlands Engine Strategy for growth is focussed heavily on the automotive sector and fundamentally urban issues, there is a clear commitment to skills, to the need to support small businesses (with cybersecurity and agribusinesses, including food & drink, singled out for mention), and to the need to improve communications, both in terms of transport and digital infrastructure. There is, however, little direct reference to the arts, culture and heritage. If Herefordshire is to benefit from the potential that the Midlands Engine concept offers, it should consider ways in which to give unique expression to the existing commitments of the combined authority and the LEP. It should do this by focussing on the county’s creativity and strong sense of identity – ‘creativity’ and ‘place’ being two larger central government themes that are not well represented in the current regional plans for the West Midlands.

A second issue is the impact of Brexit. There is plenty of evidence that the UK’s creative sector is strongly dependent on talent from outside the UK, particularly the rest of the EU. This is especially



5.0 POLICY CONTEXT CONTINUED

true of larger creative businesses in London.³ Any limits on the freedom of movement of EU talent are likely to have a negative impact, at least in the short to medium term. This impact may in turn have a more powerful impact outside London, if UK talent is then drawn into the capital to replace the talent lost from the rest of the EU. In other words, the competition for talent is almost certain to intensify. Hereford therefore needs to market itself more aggressively as a county that offers a good quality of life for young entrepreneurs and small creative businesses.

Rural Challenges

Transport is vital to the people of Herefordshire. An efficient transport network is essential for the county's economy, supporting delivery of new homes and jobs. The ability to access services and maintain independence is also important and particularly challenging in a large rural county with an aging population. Whilst the car is likely to remain the single most important and flexible form of transport for most residents Herefordshire's Local Transport Plan (2016- 2031)⁴ includes a range of policies and proposals for all transport modes. It sets out the important role transport will play in supporting economic growth, improving health and protecting the environment.

Transport presents a barrier to engagement with arts and culture and there are no simple solutions. Offering effective digital strategies will go some way to off-setting the challenges of access & participation to culture, programmes which go out into the community rather than requiring publics to come into Hereford can be short term solutions to these barriers.

Arts and culture

There have been several strategic documents and data sources published in recent years, reflecting the changing attitudes and approaches to the status and funding of the cultural sector in the UK. Below we summarise the points we think are most relevant for a Cultural Strategy for Herefordshire.

³ Creative Industries Brexit report, January 2017

⁴ Available online https://www.herefordshire.gov.uk/downloads/file/2912/local_transport_plan_2016-2031_strategy



Arts Council England (ACE) is the national development agency for the arts, museums and libraries in England and is a custodian of public investment. Following the announcement that ACE would take on responsibility for museum and library development, as well as the statutory responsibilities for protecting cultural treasures, in 2013 ACE updated and launched the second edition of its 10-year strategic framework document, *Great Art for Everyone*⁵. In this framework, ACE sets out five goals, refreshed to incorporate its new areas of responsibility:

1. Excellence is thriving and celebrated in the arts, museums and libraries
2. Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries
3. The arts, museums and libraries are resilient and environmentally sustainable
4. The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled.
5. Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

5.0 POLICY CONTEXT CONTINUED

Similarly, the **Heritage Lottery Fund**'s (HLF) [strategic framework for 2013-18](#)⁶ sets out plans designed to deliver long-term and sustainable benefits in response to the newly emerging needs facing the heritage sector. The HLF's goal is to make a lasting difference for heritage, people and communities, and its strategic framework identifies the range of outcomes it wants to achieve with its funding.

⁵ Arts Council England's Great Art And Culture For Everyone 2010 -2020 10-Year Strategic Framework, 2010

⁶ Heritage Lottery Fund. A lasting difference for heritage and people: Our strategy 2013-2018



The RSA's [Heritage Index](#)⁷ (most recently updated in 2016) is a league table that pulls together data sources to illustrate the wealth of heritage in each county of the UK. This is intended to motivate local authorities to make the most of their heritage assets in their cultural plans.

The most recent review of national arts and culture policy was presented in a [The Culture White Paper from Ed Vaizey](#)⁸ Minister of State at the Department for Culture, Media and Sport, 2010-16. This was the second such paper to be published since Jennie Lee's original paper of 1965, and although it praised the arts, it demonstrates a significant shift towards the economic value of arts and culture and their sustainability both in local and global contexts. Vaizey's White Paper covers four central themes, summarised below:

1. Everyone should enjoy the opportunities culture offers, no matter where they start in life

We should be seeking to remove barriers to the arts both in terms of those who participate and those who work in them; undoubtedly the creative sector is still one driven by the white middle-classes and a joined-up effort to change this must be approached. There is still a serious lack of diversity in the arts, so clear pathways and opportunities need to be identified so those from all parts of society can assess and understand how the arts operate. Apprenticeships should be incentivised and transparency and career pathways must be developed. We must understand the role of culture in "place-making" and need to work with local authorities and communities on articulating the role of arts organisations within the remit of the local authority.

2. The riches of our culture should benefit communities across the country

This recommends a shift from central funding to regional and local funding, which will see more arts driven and initiated for, and by, the local community:

5.0 POLICY CONTEXT CONTINUED

⁷ Online resource- <https://www.thersa.org/action-and-research/rsa-projects/public-services-and-communities-folder/heritage-and-place>

⁸ The Culture White Paper, March 2016 Ed Vaizey, March 2016



“We should no more dictate a community’s culture than we should tell people what to create or how to create it. The role of government is to enable great culture.” ACE has subsequently promised that 75% of its grant will be spent outside of London. The role of “place-making” and the City of Culture scheme are key here.

3. The power of culture can increase our international standing

The paper recognises the role of the arts in cultural diplomacy through work with UKTI and the British Council. The GREAT campaign, which has already secured economic returns of £1.8bn to the UK, and the global reach of celebrations such as Shakespeare’s 400-year anniversary enhance the brand of the UK.

The paper also commits to developing a new fund to protect cultural heritage and antiquities, to help recover acts of destruction and to continue to support the British Council to promote cultural dialogue by celebrating seasons of culture in India, Korea and the Arab Emirates.

4. Cultural investment, resilience and reform

Finally, the paper details its support for resilience programmes for the arts, including setting up a commercial academy for arts organisations, supporting growth incentives and paying more attention to corporate giving.

The paper focusses on sustainability and the need to “improve and spread commercial expertise in the cultural sectors” alongside creating a rejuvenated approach to corporate giving and looking again at gift aid donor rules.



5.0 POLICY CONTEXT CONTINUED

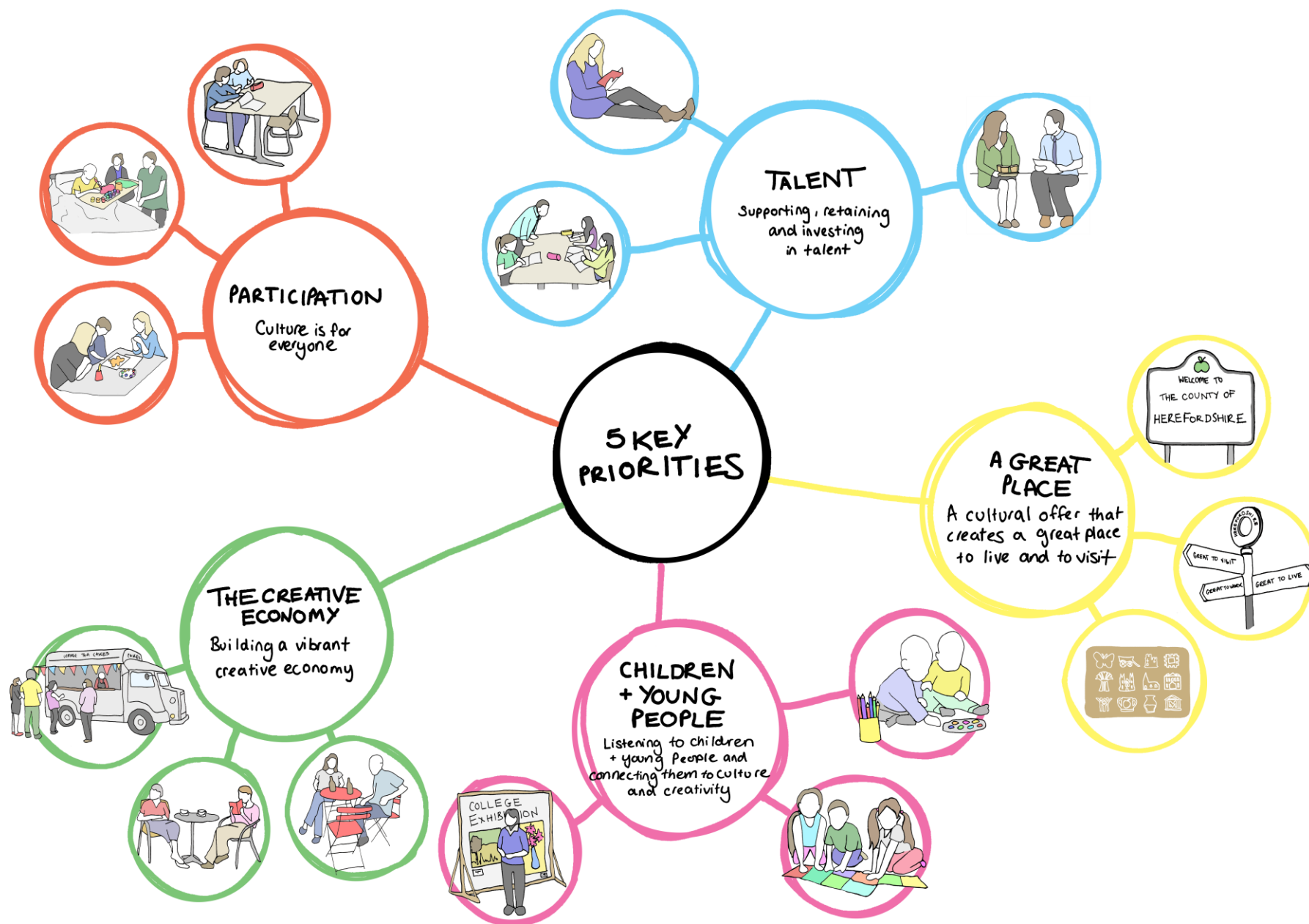
Point 2 speaks to opportunities relevant to Herefordshire. ACE has committed to distributing 75% of its funding to places located outside of London⁹, and here Herefordshire has the opportunity to illustrate a unique understanding of its rural environment. Drawing on its experience and shared knowledge, HCP should be working directly with ACE and policymakers to ensure funding in rural areas is maximised to the benefit of the whole county and all its audiences.

Point 4 speaks to the already-awarded ACE grant that supports the HCP and to a commitment to support organisations that are seeking other available funding streams. It is important that the HCP fully understands the current art and culture funding landscape in order that it can go out and broker conversations with potential funders. However, with 80% of employers in the county employing fewer than 10 staff, philanthropic donations from private companies are likely to be rare.

That said, during the consultation we conducted before writing this report, we were told that Herefordshire Live employs three journalists who are paid for by a tech entrepreneur who has committed to invest in the initiative while it grows. We believe a similarly joined-up approach to larger investors in the area – for example, the new university – would represent a viable new business model and a more realistic option for match funding.

Point 1 points to the issue of lack of diversity that is endemic within the arts in the UK. We have seen examples of this during our consultation in Herefordshire. We recognise this is not just an issue for the county, but across the whole country, and therefore see potential for Herefordshire and other UK areas to collaborate and learn from each other. This kind of active national conversation – learning lessons, sharing skills and changing the lack of diversity – is becoming a key focus for government funding bodies. Establishing platforms and exchanging skills with others outside the county could therefore help respond to some of these diversity issues and help attract additional cultural funding.

⁹ <https://www.theguardian.com/culture/2015/may/28/arts-council-england-increase-ratio-funding-outside-london-darren-henley>





6.0 FIVE PRIORITIES

We have examined the key elements of HCP's Five Priorities. Below we offer our proposals for how HCP develops, implements and communicates these Five Priorities.

6.1 TALENT

1. **TALENT: Supporting, retaining and investing in talent**

Ensuring the cultural and creative sector in Herefordshire has the skills and talent to thrive now and into the future.

The challenges	<ul style="list-style-type: none">• Despite the presence of a number of significant organisations in the county, the overall arts offer is inconsistent and in relation to young people in particular was described in interviews as being 'substandard'• Although there is plenty of enthusiasm in Herefordshire, there is an evident skills gap, making it harder to recruit individuals from the county• Smaller cultural organisations, museums, historic sites and creative businesses have little opportunity to upskill their teams as they grow
The opportunities	<ul style="list-style-type: none">• Hereford College of Arts is an outstanding and unique institution with a reputation far beyond the county. However, we believe it could offer more short courses and create development opportunities in collaboration with the cultural sector. Working in partnership with schools, other Further and Higher Education establishments, and workplaces, a network could be built that supports individuals at various stages of their careers to develop and move on to national and international opportunities within the sector, ultimately becoming the next generation of artists and cultural leaders• There are business centres across the county that are not



	<p>currently targeting the creative industries and arts organisations. With some specialist input they could adapt their programmes to accommodate the needs of these sectors</p>
Why now?	<ul style="list-style-type: none">● Recent changes in national education policy are expected to have an impact on the skills gap seen in the creative industries, where one of employers' principal concerns is the lack of suitably skilled staff for the jobs available● National policy is to support the spread and benefits of growth beyond the big cities. We propose tapping into this policy by:<ul style="list-style-type: none">○ Supporting people to celebrate, make and create a sense of identity which extends beyond the county○ Closing the disparity in terms of opportunities to develop and learn between rural and urban environments
The Vision	<p>Herefordshire will be:</p> <ul style="list-style-type: none">● A place which attracts and encourages young SMEs to stay by offering opportunities for growing enterprises● A model for best practice for rural environments● A place that delivers programmes that lower barriers for residents of the county to enter cultural sector training and volunteering



Practical Action	<ul style="list-style-type: none">• Look to leadership schemes, such as the Clore Leadership Programme, AN and Common Purpose• Develop a WhatsNext? Chapter for Herefordshire to bring together professionals working in the arts and cultural sectors to share information and concerns. Many of the existing three dozen WhatNext? groups around the country have found this can help to stimulate further networks – something that could be particularly valuable in a county of dispersed communities• Develop a professional practice toolkit for final-year Hereford College of Arts students entering the sector• Develop a mentorship programme with the HCP network as a stepping stone towards other leadership activities• Encourage skills exchange between larger NPOs to provide structured programmes for staff and new entrants to the sector• Create a network for mid-career individuals to share and inform programmes
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6.2 FIVE PRIORITIES

CREATIVE ECONOMY

2. THE CREATIVE ECONOMY: Building a vibrant creative economy

Ensuring Herefordshire continues to provide the right environment for the creative economy, enables residents to access opportunities for sustainable employment and supports a strong, highly skilled local economy.

The challenges	<ul style="list-style-type: none">• The creative economy as a whole in Herefordshire is under-researched, under-recognised and under-resourced• It is likely that a proportion of the unusually high number of sole traders and SMEs are creative businesses, but this is currently unknown. The economic significance of both tourism and food & drink are to some extent acknowledged in current county-wide strategies, but as little attention is paid to the remainder of the cultural and creative sectors. There are almost no resources – either grants or other forms of finance – available to these sectors at a city or county level• Many new creative and cultural enterprises require a robust digital infrastructure and internet access to support their existence and growth. Even compared to the UK’s poor national standards, these are particularly unreliable in Herefordshire
The opportunities	<ul style="list-style-type: none">• Herefordshire has a strong and integrated offer in the food & drink sector. There is therefore an opportunity to integrate lessons from food & drink into the wider Herefordshire cultural offer and to look for synergies between the two sectors• This conversation has started: the HCP group has created a forum for the food & drink sector to connect to other cultural offers• The county has a “hidden” digital infrastructure that supports an extensive security and cybersecurity sector, some of which was developed with public sector investment or encouragement. The cultural and creative sectors in the county should come together and advocate at a local and national level for



	<p>high-speed internet access as a baseline requirement</p> <ul style="list-style-type: none">● To engage with the Marches LEP and the Midlands Engine – and do so on a basis of mutual exchange:- they to help you with resources and networks; you to help them by feeding in ideas and support for their wider strategies. Hereford can help give the Midlands Engine a different and attractive ‘spin’ as an authority that engages with the needs and potential of its rural communities.
Why now?	<p>The Marches LEP has already communicated a commitment to agribusiness. A creative industries angle on this could provide space and support for the smaller craft businesses clustered around the larger agribusinesses. Westons and the Big Apple both support an ecology in Herefordshire that includes both small- and large-scale enterprises.</p>
The Vision	<p>Herefordshire will be:</p> <ul style="list-style-type: none">● A place that supports and enables businesses to overcome challenges and to flourish● A place that supports the skills and development needs of creative economy enterprises through training and capacity-building● Somewhere that offers visitors a cohesive creative industries structure● A place where events and curated moments show the best of food & drink and draw in new audiences and customers● Somewhere that collaborates with the wider cultural sector to capitalise on opportunities such as the Hay Festival and the Ledbury Poetry Festival● Somewhere that has state-of-the-art digital infrastructure with 21st-century connection speeds



Practical Action	<ul style="list-style-type: none">• Ensure creative industries representation on the HCP board.• HCP will represent and champion the cultural and creative sectors to the LEP to encourage a collaborative approach to funding and strategy, in particular the Destination Plan, which is now overseen by the LEP following its handover by the local authority<ul style="list-style-type: none">• We will need to work together with large and small cultural organisations, physical & cultural landscape, museums, historic sites and individuals around the county to achieve the ambitions in this strategy• Further data gathering and mapping of the sector to identify assets and opportunities within the county's creative industries• Nominate a creative industries representative who can feed into and be part of the LEP• Build a creative industries offer into the tourism strategy• Develop an arts, culture and creative industries hub and incubator in a setting that is conducive to younger cultural professionals• Work closely with the council's Economic Development team and the LEP to ensure that cultural planning is aligned• Realise the value of culture to the local economy and its contribution to economic growth and regeneration• Expand the business base and promote greater commercial viability for all our artists• Maximise external investment from both public- and private-sector resources
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6.3 FIVE PRIORITIES

PARTICIPATION

3. **PARTICIPATION: Culture is for everyone**

Ensure that the cultural needs of existing and new communities are met by retaining viable cultural organisations, museums, historic sites and strategically developing cultural venues, workspaces and opportunities.

The challenges	<ul style="list-style-type: none">• Geographical and social barriers• Lack of resources to work in depth with communities for long periods of time• The required time and investment to overcome resistance to new cultural experiences
The opportunities	<ul style="list-style-type: none">• Culture offers new approaches to social challenges such as isolation, disability and health• Arts opportunities are welcomed across the county as they are not supported by the local authority• Some experience across county NPOs of working in a variety of ways with marginalised groups• Opportunity for the sector to work together to reach marginalised groups across age, location and ability
Why now?	<p>There is increasing demand for services, there are growing financial pressures, and the county council is undertaking a shift in the balance of care into more personalised, community-based services. The national public-service reform agenda, and in particular, the integration of health and social care, emphasise the growing requirement for localised responses to the demands and challenges facing these public services. However, despite local services responding to the complex needs of individuals, families and communities, there is a perception that conventional approaches are failing to reduce inequalities and prevent problems, leading</p>



	to poorer outcomes for the people using these services.
The Vision	<p>Herefordshire will be:</p> <ul style="list-style-type: none">• A place where everyone has the right to a high-quality cultural offer regardless of their background, knowledge, skills, needs or experience• A place where people come together, share cultural experiences, celebrate the heritage of the county, learn from each other, feel pride in their local area, and ultimately reap the social rewards of living in Herefordshire• Somewhere with a comprehensive mental-health programme that harnesses the power of the arts to make us feel happier, boost self-confidence and self-esteem, and help us connect with others• Somewhere that tackles social isolation through a joined-up approach, working with partners in an unprecedented, cooperative way to address both real and perceived barriers to participation, and to drive increased engagement
Practical Action	<ul style="list-style-type: none">• Develop with the sector an online Art Map to encourage locals and visitors to explore the diverse visual arts offering in the area• Further raise the profile of arts in the county, and on a regional, national and international scale, through strategic press profiling and collaborative networking with Visit Herefordshire, ambassador networks and cultural organisations• Encourage grassroots community arts activity that works with the NHS and others to deliver health and wellbeing outcomes• Promote digital inclusion and social media for creative



	<p>purposes</p> <ul style="list-style-type: none">• Develop a digital strategy• Support the development of cultural activities for and by all of our communities• Support creative programmes that lead to healthier lives for residents of Herefordshire• Improve our communications to residents about cultural activities, especially those that are free and low cost
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FIVE PRIORITIES

6.4 CHILDREN & YOUNG PEOPLE

4. **CHILDREN & YOUNG PEOPLE: Listening to children & young people and connecting them to culture and creativity**

Ensuring that young people have access to a high-quality cultural offer regardless of their background, knowledge, skills, needs or experience.

The challenges	<ul style="list-style-type: none">• There are few opportunities for young people post secondary education, beyond Hereford College of Arts. This prompts the younger generation to move away from the county to cities such as Manchester, Birmingham and London. As a result there is a predominantly ageing population in Herefordshire
The opportunities	<ul style="list-style-type: none">• Recent trends show there is a countertendency for entrepreneurial, younger people to return and get involved in the creative industries, in particular the food & drink industry, which thrives on Herefordshire's rich offerings. In effect, this means there are two different younger populations in Herefordshire: one somewhat isolated and marginalised, and the other connected and upwardly mobile
Why now?	<ul style="list-style-type: none">• Cuts to arts education means there are fewer opportunities for children in schools. One in ten teachers responding to a <i>Guardian</i> survey claim art, music or drama has been dropped from their schools due to funding cuts. The <i>Guardian</i> Teacher Network polled more than 1,000 teachers, with 80% claiming their schools had been making general cutbacks or were planning to. 9% of respondents reported that their schools had already scrapped art, music or drama, with a fifth claiming that one or more of these subjects had been given reduced timetable space. These results



	<p>followed Department for Education statistics from October 2016, which showed that the proportion of pupils taking at least one arts subject decreased from 49.6% in 2015 to 47.9% in 2016</p> <ul style="list-style-type: none">• The arrival of the new university means that building an offer for young people will be crucial in attracting them to the city. Cultural life is seen as a key consideration in a young person's choice of university• Building a vibrant cultural city with lots on offer will encourage young people to stay and be educated in Herefordshire or return to the city after university
The Vision	<p>Herefordshire will be:</p> <ul style="list-style-type: none">• A place that offers a year-round, cultural offer for young people of all ages• A place that puts young people at the centre of decision-making processes• A place that young people want to return to after university• A place where young people feel heard, understood and invested in
Practical Action	<ul style="list-style-type: none">• As travel and mobility around the county can be difficult, particularly for young people who do not have access to cars and because public transport is irregular, we will focus on activities that can finish before 8pm. This will ensure young people can get home and could be key to increasing engagement• Make contact with national cultural organisations that have the potential to bring substantial projects to the city, particularly for young people and in the areas of music and heritage• We will engage with young people – through existing organisations but also by identifying informal networks and individual 'movers and shakers' within the community• We will ensure young people are part of HCP• Ensure young people have access to opportunities through



	<p>our skills programme (see priority 1)</p> <ul style="list-style-type: none">• Support young people to develop their talent and participation by investing in a place for them to develop, rehearse and record new work and learn new skills
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FIVE PRIORITIES

6.5 A GREAT PLACE

5. A GREAT PLACE: A cultural offer that creates a great place to live and to visit

Built on the belief that real opportunity for culture will increase the liveability of Herefordshire, from providing entertainment and intellectual pursuits, to offering expertise in areas such as heritage and inclusion. Built on the belief in the intrinsic value of culture and creative learning which should be at the heart of communities. And, finally, built on a desire that culture should be integral to the way we do things in Herefordshire – it is part of the fabric of our county and the way of life.

Our challenges	<ul style="list-style-type: none">• Depleted support for centralised support for tourism from the county council• A slow start to the Visit Herefordshire initiative• Challenges to engage the local authority
Our opportunities	<ul style="list-style-type: none">• The City of Culture has begun to bring stakeholders together to consider a county-wide offer to visitors and residents• The Hay Festival draws in large audiences each summer; these could be encouraged to visit Herefordshire• A joined-up approach across culture could encourage Herefordshire to build its popularity as a holiday destination• The Great Place funding recently awarded to the HCP will provide support for further research and engagement
Why now?	<ul style="list-style-type: none">• The general enthusiasm for Herefordshire built through the City of Culture bid should be harnessed• The LEP is developing a Destination Plan for Herefordshire and culture must be on this agenda• There are fantastic individual initiatives in the county, including, but not limited to, physical landscape, museums, and historic sites such as the Mappa Mundi, Ledbury Poetry Festival, Borderlines, Areas of Outstanding Beauty, and a quality food &



	<p>drink offer. Articulating this offer beyond individual events into experiences will build both a compelling case for tourists to visit and a strong sense of identity for the county</p> <ul style="list-style-type: none">• There is currently an opportunity to build a compelling narrative to draw people in and encourage them to stay longer• ACE are actively supporting this through the Great Place scheme.
The Vision	<p>Herefordshire will be:</p> <ul style="list-style-type: none">• A county with a joined-up offer that boosts tourism and productivity• A county with a strong sense of identity that encourages people to stay and work in the area, and attracts entrepreneurs and a skilled workforce• A place people are proud to live in and a place others want to visit• A place with a thriving tourist economy
Practical Action	<ul style="list-style-type: none">• Develop a working group to build a tourism agenda and narrative• Ensure culture is part of our Destination Plan• Work together to share audiences and capitalise on people coming to the county or nearby• Initiate practical projects that indicate your direction of travel and ambition. You are already planning a festival. To bring together a number of existing events and organisations to collaborate on a single larger event, over a week-end or a week, would raise the profile of what you are seeking to do, help to integrate age groups and communities that currently feel marginalised, and be an effortless way of presenting a broad and inclusive view of Herefordshire's culture



6.5 A GREAT PLACE FESTIVAL





7.0 WHAT SUCCESS LOOKS LIKE

Short Term

- The HCP represents the range, diversity and geography of Herefordshire's culture and its residents
- A culture offer is at the heart of the developing University
- A cultural offer is integral to the Destination Plan, representing the breadth of activity across arts, physical & cultural landscape, museums, historic sites and creative industries
- Young people are supported via skills development to manage their emerging businesses and initiatives

Medium Term

- County-wide programming is common practice
- A sector working together on major funding bids which makes the most of the range of skills in the county
- A relationship with the LEP to support the development of talent in the creative industries, heritage and arts sector
- Arts, creative industries and heritage organisations present a coherent offer for young people capitalising on digital platforms
- Young people feel heard and have become a part of the decision-making process
- Herefordshire County Council supports HCP financially and consistently

Long Term

- Herefordshire is held as an example for working with culture and communities in rural environments
- Herefordshire is a place where people are attracted to work and live
- Herefordshire is place young people return to after university
- Herefordshire hosts a thriving and understood creative industries sector which can plot its assets and articulate its economic value

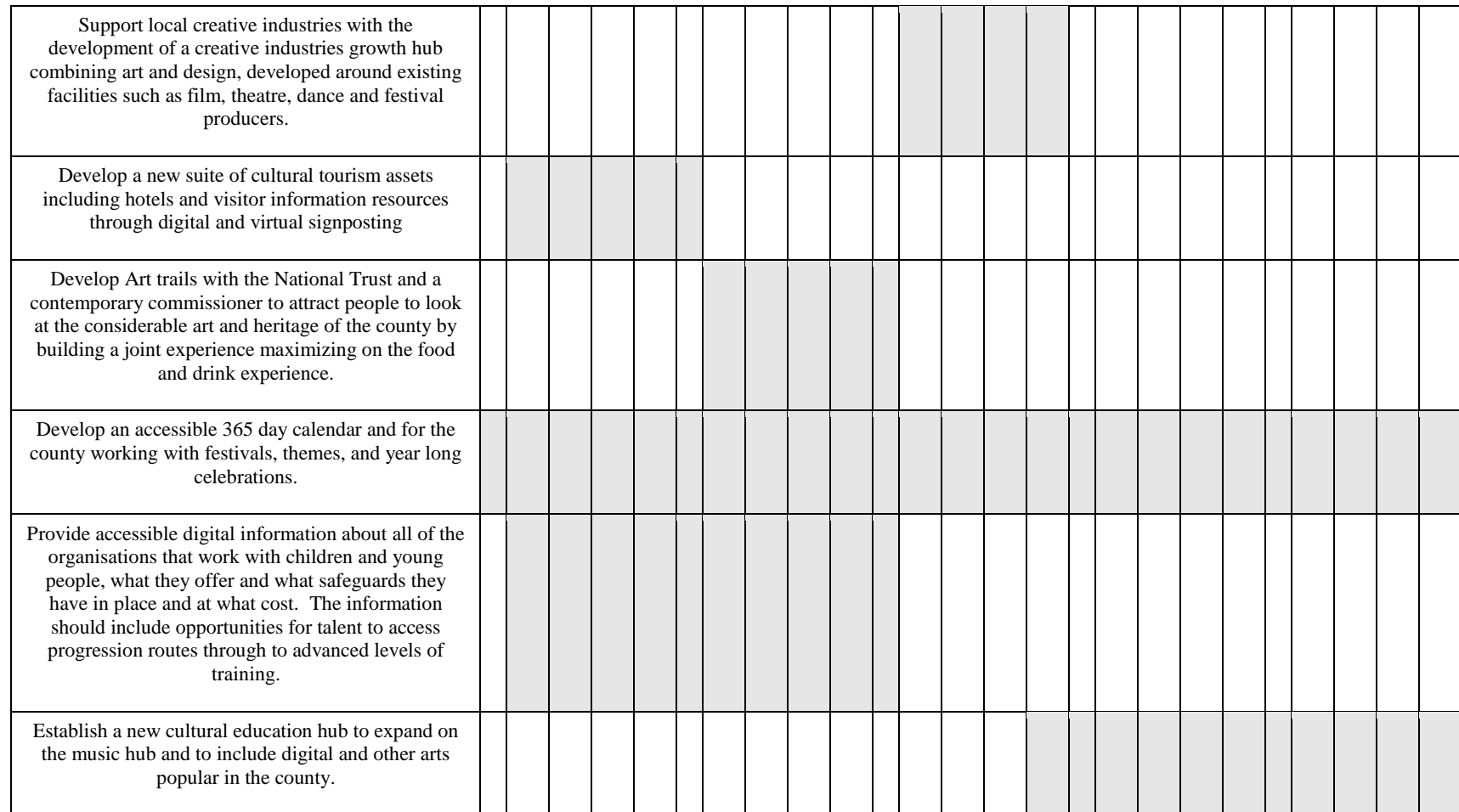


- Students are attracted to the area both for the rural experience and culture available in the county
- Herefordshire is attracting national and international partnerships into the county through its vibrant cultural offer



8.0 ACTION PLAN

ACTION	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Maximise resources through coordinated partnership to reflect the needs and diversity of the cultural offer in Herefordshire																				
Develop a professional practice toolkit with Herefordshire culture organisations and creative industries for final year Hereford College of Arts students entering the cultural sector.																				
Carry out a comprehensive mapping of the creative industries																				
Develop a digital strategy focused on participation and young people.																				
Develop a joined up fundraising bid for a major projects to deliver themed, cross County programming on an annual basis																				
Coordinate listings, marketing and promotion of cultural tourism assets																				
Maximize the collective promotion of heritage and cultural assets including Visit Herefordshire, Hereford Live, the Cathedral and other partners.																				
Leverage the incoming university to input to city place-making through the creation of a joint University and HCP creative exchange																				





9.0 BUDGET FOR INVESTMENT

Key Priority	Activity	5 Year Budget (£)	Partner	Potential funding source
Talent	1. Develop a professional practice toolkit for final year Hereford College of Arts students entering the cultural sector. 2. Leverage the potential of the incoming university to input to city place-making through the creation of a joint University and HCP creative exchange	50k	Hereford College of Arts	Cultural Learning Alliance working with British Council Cultural Skills unit to adapt existing materials for Hereford & LEP (see below)
Creative Economy	1. Carry out a comprehensive mapping of the creative industries 2. Support local creative industries with the development of a creative industries growth hub combining art and design, developed around existing facilities such as film, theatre, dance and festival producers.	200k	Creative England/Creative Skillset/Creative Industries Federation	LEP- responding to the commitment to support growth beyond big cities. This Strand could offer a complimentary programme to the current programme of support to large agribusiness. We suggest going to the LEP with the 'talent' priority alongside this.
Participation	1. Develop a digital strategy 2. Maximise resources and coordinate partnership to reflects the needs and diversity of the cultural offer in Herefordshire 3. Develop an accessible 365-days-a-year calendar and for the county working with festivals, themes, and year-long celebrations. 4. Maximise the collective promotion of heritage and cultural assets including Visit Herefordshire, Hereford Live the Cathedral and other partners.	100k	NESTA /Innovate UK/Digital Catapult	ACE, responding to their priority to ensure culture is available to everyone. Herefordshire has already seen success under this category



Young People	<ol style="list-style-type: none"> 1. Support young people to develop their talents and participation by investing in a place for them to develop, rehearse and record new work and learn new skills 2. Establish a new cultural education hub to expand on the music hub and to include digital and other arts popular in the county 3. Provide accessible digital information about all of the organisations that work with children and young people, what they offer and what safeguards they have in place and at what cost. The information should include opportunities for talent to access progression routes through to advanced levels of training. 	220k ++ (more for hub)	Herefordshire Schools & Creative Connections	through the Great Places Scheme. HLF: responding to their commitment to create lasting change for heritage, people and community. Potential focus for Broad Street as site for the Hub.
A Great Place	<ol style="list-style-type: none"> 1. Develop a county-wide festival to be delivered managed and produced across the five market towns and the city. 2. Develop a joined-up fundraising support and bidding for major projects and delivering themed cross County programming on an annual basis 3. Coordinate listings, marketing and the promotion of the cultural tourism assets of the county 4. Develop Art trails with the National Trust and contemporary commissioner to attract people to look at the considerable art and heritage of the county building a joint experience maximising on the food and drink experience 5. Develop a new suite of cultural tourism assets including hotels and visitor information resources through digital and virtual signposting. 	150k	Market Towns & National Trust & 3 Rivers Festival	City of Culture/ Visit Hereford. Focus for Local businesses to support with tangible marketing and promotion opportunities. This clearly relevant to the ACE. Herefordshire has already seen success under this category through the Great Places Scheme.

10.0 CONCLUSION

It is clear from our work on this assignment that many people in Herefordshire are proud of “doing things differently” in all areas of life. There is, however, no existing template for a Cultural Strategy for the county; at best there is only a partially formed idea of what one would expect from a rural arts model. In addition, the county’s demographics are unusual. A look at a map could lead one to recommend a hub-and-spoke cultural model focussed on the city of Hereford, yet the poor transport



and communications links work against this. A model based on professional development and networking would also miss the mark, as most of the active players in the county are volunteers. And while the City of Culture bidding process could partly re-ignite the local authority's interest in culture, it is currently largely absent from the scene.

The cultural sector in Herefordshire will therefore have to play to its strengths and build something different. We believe that an innovative, bottom-up, broadly based and inclusive process will give the best results. The potential benefits of this approach would not only flow to the creative community, to audiences and to people across the county, but could also act as an inspiration to other parts of the UK that do not fit the mould either.



11.0 APPENDIX

11.1 ABOUT HEREFORDSHIRE

1. About Herefordshire

Herefordshire is the fourth most sparsely populated county in the UK with a population of 180,000 people distributed over 2,160 km/sq. With rolling hills and Areas of Outstanding Natural Beauty, postcard views are an everyday occurrence. At the core of the county sits the city of Hereford (population, 55,000), which is surrounded by the market towns of Ledbury, Kington, Bromyard, Ross-on-Wye and Leominster.

The UK is a global leader in cybersecurity, and Herefordshire is the unsung heart of this industry, with many such organisations clustered around the SAS base in the county. A 2016 NESTA report (*Tech Nation*) showed this industry operates in an international market that was worth \$75bn last year and is predicted to grow to \$170bn by 2020. In 2015 alone, UK businesses reported a 38% increase in IT security incidents. GCHQ, in the Worcester & Malvern cluster, provides a central hub for the sector, while other top performers include Oxford, Reading & Bracknell, London, and Cardiff & Swansea. Belfast-based RepKnight monitors open social media and dark sources, while London company Digital Shadows provides cyber situational awareness. The establishment in the capital of Cyber London as Europe's first cybersecurity accelerator and incubator space is testament to the sector's value and importance.¹⁰ Furthermore, March 2017 saw the announcement of £2.82m is to be invested in a new £9m Centre for Cybersecurity being built by the University of Wolverhampton in Hereford, secured by the LEP¹¹.

1a. Interview Methodology

We talked to 53 people involved in the cultural life of Herefordshire across arts, education, local authority, heritage and the creative industries. The conversations took place on the basis that people would not be directly quoted, hence their views are summarized, aggregated and paraphrased in this report. We asked 3 questions to each of the participants: 'How did you come to be in Herefordshire',

¹⁰ http://www.nesta.org.uk/sites/default/files/tech_nation_2016_report.pdf

¹¹ http://www.herefordtimes.com/news/15189799.TALKING_POINT__Bill_Jackson__Hereford_Enterprise_Zone_board_chairman/



‘what is your role in the cultural life of Herefordshire’, ‘what challenges do you face in growing your cultural offer’ and ‘what could help you do more of the work you do?’. In addition we have visited many of the major organisations, looked at relevant reports and literature, and talked to people who have built cultural networks in other places in order to see what Hereford could learn from their experience.

11.2 APPENDIX STRENGTHS AND WEAKNESSES

2. Overview of strengths and weaknesses

What is working:

- The self-starter ethos: finding ways to work around the challenges of a lack of both funding and infrastructure
- A strong sense of identity: the landscape, history of food & drink and the rural environment
- The new university is prompting the cultural sector to have a joined-up conversation
- Hereford College of Arts is bringing people into the county to study and learn
- Ambition for the county, demonstrated through the City of Culture bid
- Herefordshire is place many people have moved to for its schools and landscape
- Hereford College of Arts alumni are present in many initiatives across the county
- Heritage, and in particular the food & drink sector, are more integrated generationally and across the county

What isn't working:

- A large population of older people, a large population of younger people (up to 18 years old) and very little between
- Poor communication between the arts and heritage sectors and new emerging initiatives
- Lack of input into and profile in the LEP
- The impression that a few organisations and people (such as such as City of Culture) dominate the cultural scene and initiatives
- Major players in the county – most notably the National Trust – have little or no engagement in the county's cultural scene
- Issues with recruitment and bringing people into Herefordshire



- Some skills gaps, particularly in arts management roles
- High levels of volunteering, which gives the impression of a sector run by the older generation

11.3 APPENDIX HEREFORDSHIRE CULTURAL PARTNERSHIP

3. Herefordshire Cultural Partnership

The Herefordshire Cultural Partnership has in a relatively short period established itself and has been successful in attracting funding for Great Places and this Cultural Strategy. The process of bidding for City of Culture has extended the constituency around the HCP considerably and whether or not the bid is successful it will be important to consolidate both the networks and the goodwill into an ongoing structure. The structure will need to be effective and sustainable for what may remain as a primarily voluntary initiative.

There are a number of city, county and regional initiatives across the UK that either act as co-ordinating bodies that 'shadow' the local authority and other agencies, or increasingly seek to fulfil some of the same roles of for example a local authority arts department that has been wound up.

Perhaps the successful of these initiatives outside of the major metropolitan centres has been Plymouth Culture that has representation and investment from the University, local authority, key arts organisations amongst others. Though not exclusively orientated towards visual and public art, Plymouth majored on these two areas, commissioning strategies and being rewarded with a £635,000 grant from ACE's Ambition for Excellence fund last year for a number of festivals over the coming years. The development of Plymouth Culture has taken a number of years of at first informal initiatives from well established organisations eventually consolidating into a full time organisation with a board and a small professional staff team.

A range of initiatives in Norfolk and Norwich have resulted in a higher profile for culture but in this case the eventual route was through the establishment of a Culture Board within the Local Enterprise Partnership and the commissioning of a headline Cultural Strategy, 'Culture Drives Growth' partly funded by ACE.



On a more modest scale, in Dorset arts development is now delivered by The Arts Development Company, a social enterprise company. Alongside the Company is Dorset Arts Together (formerly the Dorset Arts Trust) that acts as a network and “activity hub” for the arts and cultural sector. It organises itself around “outcome hubs” rather than art forms (Health, Creative Economy, Environment etc). The most active programme of The Arts Development Company is Culture+, a range of professional development activities in the cultural, tourism and heritage sectors funded by the European Regional Development Fund and the Arts Council. Like in Norfolk and Norwich, the Company and the programme feed into the creative industries strand of the LEP and its associated Growth Hub.

The Exeter Cultural Partnership was formed in 2013 as an initiative of the City Council, the University and later the Cathedral and now includes a wide range of cultural, business and civil society organisations in the city. The Partnership produced a Cultural Action Plan in 2013 and two notable successes to date have been improved dialogue between the City Council and cultural organisations including input on investment and planning issues, and a vibrant social media platform for events, information and debate.

The latter is exceptional in that similar initiatives elsewhere have not been able to establish such a well used platform. The ACE investment finishes later this year, though we understand it could be continued if increased investment from funders in the City can be found.

It is clear that the involvement of children and young people will be crucial to the success of a cultural strategy for Herefordshire. In 2015, the Arts Council identified 50 Cultural Education Partnerships across England “where there is the most chance of success. All will be up to full strength by 2018 - with an emphasis on developing them rapidly in areas of most need.” The partnerships have their origin in ACE’s Cultural Education Challenge of 2014/15 which called for a joined-up approach from arts organisations and education providers to offer the best cultural opportunities for children and young people.

The first CEP was the Barking and Dagenham Partnership that was an initiative of the Bridge organisation A New Direction along with the Borough. This has since been expanded to the East London Cultural Education Partnership and has attracted major funding from other sources in addition to ACE.

Arts Connect (the West Midlands Bridge organisation) and the Elmley Foundation support Creative



Connections a CEP type project based at the College of Arts. Herefordshire is also well represented in both ACE Arts Award and Artsmark programmes with 15 Arts Award centres (both arts organisations and schools) and 4 Artsmark schools in the county. The HCP is therefore well placed to secure further input and resources from Arts Connect and ACE to expand it's role in working with children and young people.

None of the Partnerships discussed above and others too numerous to mention are a direct fit with Herefordshire and the issue of a potential lack of local authority investment could be a major impediment to bringing in other funding - particularly from the Arts Council. One common factor however with all of the above and other partnerships is that they started with cross-sector conversations and collaboration of the kind that have now started in Herefordshire around the strategy and the City of Culture bid.

So in order to move forward we recommend adopting the following characteristics from these and other partnerships:

- Bind the Partnership into the LEP as soon as possible. (Dorset, Norfolk & Norwich)
- Even prior to establishing a comprehensive knowledge base about the cultural and creative sector in the county, the HCP is still well positioned to act in an advisory and advocacy role. You already know more than they do.
- Establish detailed, distinctive and innovative strategies and business models around key areas and issues.

Herefordshire is likely to get attention and funding from strategic and research agencies if you not only produce something that is genuinely innovative and useful locally or regionally but also puts down a marker at a national level. For example - We believe that it would be possible to expand on the Great Places success and develop an Ambition for Excellence bid for September 2017 around a completely new business model for culture in Herefordshire that anticipates the arrival of the University, and focuses on young entrepreneurs, food and drink, informal cultural offers, and the visitor economy as the main drivers of future growth in the county.



11.4 APPENDIX INVESTMENT INTO HEREFORDSHIRE

4. Investment into Herefordshire

Herefordshire has seen some of the biggest cuts to public-service funding in the UK. There is no significant local government support or strategy for either creative industries or visitor economy/tourism, and Visit Herefordshire, the privatised tourism service, faces financial challenges.

There are a relatively small number of ACE-supported arts organisations, but overall ACE investment is not particularly low. Recent figures show over £3.3m has been invested in the sector since 2012¹²:

¹² does not take into account that NPO funding has been annual over the period 2012-17



NPO: The Courtyard Centre for the Arts	2016/17	£	212,861.00	
NPO: Ledbury Poetry Festival	2016/17	£	53,066.00	
NPO: 2Faced Dance	2016/17	£	192,000.00	
NPO: Arts Alive	2016/17	£	58,781.00	includes work in Shropshire
Music Education Hub	2012-15	£	519,769.00	
The Courtyard: Arts and Older people	2013/14	£	312,500.00	
Grants for the arts	2015/16	£	415,240.00	
Relmagine India: 2Faced Dance	2016/17	£	95,000.00	
Relmagine India: 2Faced Dance	2015/16	£	26,180.00	
Random Acts: Rural Media Charity	2014/15	£	597,417.00	
Capital: Rural Media Charity	2015/16	£	106,941.00	
Herefordshire Cultural Strategy (grant to RMC)	2016/17	£	15,000.00	
Catalyst: Arts Alive	2016/17	£	120,000.00	
Music Education Hub	2012-15	£	171,045.00	
Catalyst: The Courtyard Centre for the Arts	2012-15	£	153,705.00	
Catalyst: Rural Media Company	2012-15	£	314,400.00	

ACE positively acknowledges the work individual organisations have put into the sector in the face of an absence of leadership. This had recently been acknowledged with the renewed contract for the National Portfolio Organisation in the county and the addition of Rural Media to the portfolio. ACE understands the challenges of a rural area and would like to see a joined-up, place-based approach to funding, seeing partnership, alignment across programming and sharing audiences as crucial to future investment into Herefordshire. It is keen to understand the role of the creative industries in the county and how strategic partnerships with the creative industries, businesses and heritage can create a stronger narrative for the arts offer in the county and bring new audiences into the arts. Much of this is informed by the recent White Paper (see policy section). ACE has invested in cultural leadership in the county through a grant to support this Cultural Strategy and through the development of HCP. Going forward, leadership should remain high on the agenda for ACE funding, through their five key themes.

The Elmley Foundation also plays a significant role in the county, supporting arts in both Herefordshire and Worcestershire.



Conversations with the LEP should be developed. The recent £2.8m invested in the Cyber Centre in the county has been spearheaded by the LEP, showing it to be both active and capable of bringing in funding. A new tourism strategy is currently being developed for the county and should include a cultural offer. Elsewhere the creative industries should develop a sub-group to feed into the LEP. Work should also be done to understand the value of the creative industries as a whole in the county and to illustrate this value and the size of the business it represents.

11.5 APPENDIX LIST OF CONSULTEES

5. List of consultees

David Marshall	Chairman, Cider Museum and Chartered Accountant	Face to face interview
Rose Beeston	Director, Dancefest	Face to face interview
David Bothamely	Chairman, Hereford Civic Society	Face to face interview
David Harlow	Cabinet Member, Economy & Corporate Services	Face to face interview
Various	Magna Carta working group	Face to face interview
Estelle van Warmelo	Director, Feral Productions	Face to face interview
Mike Ashton	CEO, Chamber of Commerce	Telephone interview
Ian Archer	CEO, Artistic Director, Courtyard Centre for Arts	Face to face interview



Geoff Hughes	Director of Economy, Communities and Corporate, Herefordshire County Council	Face to face interview
Sarah Handley	Chairman, Conquest Theatre	Telephone interview
Peter Florence	CEO, Hay Festival	Telephone interview
Georgina Smith	Strategic Lead, Hereford BID	Telephone interview
Chris Pullin	Canon, Hereford Cathedral	Face to face interview
Naomi Vera-Sanso	Festival Director, Borderlines Film	Face to face interview
Wendy Coombey	Parish Church Network	Face to face interview
Jesse Norman	MP, Hereford & South Herefordshire	Telephone interview
Peter Knott	Head of Midlands ACE	Telephone interview
Philippa Slinger	Poetry Festival	Face to face interview
Jenny Beard & Cathy Meredith	Consultants, Destination Plan Hereford	Face to face interview
Nic Millington	CEO, Rural Media	Face to face interview
Margaret Coleman	Project Lead, Herefordshire County Council	Face to face interview
Mandy McCabe	Project Lead, Carers in Paid Employment/ Herefordshire Carers Support	Face to face interview
Frank Myers	Rep, LEP	Face to face interview
Julia Goldsmith	Co-director, Catcher Media	Face to face interview



Abigail Appleton	Principal and CEO, Hereford College of Arts	Face to face interview
Kate Le Barre	Lead, Creative Connections Herefordshire	Face to face interview
Anthony Powers	Councillor	Face to face interview
Jackie Denman	Big Apple Association	Face to face interview
David Bailey	Herefordshire Area Manager, National Trust	Face to face interview
Les Watson	Chair, 31 Broad St Development Trust	Face to face interview
Rob Strawson	Artistic Director, Music Pool	Face to face interview
Karen Usher	Co-Lead, NMITE	Telephone interview
Susanna Forbes	Drink Britain	Face to face interview
Tamsin Fitzgerald	Artistic Director, 2Faced Dance	Telephone interview
Lisle Turner	Writer and Film Director	Telephone interview
Miriam Griffiths	Chair, Museums Support Group	Telephone interview
Andy Black	Tourism Officer, Visit Herefordshire	Telephone interview
Jennie Hermolle	Head of Communications, Hereford College of Art	Telephone interview
Keith Ray	Author and County Archaeologist 1998-2014, Herefordshire	Telephone interview
Kate Seekings	Museum Support Group and board of Hereford College	Face to face interview



Claire Wichbold	Chair of 3 Choirs Festival	Face to face interview
Barbara Ferris	Local participant	Face to face interview
Lauren Rodgers	Hereford Live	Face to face interview
Mandy McCabe	Project Lead, Carers in Paid Employment/ Herefordshire Carers Support	Face to face interview
Mel Potter	H Arts	Face to face interview
Jo Henshaw	Hereford River Carnival	Face to face interview
Richard Heatly	Chair Meadow Arts & Borderlines Film Festival and board member of The Courtyard Trust	Face to face interview
Gabe Cook	Ciderologist	Face to face interview
Claire Purcell	Meadow Arts	Face to face interview

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- Coventry Cultural Strategy, 2017- 2027
- Plymouth's Public Art Strategy
- Dorset Culture Partnership
- Norwich Culture Partnership
- Barking and Dagenham partnership
- Creative Scotland, Place Partnerships
- The Quays Partnership, Salford
- Newcastle Visual Arts Cluster



- Sunderland Cultural Partnership
- Manchester Cultural Partnership
- Waltham Forest Cultural Strategy
- Oxford Museum Partnership
- Southend-on-Sea Cultural Strategy
- Cultural Strategy for Cumbria
- Cultural Strategy for Eden
- Strategy for Cultural Tourism, Cumbria

