

HERE FORD — SHIRE

Cultural Strategy 2019–2029

‘Great places are places of anchorage with a sense of stability, places of possibility, places of connection, of learning and of inspiration.’

— Charles Landry, 2016



Welcome **4**

1

INTRODUCTION

What do we mean by culture?
And why do we need a cultural strategy? **8**

Overview **9**

2

VISION & PRIORITIES

Our vision **14**

Our priority objectives:

Priority one: Great Place **17**

Priority two: Children & Young People **18**

Priority three: Creative Economy **19**

Priority four: Cultural Democracy **20**

Priority five: Cultural Tourism **21**

3

MAKING IT HAPPEN

2019/20 Action Plan **24**

Cross-cutting themes **26**

Delivery **27**

Herefordshire Cultural Partnership **27**

4

REFERENCES & RESOURCES

Policy references **31**

WELCOME



**Culture is the
key to what makes
Herefordshire the
wonderful county that it is.**

LADS (Ledbury Amateur
Dramatics Society) at The
Master's House, Ledbury

Successful counties are not just those that are economically sustainable. Their success is grounded in their high quality of life, their distinctive cultural identity, and their creative and entrepreneurial vibrancy.



Bromyard Speed Festival

Herefordshire is the fourth most sparsely populated county in England and yet remarkably compact with five historic market towns equidistant from Hereford City, creating not only virtual but physical ‘hub and spoke’ opportunities. Together with its varied and dramatic landscape, its historic buildings, agricultural heritage, and its nationally recognised black and white villages the county boasts a unique sense of place.

Culture is the key to what makes Herefordshire the wonderful county that it is, reflecting and communicating its distinctiveness and uniqueness. Engagement in cultural activity is a vital ingredient in the life of our community and the region as a whole, and plays an important part in enhancing the civic pride of our county.

Today Herefordshire has a rapidly growing variety of arts and cultural activity, an energetic music and festival scene, a thriving community of artists and craftspeople, a distinctive and in some senses unique food and drink culture, and vastly unexploited potential for a visitor

economy based on the county’s natural beauty and cultural heritage. The Government’s Industrial Strategy singles out the creative industries as being key to the UK’s growth, and notes that the sector is typified by small and micro-businesses. With its rapidly growing range of creative SMEs from artists to craft cider producers to digi-tech entrepreneurs, Herefordshire is well placed to benefit from the Government’s stated desire to support the growth of this sector.

This Cultural Strategy has been produced by Herefordshire Cultural Partnership (HCP), which comprises the county’s key cultural organisations, Herefordshire Council, the local business community, and a wide range of arts and heritage groups from across the area. The strategy has been informed by in-depth local consultation, a three-month online survey, an Arts Council funded consultancy, and research into national and international good practice.

We heartily invite you to work with us to make Herefordshire a great place to live, work and visit.



2Faced Dance
Photo credit: Luke Evans



1

INTRODUCTION

WHAT DO WE MEAN BY CULTURE? & WHY DO WE NEED A CULTURAL STRATEGY?



The Garrick Singers, a collaboration between The Courtyard Centre for The Arts, The Music Pool in Hereford and the community.

Successful areas are recognised by their quality of life, by strong communities, their creative vibrancy, and cultural identity, all of which underpins an area's economic performance and national and international standing.

Culture is taken to be the broad framework that defines how people live and that which gives their lives value and meaning. It encompasses creativity, imagination, ambition, joy and wonder, and is normally though not necessarily expressed through creative activities and institutions.

The Herefordshire Cultural Strategy focuses on arts and heritage and includes a wide range of activity: performing arts, literature, music, crafts, visual and digital arts, photography, design, architecture, fashion along with our creative businesses, and the buildings and facilities where we access culture – museums, arts centres, theatres, churches, village halls, cinemas, libraries, archives, galleries. We include too our wonderful natural environment, gastronomy, and the creative activities that take place in our open spaces.

Although we are not treating culture so broadly as to include shelter, health, education, sport, nutrition

or social welfare, culture is now recognised as an essential and powerful basis for their effective provision and enhancement.

This strategy seeks to identify, expand and make more accessible the range of opportunities for residents and visitors to Herefordshire to experience and enjoy the arts and heritage that surround them. It is a means by which a wide range of relevant partners – individuals, organisations, businesses and institutions – can work together to achieve outcomes that will improve the lives and prospects of our communities, and enhance a sense of place and identity through increased awareness of our heritage.

The Cultural Strategy runs with the grain of other county strategic plans including Herefordshire Health & Wellbeing Strategy; Invest Herefordshire; Children and Young People's Plan etc. Importantly it provides the basis for planning and undertaking ambitious actions to bring about change, and the means for effecting that change through collaborative working, bids for funding, planning and organisation.

OVERVIEW

In the text, “we” stands for all of us – individuals and organisations in the voluntary sector, the business sector, funders, strategic and elected bodies.

Herefordshire’s UK City of Culture 2021 bid confirmed what most Herefordians already know – that Herefordshire’s cultural ecology comprises a remarkable and rich range of arts and heritage activity, creative business, buildings, organisations, and outstanding natural assets.

There is undoubtedly much on which to build, however our conversations and research highlighted a wide variety of issues that individuals and groups in the county wanted to see addressed:

- ▶ The need to support and nurture talent, including local artists working across all genres and art forms;
- ▶ The need to build a stronger and more visible creative economy;
- ▶ The need to increase participation and promote inclusion in cultural and creative activity;
- ▶ The need to engage more effectively with children and young people;
- ▶ The need to raise the profile of Hereford and Herefordshire as a great place to live, work and visit.

These are just some of the issues that have informed the priorities laid out in this Cultural Strategy.



Hush Now Hidden Women from Feral Productions
Photo credit: Adam Knight



The Wye Valley

This Cultural Strategy serves as a starting point from which a carefully managed set of interventions and investments into arts, heritage and culture can be developed. It proposes actions, based upon wide consultation, that have the potential to bring about real change for Herefordshire communities.

Consultation has told us that widening participation in the arts and heritage, including for children and young people, is essential for a healthy and productive society. So too is the planning and investment in creative skills, leadership and management necessary to sustain our cultural institutions. We know that together we must do more in key areas such as tourism and cultural enterprise – visitors to the county bring important revenue streams as do the establishment of new creative businesses. We recognise the huge commercial opportunities that have opened up over the last few years, and the access to new cultural experiences that digital technologies now offer almost everyone. New models of delivery and co-operation could breathe new life and generate new uses for our cultural and civic buildings.

We recognise that we have proposed a wide range of ambitious actions to deliver the vision and outcomes, and not all of them can be achieved at once. However, through collaboration and cross-sector partnerships we are confident that over the coming years delivering against these priorities will be transformational, inspiring and enriching the lives of those who live and work in Herefordshire, and those who visit or seek to settle in the county.

To ensure that the Herefordshire Cultural Strategy 2019–29 remains relevant and reflects the views of local communities we will be regularly asking for your input to the following year’s action plan. To widen our consultation and add momentum to the Cultural Strategy, Rural Media is leading on behalf of HCP the Herefordshire’s Great Place project, sponsored by Arts Council England, National Lottery Heritage Fund and Historic England. The Great Place project has launched the ‘Big Conversation’ which aims to enable everyone to shape, grow and celebrate our cultural identity.

THE BIG CONVERSATION COMPRISES...

- ▶ A content rich web platform www.the-shire.co.uk hosting a virtual network and consultation, together with profiling key arts and heritage projects;
- ▶ An online culture data hub offering publicly accessible up to date information on cultural organisations, audiences, issues and trends;
- ▶ An annual culture conference will offer inspiration and ideas, opportunities to hear about progress, best practice from elsewhere in the UK and Europe, and plans for the year ahead;
- ▶ An events and seminar programme bringing together smaller groups to debate and address specific issues and themes.





Young makers at ignite CIC's Creative and Active Communities Workshop



2

VISION AND PRIORITIES

OUR VISION

For Herefordshire to be a culturally vibrant, prosperous and sought after county in which to live, work and to visit. Hallmarks of the County will be its glorious landscape, its heritage and history, its diverse creative and cultural offer and its sense of ambition.

The Herefordshire Cultural Strategy 2019–29 lays out how we can maximise the county’s cultural assets. Our emphasis is on partnership working, talent development, cultural education, participation, creative enterprise, and national and international profile. Reaching new audiences and developing new ways of working to ensure that everyone has the opportunity to benefit from involvement in cultural activities.

This strategy places investment in culture at the heart of civic pride, place, health & wellbeing, and economic growth. For it to achieve its vision it is important that the action in this strategy remain flexible and consultative in order to stay fresh and embrace new ideas, people and technologies.

By 2029 we will have worked with our partners to deliver the following five outcomes...

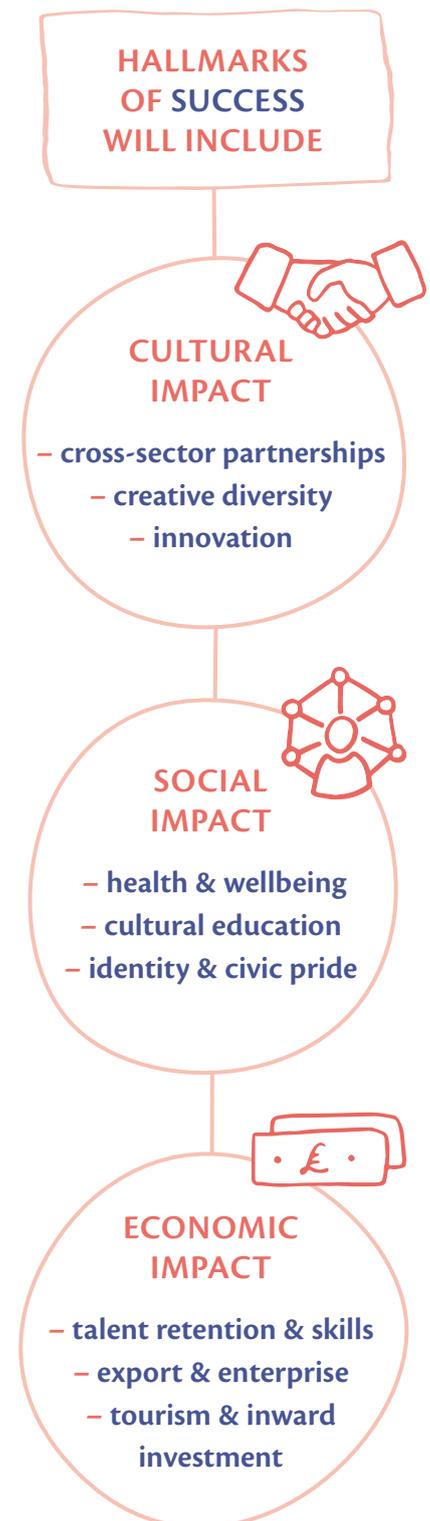
1. Herefordshire will have a connected and sustainable cultural infrastructure underpinned by a creative workforce offering high quality arts and heritage activity and experiences available to all residents and visitors.

2. Herefordshire’s rural communities will have the opportunity to be fully engaged and proactive in shaping, participating and growing the county’s cultural offer.

3. All children and young people in Herefordshire will have access to high quality contemporary cultural education and career development opportunities.

4. Culture and the creative industries will play a distinctive role in contributing to the economic success of the county and region.

5. Herefordshire’s cultural profile and offer will attract national and international audiences, visitors, and new businesses.



OUR PRIORITY OBJECTIVES

1 GREAT PLACE

A resilient cultural infrastructure that makes Herefordshire a great place to live, work and to visit

2 CHILDREN AND YOUNG PEOPLE

Listening to children and young people, and connecting them to culture and connectivity

3 CREATIVE ECONOMY

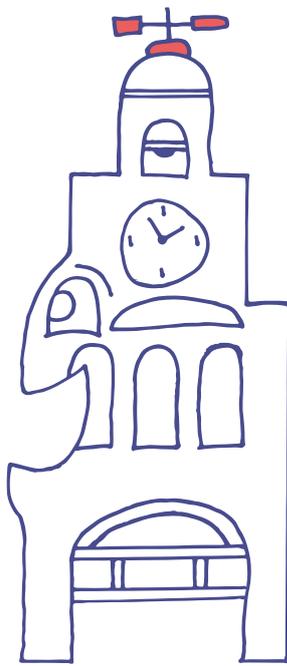
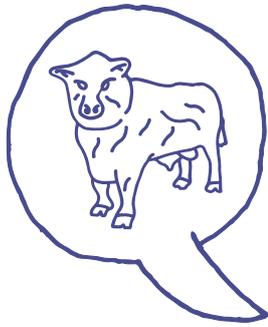
Building and supporting vibrant creative enterprises

4 CULTURAL DEMOCRACY

The arts and heritage are for everyone

5 CULTURAL TOURISM

Raising Herefordshire's national and international profile



PRIORITY 1 GREAT PLACE

A resilient cultural infrastructure that makes Herefordshire a great place to live, work and to visit

The sustainability and development of Herefordshire's cultural organisations is key to the county's growth and wellbeing. It will be essential over the coming years that Herefordshire is able to offer a contemporary cultural experience supported by its professional arts and heritage organisations. Arts Council recently confirmed support of over £3,000,000 to the county's major arts organisations for 2018–22. Further investment through project funding, including by Heritage Lottery Fund, for a range of artists, arts and heritage organisations over the same period will significantly add to this figure.

Herefordshire Council has pledged support for the work of HCP and to the priorities laid out in this Strategy. Key to this collaborative working will be finding innovative ways of sustaining the County's libraries and heritage assets; and widening their appeal and attracting new audiences.

We will...

- ▶ Establish the Herefordshire Cultural Partnership (governance, membership, capacity) as the lead cultural development body for the county.
- ▶ Strengthen partnership working across the cultural sector, and facilitate innovative links with the private, public and voluntary sectors.
- ▶ Work with Herefordshire Council and other stakeholders to facilitate greater community ownership of assets and spaces for cultural purposes, including creation of a Hereford City cultural quarter.
- ▶ Develop new funding models and financial instruments to support Herefordshire's cultural infrastructure.
- ▶ Support cultural tourism by promoting a programme of festivals, events and exhibitions distinguished by innovation and diversity that enhances the rural experience.
- ▶ Strengthen digital communications about culture across the County including new approaches to the use of cultural data.





PRIORITY 2

CHILDREN AND YOUNG PEOPLE

Listening to children and young people, and connecting them to culture and connectivity

Cultural and creative learning is a vital part of any education. It gives children and young people the confidence and capability that they will need in a world and economy that depends upon the skills that it provides. It is a basic building block in building the future of the UK.

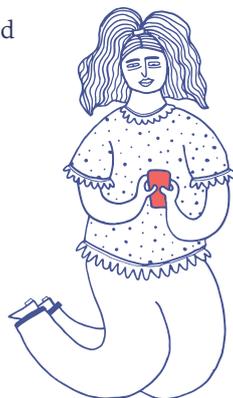
However, according to a 2018 BBC survey creative arts subjects are being cut back in many secondary schools in England. Schools reported that the increased emphasis on core academic subjects, together with funding pressures, were the most common reasons for cutting back on resources for creative subjects.

Other factors can impact on young people failing to engage, or be excited and challenged by for example a performance, or acquisition of new digital creative skills, including socio-economic background, mental health, or caring responsibilities. In Herefordshire rural isolation can also be a major inhibitor to participation.

The Cultural Strategy aims to increase the opportunities for children and young people within formal and informal education settings to take part in a wide range of accessible arts and heritage activities, and to find their creative voice.

Hereford College of Arts and Hereford Sixth Form College are exemplary hubs of creative further and higher education and training, and the county's new university has committed its support to cultural enrichment across the county.

We aim to make a real difference for children and young people, including those who currently have fewer opportunities to experience the richness of the county's diverse arts and cultural resources.



We will...

- ▶ Support strategic initiatives that seek to establish a cultural offer based on shared resources, new partnerships and place-making activities that give children and young people the chance to visit; experience and participate in high quality arts and heritage activity.
- ▶ Work closely with schools and colleges through project co-production and curriculum development to attract and support a diverse range of students.
- ▶ Support and train young people to lead the development of their own cultural events.
- ▶ Support children & young people to develop their talent and participation by investing in places where they can explore, rehearse, and create new work and learn new skills.
- ▶ Strengthen relationships with Arts Council's Specialist Support Organisations (SSO) including Arts Connect, and promote participation in Arts Council's Cultural Education; Arts Award, and Arts Mark programmes.
- ▶ Broker relationships with national cultural organisations in order to bring inspirational projects, performances, and exhibitions to the county.
- ▶ Maximise children and young people's engagement and participation in culture through curation, production and distribution of digital content.



PRIORITY 3

CREATIVE ECONOMY

Building and supporting vibrant creative enterprises

The UK has one of the largest, most successful and fastest growing creative industries sectors in the world; based on a long tradition of cultural expression through music, literature and the performing and visual arts; now includes advertising, architecture, design, publishing and fashion industries, and the film, media and video gaming sectors.

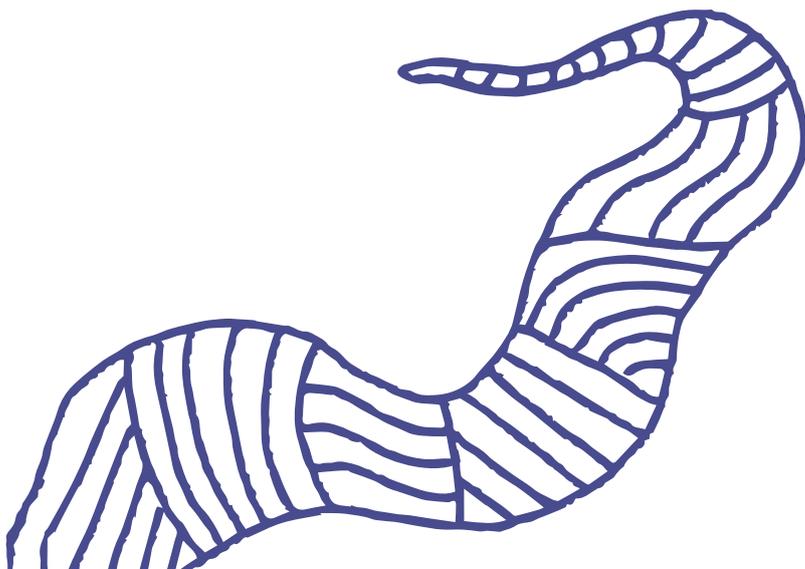
These new creative businesses are well suited to playing a key role in growing Herefordshire's economy and social vibrancy. They are mainly high value micro businesses, have minimal impact upon the natural environment, attract and retain young talent, and motivate employers to up-skill and invest in new technology.

Furthermore, research shows that creative jobs support all other economic sectors; will be more resistant to automation; and that those working in creative jobs have higher levels of wellbeing.

Outcomes from the Cultural Strategy will be a stronger and a more visible creative economy supported by the development and retention of creative and entrepreneurial talent.

We will...

- ▶ Ensure that development of creative industries inform economic policy and priorities including of Herefordshire Council, Marches LEP and Midlands Engine.
- ▶ Work closely with Herefordshire Business Board and Herefordshire & Worcestershire Chamber to map local creative businesses, understand better their needs, and agree a common vision for their support and promotion.
- ▶ Create more pathways into training in arts, heritage and culture, and career opportunities in the broader creative and knowledge economy.
- ▶ Increase the scale and diversity of the creative workforce in Herefordshire.
- ▶ Support the regeneration of underused buildings to provide 21st Century offices, studios, exhibition and meeting spaces for cultural entrepreneurs, cultural production and fabrication.
- ▶ Establish a county-wide network for artists and cultural organisations to collaborate and develop new enterprises, products and services.
- ▶ Create a 'business booster' network to provide access to high quality advice for start-ups and small enterprises on exporting, intellectual property (IP) and access to finance.





PRIORITY 4

CULTURAL DEMOCRACY

The arts and heritage are for everyone

Culture gives people a sense of belonging within our towns and villages. A broad range of human creativity that is in some shape or form about ‘making art’ takes place outside the professional arts or creative industries. This strategy recognises the vital importance of publicly supported arts, heritage and cultural activity, but understands well that everyday creative activity in communities is often overlooked. In Herefordshire this activity takes very many forms: choirs, writing groups, photography clubs, local festivals, weaving and painting classes, play-schemes, local history talks, etc.

The term Cultural Democracy describes an approach to arts and culture that actively engages everyone in deciding what counts as culture, where it happens, who makes it, and who experiences it. This strategy will ensure that the thousands of people in Herefordshire that are participating in creative activity as a regular part of their lives are recognised and better supported.

The digital revolution has increased levels of participation in informal cultural and creative activity. It has created new networks and forms of interaction, transformed the production and distribution of cultural content and allowed new forms of arts and culture to emerge.

It is clear that for local people to celebrate and strengthen their communities through creative and cultural activity they require places to meet, skills, connections and funding. Through new engagement initiatives, training and digital tools we will increase participation in arts and heritage, and promote inclusion in cultural and creative activity.

We will...

- ▶ Strengthen the connections and networks within and between local communities through highlighting informal arts and heritage activity on the web platform www.the-shire.co.uk.
- ▶ Support and promote the value of inter-generational initiatives that connect young artists with the knowledge, contacts and resources of older residents.
- ▶ Address barriers to participation and improve access to arts and cultural experiences through programmes such as Herefordshire’s a Great Place.
- ▶ Raise awareness and understanding of the social, health and economic value of local arts and heritage activity in rural areas within local & national policy and among donors and investors.
- ▶ Provide access to information, artist networks, and resources for use by community groups to enhance community events and attract visitors.
- ▶ Attract new investment for locally driven place-based activity that demonstrates local skills and knowledge, and the rich cultural assets of our county.



PRIORITY 5

CULTURAL TOURISM



Raising Herefordshire's national and international profile

Herefordshire's outstanding natural beauty, its picturesque market towns and villages, its rural and agricultural heritage, its location and easy access from major cities of Birmingham, Bristol and Cardiff all create the potential for the county to become a prime visitor destination. While tourism is vitally important to the County's economy, generating £450m from over 5 million visitors each year and sustaining the equivalent of 7,000 full time jobs, cultural tourism only accounts for 1% of visitor activity.

The Herefordshire Destination Plan 2018–22 outlines a vision for the future for tourism in the county, and a set of priorities, together with actions and timeframes by which achieve the anticipated outcomes. Through working closely with the lead Destination Management Organisation (DMO) and Herefordshire Council, the Cultural Strategy seeks to support the growth of cultural tourism in the county.

The largest medieval map of the known world, the Hereford Mappa Mundi attracts visitors from across the globe. Already festivals and events such as Ledbury Poetry Festival, Borderlines Film Festival, and Three Choirs Festival attract national and international visitors. In March and April 2018 the cascade of individual ceramic poppies that formed the Weeping Window installation at Hereford Cathedral attracted 190,000 visitors. To name just a few creative companies with strong international links: 2-Faced Dance Company and Fetch Theatre regularly tour work into Europe and the Far East. It is by development of high profile events and product, and improved promotion of such cultural assets and product that Herefordshire will find its rightful place on the national and international map.



We will...

- ▶ Encourage communication between cultural organisations and the responsible body for destination management and marketing.
- ▶ Work collaboratively with the Destination Management Partnership to extend Herefordshire's engagement with national and international visitors.
- ▶ Enhance the rural experience by effective digital marketing of festivals, events and exhibitions.
- ▶ Build upon the reach of Herefordshire's cultural organisations to highlight the investment potential and attractions of the county.
- ▶ Encourage and support national and international working in our creative industries through knowledge events and incentivised schemes.
- ▶ In partnership with the DMO and other strategic bodies promote Herefordshire's cultural attractions nationally and internationally.
- ▶ Support artists and content producers to create 'visitor pathways' that powerfully reveal Herefordshire's deep rural tangible and intangible heritage, thereby adding momentum to the county's ambition for cultural tourism.
- ▶ Identify and attract investment to support international co-commissions, touring and residencies with high profile artists.



Louis Parker-Evans and Sam Buswell in *What The Moon Saw*, performed by 2Faced Dance
Photo credit: Luke Evans



3

MAKING IT HAPPEN

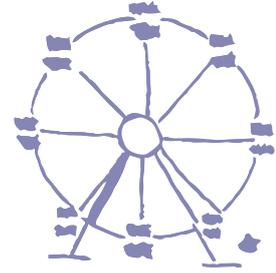
2019/20 ACTION PLAN

April

Launch HCP website
www.the-shire.co.uk.

May

Herefordshire Cultural Strategy is available on www.the-shire.co.uk & is shared across the region.



2019

June

Create / Fuel, a one-day conference connects and inspires young creatives. This is the 2nd Pride of Place conference supported by The Elmley Foundation.

Establish a youth collective with a passion for cultural events.

July

Great Place project funds five creative projects that bring digital technology, arts, heritage and communities together through Hidden Gems grant scheme.

September

Launch Business + Culture Working Together campaign and seminars with H&W Chamber of Commerce.

Support the Creative Connections Herefordshire network to develop a long term plan & goals.

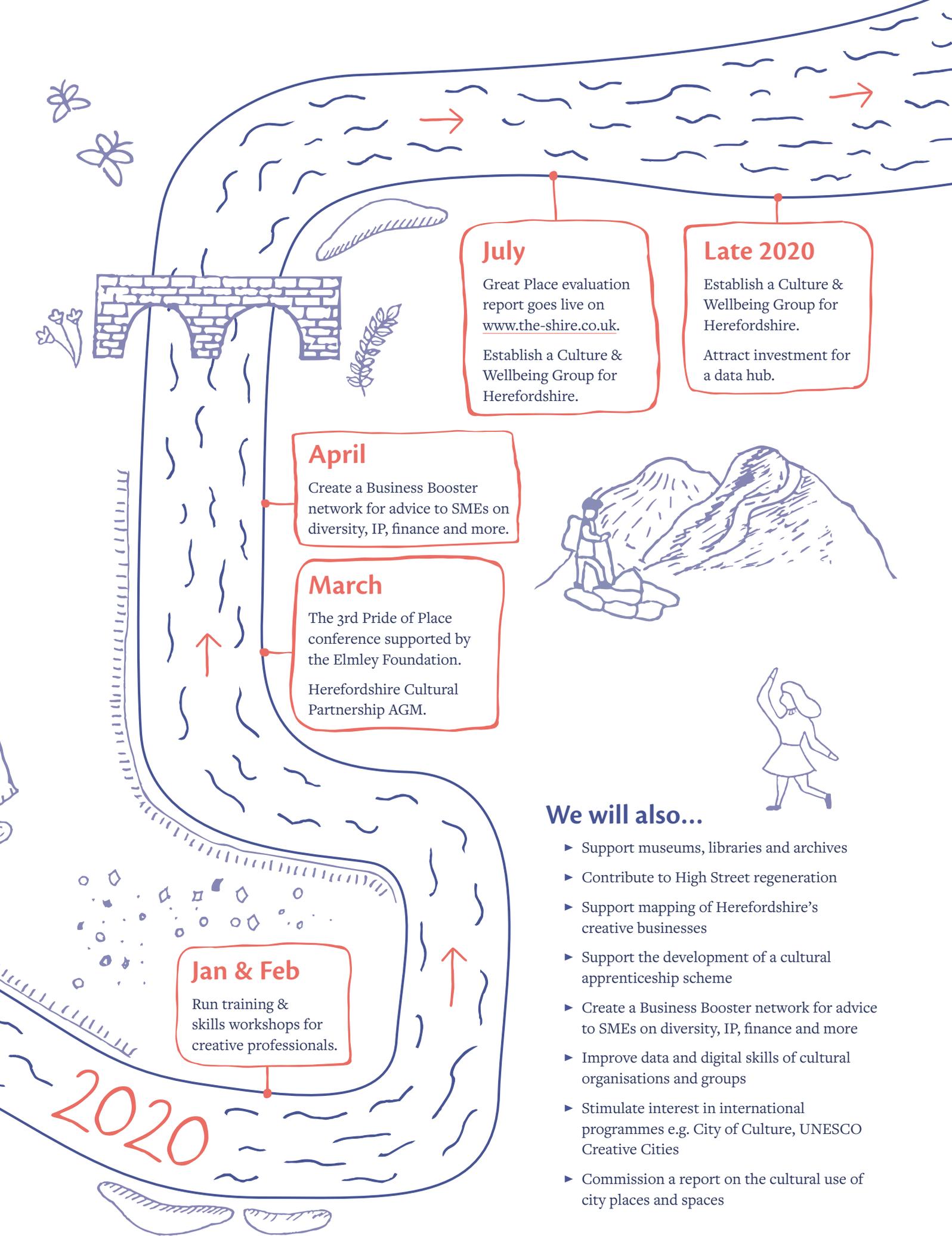
Launch Directories of festivals, events & exhibitions on www.the-shire.co.uk.

December

Appoint independent chair + new board members to Herefordshire Cultural Partnership.

Late 2019

Represent creative industries on regional cultural panels.



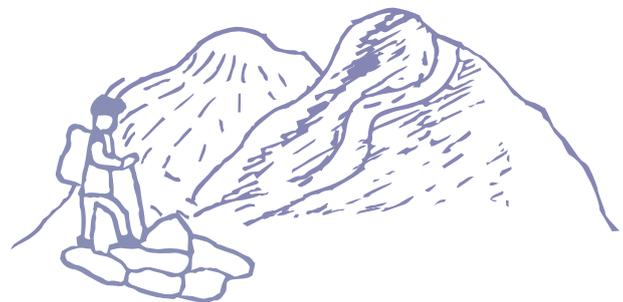
Jan & Feb
Run training & skills workshops for creative professionals.

March
The 3rd Pride of Place conference supported by the Elmley Foundation.
Herefordshire Cultural Partnership AGM.

April
Create a Business Booster network for advice to SMEs on diversity, IP, finance and more.

July
Great Place evaluation report goes live on www.the-shire.co.uk.
Establish a Culture & Wellbeing Group for Herefordshire.

Late 2020
Establish a Culture & Wellbeing Group for Herefordshire.
Attract investment for a data hub.



We will also...

- ▶ Support museums, libraries and archives
- ▶ Contribute to High Street regeneration
- ▶ Support mapping of Herefordshire's creative businesses
- ▶ Support the development of a cultural apprenticeship scheme
- ▶ Create a Business Booster network for advice to SMEs on diversity, IP, finance and more
- ▶ Improve data and digital skills of cultural organisations and groups
- ▶ Stimulate interest in international programmes e.g. City of Culture, UNESCO Creative Cities
- ▶ Commission a report on the cultural use of city places and spaces

CROSS-CUTTING THEMES

A number of cross-cutting themes that align closely with local and national policies will be mapped on to our strategic priorities, and will be used as criteria for evaluating and developing projects and activities.



PARTNERSHIP WORKING

1. Effective collaborative working, information sharing and action is the fundamental key to making best use of resources, taking in both public and private sector partners. The Herefordshire Cultural Partnership will play a critical role in fostering greater partnership working.



DIGITAL INNOVATION

2. Prosperity and the development of new and digital technologies will be the key to attracting and retaining people in Herefordshire, and in turn providing support for local cultural organisations and the activities that they could develop. Mapping of existing provision and digital capability and activity will be key to evidencing the social and economic value of the cultural sector to the County.



HEALTH & WELLBEING

3. Recognise that exciting and engaging cultural activities and experiences support better lives. We will encourage and support cultural organisations to prioritise in their planning and programming health and wellbeing outcomes.



INCLUSION & DIVERSITY

4. Support for organisations to develop creative opportunities for individuals and groups who experience isolation or discrimination, including those with less opportunity to participate due to geographical isolation and/or socio-economic circumstance.



LIFELONG LEARNING

5. For cultural activities in all forms to be a catalyst for learning at any age. Increasing higher and further education places, along with vocational training such as cultural apprenticeships will be integral to the county's economic and cultural development.



Borderlines Film Festival's gala opening
Photo credit: Matthew Evans

DELIVERY

Key to success will be forming new cross-sector partnerships and coalitions, and demonstrating the value of culture to strengthening the health and wellbeing of our communities, attracting and retaining talent, and delivering new investment and economic growth.

Updates of progress and activity will be published on the new Herefordshire culture website www.the-shire.co.uk along with useful resources related to our vision and strategic priorities.

HEREFORDSHIRE CULTURAL PARTNERSHIP BOARD

Herefordshire Cultural Partnership (HCP), which comprises members of the county's cultural organisations, Herefordshire Council and business community, has produced the Herefordshire Cultural Strategy on behalf of the whole county, and will be responsible for driving the strategy forward. HCP's role is to:

- ▶ Champion Herefordshire's cultural strategy and cultural ambition
- ▶ Oversee the development and delivery of the cultural strategy, producing an annual action plan with specific objectives and targets
- ▶ Support strategic programmes and identify key initiatives to deliver the Cultural Strategy action plan





Yinka Shonibare CBE's *Creatures of the Mappa-Mundi*. Courtesy the artist and Stephen Friedman Gallery. Meadow Arts commission, 2018. Photo credit: Stefan Handy



4

REFERENCES & RESOURCES

- ▶ Strategic policy context for cultural development in Herefordshire – see overleaf
- ▶ About Herefordshire (social & economic profile, and cultural assets) – see www.the-shire.co.uk/about
- ▶ Herefordshire Cultural Partnership Board Members – see www.the-shire.co.uk/herefordshireculturalpartnership
- ▶ Action Plan 2019 (Yr1) & 2020–21 (Yrs2&3) – download at www.the-shire.co.uk/herefordshireculturalpartnership





POLICY REFERENCES...

- ▶ [Industrial Strategy: building a Britain fit for the future \(White Paper\)](#)
- ▶ [Independent Review of the Creative Industries](#)
- ▶ [Partner, Investor, Champion: An introduction to the Arts Council's role in place-making \(Arts Council England\)](#)
- ▶ [Herefordshire Health and Wellbeing Strategy Be Well, Keep Well, Live Well \(Herefordshire Council\)](#)
- ▶ [Invest Herefordshire Herefordshire's Economic Vision \(Herefordshire Council\)](#)
- ▶ [Herefordshire's Children and Young People's Plan: Giving children and young people a great start in life \(Herefordshire Council\)](#)
- ▶ [National Portfolio Organisations 2018–20 \(Arts Council England, How we invest public money\)](#)
- ▶ [Basis for Cultural Education Guide for the future of school-based and extracurricular cultural education](#)
- ▶ [A blueprint for growth. Creative Industries Federation response to the government's consultation: 'Building our Industrial Strategy'](#)
- ▶ [Experimental Culture: A horizon scan for the arts and culture sector \(NESTA\)](#)
- ▶ [Enriching Britain: Culture, Creativity and Growth The 2015 Report by the Warwick Commission on the Future of Cultural Value](#)
- ▶ [Cultural Democracy In Practice by 64 Million Artists with Arts Council England](#)
- ▶ [DCMS: Culture is Digital](#)
- ▶ [Rural Herefordshire Destination Plan 2018–22](#)

A full list and links to the above policies and documents which inform the Herefordshire Cultural Strategy 2019–29 can be found online at www.the-shire.co.uk/herfordshireculturalstrategy.

Read more at www.the-shire.co.uk.

Get in touch...

#HfdsCulture

**Illustrations by 2019 Hereford
College of Arts students**

Dominic Davis *p.17*

Klaudia Berezka *p.18*

Thomas Trafford *p.19*

Natalie Allison *p.20, p.24-25*

Simone Baugh *p.21 and others*

Document designed by

TDL | CREATIVE