

**Name of meeting:** Cabinet

**Date:**

**Title of report:** Kirklees Music Ambition including: Year of Music 2023 and Music Investment

**Purpose of report:**

This report will seek to gain approval for:

- on-going investment into key music festivals and the Kirklees Concert Season
- the approach and ambition for Year of Music.

<b>Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?</b>	Yes  This will impact on more than two wards as it is about adopting a place-based approach across Kirklees to develop and sustain music in the district.
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	Yes
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	Yes
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	Karl Battersby, Strategic Director Economy and Infrastructure
<b>Is it also signed off by the Service Director for Finance?</b>	Eamonn Croston, Service Director Finance
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	Julie Muscroft, Service Director - Legal, Governance and Commissioning
<b>Cabinet member <a href="#">portfolio</a></b>	Cllr Walker – Culture and Environment

**Electoral wards affected:** All

**Ward councillors consulted:** None

**Public or private:** Public

**Has GDPR been considered?** Yes

## 1. Summary

1.1 The Council currently has a Music Policy, approved in February 2018, which expands on the 'world class music' priority set out in the Culture Kirklees vision also approved by Cabinet in October 2016. Culture Kirklees laid out the outcomes and future direction for the Creative Development Team and Museum and Galleries.

1.2 The vision for music, as highlighted in the music policy, states:

*Kirklees is a district of world class music that stands proud on its rich and diverse musical heritage. Music is the beat of our heart, the sound of our communities and it is the pulse of our towns and villages.*

*Kirklees is a place where everyone can hear world class music through our festivals and programming; where children and young people have access to world class musical experiences and education; and where the next generation of musicians and music professionals can build and sustain a high-quality career, with access to the very best industry advice, career opportunities and performance routes.*

1.3 The Council has committed to the delivery of a Year of Music in 2023 to complement Leeds' Year of Culture.

1.4 The Council currently strategically invests in 3 key festivals – Cleckheaton Folk Festival; hcmf// - Huddersfield Contemporary Music Festival; and Marsden Jazz Festival - to deliver a diverse music festival offer and contribute to the Council's 7 shared outcomes.

1.5 The Council is currently in a partnership to deliver the Kirklees Concert Season with Opera North. This partnership is now in its 17<sup>th</sup> Year.

1.6 The Cabinet is asked to approve investment into music with the focus on our longest continually running festivals and the partnership with Opera North to deliver the Kirklees Concert Season, for three years with option to extend until 2024, taking us beyond the 2023 Year of Music and to ensure we can ensure legacy.

1.7 The Cabinet is asked to approve the approach to a Year of Music. It is anticipated that the Year of Music will be funded through existing budget streams.

1.8 The Cabinet is made aware a further paper will be presented with greater detail on the programme for Year of Music 2023.

### 2.1 Information required to take a decision: Investment in music festivals

- 2.1.1 Kirklees Council has invested in various music festivals through previous grant schemes and commissions. The previous Community Grants Scheme was cut in 2016.
- 2.1.2 Investment into three festivals continued through an approved plan attached to the Music Policy. These festivals are Cleckheaton Folk Festival, Marsden Jazz Festival and Huddersfield Contemporary Music Festival. This funding has acted as seed core funding to enable these festivals to lever additional money from national and international funders, partners and agencies. This investment also provides a 'vote of confidence' in the festivals as they build their corporate sponsorship and business relationships.
- 2.1.3 The investment (awarded as a grant) from the Creative Development budget breaks down as follows: Cleckheaton Folk Festival £5k; Jazz Festival £5k; and Huddersfield Contemporary Music Festival £30k.
- 2.1.4 In 2018, the £40,000 investment in these festivals levered an additional £1,197,020 of funding and earned income – approximately £30 generated per £1 of council investment.
- 2.1.5 Further to this, the 2018 economic impact of these festivals was reviewed. The report concluded that combined, the festivals have an economic impact of £2.2m to Kirklees (Appendix 1).
- 2.1.6 Investing in the festivals for three years with an option to extend for a further two, taking us up to 2024 provides security for them to build towards 2023 and ensures that the festivals are able to thrive beyond this year. It assures other funders and investors that the council is committed to working with the festivals thus increasing their confidence and interest in the music offer in the district. It further allows us to properly evaluate 2023 and confirm a programme of festivals in 2024.
- 2.1.7 Currently the funding is only agreed on an annual basis due to the budget setting process. The current approach means that the Council's financial system requires an annual agreement to be agreed between the Council and the organisation and then for the Council to approve this. The process can take several months and cause business disruption to the festivals and Concert Season impacting on the confirmation of funding from other funding bids as well as on business management and continuity. This impacts the Council in its delivery of its own programme, the Kirklees Concert Season, delivered in partnership with Opera North, and leads to direct risk to our own reputation and organisation.
- 2.1.8 It will be made clear in any investment agreement, that the Council's budget is set on an annual basis, and although we would support our commitment as much as possible, we are not in a position to guarantee funding until 2022, or 2024 with the extension of two years.
- 2.1.9 The investment agreement would also be clear on criteria and measures of success to ensure the best value and reach to meet with Council objectives,

ambitions of Year of Music and to ensure we can adapt to changing circumstances.

2.1.10 In 2020, COVID 19 has impacted directly live music and live performance, due to the implications of social distancing. Depending on where the festival sits within the calendar has impacted their ability to respond, with Cleckheaton Folk Festival early on, ability to develop other strategies have been limited. However, the festivals and the Kirklees Concert Season which run later in the year are looking at online content and other strategies for delivery.

2.1.11 It is important to recognise that the creative sector is one of the first to respond with innovation and we need to embrace and support this in the district. We see now music in an online sphere, through gaming – gigs in Minecraft and in Fortnite, through social media, online gigs and streaming, we see 'take overs' and launches in new and innovative ways. We see online collaborations and music making and the need ever more for music and creativity for health and wellbeing - online choirs, music education online, which in turn has increased access. Global streaming itself has gone up by 12% in the COVID pandemic alone. New strategies are required for the festivals to survive in the current climate and also how we embrace these new areas and cultural areas for experience. This also extends much broader into the Year of Music approach. See below.

2.1.12 By investing in music and with the focus on our longest continually running festivals and the Kirklees Concert Season also confirms our commitment to music and supports any bid to Arts Council England for other funding towards a Year of Music 2023.

2.1.13 Music contributes to the 7 Kirklees outcomes and:

- Economic development
- Social/cultural regeneration
- Cultural vibrancy
- A strong tourism base – locally, regionally, nationally and internationally
- Cultural and community provision
- Local priorities which seek to encourage vibrant sustainable communities that are active, lively and inclusive.

2.1.14 Approval in principle is sought to develop a three-year agreement with the option of extending for two years until 2024 (subject to confirmation annually through the budget process and is awarded as a grant):

- Cleckheaton Folk Festival at £5k per year
- Huddersfield Contemporary Music Festival at £30k per year
- Marsden Jazz Festival at £5k per year.

2.1.15 The Cabinet is made aware that this investment will be included within a paper to be presented at a later date, this report will explain the Year of Music programme with detail of further approaches and requests for investment.

## **2.2 Information required to take a decision: Investment in the Kirklees Concert Season**

- 2.2.1 Kirklees has seen Classical concerts and programmes in Huddersfield Town Hall since it first opened in 1881 with a three-day music festival, as well as at Dewsbury Town Hall. The current partnership investment has been developed with Opera North. Through delivering the programme together, it ensures Kirklees residents benefit directly and retain access to world leading classical programmes that otherwise would be unaffordable by the Council and would result in residents having to travel to access such a programme.
- 2.2.2 The current investment of £60k is the result of the transformation of the Creative Development Team's approach and prioritisation around the Council investment. The Kirklees Concert Season has moved beyond these historic savings to creating a proactive and sustainable delivery model. Therefore, the partnership working with Opera North is even more paramount to sustain the Kirklees Concert Season for residents of the district.
- 2.2.3 For the £60k investment, the Council is able to ensure it can deliver at least 6 classical orchestral concerts, 6 chamber concerts at Dewsbury Town Hall and on average, 12 organ concerts. It can effectively market the programme to local, regional and national press and deliver engagement programmes such as Sing Up! Choirs. It is also worth noting that through Opera North and their donors' programme, Kirklees has received £60K donation towards a school programme in the north of the district.
- 2.2.4 Approval in principle is sought to maintain this investment (in FPR is awarded as a grant) of £60k per year with Opera North to deliver the Kirklees Concert Season for three years with the option of extending until 2024. This would an agreement would be confirmed each year through the annual budget process.
- 2.2.5 See appendix 2 for further information on the approach, partnership and evaluation of the Kirklees Concert Season.
- 2.2.6 COVID 19 impacted both the end of the 2019/2020 season with the final concerts being cancelled, to the pre-season previous scheduled for May. However, like the festivals, we are looking to best practice on delivery of live classical music in safe and socially distanced ways, exploring online content and even reviewing the when the season should start is all part of our working partnership and how we keep music alive through these times. For example, Opera North has already produced a number of online music films that have been shared with Kirklees Concert Season audiences as well as via our other Council social media channels. We continue to assess and develop new approaches to the delivery and maintaining the music offer through the lock down and as and when this eases.
- 2.2.7 As per the Music festival investment, The Cabinet is made aware that this investment will be included within a paper to be presented at a later date,

this report will explain the Year of Music programme with detail of further approaches and requests for investment.

### **2.3 Information required to take a decision: Approach to a Year of Music 2023**

- 2.3.1 The approach taken to deliver a Year of Music is one that has already been piloted through the first WOVEN textiles festival and that is: 'instigated by the Council but owned by everyone'. This is about adopting and implementing a place-based approach to cultural development. This approach ensures that music which takes place across all the towns and villages of Kirklees is recognised and celebrated. By adopting this approach, Kirklees is doing something truly unique. It sets us apart from all other places.
- 2.3.2 In addition, as the Year of Music complements Leeds ambition to have a year of cultural celebrations in 2023, we recognise that we will be in strong competition for funding with our local authority partners in the region. This will assist in leveraging down additional funds from external agencies, trusts & funding bodies such as Arts Council England.
- 2.3.4 We also know that Kirklees does not have the infrastructure of other places. For example, we simply do not have the flat large green space to attract any major festival to the area. However, a place-based approach is about using a Year of Music as a catalyst to strengthen the community, increase resilience in the sector and develop opportunities for music to contribute in a more meaningful way to agendas such as health and wellbeing and community cohesion.
- 2.3.5 A number of steps have been taken already to galvanise the music sector and encourage joint working and partnership across sectors. For example, the ambition to deliver a Year of Music has been adopted by the Music Development Group, a group consisting of music organisations – voluntary and community sector groups and commercial organisations plus education institutes - working in partnership with the Council. The organisations represented include health, education, night time economy, tourism and are festivals, a venue, the University, the music education hub and a health and wellbeing charity.
- 2.3.6 As described in points 2.1.11 and 2.2.6, music has been impacted by COVID, yet we remain confident in working together to maintain our music offer. This continuous improvement and development shall continue beyond COVID and we shall embed the digital offer as a mainstay within the Year of Music to reach new audiences and meet with new establish cultural behaviours and expectations. This will also help Year of Music to reach a regional, national and international audience, firmly placing Kirklees on the map as a place that lives music.
- 2.3.6 In addition to this, a number of sub- groups have been established to coalesce like-minded organisations to consider opportunities for programming, business and skills development, joint promotion and to share best practice and tackle issues.

2.3.7 These sub groups are:

- Music Classical Group
- Music Festivals Group
- Music Venues Group
- Rerezent – a group looking at music inclusivity
- Music Education Hub – already in existence but has adopted the lead for Year of Music for Children and Young People

2.3.8 Further to this, the first Business Rates Pool bid pilot secured £299,000 to deliver a number of programmes and initiatives. It has delivered:

- An alternative marketing campaign to support Marsden Jazz Festival to grow audiences through Air BnB and other approaches. This was to tackle the lack of overnight accommodation in the village to accommodate artists and audiences.
- The appointment of 3 part time roles to support the development of a Year of Music. These posts work on education, health, community and developing the mechanisms, processes and structures to measure success, evaluate impact and facilitate the groups and emerging networks. The funding for the posts comes to an end in early autumn 2020.
- To run a series of projects to increase opportunities for emerging musicians in both the Yorkshire Sound Women's Network and Huddersfield Contemporary Music Festival.
- To deliver a programme to place musicians in communities, to break down barriers to engagement. Roots to Inspire involved 4 artists and a number of different community groups. To watch the outcome of the project please go to:  
<https://www.youtube.com/watch?v=vl69A8pIGQA>
- To deliver an online project to uncover and celebrate the diversity of musical genres of Huddersfield, to support cultural cohesion and understanding of cultural differences. This pilot project will be expanded across the district for a Year of Music, working with independent oral historian Mandy Samra. Town Sounds is available at [www.townsounds.co.uk](http://www.townsounds.co.uk).
- To develop a brand to act as a unifying identity for all music groups, genres and communities. The brand, developed in consultation with the sector, has resulted in the creation of a website. This website, [www.musicinkirklees.co.uk](http://www.musicinkirklees.co.uk) acts as a one stop shop for all things music in Kirklees and sign posts to the various festivals, venues, groups and so on.



- 2.3.9 The learning from the Business Rates Pool bid demonstrates how the Council's contribution maximises opportunities through doing only what the Council can do and to work in partnership with the sector to achieve our shared ambition and to deliver a Year of Music in 2023. Establishing a match fund to lever national funds for the Year of Music would enable us to continue on this trajectory and ensure sustainability is rooted within communities.
- 2.3.10 As an active partner to the music sector, the Council has acted as facilitator, co-ordinator and enabler of ideas, relationships and projects.
- 2.3.11 It is important to recognise the value the sector brings to the table and how, in terms of the wider community, the Council must not 'own' the agenda but play its role in empowering the music sector through understanding how the Council has the capacity to be both an enabler to music delivery, development and ambition.
- 2.3.12 Music is impacted by or impacts on various council services, e.g. Environmental Health, Parks and Green Spaces, Community Cohesion, Town Centres, Libraries and Town Halls, Children's and Adult Services and Public Health. The Year of Music agenda should not and cannot lie solely within the Culture and Tourism service, even if the central co-ordination sits within the Creative Development Team.
- 2.3.13 Therefore, for the Year of Music to be successful, it will require a full 'Team Kirklees' approach.
- 2.3.14 It is worth noting that as a result of taking this approach, even in the early stages, Kirklees has gained a reputation as a leading authority on music development. As a result of this, Kath Davies, Strategic Lead for Cultural Development, has been asked (and funded externally) to present the Kirklees case study on music at conferences within the UK and the USA, Sweden and Colombia thus raising the profile of the district and the Council.
- 2.3.15 The Cabinet is request to approve the approach taken to deliver Year of Music 2023, and is made aware that a paper will be presented at a later date, this report will explain the Year of Music programme with detail of further approaches and requests for investment.

## **2.4 Added value of Year of Music and music investment: application to UNESCO Creative City Status 2021.**

- 2.4.1 Kirklees is in a strong position and will put itself forward in the next round of applications to the UNESCO Creative City programme is in 2021. The requirements for the bid are to demonstrate:
- Political leadership
  - Ambition
  - Heritage
  - Sector buy in to the agenda

- Investment
- Commitment to Music.

2.4.2 There is no cost to the bid itself, however, there are expectations if you are successful, and these are:

- To participate in the network – this may be national meetings and may include an international conference. Due to COVID, we expect there to be online capabilities.
- To have a dedicated person within the authority or district who is responsible for reporting to and liaising with the wider network and UNESCO
- To maintain investment in music

2.4.3 The investment in music can be achieved through the festivals and Kirklees Concert Season but also through the Town Halls, any music programme delivered across the authority such as Play it Loud! in the Libraries and the Sound Space investment.

2.4.4 Through recent attendance and speaking at conferences (the Music Tourism Convention, Liverpool and the Music Cities Forum, Norrkoping, Sweden), we have two contacts to share experiences and best practice with us about their UNESCO bidding process and what it means for their respective places:

- Kevin McManus, Head of UNESCO City of Music, Culture Liverpool
- Sandra Wall, UNESCO Music Co-ordinator, Norrkoping

2.4.5 Should we be successful, we would find out late 2022, giving us an added boost to help maintain momentum to deliver the Year of Music in 2023.

2.4.6 The status will also be of benefit in attracting investment and partners to the Sound Space, a key strategic ambition for Huddersfield, the Year of Music and our overall Music Policy and ambition.

### **3 Implications for the Council**

#### **3.1 Working with People**

The whole programme is being led by and shaped by the people and communities whose activity and creative output have sustained the musical heritage and story of Kirklees across all the villages and towns. From participants and leaders of choirs, brass bands, to those individuals who run festivals and venues. We are continually taking the structure, form and shape of Year of Music from individuals, residents and communities and continue to expand this to ensure by the time the final programme is organised, every genre, community and resident will have supported, be aware of and understand how they can get

involved. This can be from active engagement to simply attending a gig or festival programmed especially for the Year of Music.

### **3.2 Working with Partners**

To date the project has worked with lots of various partners from within the Music Development Group to all the subgroups. These partners are from cultural, commercial, charity, VCS and the education sector.

Our partners will continue to grow and expand as we build the programme for Year of Music. The whole programme, although instigated by the Council, needs to be owned by everyone to maintain continued development and activity beyond 2023. Through partners we can support system change through the use of music.

### **3.3 Place Based Working**

The whole approach of music and music development is based on the heritage of the district. Our distinctive rich and diverse musical story touches all communities. Kirklees is a district with a range and depth of music from brass bands, folk, sound systems and reggae, bhangra, rock and pop, choral, classical and contemporary – and everything in between. Our music infrastructure, festivals and programming covers the whole district, with localised activity borne out of community commitment and action.

Music, like textiles, makes sense and is understood by all, because its roots go deep and wide and it has entry points and contributes to health, education, economy, cohesion and community based tourism.

### **3.4 Climate Change and Air Quality**

Through developing and strengthening the existing music offer, we provide a year round diverse programme of activity that means residents do not have to travel far to experience such events, artists/performers or to engage in specific activity such as training programmes or choirs. This is the basis for our community based tourism approach, developing the tourist within Kirklees and supporting a greater use of public transport to the main festivals for regional and national audiences.

In addition to this, we are beginning to think and explore a concept whereby we can develop programmes to offset the carbon footprint of international touring artists in the first instance. This is a significant task and we are in the early stages of this.

Further to this, we are working through our festivals and venues music sub groups to consider how we can improve the offer and reduce the impact on the environment of music, such as removing single use plastic at festival food catering stalls.

### **3.5 Improving outcomes for children**

Working with all partners, led by the Music Education Hub with support from Evoke, the Local Cultural Education Partnership, we will use music as a tool to raise the aspirations of children and young people across Kirklees. For example, through schools' programmes and curriculum packs to engage young people in the musical heritage of the district. All festivals and venues will have a children's and young person's offer; this can include engagement programmes to 'under age' gigs.

We will also work with C&K careers to ensure that information about the whole A-Z of careers that are available in music is made available to young people. Music is a major industry and the workforce is diverse and far reaching.

We will also encourage young people to engage with music and learn music making in all forms. It is proven that young people who engage with learning an instrument or music making (such as dj etc) boost their attainment levels.

### **3.6 Other (e.g. Legal/Financial or Human Resources)**

The approach will clearly lay out the approach for the Council and reinforce our role as a partner to enable, facilitate and lever investment into the district.

As the Year of Music programme develops, there may be specific directorate decisions on investment, however, these will be only made if delivering directly the outcomes for the Council.

The Financial Procedure Rule (FPR) 2.13 permits service director to approve grants subject to Corporate Procedure Rules/FPRs. FPR 20.8 says service directors can issue grants in accordance with a scheme of grants approved by cabinet. Therefore, the final partnership investment agreement will be made as grants in line with the approval of this report, and the investment laid out within it.

Legal powers for the grants will be s 1 Localism Act 2011 (general power of competence) or section 145 Local Govt Act 1972.

## **4 Consultees and their opinions**

4.1 The music sector is behind the Year of Music concept and are already beginning to plan for activity, from booking Johns Smith Stadium, to the Grand Northern Ukulele Festival securing funding from Arts Council England to support their ambitions, to Townsounds being used as a pilot for a bigger ambition to the National Lottery Heritage Foundation.

4.2 There have been a number of public engagement sessions:

- Music Mapping & Consultation – Fiona Harvey

- Music Ecosystem Survey (infrastructure focussed) – Sound Diplomacy

Both available here: <https://www.kirklees.gov.uk/beta/arts-help-and-advice/pdf/music-policy-with-reports.pdf>

- Year of Music, Huddersfield Town Hall (June 2019) and Dewsbury Town Hall (July 2019) See appendix 3 for report.
- Growing Places – phase 1 - a creative engagement project within Queensgate Building to encourage open conversations (see appendix 4 for further information).
- Growing Places – phase 2 - this engagement has focussed on the concept of the Sound Space, however, the engagement has brought up valuable insights into the wider music ecology and Year of Music ecosystem thinking. This work is currently ongoing and will come to a close in March 2020.
- Huddersfield Place Standard – comments in the Play & Recreation section highlighted the need for ‘a large music venue’, and in the Social interaction section ‘*Music venue would be great.*’ Plans are to create a new Sound Space for Huddersfield, however, without the ecosystem around it being strong and resilient, the building itself will struggle.

4.4 The MUSiK brand was created in consultation with the sector and will act as a brand to galvanise the sector and raise the profile of all music genres and activity. This will be supported by the social media channels managed by the Council in addition to their ongoing management of the Creative Kirklees website, newsletter and social media.

4.5 Stakeholder engagement is ongoing, through the Music Development Group, the various sub groups and bi-annual music events that bring the community together. In 2018/19 consultation with the sector focussed around the Year of Music and what it could be, and the public engagement around the Sound Space. This year, we have an open space event planned for the summer, with the aim of engaging organisations in the Year of Music agenda to support them in thinking what they can do and take account of. These are in addition to training programmes or more specific and targeted activity that has come out of the need from the sector to support skills development in line with Year of Music and strengthening the music economy.

4.6 An EIA will be produced on the Year of Music programme and will be inherent in any funding agreement.

## 5 Next steps and timelines

To develop a full delivery plan for 2023, with engagement, marketing and funding strategies.

## 6 Officer recommendations and reasons

Members are requested to:

- Approve the in principle three-year investment into Cleckheaton Folk Festival - £5k, Huddersfield Contemporary Music Festival - £30k, Marsden Jazz Festival - £5k and Opera North - £60k, for the reasons set out in the report at a total cost of £100k each year for three years, with the possible extension of a further two and note that it will be subject to confirmation annually through the budget process and review of agreement objectives and meeting targets and as described in the report at 2.1.8-2.1.9 .
- Approve the approach to the Year of Music 2023 in principle (including the UNESCO bid) and note that further details on programme and funding strategy will be brought back at a later date.

## 7 Cabinet Portfolio Holder's recommendations

Councillor Walker supports the ambitions laid out in the paper to bring the investment together with a Year of Music approach.

## 8 Contact officer

Kath Davies, Strategic Lead for Cultural Development –  
[kath.davies@kirklees.gov.uk](mailto:kath.davies@kirklees.gov.uk)

## 9 Background Papers and History of Decisions

None

## 10 Strategic Director responsible

Karl Battersby – Strategic Director for Economy and Infrastructure –  
[karl.battersby@kirklees.gov.uk](mailto:karl.battersby@kirklees.gov.uk)

## Appendices

See appendix 1 for further information and evaluation of the festivals – 2018 / 2019

<https://www.kirklees.gov.uk/beta/arts-help-and-advice/pdf/economic-impact-update-report.pdf>

### Cleckheaton Folk Festival

Cleckheaton Folk festival income for 2018 (as at 30<sup>th</sup> July 2018) was: £29,587, of which:

- 27% was Kirklees Council funding via this Music Commission (£5k) Cleckheaton Ward (£2,340) Other Spen Valley Wards (£550)
- 7% Other Grants: Tesco Bags of Help (£1K) One Community £1K)
- 38% earned income through ticket sales
- 21% other earned income (stalls/ catering)
- 11% sponsorship and donations

The expenditure breaks down into the following:

- 44% artist and performance costs
  - 45% event logistics and delivery, health and safety and crowd management
  - 11% Town Hall costs – venue hire and sound technician support
- 
- Number of paid opportunities for artists and other people involved

See programme - copied at end of document.

- 24 acts incorporating
- 69 individual artists
- 10 concerts
- 1 ceilidh
- A programme of street entertainment sponsored by Creative Scene including Folk Dance Remixed - described as: “a fresh, quirky, colourful and magical collision of traditional and Hip Hop dance and music: high-energy, with a unique remix of Maypole, Clogging, Ceilidh, Street, House and Breakdance with a hint of African & Bollywood... to a live soundtrack of fiddle & beat boxing”

And that Cleckheaton Folk Festival ensure that people have access to a vibrant cultural offer developed in partnership with the community and voluntary sector and local business, measured through:

- full detail of all businesses engaged through the festival

The Festival supported the local economy by programming concerts in local businesses including:

- Blend Café Bar, 17 Cross Crown Street, BD19 3HW
- Sands Café, Central Arcade, BD19 5DN
- The Fat Magpie Café, 23 Albion Street, BD19 3JD
- Matthew's Coffee House. 2, Market Street, BD19 3RT
- The Battered Haddock, 18, Central Parade, BD19 3RU
- The Town Hall, Bradford Road BD19 3RH
- The Commercial, Bradford Road, BD19 3JN
- The Masonic Lodge, 651, Whitcliffe Road, BD19 3BX
- The Station Tavern, 9, Railway Street, BD19 3HR

The Festival provided the following activities to widen the appeal of the festival and involve more local residents:

- A church service provided by the Central Methodist Church, Mortimer Street BD19 5AR
- An outdoor market in Albion Street.
- An arena for outdoor entertainment and children's events in Savoy Square

In addition to this, the festival provided:

- 10 concerts (ticket only – 8 paid, 2 free of charge)
- 1 Ceilidh (FOC)
- 4 Opportunities to meet some of the paid artists in an informal question and answer session (FOC)
- Participative singarounds (FOC) throughout the weekend at one of the pub venues
- 4 musicians sessions
- 12 opportunities to see paid artists performing in local food outlets (The Small Venues Initiative - FOC)
- A hiring fair at which upcoming artists can showcase their talents to folk club and festival organisers with a view to developing themselves and obtaining future bookings (FOC)
- A rolling folk club hosted by folk club organisers, combining performances by some of the paid artists with the opportunity for those present to perform floor spots (FOC)
- An open mic session (FOC)



- A poetry session (FOC)
  - A dedicated church service at the Methodist Church
  - A guided walk in the local area (FOC)
  - A craft fair and street market
  - An opening parade, thronged with dance sides and street entertainers
  - Outdoor entertainment, including traditional dance sides, stilt walkers and other entertainment. 2018 included a new element, with the introduction of folk dance from other cultures through commissioning “Folk Dance Remixed” and a troupe of Punjabi Folk Dancers - Anjaani, as well as an Indian Street Magician Jaardu
  - A child friendly fun day including attractions such as Punch and Judy, Face painting, Circus Skills workshops etc. (FOC)
- number of volunteers involved in the delivery of the festival and number of volunteer hours

Cleckheaton Folk Festival is a volunteer run music festival in the north of the district, therefore, the volunteer hours include the general organisation and management of the festival throughout the year as well as during the festival delivery period.

Key volunteer staff roles and opportunities:

- 7 Board members with overall responsibility for running the Company
- 9 additional Committee members responsible for specific aspects of the organisation alongside the Board members.
- 20 Concert MCs and hosts of fringe events
- 1 lighting crew (in addition to Kirklees technician)
- 79 stewards

In total, 136 volunteers participated in the Cleckheaton Folk Festival providing an estimated 3,388 volunteer hours across the year from the 2017 event.

The volunteers are integral to the successful running of the festival and undertake a wider range of duties such as:

- 4 Board meetings
- 15 Committee meetings
- Organisation and planning between meetings over approximately 8 months of the year. (see attached task list)
- Staffing the Festival desk – Minimum 2 persons at all times over Friday, Saturday and Sunday.
- MCing, hosting and stewarding individual events, venues and campsite over the Festival weekend.
- Assistance with stage lighting in the Town Hall.
- Post Festival clearing up and administration

### Creative Kirklees Outcome 2: **More people engaging with the arts**

- attendance figures

The total audience figure for the festival weekend was: 4214  
The total number of participants for the weekend was: 926

# CLECKHEATON FOLK FESTIVAL

6 – 8 July 2018



Cleckheaton Folk Festival was commissioned by the Arts & Creative Development Team to deliver a three day music festival to provide enjoyment and give local people the opportunity to sample folk music. It will promote itself nationally and internationally to attract visitors from across the UK, as well as visitors from overseas.



Stats and figures from Cleckheaton Folk Festival Evaluation Report



Cleckheaton Folk Festival is a volunteer run music festival in the north of the district. The volunteer hours include the general organisation and management of the festival throughout the year as well as during the festival delivery period itself.

9 Local Venues	Free Events inc.	Participation Activities
Blend Café Bar Sands Café The Fat Magpie Café Matthew's Coffee House. The Battered Haddock The Town Hall The Commercial The Masonic Lodge The Station Tavern	Meet the Artists Singarounds Showcasing & musician sessions Poetry Guided walks Craft Fair Street Market Open Air parade	Craft Fair Church Service Outdoor Market

## Huddersfield Contemporary Music Festival

- The submission of the overall budget and programme

Projected income for 2018/19 is £569,855, of which:

- 5% was Kirklees Council funding via this Music Commission
- 49% was Arts Council England funding via NPO funding and Catalyst: Evolve
- 13% international investment
- 6% earned income through ticket sales and broadcast fees
- 5% via grants from Trusts and Foundations
- 7% financial contribution from the University of Huddersfield
- 4% sponsorship and donations

Expenditure breaks down as follows:

- 34% artist and performance costs
  - 14% travel and accommodation costs
  - 14% technical costs/crew and venue hire
  - 31% overheads (including salaries)
  - 7% marketing/PR costs
- Number of paid opportunities for artists and other people involved

hcmf// provided approximately 258 paid opportunities for artists/performers in 2018/19.

In addition to this, hcmf// employed the following staff:

- 3 full-time roles within the core team
- External production management company (TG Events)
- External marketing consultants (Bonner & Hindley)
- External press/PR support (Faith Wilson PR)
- 1 Front of House Manager
- 1 Festival Coordinator
- 7 technicians

And that hcmf// ensure that people have access to a vibrant cultural offer developed in partnership with the community and voluntary sector and local business, measured through:

**Creative Kirklees Outcome 2: People have access to a vibrant cultural offer developed in partnership with the community and voluntary sector and local business**

- full detail of all businesses engaged through the festival

The Festival supported the local economy by programming events in local venues including:

- St Paul's Hall, University of Huddersfield, HD1 3DH
- Northern Quarter, 28 – 30 Wood Street, HD1 1DU
- St Peters' Church, Byram St., Huddersfield, HD1 1BU
- Magic Rock Tap Room, Willow Park Business Centre, Willow Lane, Huddersfield HD1 5EB
- Phipps Hall, University of Huddersfield, HD1 3DH
- Lawrence Batley Theatre, Queen Street, HD1 2SP
- Huddersfield Town Hall, Ramsden Street, HD1 2TA
- Bates Mill, Milford Street, HD1 3DX
- Coffee Boy, 198 Wakefield Rd, Huddersfield HD5 9AJ

Epicure Bar + Kitchen was also the location of the Festival's information desk and 'hub'.

The Festival provided the following additional activities to broaden the festival experience to a wider audience and increase the participation opportunities and involvement of children and young people and local residents:

- hcmf// van radio, a DJ/broadcasting workshop series that toured local schools/libraries providing school pupils with opportunities to learn how to mix and present radio shows.
- A workshop in creating makeshift synthesizers and 'noise machines' led by the Noise Orchestra, with the participants' work presented as an installation at hcmf// 2018.
- A project with SAA-uk working with school children to explore the Yorkshire textiles industry and its community history. This project involved young people creating a musical/dance performance, which was performed at hcmf// 2018.
- Two storytelling-based music workshops for under-5s, led by composer and practitioner Kathryn Williams.
- In collaboration with Our Biennale, hcmf// presented a performance at Huddersfield Town Hall featuring Musica Kirklees' students performing music for guitars and ukulele with guitarist Craig Ogden.
- Canopy of Voices, a community singing event that involved local choirs, working in collaboration with organisation Manasamitra and composer Supriya Nagarajan and culminating in a performance at hcmf// 2018.
- Arts, craft, media, music and sound experiences at the Mini Pop-Up Art School, led by Sarah Williamson (from the University of Huddersfield's PGCE programme)
- hcmf// shorts – a series of free concerts taking place on 'Free Monday'.
- A series of talks/panel discussions with some of the world's leading contemporary composers/performers, as well as a panel on Keychange, a PRSF-led initiative to achieve gender equality in music programming.

4.2 hcmf// 2018 provided a range of festival events including:

- 31 ticketed concerts and over 40 free events;
- An exhibition at Queensgate Market;

- 2 additional installation/exhibitions at the University of Huddersfield and Huddersfield Art Gallery;
  - 6 talks and panel discussions with some of the world's most distinguished artists;
  - 8 workshops (pitched at different levels and targeting a range of participants) exploring music-making, DJing and broadcasting;
  - 1 BBC live broadcast (which was free to attend), and 3 further (non-live) BBC broadcasts
- number of volunteers involved in the delivery of the festival and number of volunteer hours

hcmf// 2018 engaged with 27 volunteers, who worked a total of 689 hours during the Festival. Tasks included stewarding individual events, staffing our Queensgate Market exhibition and staffing the hcmf// info desk at Epicure Bar + Kitchen.

### **Creative Kirklees Outcome 3: More people engaging with the arts**

- attendance figures
  - 3,425 tickets sold – this represents a decrease compared to 2017, but is within 1% of 2016's ticket sales
  - Total (gross) box office income of £30,232.34 – a decrease of 12% on 2017, but an increase of 13% on 2016
  - 57% of the programme was free to attend, and 60% of tickets were sold at discounted rates (including concessions, online discount, under 29s), widening participation and access
  - 2,410 people attended Free Monday – an increase of 8% on 2017.
  - Total audience at free events was 4,612 – an increase of 13% on 2017
  - 486 participants engaged with hcmf//s Learning & Participation programme – an increase of 20% on 2017

### **Creative Kirklees Outcome 4: A strong sense of place established through our creative assets**

- Examples of key promotional material and reach

hcmf// produced a free 111-page programme/brochure (please see link below) with a print run of 5000 copies: <https://hcmf.co.uk/wp-content/uploads/hcmf-2018-programme.pdf>

The programme was distributed via Info Display and London Calling as well as hcmf//s direct mailing list, available to pick up in venues around Huddersfield, available to download as a PDF from hcmf//s website, and available to view on Issuu.

Full programme details were listed on [www.hcmf.co.uk](http://www.hcmf.co.uk), on Creative Kirklees and on Culture Host.

In addition to this, hcmf// produced a 6-page flyer, 4 pop-up banner stands, a large-scale banner for the Creative Arts Building Atrium, a flyer featuring additional details about our talks programme, and lamppost banners in Huddersfield town centre.

hcmf// advertised the 2018 Festival in The Wire and Leeds International Film Festival's brochure.

hcmf// receives annual press and media coverage with an average AVE (advertising value equivalence) of £350,000 (excluding broadcast coverage).

- Evaluation by the provider on customer feedback

Of the audience surveyed:

- 26% were first time visitors to the Festival;
- the average number of events attended per person was 7;
- 34% were aged 60+;
- 24% were aged 46-60;
- 23% were aged 30-45;
- 17% were aged 17-29;
- 2% were under 16;
- 75% identified as male; 24% identified as female; 1% identified as other;
- 36% lived with a 25-mile round trip of Huddersfield town centre.

Audience feedback included:

'I loved that there were lots of items for the children to interact with and having live flute was great.'

'I loved the easy-going nature of the activities and the welcoming atmosphere.'

'[It's] really good to have a woman-only space. I have tried to go to some electronics [workshops] before but [was the] only girl there and electronic music and engineering is a big 'men only' space. This [environment] is easier to learn in.'

'I enjoyed the collaboration and the choice of instruments, with the layered process. I loved the combining of so many elements.'

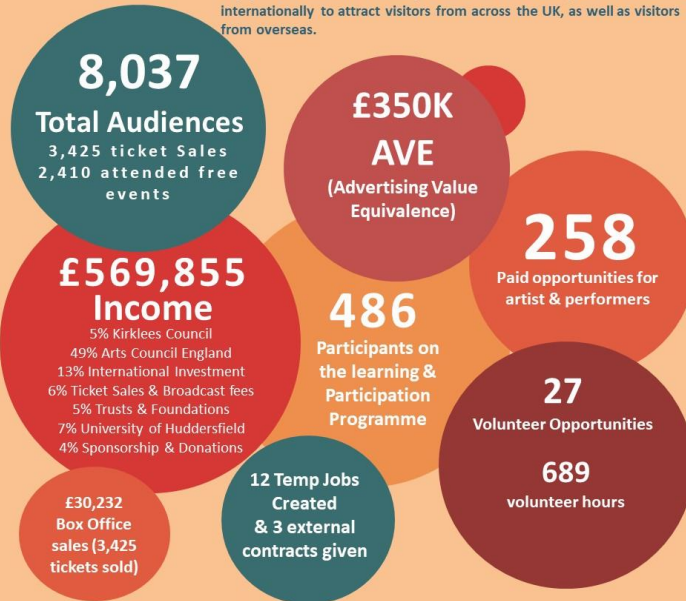
'Involving, hands on – very inspiring.'

# Huddersfield Contemporary Music Festival

15 - 24 November 2018

HCMF was commissioned by the Arts and Creative Development Team to deliver a 10-day contemporary music festival across a variety of venues in Huddersfield.

The Festival will provide a world class programme of music alongside a related Learning & Participation programme at a free or reasonable cost for residents and visitors to Huddersfield for their education and enjoyment. The Festival will promote itself nationally and internationally to attract visitors from across the UK, as well as visitors from overseas.



Stats and figures from Huddersfield Contemporary Music Festival Evaluation Report



\*hcmf// produced a free 111-page programme/brochure (please see link below) with a print run of 5000 copies: <https://hcmf.co.uk/wp-content/uploads/hcmf-2018-programme.pdf>

\*The programme was distributed via Info Display and London Calling as well as hcmf//s direct mailing list, available to pick up in venues around Huddersfield, available to download as a PDF from hcmf//s website, and available to view on Issuu.

\*Full programme details were listed on [www.hcmf.co.uk](http://www.hcmf.co.uk), on Creative Kirklees and on Culture Host.

\*In addition to this, hcmf// produced a 6-page flyer, 4 pop-up banner stands, a large-scale banner for the Creative Arts Building Atrium, a flyer featuring additional details about our talks programme, and lamppost banners in Huddersfield town centre.

\*hcmf// advertised the 2018 Festival in The Wire and Leeds International Film Festival's brochure.

9 Local Venues	Participation Activities inc.	Free Events inc.
St Paul's Hall(UoH) Northern Quarter St Peters' Church Magic Rock Tap Room Phipps Hall (UoH) Lawrence Batley Theatre Huddersfield Town Hall Bates Mill Coffee Boy (Epicure Bar + Kitchen was also the location of the Festival's information desk and 'hub')	Music Making Workshops Improvised Electronic workshop 6 talks & panel discussions by some of the world leading musicians 8 workshops (pitched at different levels exploring music-making, DJing and broadcasting; ..... and more	Queensgate Market Exhibition 2 exhibitions (UoH & Huddersfield Art Gallery 1 BBC live broadcast, and 3 further (non-live) BBC broadcasts



## Marsden Jazz Festival

- The submission of the overall budget and programme

Projected income for 2018/19 is **£160,835**, of which:

- 47% was Arts Council
- 22% was Earned Income
- 22% was from Kirklees Council
- 4% was from Other Public Funding
- 1% was from Other Public Funding
- 26% was Private Income

Expenditure breaks down as follows:

- 39% Artistic spending
  - 7% Developing the organisation
  - 1% Making your performance accessible
  - 13% Marketing and developing audiences
  - 40% Organisational, management and overheads
- Number of paid opportunities for artists and other people involved
    - 915 performance opportunities for musicians at the festival. 465 (51%) of these were paid opportunities.
    - 410 performance opportunities at the festival for musicians up to the age of 25. Of these, the majority (385) were amateur performance opportunities and 25 were paid.

In addition to this, Marsden Jazz Festival employed the following staff:

- One full-time and two part-time roles within the core team (total 11.5 days full-time equivalent)
- External sound production company (PPA Sound), which employed four staff during the festival
- External designer (Donna Heath)
- External press/PR support (Hazel Davis)
- 3 stage managers
- 1 security guard (for market stall infrastructure during the festival)

And that Marsden Jazz Festival ensure that people have access to a vibrant cultural offer developed in partnership with the community and voluntary sector and local business, measured through:

**Creative Kirklees Outcome 2: People have access to a vibrant cultural offer developed in partnership with the community and voluntary sector and local business**

- full detail of all businesses engaged through the festival

The festival operated in 28 venues in 2018. We operated a free jazz bus connecting outlying venues and camping accommodation at the Carriage House and Marsden Cricket Club with the village centre.

<b>Type</b>	<b>Venue Name</b>
Commercial	Dark Woods Coffee
	Hanson Musical Instruments
	Peel One
	The Carriage House Inn
	The New Inn
	The Old Coach House (new)
	The Railway Inn
	The Riverhead Brewery Tap
	The Shakespeare
	Zapato Brewery (new)
Community	Marsden Mechanics
	Parochial Hall (behind St Bartholomew's church)
	St Bartholomew's Church
	The United Church, Marsden
Non-profit Membership Club	Marsden Band Room
	Marsden Conservative Club
	Marsden Cricket Club
	Marsden Liberal Club
	Marsden Royal British Legion
	Marsden Socialist Club
Street/Outdoor	Bandstand in the Park
	Marquee on the Bridge
	Marquee Outside the Mechanics
	Marsden Railway Station

	Peel Street
	Union Bridge, Church Lane
	Woods Between Marsden and Standedge
University	University of Huddersfield, Music School (new)

- Market in the Park - we had 22 traders at the festival in 2018.
- In 2018, four Marsden businesses either started from scratch or undertook major expansions and launched on the weekend of the jazz festival.
- Outwith the festival programme itself, venues within the village put on their own live music (local rock/pop bands) during the festival and local business expand their offer with popup venues catering to and benefitting from the visitors to Marsden on the festival weekend.

In 2018-19, Marsden Jazz Festival worked with the following partners:

Partner	Activity
Musica Kirklees Greenhead College	Extensive youth programme at the festival covering all Musica Kirklees and Greenhead College Jazz Ensembles. Education opportunities at pre-festival masterclass.  Partner for inaugural Musica Kirklees Big Band Festival, for which MJF artistic director was an adjudicator
Be More Outdoors	Slaithwaite-based forest school delivered sessions in Tunnel End Woods, combining storytelling, craft and music.
Match&Fuse	Pan-European producers helped deliver a UK/Swiss double bill with funding from Pro Helvetia.
University of Huddersfield	School of Music Hosted our creativity and improvisation workshop with Beats & Pieces Big Band on the weekend prior to the festival.
Kirklees Council University of Huddersfield	Event management partner for 11 April launch of 2023 Year of Music, hosted by University of Huddersfield.
Jazz North	Marsden Jazz Festival is both a selection panel member and partner festival for the following two schemes: <ul style="list-style-type: none"> <li>● Jazz North Introduces: selects emerging artists age under 25 from the north of England and gives them exposure at key jazz festivals, including Manchester, Gateshead, Marsden, Lancaster and</li> </ul>

	<p>Scarborough.</p> <ul style="list-style-type: none"> <li>• Jazz North Northern Line: an annually selected roster of key northern artists who receive a subsidy to tour the north of England.</li> </ul>
7 Digital	Producers of Jazz Now, BBC Radio 3's flagship contemporary jazz programme, who recorded and broadcast two full live performances by festival artists, including our 2018 commission by Shepley-born Jonny Mansfield
Marsden Community Trust Marsden Parochial Church Committee Marsden Royal British Legion	Hosts of venues of our four ticketed venues: <ul style="list-style-type: none"> <li>• Mechanics Hall</li> <li>• Parochial Hall</li> <li>• British Legion Club</li> <li>• St Bartholomew's Church</li> </ul>
Electric Theatre	Marsden-based community cinema group put on acclaimed documentary about music in post-Katrina New Orleans "One Note at a Time", for which we brokered an advertising and licencing deal with the film's distributor.

- number of volunteers involved in the delivery of the festival and number of volunteer hours

87 people volunteered in the lead up to the festival (publicity distribution) and at the festival itself. 16 people had a deeper involvement in the planning and governance of the festival year-round. A further 24 people provided professional services on a benefit in kind basis, including feedback and evaluation, press and publicity and teacher/MD support of youth and amateur bands performing at the festival.

Category	Total hours
Committee Members	593
Festival volunteers	939
Professional services	114
Trustees	808
<b>Grand Total</b>	<b>2454</b>

### Creative Kirklees Outcome 3: **More people engaging with the arts**

- attendance figures

An estimated 10,030 visitors attended events at Marsden Jazz Festival 2018, based on ticket sales and head counts at free events. The average reported spending per head was in the

local economy was £36.64. Combined with local expenditure by the festival itself gives a total of £452,634.

- 20% of the audience were first-time attendees at the festival
- Strong attendance by local people
  - less than 3 miles away, (i.e. Marsden itself): 27%
  - between 3 and 7 miles away: 23%
- 41% of the very local (less than 3 miles) audience and 26% of the 3-7 miles away audience had not attended any other live jazz in the past year. 14% of very local and 12% of the 3-7 miles audience had not attended any other live music in the previous year.
- Audience is more ethnically diverse than the local baseline: (2011 Census, Colne Valley Ward 97% white).89% of our total audience and 85% of our first-time audience identified as white.
- Gender balance of audience: Male 45%, Female 53%, Prefer not to say 2%
- There were 105 events in our 2018 programme
  - 21 were ticketed events
  - 78 of our events were free of charge to attend
  - 5 were pre-festival workshops
- Reduced price tickets for younger people:
  - 68 £1 tickets sold to people age 16 and under
  - 87 half price tickets sold to people age 17-29
- Our 2018 commission “On Marsden Moor” by Shepley-born artist Jonny Manfield set five poems by Marsden-born poet Simon Armitage to music arranged for an 11-piece ensemble. A live recording from the festival was [broadcast in full](#) on BBC Radio 3’s flagship contemporary jazz programme Jazz Now on 12 November 2018.
- We hosted an extraordinary piano duet by Keith Tippett and Matt Bourne in St Bartholomew’s Church, which required the hire of two grand pianos. It was Keith’s first public performance for nearly a year after a period of ill-health and received a standing ovation.
- We brought children’s participation right to the heart of the festival in 2018 with Artful Playgrounds Minifest, which we presented at Sunday lunchtime on our Marsden Mechanics headline stage.
- Our parade featured two large scale adult street bands (Peace Artists and BLAST Furness) and children’s group The Incredible Plastic Street Band, alongside the Hurly Burly, a large scale mobile sound sculpture, originally commissioned by us in 2014, and over a hundred participants playing instrument made at festival workshops.

#### **Creative Kirklees Outcome 4: A strong sense of place established through our creative assets**

- Examples of key promotional material and reach

*“Marsden Jazz Festival have created a unique and special atmosphere, that has made it one of the unmissable festivals in the UK calendar.” Orphy Robinson MBE, Blue Note Artist and performer at Marsden Jazz Festival 2018*

*“A model for all other music festivals regardless of genre.” Audience member*

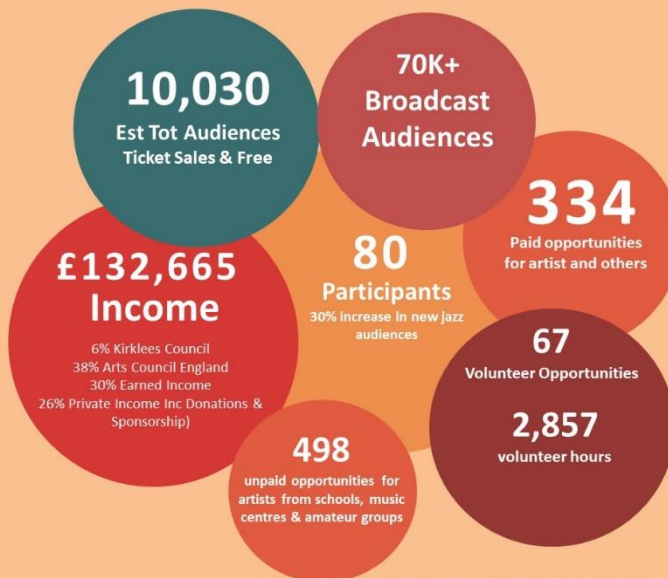
*“Outstanding range of cutting edge and more mainstream jazz and other overlapping musics e.g. blues, reggae, soul, punk, prog, hip hop, western swing etc, etc from tremendous musicians...Despite the weather Marsden was yet again busy and vibrant all weekend with this most inclusive of festivals.” Audience member*

- View our [full festival programme for 2018](#)
- Our 6 minute [2018 highlights video](#) gives a great overview of the festival.
- 97% rated the quality of the festival as “very good” or “good”
- 89% of ticket buyers rated the value for money as “very good” or “good”
- 88% scored their likeliness to recommend the festival to a friend, family member or colleague as 8 or more on a scale from 0 (not at all likely) to 10 (extremely likely)
- We secured news coverage in advance of the festival by the following:
  - Around Saddleworth
  - Batley News
  - BBC Radio Leeds
  - Huddersfield Examiner
  - Metro News
  - Pulse Radio
  - Saddleworth Life
  - Yorkshire Post
  - Yorkshire Times

# MARSDEN JAZZ FESTIVAL

12 - 14 October 2018

Marsden Jazz Festival will deliver a three day jazz festival in the Pennine mill village of Marsden. The Festival will provide a broad programme of jazz music and jazz related events at free or reasonable cost for residents and visitors to Marsden for their education and enjoyment. The Festival will promote itself nationally and internationally to attract visitors from across the UK, as well as visitors from overseas.



Stats and figures from Marsden Jazz Festival Evaluation Report



- | Local Venues  | Free Events   | Participation Activities  |
|---|---|---|
| 2 Headline Venues:<br>The Mechanics Hall<br>The Parochial Hall<br><br>14 Independent Venues<br>Marsden Royal British Legion<br>Marsden Band Room<br>The Swan Hotel<br>The Carriage House Inn<br>The Railway Inn<br>The New Inn<br>Marsden Socialist Club<br>Marsden Liberal Club<br>The Riverhead Brewery Tap<br>Marsden Conservative Club<br>The Shakespeare<br>Marsden Cricket Club<br>Darkwoods Coffee | Jazz Bus<br>Saturday Street Parade<br>Walking<br>Jazz Service (Church)<br>Artisan Market<br>Duck Race | Saturday Street Parade<br>Be More Outdoors<br>Youth Jazz programme<br>Masterclass<br>Poetry Jam<br><br>Also:<br>Featured on BBC Radio<br>3 – Jazz Now |

## **Appendix 2 for further information on the approach, partnership and evaluation of the Kirklees Concert Season.**

Opera North are the only provider able to deliver the Kirklees Concert Season. The partnership investment from Opera North means that their contribution to the £60k from the Creative Development Budget means we can deliver 9 orchestral (\* in Huddersfield and 1 in Dewsbury) and 7 Chamber concerts (in Dewsbury). A normal concert costs around £25k to hire in, therefore, for £60k we would only be able to achieve 2 - 3 classical concerts alone.

The reason Opera North invest in the Kirklees Concert Season is because the Kirklees concert season is the outward facing element of Opera North's commitment to Kirklees.

Since the partnership began, over 16 years ago, Opera North has become more embedded within Kirklees and its musical fabric far beyond the concerts in the Town Halls.

Since 2014, Opera North has delivered family concerts with peripheral workshops activities and A strand of programming design to bring in new audiences, and appeal to a wider more diverse range of Kirklees residents.

Over the last couple of years we have launched and run a number of Sing ON workshops and Big Sing sessions in Dewsbury, Batley and Huddersfield.

Opera North, in addition to its 6 concert arrangement with Town Halls also hires commercially the venues on at least two other occasions each year to maintain a higher level of activity despite the challenging economic times.

As a result the marketing activity publicising the Kirklees partnership runs across our brochures and print supporting our National touring.

Our commitment to the Concert Season means that we are able to give the Contract Orchestra time free to the season reducing the costs significantly for each concert and therefore the amount of activity we can maintain.

Our high profile means we attract artists of international standing to Kirklees who all enthuse about the venues and acoustics of the Town Hall.

Due to our investment in the region, one of our key donors has committed to investing in and making possible an In Harmony school within Kirklees. This flagship Arts Council scheme has seen unprecedented results in schools in South and East Leeds which were previously in special measures. The benefits to the pupils and communities will be felt for generations and this large scale investment in Kirklees will certainly enable a similar change.

To summarise, the £60k investment from Kirklees Council, levers 2 additional concerts, supports lunch time concerts in Dewsbury. In recognition of the challenging budgets and reduced capacity in Kirklees' Comms Team, Opera North run the marketing and communications campaign for the season - this used to look like £12k budget for marketing plus dedicated staff time.

## **PERFORMANCE MEASURES AND EVALUATION 2017/18:**



Kirklees Council, has commissioned the provider to deliver the Kirklees Concert Season in order to achieve the outcomes outlined above.

The performance will be measured through the following:

**Outcome 1: Kirklees has sustainable economic growth and provides good employment for and with communities and businesses**

- 8 Orchestral Concerts in Huddersfield, 1 Orchestral and 7 Chamber Concerts in Dewsbury. Programme below:

**ORCHESTRAL SEASON**

Thu 28 Sep **Huddersfield Town Hall;** Glinka – Ruslan & Lyudmila: Overture, Borodin – In the Steppes of Central Asia, Prince Igor: Polovtsian Dances, Dvořák – Symphony No. 9 in E minor ‘From the New World’; Alpesh Chauhan

Tue 24 Oct **Huddersfield Town Hall;** René Aubry – Stick Man, Room on the Broom; Terry Davies

Thu 30 Nov **Huddersfield Town Hall:** Britten – Soirées musicales, Mozart – Violin Concerto No. 5 [K219], Elgar – Symphony No. 1 in A<sub>b</sub>; Garry Walker; Elena Urioste

Tue 12 Dec **Huddersfield Town Hall;** Prokofiev Cinderella: *Suite No. 1*, Howard Blake – The Snowman; Hugh Brunt; presenter Claire Pascoe

Thu 14 Dec **Dewsbury Town Hall;** Haydn Wood – London Cameros 1 (The City) Mendelssohn – Hark the Heral Angels Sing, Turina – Evangelio, Trad – Good King Wenceslas, Finzi – In Terra Pax, Tchaikovsky – Nutcracker Suite: Overture, John Rutter – Christmas Lullaby, Gauntlett/Willcocks - Once in Royal David’s City, Franck – Paris Angelicus, Zither Carol and Rocking, Curzon – Simonetta, Angels from the Realms of Glory, Trad – A la Nanita Nana, Gruber – Silent Night, O come all ye faithful; Encore – We Wish you a Merry Christmas; Chorus of Opera North, Children’s Chorus, Youth Chorus; Adrian Leaper

Sat 30 Dec **Huddersfield Town Hall; Viennese Whirl;** Johann Strauss II - Der Zigeunerbaron: Overture, Johann Strauss I – Furioso Galopp, Johann Strauss II - Wiener Blut: Grüß dich Gott, Russian Marsch-Fantasie, Josef Strauss Sphärenklänge, Johann Strauss II - Die Fledermaus: Czárdás, Éljen a Magyar, Banditengalopp, Johan Strauss II - Persian March, Kaiserwalzer, Johann & Josef Strauss - Neue Pizzicato Polka, Johann Strauss II Ritter Pazman: Czárdás, Carl Zeller - Der Vogelhändler: Prelude & Entracte, Als geblüht der Kirschenbaum, Interlude, Schnell kommt zu nur alle, Johan Strauss II - An der schönen blauen Donau; Encores: Johann Strauss II - Unter Donner und Blitz, Johann Strauss 1 - Radetzky March; Conductor: Justin Brown; Soloist: Jeni Bern

Thu 25 Jan **Huddersfield Town Hall; Programme: From Hollywood with Love;** Korngold – Captain Blood – Overture, Rozsa – Thief of Bagdad: The Prince and the Princess, Steiner - Gone with the Wind, Tara’s Theme, Webb (arr Palmer): Notorious: Suite, Herrmann - North by Northwest- Overture, Chaplin – Limelight, Korngold – Sea Hawk: Suite Kings Row: Suite, Williams - Star Wars: Main Title,

Schindler's List: Theme, Addinsell – Dangerous Moonlight: Warsaw Concerto, Rota - The Godfather: Suite, Williams – Superman: March, Encore: Rachmaninov – Variations on a Theme of Paganini (18);  
Conductor / Violin – Tobias Ringborg; Piano – Ian Buckle; Presenter: Andrew Collins

Sun 25 Feb **Huddersfield Town Hall**; Mozart – Symphony No. 31 [K 297] 'Paris', Elgar – Sea Pictures, Dvořák – Symphony No. 8 in G;  
Ben Gernon; Kathryn Rudge

Thu 29 Mar **Huddersfield Town Hall**; Bernstein - West Side Story: Symphonic Dances; Gershwin – Rhapsody in Blue, John Adams– Nixon in China: The Chairman Dances, Rachmaninov – Symphonic Dances;  
Dalia Stasevska; Sofya Gulyak

### **DEWSBURY CHAMBER SEASON**

Wed 13 Sep George King – Piano

Wed 18 Oct Andrew Long – Violin & Jill Crossland – piano

Wed 15 Nov Opera North Piano Trio; Ravel - Piano Trio in A minor, Mozart – 4th Piano Trio in C

Wed 13 Dec Brass Band Christmas Spectacular

Wed 31 Jan Jeremy Peaker Ensemble – G&S favourites

Wed 21 Feb Opera North Brass Ensemble

Wed 14 Mar World of Percussion with Christopher Bradley, Charlie Ashby & Elsa Bradley

### Budget

166500 Opera north

73329 income

64200 council

Total budget for the Kirklees Concert Season – Classical and Chamber concerts £304,029, of which:

54% came from Opera North directly

24% ticket income

22% Kirklees Council

A commissioning fee of £60,000 from Kirklees combined with Orchestral Concert ticket income of £73,329 covered actual costs of £128,000 for artists, conductors, music etc on top of the cost of the Opera North Contract Orchestra time of £166,500

In addition, Kirklees Town Halls provided £4,200 directly for the 7 chamber concerts with each concert costing £600.

Two of the concerts in the Orchestral Season were done as a commercial hire of Huddersfield Town Hall reducing the financial commitment of Town Halls to the Concert Season and providing commercial income to Kirklees.

This is compared to previous years, when in 2016 “good” look liked this:

- 7 orchestral concerts in Huddersfield, 1 orchestral and 6 chamber concerts in Dewsbury
- Commissioning fee of £60,000, box office income of £44.5k contributing to total expenditure of £137k not including Orchestra of Opera North Contract time valued at £148.5k

Further to the above, the work on developing the income through sponsorship continues to build. In year one of the joint work, the Kirklees Concert season raised:

	2017/18		2018/19	2019/20
	Target	Actual	Target	Target
Individuals	5,000	4695.80*	10,000	15,000
Corporate Support	1,000	0	5,000	10,000
Trusts and Foundations	0	0	500	1,500
<b>Total</b>	<b>6,000</b>		<b>15,500</b>	<b>26,500</b>

- Breaks down as: £1808 – through Opera North individual charitable giving, £387.80 via donation boxes and £2500 Organ concert sponsors.

#### Outcome 2: **People have access to a vibrant cultural offer developed in partnership with the community and voluntary sector and local business**

- School & student groups totalling over 140 people attended 6 of the Kirklees Orchestral concerts and two of the Dewsbury Chamber Concerts.
- Open rehearsals for all concerts saw subscribers and University of Huddersfield Students seeing the process of putting the concert on as well as the final event.
- A Workshop day with University of Huddersfield Music students saw side by side, conducting & soloist opportunities with the Orchestra as well as providing composers with chance to hear pieces performed by a professional Orchestra.
- Sing ON workshops continues in Batley and have begun at Laurence Batley Theatre, Huddersfield

This is compared to previous years, when good look liked this in 2016:

- Schools engaged with and attended several concerts as block bookings
- Weekly Sing ON sessions started in Batley

#### Outcome 3: **More people engaging with the arts**

##### Orchestral Season

**Full season** (The programme increased by 1 concert)

- **6,327 tickets** across the whole orchestral season we sold
- % of tickets sold **increased by 10%** (from 69% to 79%)
- % House capacity (sold and comp tickets) – was **82%**, a rise of 6% from last year
- Comps dropped significantly (nearly by half the amount issued in 16/17 season which shows the season is no longer relying on papering the house to get a good audience)
- Income increased by **£12.8k**

(% of the total house is out of all the tickets available to sell, i.e how many seats were occupied. This includes any comps issued etc, whereas % of tickets sold is how many had a financial value put against them. So gives a sense of how full did the house feel)

## **Breakdown**

- 17/18 saw the % of **tickets sold** for the family concerts increase from 78% to **87%**.
- The audience for the orchestral 'core' season grew significantly from 57% tickets sold to **75%**!
- The popular season dipped slightly, we had **79% tickets sold** rather than 80%...

In the last 3 years, the Orchestral have increased the amount of tickets sold by 32%.

## **Audience breakdown**

**3%** of the audience were under 30s – last season it was 4%

**11%** of the audience were under 16 – last season it was 13%

There were a noticeable increase in the amount of school parties welcomed through the door to both the orchestral and lunchtime programmes which is a great start that will continue to be built on.

## **Subscribers**

There has been a small dip in subscribers but there is the aim to increase this in 2018/19 as the family events are not being included as part of the subscription package.

## **Organ Season**

(The programme increased by 1 concert)

- Sold a total of 3,071 tickets
- Comp tickets increased quite significantly (from 8 to 83 in one year)
- Subscribers increased by 6 – now makes up 17% of the audience

## **Chamber Season**

(The programme increased by 1 concert)

- Sold 1060 tickets across the season
- Comps increased to 24 (previously was 4 but likely due to comps going through box office)
- Subscribers fell by 6 - makes up 25% of the audience
- % of tickets sold = 32%

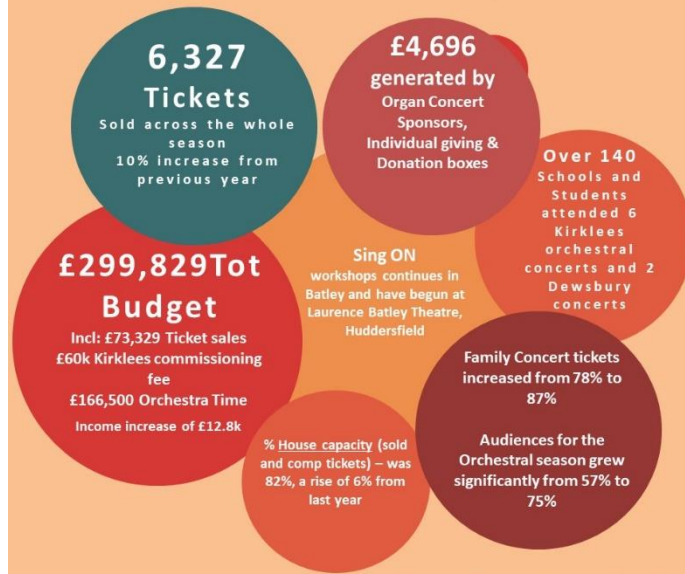
# Opera North Season

September 2017 – March 2018



The 17/18 Season once again comprises the mixture of Orchestral concerts and chamber recitals in both Huddersfield and Dewsbury Town Halls.

The orchestral season builds from previous years with a range of concerts to appeal to audiences of all ages and backgrounds. From timeless mainstays of symphonic repertoire to film screenings with live orchestral accompaniment and concerts featuring music that people know but don't realise they do to pieces that are less familiar but leave people wanting to hear more.



Stats and figures from Opera North Concert Season Evaluation Report Evaluation Report



**8**  
Orchestral Concerts  
in Huddersfield

**7+1**  
7 Chamber & 1 Orchestral  
Concerts in Dewsbury

## Huddersfield Orchestral Season

- Thu 28 Sep: Glinka – Ruslan & Lyudmila
- Tue 24 Oct : René Aubry – Stick Man, Room on the Broom;
- Thu 30 Nov: Britten – Soirées musicales, Mozart
- Tue 12 Dec: Prokofiev Cinderella: The Snowman;
- Sat 30 Dec: Viennese Whirl
- Thu 25 Jan: From Hollywood with Love
- Sun 25 Feb: Mozart – Symphony No. 31
- Thu 29 Mar: Bernstein - West Side Story

## Dewsbury Orchestral & Chamber Season

### Orchestral

Thu 14 Dec:; Haydn Wood – London Cameras 1

### Chamber

- Wed 13 Sep: George King – Piano
- Wed 18 Oct: Andrew Long – Violin & Jill Crossland – piano
- Wed 15 Nov: Opera North Piano Trio; Ravel - Piano Trio in A minor, Mozart – 4th Piano Trio in C
- Wed 13 Dec: Brass Band Christmas Spectacular
- Wed 31 Jan: Jeremy Peaker Ensemble – G&S favourites
- Wed 21 Feb: Opera North Brass Ensemble
- Wed 14 Mar: World of Percussion with Christopher Bradley, Charlie Ashby & Elsa Bradley

# **Kirklees Music Project Consultation Workshop Report**

**September 2019**



## Contents

	<b>Page</b>
Preface	2
Consultation Responses	3
<b>Theme 1: <i>Building sustainable leadership, strategic partnerships and a focus for advocacy for the music sector in Kirklees</i></b>	3/4
<b>Theme 2: <i>Creating and managing active and engaged music networks and communities</i></b>	4/5 5/6
<b>Theme 3: <i>Developing a strong and safe night time economy</i></b>	6/7
<b>Theme 4: <i>Enhancing Kirklees tourism offer and attracting visitors through festivals and music events</i></b>	8/9
<b>Theme 5: <i>Ensuring that Kirklees has a world class music education provision that is widely accessible to all ages</i></b>	9/10 10/11
<b>Theme 6: <i>Putting music at the heart of the wellbeing of our communities</i></b>	11/12
<b>Theme 7: <i>Creating the tools and platforms to communicate Kirklees' music offer to the world</i></b>	
<b>Theme 8: <i>Establishing a strong sense of place through our music</i></b>	
Summary Learning	12/13

## Preface

The following combined notes are drawn from the two consultation sessions jointly facilitated by Spirul Ltd and Bonner & Hindley, at the University of Huddersfield (11th June 2019) and Dewsbury Town Hall (18<sup>th</sup> June 2019).

The workshops were structured around the eight key themes that came from the Kirklees Music Policy outcomes and further desk research on how other areas developed music, led by the Creative Development Team, Kirklees Council: :

1. Building sustainable leadership, strategic partnerships and a focus for advocacy for the music sector in Kirklees
2. Creating and managing active and engaged music networks and communities
3. Developing a strong and safe night time economy
4. Enhancing Kirklees tourism offer and attracting visitors through festivals and music events
5. Ensuring that Kirklees has a world class music education provision that is widely accessible to all ages
6. Putting music at the heart of the wellbeing of our communities
7. Creating the tools and platforms to communicate Kirklees' music offer to the world
8. Establishing a strong sense of place through our music

Those involved in the workshops were asked to collectively discuss each theme in more detail, by addressing the tasks listed below and recording their responses:

- a. What are you and your organisation currently doing, in relation to this theme?
- b. It's now 2023, the Year of Music, what is now happening against this theme? How is this different from 2019?
- c. What is needed to turn the ambitions for the Year of Music 2023, into reality? (e.g. more of existing or new things)

## Consultation Responses

e:\moderngov\data\agendaitemdocs\6\3\0\ai00015036\133xywmt.docxe:\moderngov\data\agendaitemdocs\6\3\0\ai00015036\133xywmt.docx39

The following section reflects the consultee responses to the three questions in relation to the eight themes. Where possible, there has been some synthesis of similar responses, for brevity and clarity.

It is important to acknowledge that the eight themes came through earlier consultation with the music community on music development as commissioned by Kirklees Council, the two reports by Fiona Harvey, *Kirklees Music Mapping* March 2017 and Sound Diplomacy's *Music Venue Ecosystem Report*, June 2017, informed the development of these, along with additional desk research. The eight themes are by no means mutually exclusive and as such, similar discussions, feedback and thoughts were often repeated during the consultation sessions and recorded feedback.

With regard to consideration of question b regarding what will be different in 2023, responses have been grouped into "strategic", "tactical" or "operational" categories.

### ***Theme 1: Building sustainable leadership, strategic partnerships and a focus for advocacy for the music sector in Kirklees***

#### **a. What are you and your organisation currently doing, in relation to this theme?**

- Significant evidence of the value and practice of partnerships, relationship development and collaboration locally, including the public sector (e.g. local authority; University), other "music" partners, local communities and individuals, in relation to events, festivals and programmes. There is evidence of partnerships with commercial businesses also
- Some evidence of strategic planning, advocacy and the development of local and national networks, focussed on supporting sustainability
- Some evidence of strategic leadership from local partners, in seeking to shape, influence and drive the sector generally and/or in relation to key components such as music education (e.g. Musica Kirklees; BASSment Unplugged)

#### **b. What will be happening in 2023? (what will be different to 2019?)**

Strategically – in 2023, music/the music sector in Kirklees, will:

- Be connected to and working collaboratively to address wider social outcomes (e.g. mental wellbeing) , in partnership with strategic partners (e.g. NHS; CCG's)
- Have senior level engagement, involvement and ownership of "music", across key non-music partners (e.g. CCGs; Education; Tourism; Transportation; Planning)
- Have a strong, effective "model" and "structure" in place to link "top to bottom". (e.g. strategic partners with community delivery).
- Have an independent music body in place (e.g. a CiC), to lead the sector from within, with strong partnerships and relationships across music genres
- Have in place a clear vision and strategy for cohesion and sustainability

Tactically – in 2023, music/the music sector in Kirklees, will:

- Ensure representation of different "voices" from within the music sector, in leading the sector
- Take advantage of geography, locations, infrastructure, history
- Understand local strengths, barriers, needs
- Demonstrate inclusivity (e.g. hard to reach groups) and the development of "pathways" for participation (e.g. young people's access to music)
- Optimise collaboration within the sector (e.g. to jointly develop audiences)



- Be “cool” – in terms of image, profile, awareness and “self-confidence”
- Have a strong marketing, promotion and communication “platform”

Operationally – in 2023, music/the music sector in Kirklees, will:

- Incorporate music as part of everyday learning in schools and special schools
- An infrastructure of Artistic Music Directors across Kirklees
- Communicate effectively across Kirklees (e.g. newsletters, website)
- Have an internship/apprenticeship programme to support events, festivals, programmes

**c. What is needed to turn ambition to reality?**

- Ambition
- An understanding of what currently works, what doesn't
- A more “commercial mind-set” – with different thinking, to support sustainability
- Network “animateur” – to lead, drive, co-ordinate, influence, share information, to support the development of the sector. To be independent, unbiased, skilled, knowledgeable
- Structure – a representative group drawn from the music sector. To include an independent, respected Chairperson
- Capacity – available support from partners (e.g. Council able to support administratively? etc)
- Funding – a realistic, sustainable financial commitment
- Effective communication, marketing and PR strategy, platform with clear, new branding
- Greater collaboration and partnership working to “make the most of partners (e.g. University)

***Theme 2: Creating and managing active and engaged music networks and communities***

**a. What are you and your organisation currently doing, in relation to this theme?**

- Strong focus on networking and drawing together individuals and organisations (e.g. schools networks, community and business networks)
- Delivery – a strong and varied offer in a range of localities across Kirklees, in a broad range of community locations (e.g. schools, libraries, public buildings), including festivals, events, gigs, programmes, clubs etc
- Promotion – to raise awareness of opportunities and benefits

**b. What will be happening in 2023? (what will be different to 2019?)**

Strategically – in 2023, music/the music sector in Kirklees, will:

- Have clear links with and a joined-up approach to wider community strategy and issues (e.g. transport provision; town planning; the night time economy)
- Have an investment plan to support “realistic sustainable delivery”
- Have a “fit for purpose” network and infrastructure which is accessible and has profile
- Have collaborative and constructive partnerships – no silo working

Tactically – in 2023, music/the music sector in Kirklees, will:

- Commit to community engagement and involvement which reflects the composition and diversity of the borough
- Commit to excellence “of all kinds”
- Maximise learning from projects, people, places – to identify what works locally

- Build upon what currently exists – the strengths of the music sector (e.g. festivals; genres etc)

Operationally – in 2023, music/the music sector in Kirklees, will:

- Utilise technology to widen access (e.g. an internet Choir)
- Deliver a creative, collaborative event (e.g. Choirathon) and “awesome, diverse programme” (e.g. street studio offer; fringe festival of events - Hip hop?)
- Communicate effectively – clear messages, user friendly language; accessible information
- Take opportunities to communities to support and enhance engagement
- Strong links to other art-forms (e.g. film)

**c. What is needed to turn ambition to reality?**

- Understanding of local successes – what is working
- Stronger networks and networking
- A shared focus on increasing participation – “something for everyone”
- Infrastructure (e.g. cultural hub; music hubs, new music venue for Huddersfield)
- Engagement of people – “working with people – not doing things to people”
- Marketing and communications: campaign; brand
- Funding
- Transport infrastructure to support accessibility
- Originality (e.g. something different; playing original music etc)

***Theme 3: Developing a strong and safe night time economy***

**a. What are you and your organisation currently doing, in relation to this theme?**

- Varied offer including shows, events, bands, gigs, directly delivered by local organisations and supportive of local groups/performers
- Strong examples of good practice in venue management (e.g. safeguarding; security; safety, stewarding; training DBS etc)
- Lobbying - of the Council to “take a stronger hold” of town centres, public safety/crime, car parking, to improve the night time economy

**b. What will be happening in 2023? (what will be different to 2019?)**

Strategically – in 2023, music/the music sector in Kirklees, will:

- Have an infrastructure of viable venues and performance spaces – informal/formal - at the heart of the community, able to support all genres
- Have an integrated approach which incorporates the night time economy as part of the development of Kirklees as a destination with consideration also given to integrated transport, car parking, planning, accommodation etc
- Link to the wider development of a pathway for participation (e.g. music in schools, community opportunities and performance spaces)
- Have support from influential leaders, who understand the value and impact of music to the economy and society, which is supported by evidence and data
- Link the “day-time and night-time economies” – providing opportunities for older people, children and employees during the day

Tactically – in 2023, music/the music sector in Kirklees, will:

- Adopt an inclusive, community-based cross-cultural approach (e.g. all sectors of the community)
- Demonstrate commercial acumen (e.g. annual pass ticketing etc)
- Opportunities will be affordable and accessible
- Utilise complementary links with other art genres (e.g. film)
- Build positive perceptions of night-time opportunities, to address concerns regarding safety, crime
- Develop a creative, imaginative offer – doing “something different”
- Develop a “hub and spoke” approach of centrally based delivery with accessible local community activity – built around key venues and utilising local spaces

Operationally – in 2023, music/the music sector in Kirklees, will:

- Have a “reduced reliance on alcohol as a means of attracting customers”
- Deliver a broad, accessible night-time music offer (e.g. pop-up performances; family friendly festivals)
- Provide a welcome to everyone, from everyone
- Adopt and apply consistently high standards of venue management (e.g. searches; safety policy; safe zones etc) with targeted delivery to encourage particular groups (e.g. women; young people)

**c. What is needed to turn ambition to reality?**

- An improved night-time experience in general – developing key locations as safe, clean, friendly, fun destinations
- Improved, flexible infrastructure – existing and new venues
- A diverse, high quality, accessible, affordable offer (e.g. dry events: music in cafes; buskers)
- Stronger relationships to support awareness (e.g. venues/pubs links with public health, police etc) and improve customer experience
- Improved safety, policing, safe car parking (e.g. lighting)
- More and better trained staff and volunteers (e.g. to provide a welcoming experience)
- A complementary “day-time economy” (e.g. early evening?)
- Commitment to embrace technology (e.g. bracelet chips allowing cashless venues)

***Theme 4: Enhancing Kirklees tourism offer and attracting visitors through festivals and music events***

**a. What are you and your organisation currently doing, in relation to this theme?**

- Broad and varied range of events, festivals, projects and programmes in place, organised independently on a local and borough-wide level
- A range of national and international artists and engagement
- Creative Kirklees website in place, alongside a wide range of social media platforms
- Evidence of market development, either linked to genres of music (e.g. Jazz festivals) or targeting other potential customers (e.g. linking walkers, walking weekends and Friday night gigs)

**b. What will be happening in 2023? (what will be different to 2019?)**

Strategically – in 2023, music/the music sector in Kirklees, will:

- Be a central element of Kirklees Tourism strategy and approach, reflecting the uniqueness of the music heritage
- Be interwoven with economic regeneration, community development and plans for transportation - part of a “joined up approach”
- Have UNESCO “District of Music” support and recognition as a strong music location and a destination of choice for artists/tours etc
- Have funding will in place to support a wider range of genres on a larger scale
- Have an integrated approach to music, transport, education, accommodation, car parking etc
- Have new, accessible infrastructure and venues in place
- Have complementary relationships across the West Yorkshire City Region, in relation to other localities, venues and strategies (e.g. Leeds)

Tactically – in 2023, music/the music sector in Kirklees, will:

- Positively utilise “Kirklees” USPs – the environment, community, culture, diversity and heritage as a sales pitch
- Be fully focussed on customer experience and links to other socio-economic factors (e.g. food, accommodation, transportation)
- Optimise the benefits, strengths and opportunities to link with other genres and audiences
- Develop strong commercial relationships founded on CSR and sponsorship opportunities
- Utilise a baseline of evidence and data and ongoing monitoring which will demonstrate a “doubling of economic impact” generated by the music sector

Operationally – in 2023, music/the music sector in Kirklees, will:

- Develop a high quality, varied programme and offer (e.g. big gigs, intimate events, live music)
- Effectively publicise the offer through a clear marketing and communications strategy
- Ensure affordability through concessionary pricing to enhance community engagement
- Develop an approach which makes it easier for events, gigs etc to be put on (e.g. Kirklees Council processes?)
- Utilise public spaces (e.g. high streets; St George’s Square) as venues to support day-time and night-time economy
- Develop a co-ordinated, shared and collaborative approach to audience development
- Develop an approach to generate repeat visits and increased awareness
- Host / bid to host national events and competitions (e.g. Music for Youth)

**c. What is needed to turn ambition to reality?**

- Funding – with a stronger emphasis on CSR and commercial support/sponsorship
- Ambition to be noted/renowned nationally and internationally
- Passionate and committed people, officers, volunteers, leaders, politicians
- Positioning of music as integral to wider policies and strategies (e.g. tourism)
- Imagination and flexibility to utilise different “spaces”
- Imaginative digital strategy for promotion, information, ticketing, campaigns etc

- A clear focus on “non-attendees” and “non-participants”, building on an improved understanding of existing audiences
- Data, intelligence, insight and evidence of impact
- Public perception that town centres, venues are welcoming and safe, especially at night
- Linking heritage (e.g. blue plaque music trails) to current opportunities

***Theme 5: Ensuring that Kirklees has a world class music education provision that is widely accessible to all ages***

**a. What are you and your organisation currently doing, in relation to this theme?**

- Strong, diverse and proactive offer including early years, family, community activities, to raise awareness and provide introductory experiences
- Informal and structured “pathways” to progress from learning, to excellence and performance, including workshops, choirs, ensembles, acoustic sessions, teaching and tuition
- Strong and developing relationships with academic institutions (e.g. University of Huddersfield; Leeds College of Music), between public and private sector teachers/providers and I support of teacher training
- Strong evidence of community based support and delivery (e.g. Musica Kirklees music centres)
- Evidence of the use of cross-curricular links (e.g. music and history) and cross-cultural links (e.g. with black and ethnic minority cultures)
- Evidence of special school provision and the use of music in learning

**b. What will be happening in 2023? (what will be different to 2019?)**

Strategically – in 2023, music/the music sector in Kirklees, will:

- Music will be central to the whole curriculum from KS1 to 4: “Learning through Music”
- Develop participation which reflects the diversity and cultures of Kirklees
- Have a programme of free music lessons for all school children
- Have a pathway and appropriate remuneration, reflective of the Musicians Union recommendations, which supports career development for tutors, teachers etc
- Every school will have the opportunity to become a “music centre”

Tactically – in 2023, music/the music sector in Kirklees, will:

- Be known for its excellent and comprehensive music provision in schools
- Be focussed on outreach to communities, to raise profile and provide opportunities
- Be co-ordinated across genres
- Have the capacity and infrastructure to support the development of community music groups
- Be affordable and accessible
- Utilise role models, “local connections”, champions, celebrities from the area, to inspire and engage young people
- Develop and implement music training for “non-music specialists”

Operationally – in 2023, music/the music sector in Kirklees, will:

- Develop interaction, communication and collaboration between schools, festivals, events, choirs etc
- Establish adult “education” workshops in music

- Support intergenerational activity and learning
- Utilise publicly accessible and profile venues (e.g. libraries, town halls etc)
- Develop a comprehensive directory of opportunities
- Establish “drop-in” opportunities (e.g. open rehearsals etc)
- Support all events, festivals, gigs etc to have an educational component

**c. What is needed to turn ambition to reality?**

- New model of finance – merging public, private and income generation to support opportunities and talent development pathways
- Understanding and using what works (e.g. Lindley Junior School)
- Skills development and training to grow a skilled network of people to support and sustain participation within and out-with schools
- Music to be core to the curriculum, alongside a huge change in the approach of school leadership to support in and investment for music
- Talent development pathway – grass-roots to performance
- Access to instruments and tutoring
- Opportunities – especially for young bands to perform
- Linking organisations such as HCS with visits into schools
- Awareness, appreciation and commitment from parents to support their children regarding music
- Cultural ambassador programme
- Research – to evidence the beneficial impact of music on learning, behaviour and personal development
- Ambition – create a collaborative piece (e.g. music, art, film, poetry) for Kirklees (e.g. like a “Day in the Millennium Dome” in 2000)

***Theme 6: Putting music at the heart of the wellbeing of our communities***

**a. What are you and your organisation currently doing, in relation to this theme?**

- Audience opportunities through community based concerts, festivals, live music and programmes in accessible community locations and performance spaces
- Participatory opportunities across the borough (e.g. choirs, ensembles, teaching etc)
- Evidence of awareness of the wider personal, social and community impact of music on mental wellbeing, loneliness, self-esteem etc, especially vulnerable children and adults

**b. What will be happening in 2023? (what will be different to 2019?)**

Strategically – in 2023, music/the music sector in Kirklees, will:

- Have a strong, clear and embedded relationship with NHS, Public Health and CCG’s – through a resourced and accessible music on prescription, social-prescribing model
- Be a thought leader with regard to the development, use and implementation of music in support of community wellbeing and social care

Tactically – in 2023, music/the music sector in Kirklees, will:

- Collaboratively support audience development

- Create new and support the use of existing spaces, for community activity and performances
- Have a clear policy of affordability and accessibility
- Target traditional “non/low-participant” communities

Operationally – in 2023, music/the music sector in Kirklees, will:

- Implement a clear marketing and communications strategy to sign-post local people to local opportunities, using traditional and digital methods
- Seek to extend support to effective, successful partners (e.g. Musica Kirklees)
- Establish music in the workplace opportunities, to support team building, productivity and mental wellbeing
- Diversify its relationships, engaging more fully with VI groups, dementia organisations, disability groups etc)
- Utilise technology (e.g. streaming events)
- Develop community capacity through training, volunteer development (e.g. customer focus; use of social media etc)
- Increase accessibility through “open door” activities (e.g. HCS)

**c. What is needed to turn ambition to reality?**

- Evidence of social and economic impact
- Accessible, suitable venues
- Skilled community capacity
- An effective marketing and communications strategy, with capacity to deliver – to break down barriers, perceptions and promote “people like me”
- Funding support from public and private funding sources
- Strategic, supportive relationships with NHS, Public Health, CCGs etc
- Effective collaboration across genres to share capacity
- Self-help toolkits, to enable community groups to develop their own opportunities, gigs, festivals etc safely
- Access to resources and venues (e.g. music, instruments etc)

***Theme 7: Creating the tools and platforms to communicate Kirklees’ music offer to the world***

**a. What are you and your organisation currently doing, in relation to this theme?**

- Broad range of events, opportunities, gigs, sessions etc which generate profile, PR, “good news” and awareness
- National and international profile (e.g. orchestral visits to China; participation in/hosting national competitions)
- Strong use of social media/digital platforms (e.g. website; live streaming) to raise awareness
- Evidence of networking with wider community partners, businesses, professional and community groups
- Some evidence of market research, understanding customers and markets
- Evidence of ongoing use of traditional communication and marketing approaches (e.g. direct mailing; posters; press releases; leaflets etc)

**b. What will be happening in 2023? (what will be different to 2019?)**

Strategically – in 2023, music/the music sector in Kirklees, will:

- Adopt and apply a “whole systems approach”, where all partners understand, are “bought into” and share responsibility and accountability for the sector
- Have a clear, strong partnership approach with a clear, jointly owned, supported and applied Kirklees music “brand” and platform

Tactically – in 2023, music/the music sector in Kirklees, will:

- Utilise the heritage, quality and breadth of the local music offer, alongside targeted communication and marketing, to raise national and international awareness of Kirklees and the music sector
- Engage the wider business community, media and organisations such as University of Huddersfield, to raise awareness, profile and support via national/international operations
- Develop an offer which has an impact to local people, which is fun, inspiring, effective, high quality and successful in breaking down barriers and engaging everyone

Operationally– in 2023, music/the music sector in Kirklees, will:

- Develop a single co-ordinated booking system
- Utilise digital technology to extend reach nationally and internationally
- Develop strong partnerships and relationships with media, business to underpin raised awareness and profile
- Implement effective training to support infrastructure partners (e.g. use of social media; marketing plans etc)
- Develop ambitious programmes and individual “pieces” (e.g. Symphony for Kirklees)
- Build upon the strong sense of place in villages, towns and borough-wide

**c. What is needed to turn ambition to reality?**

- Funding for a professionally managed marketing and communications strategy, brand
- Clear and consistent strategy and “message”, values and principles
- Capacity – from local partners (e.g. administration; support; marketing)
- Greater use of elements that exist (e.g. Creative Kirklees)
- Celebrity endorsement
- Music sector to work collaboratively for the wider benefit of the community
- Data and information sharing across partners (within GDPR guidelines)

***Theme 8: Establishing a strong sense of place through our music***

**a. What are you and your organisation currently doing, in relation to this theme?**

- Strong sense of pride, history and respect for Kirklees musical heritage and the unique sense of place
- Sense of place is strong at all levels: villages, towns and borough-wide, founded on traditional, longstanding organisations and industrial heritage, reflected by a broad range of events and organisations (e.g. Marsden Jazz Festival; Huddersfield Choral Society)
- Commitment to supporting, engaging and profiling local people. Music for local people, by local people



- Strong national and international profile in certain genres (e.g HCS)

**b. What will be happening in 2023? (what will be different to 2019?)**

Strategically – in 2023, music/the music sector in Kirklees, will:

- Develop and implement connectivity across all sectors – education, community, public, commercial and the voluntary sector – placing music at the heart of society and community

Tactically – in 2023, music/the music sector in Kirklees, will:

- Develop a clear brand and raise awareness of Kirklees and its musical heritage and offer, locally, regionally, nationally and internationally
- Kirklees Council will provide support and leadership as an equal partner, supporting the development and sustainability of the music infrastructure
- Schools will be vibrant, local music hubs
- Communities will be connected with music at an “everyday” level

Operationally– in 2023, music/the music sector in Kirklees, will:

- Map opportunities to understand what’s going on
- Utilise well-known local places and landmarks as venues (e.g. Castle Hill; St Georges Square)
- Develop and implement a Kirklees-wide programme, with a community, place based focus
- Utilise history and heritage to support the development of activity
- Be ambitious – to raise profile, awareness and engagement (e.g. setting a “world record”
- Showcase and commit to local talent
- Involve local alumni
- Collaborate to share and celebrate the richness of music, collectively

**c. What is needed to turn ambition to reality?**

- Collective leadership and ownership within the sector and across the wider community
- People power – involving people, to identify what’s needed, what works and to shape the offer
- Marketing and communication strategy
- Accessible, local, appealing opportunities – especially for young people
- Support for groups to “gear up to 2023” and develop sustainability beyond
- Imagination (e.g. Kirklees Radio station; Kirklees YouTube)
- Public and private sector collaboration, funding and support (e.g. CSR/ sponsorship)

**Summary Learning**

The consultation session enabled approximately 60 music sector representatives from community, commercial, charity and education organisations as well as individual musicians, to share their thoughts, recommended actions and proposals. There was a degree of overlap between the sub-groups at each session and between the two sessions; distilling these common areas from the eight themes, the can be summarised as follows:

- The need to understand the music community and ecology fully – what works?; heritage; what doesn't work?; what exists etc
- To genuinely and meaningfully engage the community and local residents from initial consultation through to co-designing and co-owning the future of music across Kirklees
- The critical importance of collaboration, trusted partnerships and cooperation across and within the music sector locally
- Securing strategic, high level and political leadership support from key influencers and partners, to make sure that “everyone” is on board and “on the same page”
- Appointing independent, skilled and effective leaders – to both co-ordinate operationally and, via a Chair, influence tactically and strategically
- Identify and secure resource to transform and sustain the music ecology locally, in line with collective aspirations and ambitions for 2023 and beyond
- Develop the Kirklees music brand and support this with an effective, professional marketing, communications and PR strategy which is founded upon key principles of community focus, accessibility, affordability and awareness

Beyond the additional, specific and often highly detailed or localised responses generated within the consultation sessions, it has been possible to identify a number of key points, either of learning or for consideration, which are set out below. In order to address these points, a number of proposed actions/responses have also been outlined for consideration by MDG:

1. Whilst a small number of consultees questioned the extent to which the themes were based on the Council's aspirations, rather than, perhaps, the wider views of the local music ecology, those involved agreed that the eight themes were a “good place to start” in informing a sector-wide set of objectives/priorities or themes. The learning points here are that in all future communications and/or consultations, the fact that the themes have been drawn from research projects, studies and soundings taken from the music sector needs to be clearly articulated. Creating clarity – and transparency - around the future structure/role of MDG, leadership/membership of projects and the various music sub-groups is also a priority. Future consultations, conversations and actions must be mindful of the need to create wider ownership of the themes and programmes/projects to deliver them. Both communication and transparency will be improved with the launch of the MUSiK website in early November, which will include a who's who page detailing membership/roles of MDG along with the existing sub-groups, as well as contact information and opportunities/mechanisms for interested parties to get involved.
2. The workshops undoubtedly represented a positive start in the process of engagement, consultation, partnership working and collective ownership of music across Kirklees. This is now being continued by the Creative Kirklees team of Wes, Becky and Dianne, with the 'harder to reach' sectors, communities and individuals who are less likely to engage through a formal consultation process and will benefit from a more personalised approach – albeit within the overall structure/framework of the consultation process. All of the contacts from the two formal consultation sessions and subsequent engagements will be combined to help build and develop the wider music network.

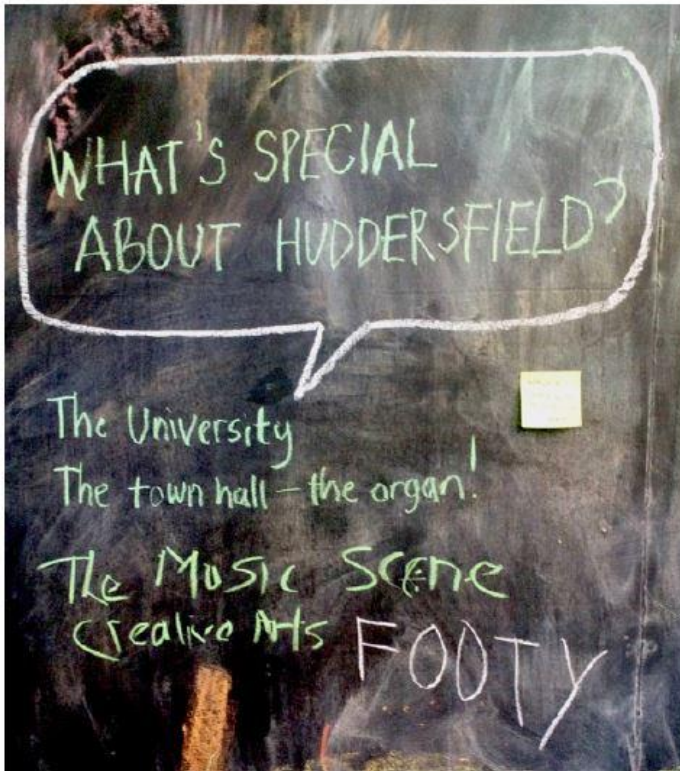
The workshops undoubtedly represented a positive start in the process of engagement, consultation, partnership working and collective ownership of music across Kirklees, however many sectors, communities, organisations and individuals were not present and as such the steps taken, should be considered as merely the beginning of an evolving process

which should ultimately seek to fully engage and involve everyone across the sector and Kirklees

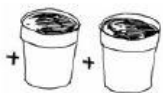
3. Our experience from the workshops, is that there is no shortage of understanding, commitment, knowledge and desire to increase and improve the quality and quantity of opportunities and experiences relating to music, for all residents. And whilst there was a strong sense of what needed to change, in terms of infrastructure or process, participants in both workshops found it difficult to articulate ambitious, innovative or new ideas which would be transformative for the sector, via the Year of Music 2023. Consideration needs to be given to addressing this in future consultations and through events, workshops, sharing information, inspiration and case studies with the wider music sector. Defining and driving ambition will be key to success in creating a world class music eco system and offer in Kirklees; agreeing and employing the appropriate means and mechanisms for doing this, as well as harnessing and engaging a wide range of individuals and organisations in the process, should be a priority at this stage for MDG, for music champions/ambassadors and for the sub-groups.

Appendix 4: Growing Cultures –phase one feedback





- The people - so friendly
- Beautiful old buildings
- The sweet stall in the market
- The University is really good, and important for enriching the life and energy of the town.
- The outdoor market is amazing.
- The Northern Quarter
- Byram Arcade, undiscovered corners!
- It's in the middle of the Pennines, its location makes it special.
- Its heritage
- Kingsgate - independent shops



Hoot. For Mental Health  
Art groups,  
Creative writing  
Singing  
Music - learn, Play, Record

Where is the  
are  
weird  
music  
venues

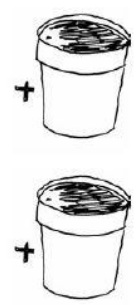


Me and my daughter come here (the market) at least twice a week to play the piano. It's a very peaceful place to come to and spend time

Small Seeds, The Parish, Northern Quarter. I'm a regular at all of these. You can never have too much weird music or venues to host it!

The Magic Rock Tap Room are putting on music and films - 'Electric Cinema'. It's really interesting

I got an old guitar from my ex, a piece of nothing! I taught myself to play it, and I started busking around Huddersfield. People could see I had a different style! And then I bought myself another guitar. I'm a one man band, but I'd love to find more places to play acoustic music in Huddersfield and people to play with



Singing is good for people like me with vascular dementia It lifts the spirits

There are gigs every Tuesday night at Small Seeds, and Friday Night Jive gigs are free  
Northern Quarter is also really good for music.

MUSIC IS ALWAYS THERE FOR YOU!  
It gets you through



