

**Calderdale**  
Council

# Shibden Estate Audience Development Plan

August 2005

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# Executive Summary

Shibden Estate is a popular venue that attracts audiences from the local community as well as visitors from outside the area. Through the facilities and services it provides, the Estate makes a substantial contribution to important local and national themes, including education and lifelong learning, social inclusion, community cohesion, reducing crime and improving the local environment.

However, it is recognised that the Estate is not attracting the widest possible range of residents and visitors, and that certain groups face particular barriers to attendance. It is also evident that, whereas some areas of the Estate are very busy, other areas of greater heritage and environmental interest are less well-used.

This Audience Development Plan is a three year plan that sets out a number of activities designed to address reasons for non-use and provide new opportunities for existing visitors. It focuses on seven priority audiences, which include both new and existing audiences.

- > Schools
- > Young people
- > People living in disadvantaged neighbourhoods
- > Post-16 learners
- > Clubs and societies
- > Day and staying visitors to the region
- > Existing visitors

It is hoped that these activities will:

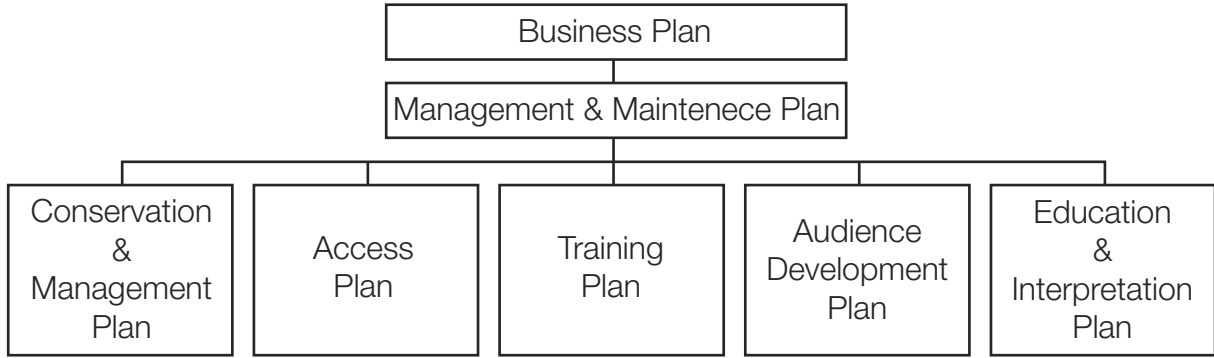
- > increase the number of on-site visits to Shibden Estate;
- > ensure that socially excluded groups are better represented in the audience profile;
- > increase the frequency of visits by existing visitors;
- > increase visits to areas of the park of heritage or environmental interest;
- > increase usage during quiet periods;
- > increase visitor satisfaction;
- > provide new ways to access Shibden's services.

The activities outlined in this Plan have been developed following analysis of consultation undertaken with visitors, non-visitors, staff and stakeholders.

This Audience Development Plan supports an application to the Heritage Lottery Fund for a major restoration of Shibden Park. This scheme will restore the historic character of the Park, in addition to providing increased access both to and at the Park, improved visitor facilities, signage and interpretation and safety. Shibden Hall and Barn have recently been restored as part of separate Heritage Lottery funded schemes.

This Plan forms part of a group of documents relating to the development of Shibden Estate, as illustrated in Figure 1. The information and actions based in this Plan contribute to the Management & Maintenance Plan and other documents. Access issues highlighted in this Plan are addressed in the Access Plan and opportunities to attract audiences through training and education activities are set out fully in the Training Plan. All these documents are underpinned by the Education and Interpretation strategy for the Estate, which provides the basis for a planned and integrated approach to Education and Interpretation both within the Museum and throughout the Estate

Figure 1: Shibden Management Documents



Summary of measures, targets and actions

Measures and targets	2008/09			
	Baseline	2006/07	2007/08	2008/09
Schools				
Number of pupils visiting Shibden as part of organised school groups	6,422	6,750	7,000	7,250
Number of secondary school pupils visiting Shibden as part of organised school groups	200	250	300	350
Number of pupils accessing Shibden's collections through outreach resources	N/A	-	Baseline year	To be established
% of schools satisfied or very satisfied with organised school visits	94%	95%	96%	97%
Number of return visits resulting from school visits	N/A	Baseline year	To be established	To be established
Young People				
% of people aged 11-24 in Calderdale visiting Shibden's Park	N/A	Baseline year	+0.1%	+0.1%
% of people aged 11-24 in Calderdale visiting Shibden's Hall	Baseline year	-	+0.1%	+0.1%
Number of new events or exhibitions aimed at young people	N/A	-	1	2
Number of young people aged 11-24 attending events or exhibitions aimed at young people	N/A	Baseline year	To be established	To be established



	Baseline	2006/07	2007/08	2008/09
<b>People living in disadvantaged neighbourhoods</b>				
% of people from disadvantaged wards visiting Shibden Park	N/A	Baseline year	+0.1%	+0.1%
% of people from disadvantaged wards visiting Shibden Hall	Baseline year	-	+0.1%	+0.1%
% from minority ethnic population in Calderdale visiting Shibden Park	N/A	Baseline year	+0.1%	+0.1%
% from minority ethnic population in Calderdale visiting Shibden Hall	Baseline year	-	+0.1%	+0.1%
Number of people accessing Shibden's collections through satellite screens	N/A	-	Baseline year	+10%
Number of events or exhibitions aimed at diverse communities in Calderdale	N/A	-	1	2
Attendance at events or exhibitions aimed at diverse communities in Calderdale	N/A	-	Baseline year	To be established
<b>Post 16 learners</b>				
Number of informal learning events at Shibden	6	9	9	9
Number of further education groups using Shibden as part of their formal education programmes	6	To be established in Training Plan	To be established in Training Plan	To be established in Training Plan

	Baseline	2006/07	2007/08	2008/09
<b>Clubs and Societies</b>				
Number of organised group visits to Shibden by clubs and societies	30	35	40	45
% of groups satisfied or very satisfied with their visits	N/A	Baseline year	+1%	+1%
Personal repeat visits within 6 months of a group visit	N/A	Baseline year	To be established	To be established
<b>Existing visitors</b>				
% of visitors visiting all areas of the Estate during their visit	15%	+1%	+1%	+1%
% of visitors visiting Shibden Park once a month or more	64%	+1%	+1%	+1%
% of visitors visiting Shibden Hall 2 or 3 times a year or more	16%	+1%	+1%	+1%
Number of members of the 'Friends of Shibden Estate' group	26	30	35	40
<b>Day and staying visitors to the region</b>				
% of visitors from outside Calderdale in Shibden Park's visitor profile	40%	Re-assess baseline	To be established	To be established
% of visitors from outside Calderdale in Shibden Hall's visitor profile	63%	Re-assess baseline	To be established	To be established

	Baseline	2006/07	2007/08	2008/09
General				
% of visitors satisfied or very satisfied with their visit to Shibden Park	N/A	Baseline year	To be established	To be established
% of visitors satisfied or very satisfied with their visit to Shibden Hall	N/A	Baseline year	To be established	To be established
Overall visits to Shibden Park	250,000 (estimate)	Re-assess baseline	+0.5%	+0.5%
Overall visits to Shibden Hall	20,253	+1%	+1%	+1%

Actions	
Schools	Timescale
SC1 – Evaluate existing Museums and Arts workshops programme and develop new workshops as appropriate through consultation with teachers and the National Curriculum.	2006/7
SC2 - Continue to work with secondary schools to develop packages that make Shibden’s collections more accessible to secondary schools, including the use of visits to schools, INSET training for teachers, and developing teacher resource packs for use in the classroom.	Ongoing
SC3 - Pilot discounted vouchers to pupils attending with school groups to encourage repeat visits with their families, with a view to mainstreaming if successful.	2006/7
SC4 - Develop a partnership learning scheme between the museums and environmental education programmes for Key Stage 2 using the theme of ‘inside and outside’.	Ongoing
SC5 - Develop teacher resource packs based on the Tudors and the Victorians at Shibden Hall and develop museum trails.	2006/7
SC6 - Develop a satellite display screen about Shibden Estate, with new handling boxes relating to the collections and social history of the Estate, for use within schools.	2007/8

Young People	
YP1 - Work with the Youth Service and other stakeholders to establish a young people's forum to develop and co-ordinate an activity programme for young people at Shibden, with a view to mainstreaming the activities established.	2007/8
YP2 - Work with the Youth Service and other stakeholders to establish and sustain a 'young ambassadors' scheme to communicate information about activities at Shibden to young people.	2007/8
YP3 - Introduce a temporary exhibition space in the café/interpretation facility at Shibden. Develop relationships with schools, colleges, Youth Offending Team and other projects involving young people with a view to displaying creative work by young people as part of a temporary exhibition programme at Shibden.	2008/9
YP4 - Utilise the temporary exhibition space to establish a significant presence for Shibden in the Young Brilliance Calderdale Youth Arts Festival, with a view to developing a showpiece event for the Festival at Shibden.	2008/9
People living in disadvantaged neighbourhoods	
DN1 - Work with the Community Services Community Development Team, People's Park Festival Association and other stakeholders to introduce more 'diverse' activities into Shibden's events and entertainment programme, with a view to mainstreaming the activities established.	2007/8
DN2 - Work with the Community Services Community Development Team and other stakeholders to develop and sustain an 'ambassadors' scheme to communicate information about activities at Shibden within disadvantaged neighbourhoods.	2007/8
DN3 - Develop use of the satellite screens and handling boxes (referred to in SC6) for community venues, events and groups.	2007/8
DN4 - Work with Metro and local commercial operators to develop a 'pilot' bus service into the Park grounds from disadvantaged neighbourhoods in Calderdale, with a view to mainstreaming the service.	2007/8
DN5 - Utilise the temporary exhibition space in the café/interpretation facility to display creative work that reflects the interests of diverse communities in Calderdale.	2008/9

Post 16 learners	
PL1 – Develop a walks and talks programme based on the Restoration works at Shibden.	Ongoing
PL2 – Develop links with Calderdale College Creative & Conservation Skills Centre for training courses (see Training Plan)	Ongoing
Clubs and Societies	
CS1 - Run a targeted direct mail campaign aimed at clubs and societies in the north of England. Develop an information pack that can be sent out in response to enquiries from clubs and societies, and support with formal procedures and training on dealing with bookings from clubs and societies.	Annually from 2006/7
CS2 - Pilot discounted tickets to visitors attending with clubs and societies to encourage repeat visits, with a view to mainstreaming of successful.	2006/7
CS3 - Consult with gay and lesbian societies regionally and nationally to develop a 'Pink Picnic' or similar event at Shibden to commemorate Anne Lister's Birthday.	2007/8

Existing visitors	
EV1 - Develop the existing events programme to interest a wide audience, using a varied programme of entertainment, theatre and music.	Ongoing
EV2 - Produce new interpretation and orientation sheets that all visitors can receive on arrival	2006/7
EV3 - Develop a programme of ranger-led activities	2007/8
EV4 - Develop and extend the use of costumed characters within the Estate	2007/8
EV5 - Build the mailing list of visitors to the Estate by capturing visitors' details	Ongoing
EV6 - Produce a three-monthly newsletter and mail out to Shibden's mailing list	Ongoing
EV7 – Develop and pilot a season ticket for admission to Shibden Hall, with a view to mainstreaming if successful	2007/8
EV8 - Introduce prominent, high quality displays that can be used to publicise forthcoming events within the Estate, in line with the Education and Interpretation Strategy.	2008/9
EV9 - Continue to develop and support the Friends of Shibden Estate	Ongoing

Day and staying visitors to the region	
VR1 - Work with the tourism sector to increase Shibden's presence in tourism websites and publications	Ongoing
VR2 – Increase distribution of Shibden Estate leaflets across the West Yorkshire region through the Audiences Yorkshire Distribution Service.	2006/7
VR3 – Explore and develop opportunities to work with other, museums, heritage sites and attractions in the district, including joint promotions and the development of themed itineraries.	Ongoing
VR4 - Explore opportunities for cross-boundary working that arise from the West Yorkshire Tourism sub-group.	Ongoing

General	
G1 - Develop a quality strategy and supporting training that covers tangible aspects of the services at Shibden.	2006/7
G2 - Develop a corporate identity for Shibden that reflects its mission, objectives and personality, and that fits within the identity of the Museums and Galleries Services and the Council's corporate style. Ensure that any promotional literature that is produced will be in keeping with that corporate identity.	2006/7
G3 – Continue to develop Shibden's web pages to improve information available to existing and potential user groups	Ongoing
G4 – Continue to build relationships with a local and regional news media, and specialist publications and provide a regular supply of suitable press releases and items of interest.	Ongoing
G5 - Prepare and implement research to monitor the impacts of the Audience Development Plan	Ongoing



# Methodology

This Plan draws on information from a range of sources:

- > Analysis of information on existing visits to Shibden by individuals, schools and other groups;
- > Consultation with visitors to the Estate, using visitor surveys and comments cards;
- > Consultation with schools, including workshop evaluation forms and informal discussions with teachers;
- > Consultation with Calderdale residents, including visioning events with stakeholder groups, focus groups with hard to reach groups, and surveys with the Council's Talkback Panel;
- > Meetings with stakeholders and potential partners in the activities that will be developed;
- > Informal feedback received by staff;
- > Meetings with Shibden Estate staff and staff in other teams that are involved in delivering both current activities and activities that will be developed;
- > Desk based research, including Census information, research and reports on barriers to participation, tourism research, and audience development schemes that might provide models for Shibden Estate;

Several references are made to this information throughout this document. Detailed summaries are included from page 64.

# Shibden's heritage and services offered

## Shibden's heritage significance and value

Shibden Hall and Park stand within the township of Southowram, 2.5 km east of Halifax, physically separated from the town by a steep ridge called Beacon Hill. The Hall is surrounded by the 31 hectare (76 acre) Park. The Park is surrounded by Shibden Hall Road, agricultural land, the Leeds to Halifax railway, and the main road to Leeds. Godley Gardens, a 20<sup>th</sup> century residential development, is situated within the same valley and forms the boundary to the west. The Hall stands halfway down the valley side, on a south-facing promontory, surrounded by park and gardens. Cunnery Wood is divided from the rest of the Park and Hall by Shibden Hall Road.

Shibden Hall was built towards the end of the 15<sup>th</sup> century and has evolved over the centuries. The Otes family are the first recorded inhabitants of the estate c.1420, followed by subsequent generations of gentleman clothiers who lived there during the 15<sup>th</sup> and 16<sup>th</sup> centuries. The changes that have taken place within the house, and its collections, reflect this evolutionary process and the people that lived there and used them.

The Hall was owned by the Lister family for over 400 years. The major period of alteration to the building came in the 1830s under the direction of Anne Lister, transforming it into a 19<sup>th</sup> century 'Tudor' hall set in a picturesque landscape.

At the rear of the Hall is an aisled barn; a fine example of construction typical of the 17<sup>th</sup> century, set within a courtyard and adjoining farm buildings.

There are several phases of landscape formation within the Park, the most notable of which are the romantic elements that were introduced into the landscape by Anne Lister. These include the creation of the cascade and wilderness to the south of the Hall, and the new lake in the valley, by the landscape architect William Grey. The terrace was created by the architect John Harper to provide Shibden with an elevated platform.

Whilst many of the plans were completed prior to Anne Lister's death in 1840, much of the sweeping, open parkland was put in place by her successor, Dr. John Lister. A 'Paisley Shawl' garden, in the form of serpentine-shaped beds, was created on the terrace in 1855, with the addition of an orchid house and a new pond, fed by the cascade, below the terrace.

The Park opened to the public in 1926, after which it developed as a municipal recreational facility. Upon the death of John Lister in 1933, the Estate passed to the

people of Halifax. The Hall opened to the public as a museum in 1934, and the folk museum, housed in the 17<sup>th</sup> century aisled barn and outbuildings, was opened in 1953. Public ownership has seen many developments, including a miniature railway, boating facilities, miniature golf courses and children's playground. The museum is popular with local visitors and day-trippers. It hosts historical guided tours and is used for educational purposes by the schools of Calderdale and the surrounding authorities.

The Park was designated a Grade II listing in June 2000, on English Heritage's 'Register of Parks and Gardens of Special Interest in England'. The Hall (now Museum) and the Aisled Barn are both Grade II\* listed structures. There are no other listed structures on the site, although the Victorian water tower in land to the south of Cunners Wood is listed as an Ancient Monument, and formed part of Anne Lister's picturesque landscape.

There are several areas that have been continuous woodland for over 200 years, including Troughabolland Wood, part of Cunners Wood, and North Wood.

### Facilities and Services Offered

Shibden Estate consists of 31 hectares (76 acres) of open parkland, woodland, designed landscape and public park facilities. Set within the Park are the 15<sup>th</sup> century Hall, displayed as a family home with room settings from the 17<sup>th</sup> to early 20<sup>th</sup> century, and the Folk Museum and Barn, with displays of rural life, crafts and carriages.

The Estate offers the following facilities to the public:

- > Historic gardens
- > Pitch and putt course
- > Boating lake and boats
- > Miniature railway
- > Play area
- > Drystone Walling exhibit
- > Cunners Wood natural habitat area
- > Formal and informal paths
- > Education room
- > Café and public toilets within the park
- > Gift shop, café and toilets within the museum

Some services at the Park are operated under private concessions. These include the boats, miniature railway, pitch and putt, children's rides and the café.

The Estate provides a diverse mix of events, entertainment and other programmed activities, including:

- > Children's entertainers
- > Circus acts and theatrical entertainment
- > Live music
- > Civil War re-enactment
- > Craft fairs
- > Christmas festivities
- > Concerts
- > Countryside and environment events

The Estate also hosts events and entertainment organised by community groups, including charity fun days, orienteering events, sports courses and competitions, and sponsored walks. A list of events held at Shibden Estate in 2004 is shown on page 129.

### Schools workshops programmes

Shibden hosts a number of education workshops for schools organised by the Museums and Galleries Education and Outreach Team and the Countryside and Forestry Unit. The workshops are linked to the National Curriculum and cover such topics as history, literacy, arts, crafts, design and environmental education.

### Family and adult learning events

Shibden hosts a range of learning events aimed at families and adults. Events for families include family drop-in craft sessions and themed educational activities. Events for adults include historic walks and talks and arts-based workshops. Regular seasonal activities include 'Easter Eggstravaganza', 'Christmas at Shibden' and 'Celebrating the Ages'.

### Opening Times

The Park's opening times are:

November – February	8am – 5pm
March – April	8am – 7pm
May – June	8am – 9pm
July – August	8am – 10pm
September	8am – 9pm
October	8am – 7pm

The Hall's opening times are:

December - February 10am – 4pm (Sunday 12noon-4pm)

March – November 10am – 5pm (Sunday 12noon-5pm)

## Charges

Admission to the park and gardens is free. Charges apply to the facilities operated under private concession.

Admission to the Hall costs £3.50 for adults and £2.50 for children and concessions. Concessions are offered to OAPs, students, disabled and Passport to Leisure cardholders. A family package is available at £10, which covers two adults and three children/concessions. Groups discounts are provided for groups of 10 and over.

School visits to the Hall are charged at £3.25 per head for Calderdale schools and £3.75 for other schools for a two-hour workshop.

All charges are reviewed annually. Car parking at the Hall and park are free.

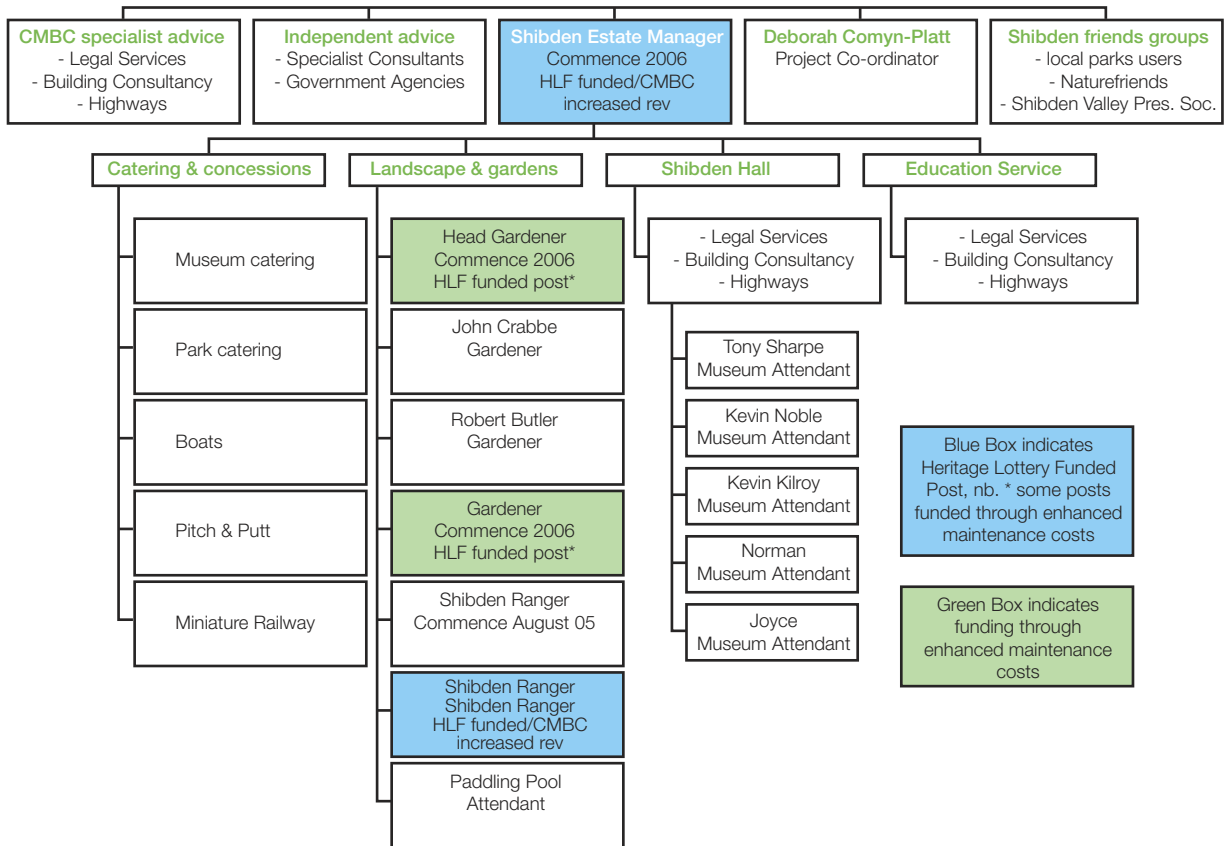
# The Organisation

## Management Structure

Shibden Estate is owned by Calderdale MBC and managed by the Community Services Directorate. The various roles and responsibilities within the Estate are shared two service areas within Community Services – ‘Recreation Sport and Streetscene’ and ‘Libraries, Museums and Arts’.

The Shibden Estate Management Team is responsible for the overall management of the Estate. The Team comprises Shibden Hall staff, Museum Education staff, Countryside Officers, Gardeners, Rangers, Chargehands, Grounds Maintenance management and the Restoration Project Co-ordinator. A new Shibden Estate Manager will be appointed to lead this Team. The management structure is shown in figure 2.

Figure 2: Proposed Shibden Estate Management Structure



A range of activities within the Estate involve volunteers. These various activities are managed by Wildspace Community Liaison Officer from the Countryside and Forestry Unit.

The Restoration Project Co-ordinator co-ordinates the work of the restoration project and investigations, ensuring the project meets the needs of the Estate and the requirements of the Heritage Lottery Fund. This includes communication with the Estate Management Team and consultation with all stakeholders and the public. A Management Plan is currently being updated to reflect the needs of the Estate.

More information about the structure of Community Services and the services it provides is given on pages 134 to 136.

## Strategic Context

### Related Policies and Strategies

A number of policies and strategies impact on the planning and development of services at Shibden:

- > Calderdale Futures Plan – the Community Strategy – a vision for Calderdale shared by all partner organisations involved in Calderdale Forward, the local strategic partnership. The six priorities of the Plan are shown in Table 1.

**Table 1: Priority themes from the Futures Plan**

- > Lifelong Learning
- > Healthy Communities
- > Safe Communities
- > Sustainable Economy
- > Good Environment
- > Community Engagement

- > Corporate Plan – sets out the Council’s vision, priorities, key actions and targets. The vision and priorities are shown in Table 2.

**Table 2: Calderdale Council’s Vision and Corporate Priorities**

### Calderdale Council’s Vision

To make Calderdale a clean, safe, attractive and thriving area for individuals and families to enjoy as residents, workers or visitors

### Corporate Priorities

- > To improve the educational achievement of all young people and promote widespread participation in learning;
- > To support and protect vulnerable children, young people and adults and promote independent and healthy living;
- > To create safer communities with lower crime levels, less fear of crime and safer roads;
- > To promote sustainable economic growth, respect local heritage and improve our towns, villages and neighbourhoods;
- > To secure a clean and attractive built and natural environment;
- > To continually improve customer service;
- > To support our diverse communities, building dialogue, understanding and a capacity to live and work together.

- > Performance Plan – sets out the Council’s commitment to improving performance and future targets for national best value performance indicators and local performance indicators.
- > Community Service Plan – links the Corporate Plan and Service Action Plans.
- > Equality Policy – aims to ensure all sections of the community have fair and equal access to Council services and employment opportunities.
- > Sustainability principles - enshrined in the Council’s local Agenda 21 strategy (21 for 21) and the Community Strategy.
- > Cultural Policy – sets out a vision and objectives for culture in Calderdale, from which a cultural strategy will be developed. These are shown in Table 3.



Table 3: Cultural Policy - Vision and Objectives

Vision

To ensure that cultural resources and activities make a significant contribution to economic and community regeneration across Calderdale, enhancing the quality of life of all residents, and the experience of visitors.

Objectives

- > To develop and strengthen the cultural economy, helping creative businesses to flourish and maximising the role of cultural tourism;
- > To ensure sustainable investment in cultural facilities and activities in order to provide high quality, modern and accessible settings for all kinds of cultural activity;
- > To increase access to, and widen participation and enjoyment in, cultural activity;
- > To develop more opportunities for contact between different Calderdale communities through cultural activity, including the celebration of diverse cultural heritage and traditions;
- > To help remove barriers to cultural activity through negotiation with transport and community safety providers;
- > To target cultural activity and resources to help tackle the problems of 'excluded' communities – including drug users and offenders, people living in disadvantaged neighbourhoods and those suffering ill-health.

- > Licensing Policy – guides the Licensing Committee when considering applications for regulated entertainment and other licensable activities.
- > Museums and Galleries Service Direction of Travel – sets out the identity, values and service delivery framework for the Museums and Galleries Service, including the role of Shibden Hall within this.
- > Museums and Arts Learning and Access Policy – outlines the learning and access issues for the museums and galleries service with schools, further/higher education, lifelong learners, community/specialist groups and general visitors.
- > Community Services Marketing Strategy – sets out objectives and action plans for driving up the standards of marketing and communications in Community Services.
- > Living Places, Cleaner, Safer, Greener - a government report issued by the Office of the Deputy Prime Minister that sets out the vision for public space, in particular the needs in disadvantaged areas.
- > Community Cohesion Action Plan - sets out a number of measures for tackling divisions in society and developing the type of stable and tolerant society that will bring economic and social benefits to the district.
- > Children and Young People Action Plan – focuses on nationally recommended actions for Calderdale's children and young people.

A number of key themes emerge from these policies and strategies:

- > Education and lifelong learning;
- > Access and inclusion;
- > Community cohesion and engagement;
- > Conserving and enhancing our historic heritage
- > Improving the local environment and developing sustainable business;
- > Encouraging and supporting partnership working.

Shibden's Vision and Objectives

The overall vision for Shibden Park is:

To restore the historic park, upgrade the facilities and manage the park to ensure it is a clean, safe and attractive environment for individuals and families to enjoy.

The objectives of the Restoration Project are:

- > To restore the outstanding historic character of the park;
- > To provide access for all to facilities and features within the park;
- > To provide upgraded facilities for visitors, including café, toilets, landscape and play provision;
- > To provide a more expansive and inclusive programme of events for visitors, including historical and environmental education, increasing intellectual access and links to the whole estate;
- > To improve park cleanliness and safety through the provision of health and safety measures for all activities and areas of the park;
- > To ensure that visitor security is enhanced by increased Ranger provision;
- > To develop and enhance community involvement in the park.

Shibden's key role

Shibden plays a key role in supporting the Council's Corporate Priorities. Shibden supports a number of objectives in the Corporate Plan relating to lifelong learning, heritage and culture, quality of green spaces and natural heritage. Shibden also supports key agendas relating to the quality of life of children and young people brought about by the Local Change for Children Programme, as a result of the Children Act 2004. Additionally, Shibden contributes directly to performance indicators in the Council's Corporate Plan and Performance Plan relating to number of visits to museums and the numbers of children visiting museums as part of school groups.

Shibden contributes to key lines of enquiry of the Comprehensive Performance Assessment (CPA), and to the 'culture block' of the service assessment component of the CPA, in terms of quality of parks, play areas and open spaces, and providing opportunities for learning and involvement in community life.

# Situational Analysis

## Local Environment

### Location

Shibden Estate is situated on the edge of Halifax in the district of Calderdale. Calderdale forms part of the West Yorkshire conurbation and is located to the west of Leeds and Bradford and to the north east of Greater Manchester.

Halifax is the largest town in the district. The west of the district includes the towns of Hebden Bridge and Todmorden as well as the surrounding villages of the South Pennine uplands. To the south and east of Halifax are the towns of Brighouse, Elland and Rastrick.

### Transport

Calderdale has good road links east and west with the M62 running along the southern border. Most of the West Yorkshire conurbation is within 30 minutes drive of Halifax and Manchester is within an hour's drive.

Public transport is relatively good. The trans-Pennine rail network connects to Bradford and Leeds in the east and Manchester, Preston and Blackpool in the west. A railway runs along the Calder Valley with stations at Halifax, Mytholmroyd, Sowerby Bridge, Hebden Bridge and Todmorden. There is also a newly opened branch to Brighouse. There are regular bus services between the main towns in the borough and providing inter-urban links from Halifax to Leeds, Bradford or Brighouse.

There are frequent bus services to Shibden on the A58 Godley Road (approximately every 10 minutes). One local hourly minibus serves Northowram. There is currently no service on Shibden Hall Road. Shibden is 2.5km from Halifax railway station. There is a 10 minute walk from the railway station to the bus station, although the route is well-signposted.

### Population

Calderdale's population is 193,400 (2002 Mid-year Estimate), with almost half its residents living in Halifax. The minority ethnic population was 7% of the population in 2003, below the national average of 9%. Most minority ethnic residents are of Pakistan/Kashmiri origin and live mainly in the Park area of Halifax where they comprise more than half of the population. The West Yorkshire conurbation has a population of 2.1 million. There are significant ethnic minority populations in neighbouring Bradford and Kirklees.

Given its location between Leeds and Manchester, there is a resident population of about 5 million people within one-hour's drive of Shibden Estate.

## Social Profile

Calderdale's diverse communities contain extremes of affluence and poverty. The Index of Multiple Deprivation (2004) shows that Calderdale ranks between 65<sup>th</sup> and 87<sup>th</sup> out of 354 districts on the 6 indices of deprivation.

Areas with the highest levels of multiple deprivation are within the wards of Park, Ovenden, Illingworth & Mixenden and Town. Pockets of deprivation are also found in other wards. For those affected, particularly outside Halifax, difficulties with transport and access compound other aspects of social exclusion.

The West Central Halifax area, made up mainly of the Park ward, is typical of many pockets of deprivation and decline frequently located in towns and cities, and surrounded by relatively thriving local and/or regional economies. The area has become isolated from the relative economic prosperity occurring in other areas of Halifax, and mainstream activities and methods of communication have become increasingly less relevant or effective. This will need to be considered in audience development activities aimed at people living in disadvantaged neighbourhoods.

Neighbouring Bradford also has inner-city areas with considerable deprivation.

## Economy

Manufacturing has traditionally formed the basis of the local economy. In recent years, service industries have overtaken manufacturing in terms of number of employees. Employment in the financial services has increased significantly (HBOS is the single biggest private sector employer) and tourism-related jobs have risen.

The overall unemployment rate is 2.1%, well below the regional average and just under that for the UK. The Halifax wards of Park, Town, Illingworth and Mixenden and Ovenden have unemployment rates significantly above the district average. In Calderdale, one in nine people who are out of work have been without jobs for longer than 12 months and more than a quarter are under 25 years old. A sample survey in 2001 showed far higher rates of unemployment within the minority ethnic population.

## Tourism

The district's tourism product is essentially rural with towns such as Hebden Bridge and Todmorden particularly popular. However, there is some business tourism in Halifax. One of the UK's leading science centres for children is located in Halifax ('Eureka!'). According to a study carried out by the Yorkshire Tourist Board, the overall value of

tourism in Calderdale in 2002 was an estimated £178.3million, which supported a total of 4,863 jobs, nearly 5% of the district workforce.

There were an estimated 340,000 visits attributed to staying trips, generating £45.6 million expenditure. Nearly 4 million visits were attributed to day visits, generating £120.6 million expenditure.

## Cultural facilities and attractions

Calderdale provides a mix of urban facilities, including theatre, museums, cinema and sports centres, combined with wide open spaces and pretty towns and villages. Calderdale has over 4,000 listed buildings, nearly 1,000 miles of public rights of way network and some outstanding visitor attractions, including Dean Clough, the Piece Hall and the children's museum, 'Eureka!'. Each of the towns in the district has its own parks and leisure facilities, although none have the range of facilities and services available at Shibden.

A list of leisure facilities and attractions in Calderdale is given on page 132.

Within the region, there are numerous heritage sites that offer a similar experience to Shibden Estate. These include:

- > Abbey House Museum, Leeds
- > Bolling Hall, Bradford
- > Bronte Parsonage, Haworth
- > Clarke Hall, Wakefield
- > East Riddlesden Hall
- > Nostell Priory, Wakefield
- > Harewood House, Leeds
- > Tolson Memorial Museum, Huddersfield
- > Townley Hall, Burnley

There are also a number of other attractions of regional and national importance that provide a 'day out' experience. These include:

- > Eureka!, Halifax
- > Royal Armouries, Leeds
- > National Museum of Film and Photography, Bradford
- > National Coal Mining Museum, Wakefield
- > Yorkshire Sculpture Park, Wakefield

It is clear that Shibden has a number of direct and indirect competitors that are targeting the same customers. These include commercial and nationally renowned venues, which have comparatively vast amounts of marketing spend and which offer a highly organised approach to customer service.

## Current audience

### General visitors to the Park

It is difficult to assess accurately the number of visits to the Park due to the number of vehicle and pedestrian access points to the Park. It is estimated that a quarter of a million people visit Shibden Park every year; this is a simple calculation based on the number of visits to Shibden Hall.

The majority of visits take place in the spring and summer - particularly weekends and bank holidays, when the park often reaches capacity. A visitor survey revealed that the audience for the park is drawn mainly from Calderdale, particularly the Halifax area, Brighouse, Elland and the Northowram and Shelf ward where the Park is situated (see Figure 3). Smaller, but significant numbers were drawn from the neighbouring districts of Bradford and Kirklees, with the remainder drawn from Leeds, Wakefield and further afield (see Figure 4). Existing visitors tend to travel by car and use the lower car park.

Figure 3: Visitors to Shibden Park

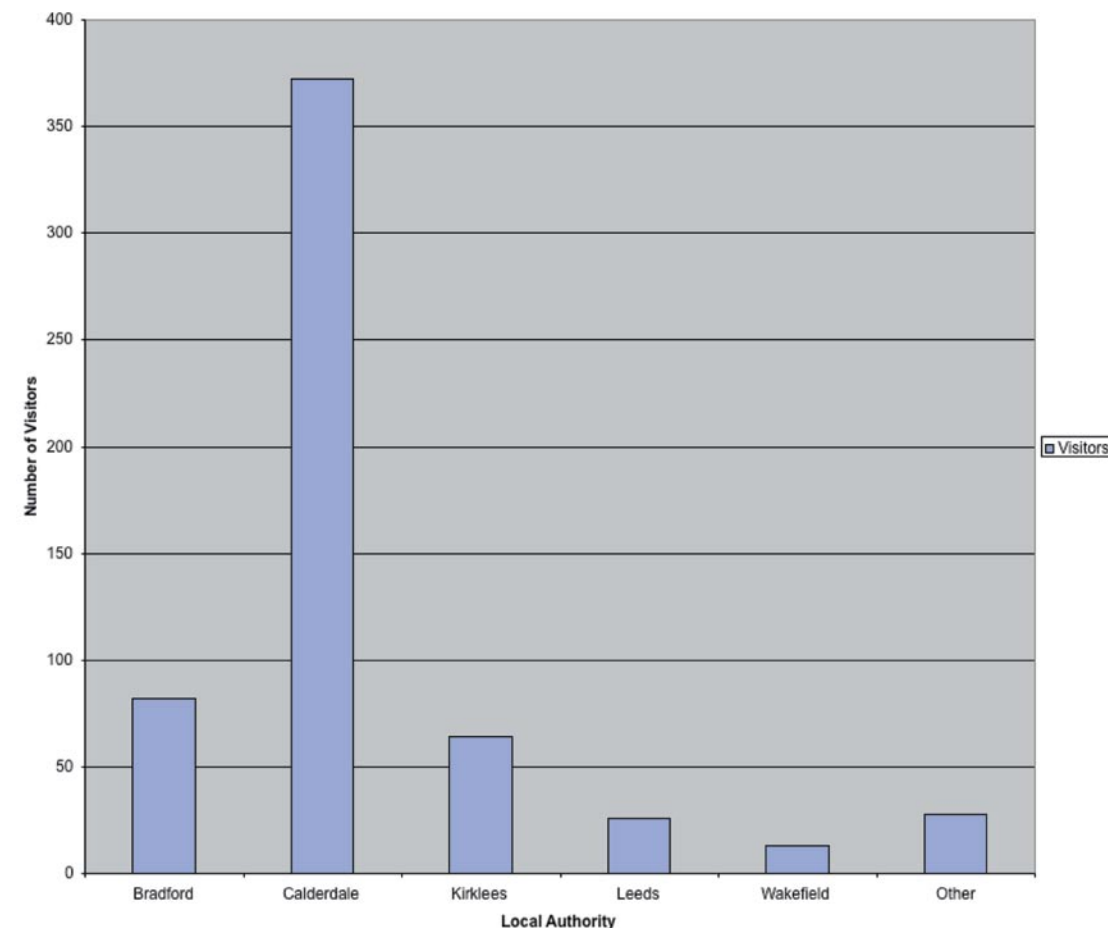
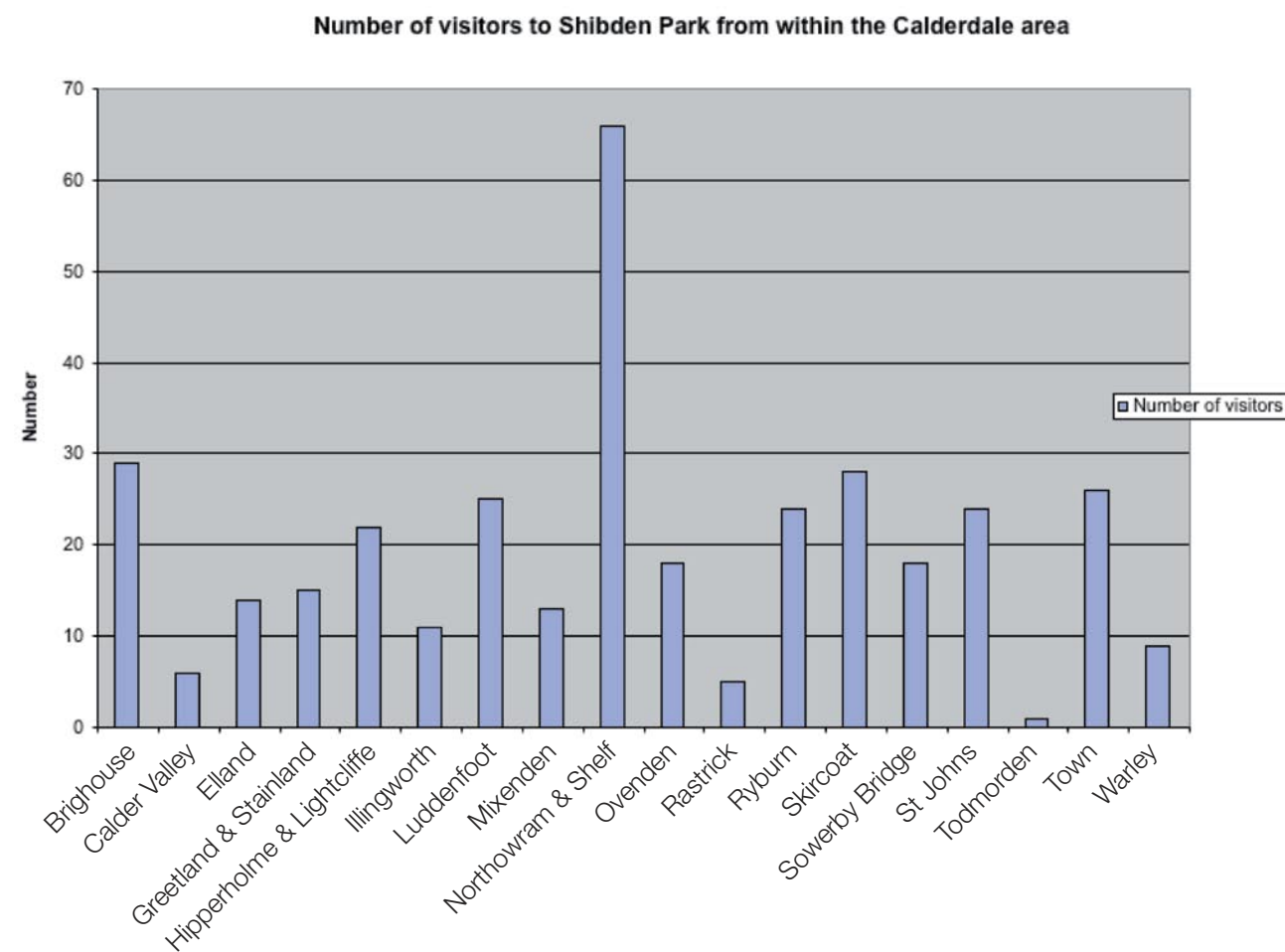


Figure 4: Number of visitors to Shibden Park from within the Calderdale area



The survey indicated that visitors are most likely to be female, 25 to 44 years old, of white British ethnic origin and be car owners or have access to cars. It also indicated that users of the park tend to be frequent attenders, tend to use the lower areas of the park and are not likely to have visited the museum in the previous 12 months. Among those least likely to visit the park were 16 to 24 year olds, people of Asian ethnic origin and people who rely on public transport.

A more detailed summary of the survey results is given on page 70 to 75.

## General visitors to the Hall

There were over 13,500 public visits to Shibden Hall in 2004/5. There were over 19,000 in 2003/4, which followed the restoration of the Hall in 2002/3. There is a steady stream of visitors through most months of the year. Traditionally, the peak time for public visits is August.

Table 4: Breakdown of public visits to Shibden Hall by month and type - 2003/4 and 2004/5

	2003/4			2004/5		
Month	Adults	Under 16's	Total	Adults	Under 16's	Total
April	978	763	1741	1195	307	1502
May	1793	86	1879	1593	156	1749
June	1309	489	1798	720	241	961
July	875	275	1150	1069	273	1342
August	3287	1346	4633	1636	302	1938
September	775	199	974	928	137	1065
October	471	190	661	877	219	1096
November	1499	221	2381	1229	155	1384
December	1233	63	1296	373	56	429
January	1385	248	1633	190	95	285
February	440	206	646	288	111	399
March	502	115	617	1074	286	1360
TOTALS	14547	4201	19409	11172	2338	13510

A visitor survey indicated that Shibden Hall draws a much higher proportion of its audience from outside Calderdale. 33% of respondents were drawn from the West Yorkshire districts and 40% came from outside West Yorkshire. 27% of respondents were from Calderdale, the majority of which were from Halifax and lower valley areas around the townships of Brighouse and Elland.

The survey indicated that general visitors are more likely to be female, with children aged 10-17 years and be of white British ethnic origin. Among the least likely to visit are 16 to 24 year olds, people of Asian ethnic origin and people living in central Halifax. In



fact, none of the survey respondents came from the HX1 area of Halifax, which mainly covers the Park and Town wards.

A more detailed summary of the survey results is given on pages 75 to 79.

## Schools

Schools account for about a quarter of all visits to the Hall. 139 groups (6,422 pupils) participated in the Museums and Arts workshops programme at Shibden in 2004/05. Primary schools accounted for 133 of these groups (6,222 pupils). There were only six group visits by secondary schools (200 pupils). School visits peak in June and July, although visits remain steady throughout all term times.

The programme has a regional audience. Generally, about a third of the visits are made by Calderdale schools, with the remainder coming from other parts of West Yorkshire and Lancashire, including Leeds, Bradford, Huddersfield, Wakefield, Keighley, Oldham and Manchester. There are also visits from as far afield as Sheffield and Humberside.

27 groups participated in the environmental education workshop programme between May and September 2004 (626 people). Primary schools accounted for 22 of these visits (588 pupils). Schools participating in the environmental education workshops are mainly from Calderdale, although there are also visits from the Kirklees, Bradford, Rochdale and Wakefield districts.

A more detailed breakdown of school visits is given on pages 66 to 68.

## Clubs and Societies

There have been at least 60 organised visits by clubs and societies to Shibden over the past two years. The groups cover a varied range of interests and ages, including student groups, exchange student groups, artist study groups and historical societies. These visits are mainly from groups in Calderdale, but also include significant number of visits from other West Yorkshire districts and South Yorkshire. There are also some visits from Manchester, Cheshire and even one from Essex. A list of clubs and societies that visited Shibden from 2003-2005 is shown on pages 127 to 128.

## Community Involvement

There are a number of community groups and associations linked with Shibden Estate. The most active of these is Naturefriends UK who are an important source of advice and volunteers within the Cunners Wood area of Shibden Estate. Work is also ongoing to cultivate community involvement within the Friends of 'Shibden Estate', although this groups is still in its infancy. A summary of Community Groups and their involvement in Shibden is shown on page 131.

## Weaknesses and barriers

Visioning events with stakeholder groups and focus groups focus groups with traditionally 'hard to reach' groups' were undertaken in 2003 to inform the development of a Cultural Strategy for Calderdale. These highlighted a number of general weaknesses and barriers to accessing cultural provision in Calderdale (An extract from the report summary is included in pages 80 to 84).

- > Transport - Issues around transport were raised by all groups. There was a perception that travel around Calderdale was difficult by poor public transport. Bus and train stations were felt to be in undesirable areas leading to a reluctance to use them. There were also comments about timings of public transport, particularly in key leisure time periods at evenings and weekends. Disabled people had encountered particular problems in using public transport, again leading to a reluctance to use them. There was also a perception of poor road maintenance and traffic congestion in some areas.
- > Marketing - All of the groups talked about the difficulty in finding out what facilities and cultural opportunities were available in Calderdale because of poor marketing, with much of the criticism directed at Council-run facilities. Many people didn't know what was on or available and didn't know where to go for the information. Many people hadn't even heard of a number of cultural facilities in Calderdale. There were specific criticisms of the Council website and the information provided for disabled people.
- > Opportunities - Families and young people in particular felt there was a lack of facilities and things to do. Some young people said they went to Leeds and Bradford their leisure activity; partly because it was easier to travel there, but also because the types of facilities they were looking for, such as cinemas and good shopping.
- > Cost - Cost was a barrier for a number of people, particularly families, young people and older people - not only admission costs, but also the cost of transport and other 'add-ons'. However, it also emerged that some participants were more inclined to pay more to go to theme parks rather than visiting a museum, which were perceived as being higher risk and not offering as good value for money, although they were cheaper.
- > Maintenance - Most of the groups felt that facilities are poorly maintained. This included specific comments about play equipment, paddling pools, and the 'broken glass, dirt and dog muck' found in parks.

- > Divided communities - One of the key weaknesses to emerge was the lack of integration between different ethnic communities. There were comments that Calderdale was divided and unwelcoming to new people. It was also felt that there was a lack of multi-cultural events or opportunities for different communities in Calderdale to mix.
- > Other issues – Other issues to emerge were fears over safety, even in the countryside, particularly from older and disabled people; and disabled people also talked about poor physical access, both at and to cultural facilities, and the need for staff training in disability awareness.

Many of these weaknesses and barriers are reflected in some of the suggested improvements at Shibden expressed by members of the Council's Talkback Panel in a survey carried out in June 2005. A selection of the comments they made is included below. A more detailed summary of the results is included in pages 85 to 114.

- > "Better access into and out of the park by car at busy times – currently a bottleneck."
- > "Better transport access as it is difficult to get to by car due to the busy A58 road."
- > "A bus from the bus station to the park at frequent intervals at public holidays and weekends."
- > "Better bus service and children with adults travel free."
- > "Better bus service maybe going into the park itself"
- > "A better bus service to Halifax from Bailiff Bridge. I'm not going to stand on a busy main road for an hour waiting for the wretched Arriva bus."
- > "Better car parking facilities, better refreshment provision and more emphasis on the behaviour of some of the visitors who spoil the experience for other people."
- > "Perhaps some kind of in-park bus ride, might encourage those less able to access the various areas (in the park)"
- > "Event wise, we have no idea what goes on in Shibden Park!! Better publicity might help."
- > "Don't know where it is so perhaps media campaign to encourage use"
- > "Needs to be better advertised in and around Calderdale."

- > "More organised events – from workshops, family days (i.e. teddy bears picnic, boat building, mothers day, fathers day). Improvement of the eating areas."
- > "Provision of children's shows, bouncy castle, inflatable slides at holiday times."
- > "Music events e.g. day festivals in summer with local bands."
- > "More main events – day time and evening, more family orientated events."
- > "Cultural events e.g. Mela"
- > "Themed exhibitions/higher standard of garden e.g. like gardens in Cornwall – special planting."
- > "Artwork for adults and children during summer months"
- > "Reduce admission fee to museum."
- > "Toilet facilities top priority, more toilets needed by car park and café."
- > "Good restaurant rather than or as well as coffee shop. More cheap or free attractions."
- > "I think the park would benefit in having more catering, a café which caters for all tastes, this would encourage more people to come."
- > "The café facilities are adequate to basic – if these facilities were improved I would lunch with friends and family in the Park i.e. better menu and healthy food range."
- > "Larger adventure play for older children"
- > "Large picnic area with benches and tables. Definitely dredge the lake especially the end nearest the park."
- > "The mini-golf course is too large for young children and the new crazy golf course is too small. Something in-between would be helpful when taking children of different ages."
- > "Clean – no dog dirt – plenty of seats i.e. picnic areas. Ball games kept away from seating areas. Good working clean toilets. Supervised."
- > "Sometimes in the picnic areas dogs are being walked and there is fouling in these areas."

- > “Better on-site presence of employees especially at quiet times would encourage more women/vulnerable groups to have confidence to visit.”
- > “We like it quiet as it is and would not wish to see large numbers being brought to it.”

The survey results also highlighted a number issues within the Estate that affect different people’s ability to access all areas of the Estate. Comments included:

- > “Difficult with a pushchair and toddler due to cobbled paths.”
- > “Steep paths prohibit the use by people with mobility problems.”
- > “The path behind the lake is difficult particularly for pushchairs”
- > “Some woodland paths are muddy.”
- > “More hand rails needed.”
- > “Poor signposts in park.”
- > “I often think of visiting the park or the hall, but very rarely think of visiting both as the trek is arduous. I think a land train has operated at times and this is a good idea.”
- > “Steep paths – hard to push prams and for elderly people to walk up/down.”
- > “Difficulty when pregnant (Heavily) getting up to the house from bottom car park, this is just distance. At the time the top car park was full”
- > “Play area is not easy to access by pushchair/pram.”
- > “Car parking could be made easier by better signposting.”

In summary, this section has highlighted a number of weaknesses and barriers, as expressed by Calderdale residents and stakeholders. Many of these issues will be addressed through the access improvements included within the restoration project and set out in the Access Plan. Key issues for this Plan to address include:

- > Ensuring that accessible public transport is available to all target audiences;
- > Ensuring that target audiences that can’t get to Shibden have other ways of accessing the collections and services;
- > Ensuring that opportunities are provided that meet the needs and interests of target audiences;

- > Ensuring that appropriate methods are used to communicate with target audiences;
- > Ensuring that visitors receive a high quality experience;
- > Ensuring that Shibden offers a safe, clean and welcoming environment for all visitors.

SWOT

A SWOT analysis with respect to Shibden Estate’s capacity to develop audiences was undertaken by members of the Shibden Estate Management Team.

Strengths	Weaknesses
<ul style="list-style-type: none"><li>&gt; Popular and well-known venue</li><li>&gt; Good mix of facilities</li><li>&gt; Well-established and successful events programmes</li><li>&gt; Well-established and successful schools workshops and community outreach programmes</li><li>&gt; Recent restoration of Shibden Hall and Barn</li><li>&gt; Free entry to many areas of the Estate</li><li>&gt; Low cost admission to the Hall, with concessions for disadvantaged groups</li><li>&gt; Large resident population within a one hour drive</li><li>&gt; Front line staff are knowledgeable and committed to delivering a good service</li><li>&gt; Multi-disciplinary management team with strong knowledge of the heritage sector</li><li>&gt; In-house support and expertise in research and consultation and in marketing and communications</li><li>&gt; Community involvement in various activities within the Estate</li></ul>	<ul style="list-style-type: none"><li>&gt; Topography of site can make it difficult to access the whole site for some visitors</li><li>&gt; Steep ridge makes access on foot difficult from the town centre</li><li>&gt; Coach and car parking is limited</li><li>&gt; Bus services do not always run at times that events on the Estate take place</li><li>&gt; Difficulty in coping with large volume of visitors on sunny weekends</li><li>&gt; Toilets perceived as poor</li><li>&gt; Lack of activities and communications aimed at key groups, such as young people and ethnic minorities</li><li>&gt; Limited revenue funds</li><li>&gt; Estate management and staff, and support teams are already stretched</li><li>&gt; Influence of the weather on visits to Shibden</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>&gt; Target secondary schools</li><li>&gt; Develop multi-cultural events at Shibden</li><li>&gt; Hold a Festival of Youth Culture at Shibden</li><li>&gt; Develop formal and informal learning opportunities using Shibden’s built and natural resources</li><li>&gt; Target special interest groups</li><li>&gt; Target gay and lesbian community</li><li>&gt; Develop links with Calderdale College</li><li>&gt; Develop workshops programmes for secondary schools</li><li>&gt; Use temporary exhibitions to display work relevant to diverse local communities</li><li>&gt; Introduce season ticket or membership scheme</li><li>&gt; Improve orientation and interpretation within the Estate</li><li>&gt; Improve information about Shibden on the Council website</li><li>&gt; Improve cross-selling across the Councils’ arts and leisure venues</li><li>&gt; Create links with other attractions in the area</li><li>&gt; Improve links with other Council services and other stakeholders that deal with specific target groups.</li><li>&gt; Improve use of free internal and external communication channels that exist within the Council</li><li>&gt; Work with tourism sector to raise profile of Shibden regionally and nationally</li><li>&gt; Possible development of direct rail link between London and Halifax</li></ul>	<ul style="list-style-type: none"><li>&gt; Budget pressures resulting in reductions in revenue funding</li><li>&gt; Risk of audience development work alienating existing customers</li><li>&gt; Vandalism or damage to facilities/features of the Estate</li><li>&gt; Competition from other heritage sites and day out venues</li><li>&gt; Disorder/tensions in the community</li></ul>

Key issues to emerge from the SWOT include:

- > With a track record of delivering successful events and workshops programmes, Shibden's management and staff have proven experience and expertise in planning and delivering a wide range of programmes. The existing programmes also provide an excellent foundation for developing existing and new activities for both existing and new audiences.
- > There are a number of key audiences that Shibden does not currently tailor activities and communications for. These include young people, older people and minority ethnic groups.
- > There is potential to utilise quiet periods within the Estate to develop activities for both existing and new audiences. Utilising these periods will reduce the risk of alienating existing visitors.
- > Shibden needs to develop links with stakeholders that are better placed to understand the needs and wants of key target groups, are better connected with those groups and can support planning and delivery of activities for those groups.
- > There are particular issues with access to and within Shibden Estate that have implications in terms of people's decisions to visit or re-visit.
- > As an outdoor venue, the weather is a significant factor in determining whether people visit the Park. This will present risks for the development of outdoor-based events and activities.

## Objectives and action plans

This Plan aims to develop seven priority audiences:

- > Schools
- > Young people
- > People living in disadvantaged neighbourhoods
- > Lifelong learners
- > Clubs and Societies
- > Existing visitors
- > Visitors to the region

This section sets out:

- > broad objectives for each audience;
- > our reasons for wanting to develop these audiences;
- > the context for the activities that we will use to develop these audiences;
- > key stakeholders in delivering these activities;
- > action plans for each audience.

The action plans are set out in the standard planning template used by the Council. This identifies:

- > the measures for success for each audience and how they will be measured;
- > targets for improvement over the next three years;
- > our intended actions, together with timescales, costs, staff responsible.

A total of 33 activities have been identified across the seven priority audiences. These include development of both new and existing activities. A further five general actions have been identified to support these activities.

## Resourcing the Plan

At the time of writing, it is intended that the actions identified will be developed by existing staff at Shibden, the Museums and Arts Education and Outreach Team, the Countryside and Forestry Unit, the Community Services Marketing Unit and the Community Services Policy and Performance Team. It is felt that these teams have the necessary skills and experience to undertake this work, and that there is capacity to include these activities into their future work programmes. However, this may need to be reviewed if there are structure or personnel changes, or if there are any significant changes to the work commitments of these teams. Consideration may then need to be given for appointing an audience development worker.

A separate budget will be set up to meet the additional costs identified within the action plans, which will be controlled by the Shibden Estate Manager. However, we will look to supplement this budget with external funding sources wherever possible.



## Monitoring the Plan

It is recognised that the monitoring systems may need to be refined and new ones developed to monitor the impact of individual activities accurately and effectively. As a result, some of the targets identified in this Plan may need to be refined as the Plan is implemented. This process will be overseen by the Shibden Estate Manager, in conjunction with the Community Services Performance Team who undertake monitoring of all the key performance indicators in use within Community Services.

The measures, targets and actions will be included in the Community Services Plan from April 2006. This will make the measures and indicators within the plan subject to the same performance monitoring system as is used for all measures and indicators that Community Services is responsible for. This system has been in place since 2004/2005 and is well established. Under this system, Directorate Management Team and Service Management Teams scrutinise monitoring reports on a quarterly basis in order to drive appropriate action to improve performance across the directorate where necessary.

## Risk Management

This Plan has been risk assessed by the Council's Risk Manager and his comments have been incorporated within the document.

# Schools

**Objective 1: To increase visits and access to Shibden by organised school groups.**

Education, learning and enjoyment by school pupils within the museums and galleries arena, and via the range of environmental educational opportunities available at Shibden, support the Council priority for education and learning. A number of actions, designed to increase the number of pupils visiting museums and galleries and to increase opportunities for, and participation in, environmental education activities, are contained within a range of strategies and improvement plans including the Corporate Plan, Children and Young People's Plan and the Cultural Policy.

Schools visits are also an important revenue stream for the service. Schools who visit and have a good educational experience are more than likely to return each year and generate further visits through word of mouth referrals and recommendations. School children who attend as part of a school visit are likely to return with their parents. The workshops programme also makes use of Shibden at times when there would otherwise be few visits.

## Key issues

- > As indicated previously, schools are an important existing audience at Shibden. About 7,000 pupils took part in workshops organised by the Museums and Arts Education and Outreach Team and Environmental education Workshops at Shibden in 2004/05.
- > Feedback received through the Workshop Evaluation Forms shows high levels of satisfaction among teachers on factors such as 'relevance to the national curriculum' and 'value for money'. A high proportion of schools return year after year.
- > For both workshops programmes, Primary Schools make up the vast majority of visits. Both programmes have had difficulty in attracting secondary schools. The main barrier is that the school timetables make it difficult for secondary schools to access Shibden for a traditional two-hour workshop visit. The English Civil War Key Stage 3 project is in development and will be available and marketed to secondary schools in autumn 2006. The annual English Civil War re-enactment event in Shibden Estate is delivered every summer and schools are invited to attend these events. In June 2005, 4 secondary schools and 1 special school took part comprising 250 young people.

- Other barriers facing both Primary and Secondary Schools include the costs and time involved in organising visits, a reluctance from some parents to pay for external visits, and increasing fears over litigation. It is also felt by education staff that schools in Calderdale who go to the trouble and expense of hiring transport will often choose to go further afield rather than making the 'short trip' to Shibden.
- It is estimated that a further 80 school groups a year could be accommodated within the Museums and Arts workshops programme. The development of the new Education and Interpretation Centre will further increase this capacity.
- Promotion of the workshops programmes is mainly directed at schools in Calderdale. A Teachers Guide is produced for the Museums and Arts workshops programme, which is distributed to sent out with every school booking confirmation. They also use the 'Electronic Packet' (a weekly electronic system set up by the Schools and Children Services) and occasionally hold "Education Roadshows" for schools in selected areas. For the Environmental Education workshops programme, leaflets are mailed out to schools in Calderdale twice a year. Feedback from the workshop evaluation forms indicates that personal visits and word of mouth are the main ways teachers find out about the workshops.
- There are 103 schools in Calderdale alone; 16 Secondary Schools and 87 Primary Schools. There are 34,776 school children in Calderdale, 15,717 in Secondary Schools and 19,059 in Primary Schools. This illustrates the size and potential of the schools market.

### Key stakeholders

- Shibden Estate management and staff
- Museums and Arts Education and Outreach staff
- Countryside and Forestry team
- Schools
- Colleges
- Teachers,
- Governors,
- Education Effectiveness Team.

Objective 1: To increase visits and access to Shibden by organised school groups							Lead Officer Lifelong Learning Officer
Measures	Baseline	Targets			Means of Evaluation		
		2006/07	2007/08	2008/09			
Number of pupils visiting Shibden as part of organised school groups	6,422	6,750	7,000	7,250	Recording sheets		
Number of secondary school pupils visiting Shibden as part of organised school groups	200	250	300	350	Recording sheets		
Number of pupils accessing Shibden's collections through outreach resources	N/A	-	Baseline year	To be established	Evaluation forms		
% of schools satisfied or very satisfied with organised school visits	94%	95%	96%	97%	Evaluation forms		
Number of return visits resulting from school visits	N/A	Baseline year	To be established	To be established	Vouchers redeemed		
Actions		Time Scales		Costs		Officer Responsible	
SC1 – Evaluate existing Museums and Arts workshops programme and develop new workshops as appropriate through consultation with teachers and the National Curriculum.		2006/07		Officer time		Museums Education Officer	
SC2 - Continue to work with secondary schools to develop packages that make Shibden's collections more accessible to secondary schools, including the use of visits to schools, INSET training for teachers, and developing teacher resource packs for use in the classroom.		Ongoing		Officer time		Museums Education Officer/ Environmental Education and Interpretation Officer	
SC3 - Pilot discounted vouchers to pupils attending with school groups to encourage repeat visits with their families, with a view to mainstreaming if successful.		2006/07		Officer time + £250 print costs		Museums Education Officer	
SC4 - Develop a partnership learning scheme between the museums and environmental education programmes for Key Stage 2 using the theme of 'inside and outside'.		Ongoing		Officer time		Museums Education Officer/ Environmental Education and Interpretation Officer	
SC5 - Develop teacher resource packs, based on the Tudors and the Victorians at Shibden Hall, and develop museum trails.		2006/07		Officer time + £1,000		Museums Education Officer	
SC6 - Develop a satellite display screen about Shibden Estate, with new handling boxes relating to the collections and social history of the Estate, for use within schools.		2007/08		Officer time + £4,000		Museums Education Officer	

# Young People

Objective 2: To encourage young people aged 11-24 outside formal education to visit Shibden and actively contribute the development of activities for young people at Shibden.

Children and young people are a key priority in Council agendas. The lead responsibility for implementation of the local change for children programme brought about as a result of 2004 Children Act rests with the Council. Key priorities within this are not only enjoyment and achievement of young people but also the ability to make a positive contribution and to be consulted and actively involved in decision making about services for them and shaping services to best meet their needs is an important aspect of this.

The Council's Corporate objective 'To support young people to become responsible adult members of society and enabling them to become involved in community and civic life' highlights further the importance of this agenda.

Developing more cultural opportunities based on young people's wishes and aspirations is a specific objective in the Cultural Policy for Calderdale. Increasing the opportunities for children and young people to be engaged in the development of activities aimed at themselves, and increasing awareness of and access to the range of events, facilities and services for young people at Shibden, will ensure we contribute the engagement and involvement of children and young people.

## Key issues

- > The Shibden Park Visitor Survey showed that young people are under-represented in the audience for the Park across the 11 to 24 age group. They are better represented in the audience for the Hall, although 18 to 24 year olds are still significantly under-represented.

Table 5: Representation of young people in the audience for Shibden Estate					
Park		Hall		Calderdale	
11-15 years	3.5%	11-14 years	12.4%	11-15 years	6.9%
16-17 years	1.8%	15-17 years	3.8%	16-17 years	2.6%
18-24 years	4.9%	18-24 years	2.9%	18-24 years	6.8%
11-24 years	10.2%	11-24 years	19.1%	11-24 years	16.3%
Source: Calderdale Council Ward Profiles 2004					

- > Focus Groups with young people suggested that, whereas cultural facilities are valued by young people in Calderdale, they are not considered places to visit, with activities such as going to the cinema, sports and shopping having more relevance. They highlighted a number of barriers in terms of young people's willingness and ability to access cultural services in Calderdale. Two key barriers to emerge were a lack of relevant activities for young people and a lack of awareness of the opportunities available. It is recognised that Shibden does not currently actively target activities or communications at young people. The Estate's facilities, events, entertainment and literature are mainly geared towards families and adults. Other key barriers were public transport, which was perceived as poor, and the cost of participation, although this was less important than other factors. Timing of activities was a factor for some young Asian participants, who needed to structure their leisure activities around prayers.
- > Both within these Focus Groups with hard to reach groups and in Visioning Events with stakeholder groups, opportunities for young people featured strongly in most people's aspirations for culture in Calderdale. Participants were keen to see more events/activities for young people and young people more involved in culture and local communities.
- > Calderdale's biggest celebration of young people's creative talent is the Young Brilliance Calderdale Youth Arts Festival. The event highlights the wealth of local talent by giving young people the opportunity to exhibit their artwork in various museums, galleries, shops, theatres, youth centres, libraries and perform at Square Chapel Centre for the Arts, Halifax. However, Shibden is not included in the programme because of the lack of temporary exhibition space. Young Brilliance is a collaboration between Museums and Arts Education and Outreach Team, Square Chapel Centre for the Arts, Calderdale Music Service, various local businesses, arts organisations, Calderdale Council Education Effectiveness Service, schools and the Calderdale Youth Service. Young Brilliance is supported by the Bearder Charity, Woolshops Halifax, Calderdale Schools and Children's Services Education Effectiveness Service and the Youth Service. Young Brilliance 2005 was delivered 1<sup>st</sup>-10<sup>th</sup> July. The proposed Young Brilliance 2006 will take place from 1<sup>st</sup>-16<sup>th</sup> July 2006 depending on funding support.
- > There are over 31,000 young people aged 11-24 living in Calderdale, accounting for 16.3% of the population. There are especially high numbers of children and young people living in the Park area of Halifax, which has a high proportion of minority ethnic residents. This reflects the young age profile of Calderdale's minority ethnic population. Ovenden and Illingworth and Mixenden also have relatively high numbers of children and young people.

Table 6: Breakdown of young people aged 11-24 living in Calderdale

Age group	Numbers	% of population
11-15	13,270	6.9%
16-17	5,021	2.6%
18-19	4,036	2.1%
20-24	9,124	4.7%

Source: Calderdale Council Ward Profiles 2004

## Key stakeholders

- > Shibden Estate management and staff
- > Youth Service
- > Community Safety Community Development Team
- > Community Cohesion Team
- > Youth Offending Team
- > Youth Parliament
- > Calderdale College
- > School Council
- > Youth Clubs
- > Youth leaders at Mosques
- > Positive Action Young People (PAYP)
- > Connexions West Yorkshire
- > Voluntary Action Calderdale

Objective 2: To encourage young people aged 11-24 outside formal education to visit Shibden and actively contribute the development of activities for young people at Shibden.						Lead Officer Restoration Project Co-ordinator
Measures	Baseline	Targets			Means of Evaluation	
		2006/07	2007/08	2008/09		
% of people aged 11-24 in Calderdale visiting Shibden Park	N/A	Baseline year	+0.1%	+0.1%	Visitor surveys/Census information	
% of people aged 11-24 in Calderdale visiting Shibden Hall	Baseline year	-	+0.1%	+0.1%	Visitor surveys/Census information	
Number of new events or exhibitions aimed at young people	N/A	-	1	2	Events programme	
Number of young people aged 11-24 attending events or exhibitions aimed at young people	N/A	Baseline year	To be established	To be established	Estimates/counts	
Actions		Time Scales			Costs	Officer Responsible
YP1 - Work with the Youth Service and other stakeholders to establish a young people's forum to develop and co-ordinate an activity programme for young people at Shibden, with a view to mainstreaming the activities established.		2007/08			Officer time + £1,500p.a. to support programme	Restoration Project Co-ordinator/ Shibden Rangers
YP2 - Work with the Youth Service and other stakeholders to establish and sustain a 'young ambassadors' scheme to communicate information about activities at Shibden to young people.		2007/08			Officer time	Restoration Project Co-ordinator/ Shibden Rangers
YP3 - Introduce a temporary exhibition space in the café/interpretation facility at Shibden. Develop relationships with schools, colleges, Youth Offending Team and other projects involving young people with a view to displaying creative work by young people as part of a temporary exhibition programme at Shibden.		2008/09			Officer time + £2,000 exhibition equipment	Restoration Project Co-ordinator
YP4 - Utilise the temporary exhibition space to establish a significant presence for Shibden in the Young Brilliance Calderdale Youth Arts Festival, with a view to developing a showpiece event for the Festival at Shibden.		2008/09			Exhibition and display costs funded through Young Brilliance	Lifelong Learning Officer



# People living in disadvantaged neighbourhoods

Objective 3: To increase visits and access to Shibden by people living in disadvantaged neighbourhoods.

Tackling disadvantage and improving opportunities for inclusion and access to services for vulnerable people are important Council agendas, reflected in the Council's Corporate Priorities on vulnerable people. Targeting cultural activity to help tackle the problems of excluded communities, including those living in disadvantaged areas, is a specific objective within the Cultural Policy for Calderdale, contributing to wider Council activity in this area.

Promoting cultural activity as a mechanism for providing opportunities for contact between different communities to develop greater community cohesion and improve the quality of life for residents contributes to a number of priorities and objectives including the Council's Corporate Priority on community cohesion, and objectives in the Community Cohesion Action Plan and Cultural Policy for Calderdale.

## Key Issues

- > According to the surveys carried out, there is no suggestion that people living in disadvantaged areas in Calderdale are significantly under-represented in the audience for the Park. However, they do indicate that they are under-represented in the audience for the Hall. Less than 1% of the audience came from HX1 (central Halifax) postcode sector, which mainly covers the Park and Town wards.
- > The surveys also indicate that people of Asian origin, who mainly reside in the Park ward, are under-represented in the audience for both the Park and the Hall. Only 2% of respondents in the Shibden Park Visitor Survey were of Asian origin, although it is felt that this figure does not fully reflect use the park late afternoon or early evening by Asian families during the summer. There were no respondents of Asian origin in the Shibden Hall Visitor Survey.
- > Focus Groups with of number of hard to reach groups highlighted transport as a key barrier in terms of people's willingness and ability to access cultural services in Calderdale. Many of the participants were reliant on public transport and felt it was difficult to get around in Calderdale, and that it could be expensive, particularly for families. Cost was also an important factor, both in terms of the admission cost, plus the cost of travel food and add-ons. Another key barrier was lack of awareness of opportunities available; it is recognised that Shibden does not currently actively target activities or communications at young people.
- > Both within these Focus Groups and in visioning events with stakeholder groups, the aspirations of participants included more events, more opportunities for people from different communities to meet and more multi-cultural events to promote community cohesion and respect.
- > Calderdale's most important multi-cultural event is the People's Park Festival. It is a

large-scale event that includes a procession, music, dance, children's entertainment, community stalls; over 8,000 people attended last year's event. Traditionally, the main purpose of the event has been to bond together different cultures within West Central Halifax, although there was a focus last year on getting people from all over Calderdale involved. The Festival is organised by the People's Park Festival Association. The Council supports the Festival through grants and officer support.

- > In total, over 50,000 people live in the wards of Park, Ovenden, Illingworth & Mixenden and Town. This includes a significant ethnic minority population, particularly in the in the Park area of Halifax where they make up more than half the population. There are also parts of Elland and Todmorden that have issues of deprivation and that have small but significant minority ethnic populations.

Table 7: Populations in disadvantaged wards in Calderdale

Ward	Population	Minority Ethnic Pop'n	% in ward	% in district
Illingworth and Mixenden	12,619	253	1.9	7.0
Ovenden	12,328	395	3.2	7.0
Park	14,193	7,918	55.8	7.0
Town	11,792	446	3.7	7.0

Source: Calderdale Council Ward Profiles 2004

## Key stakeholders

- > Shibden Estate management and staff
- > Museums and Galleries Education and Outreach Team
- > Community Safety Community Development Team
- > Youth Services
- > Youth Offending Team
- > People's Park Festival Association
- > Action Halifax
- > Sure Start
- > Ovenden Initiative
- > Todmorden Together
- > Elland and District Community Association
- > Pennine Housing 2000
- > Community Forum
- > Community Foundation
- > Transport companies

Objective 3: To increase access and visits to Shibden by people living in disadvantaged neighbourhoods.							Lead Officer Restoration Project Co-ordinator
Measures	Baseline	Targets			Means of Evaluation		
		2006/07	2007/08	2008/09			
% of people from disadvantaged wards visiting Shibden Park	N/A	Baseline year	+0.1%	+0.1%	Visitor surveys/Census information		
% of people from disadvantaged wards visiting Shibden Hall	Baseline year	-	+0.1%	+0.1%	Visitor surveys/Census information		
% from minority ethnic population in Calderdale visiting Shibden Park	N/A	Baseline year	+0.1%	+0.1%	Visitor surveys/Census information		
% from minority ethnic population in Calderdale visiting Shibden Hall	Baseline year	-	+0.1%	+0.1%	Visitor surveys/Census information		
Number of people accessing Shibden's collections through satellite screens	N/A	-	Baseline year	+10%	Recording sheets		
Number of events or exhibitions aimed at diverse communities in Calderdale	N/A	-	1	2	Events programme		
Attendance at events or exhibitions aimed at diverse communities in Calderdale	N/A	-	Baseline year	To be established	Estimates/counts		

Actions	Time Scales	Costs	Officer Responsible
DN1 - Work with the Community Services Community Development Team, People's Park Festival Association and other stakeholders to introduce more 'diverse' activities into Shibden's events and entertainment programme, with a view to mainstreaming the activities established.	2007/8	Officer time + £1,000p.a. to support programme	Restoration Project Co-ordinator
DN2 - Work with the Community Services Community Development Team and other stakeholders to develop and sustain an 'ambassadors' scheme to communicate information about activities at Shibden within disadvantaged neighbourhoods.	2007/8	Officer time	Restoration Project Co-ordinator
DN3 - Develop use of the satellite screens and handling boxes (referred to in SC6) for community venues, events and groups.	2007/8	Officer time	Lifelong Learning Officer
DN4 - Work with Metro and local commercial operators to develop a 'pilot' bus service into the Park grounds from disadvantaged neighbourhoods in Calderdale, with a view to mainstreaming the service.	2007/8	Officer time + £5,000	Restoration Project Co-ordinator
DN5 - Utilise the temporary exhibition space in the café/interpretation facility to display creative work that reflects the interests of diverse communities in Calderdale.	2008/9	Officer time (equipment costs accounted for in action YP4)	Restoration Project Co-ordinator/ Museums Exhibitions/ Marketing Officer

## Post - 16 Learners

Objective 4: Increase opportunities for formal and informal learning for adults at Shibden using the Restoration works as a focal point.

Improving access to and increasing opportunities for education and lifelong learning is a key Council Priority. Participation in education and learning has a positive impact on health and well-being and general quality of life, improvements in which are further key priorities for the Council.

The Cultural Policy for Calderdale contains the specific objective 'to increase voluntary participation in all aspects of cultural provision and training, linked to life-long learning opportunities.' The provision of a wide range of formal and informal learning programmes at Shibden makes a key contribution to these agendas.

These programmes also provide opportunities to develop use of the Estate during school times and low season, when there would otherwise be few visits. Learners who attend for these activities are also likely to return with their families/friends and generate further visits through word of mouth referrals and recommendations.

### Key Issues

- > The restoration project provides a valuable learning resource for schools and colleges across a range of topics, including building/construction, landscape gardening/design, ecology/environment, hydrology, technical drawing/engineering/architecture, photography, film, drawing/painting, data collection/archiving. Discussions with Calderdale College have resulted in an enthusiastic response to proposals set out in the Shibden Training Plan. As part of the discussions on possible Bursary Scheme funding in 2004, the following skills areas were identified:
  - > Dry stone walling
  - > Stone masonry
  - > Woodland and tree management
  - > Horticultural expertise
  - > Other traditional crafts such as farriery and blacksmith skills
- > Development of these opportunities are addressed within the Training Plan. The contract for the restoration works will also include provisions that will allow for work shadowing and site visits by local college students.
- > The restoration project also provides a number of potential opportunities to extend the informal learning opportunities available at Shibden, particularly walks and talks. To date, three guided walks have been held in relation to the Restoration Project,

which have been attended by about 100 people and have stimulated significant interest from participants, both in relation to the project and to Shibden's heritage and environment generally. The new education centre could facilitate classes on Shibden's heritage and ecological interest.

### Key stakeholders

- > Shibden Estate management and staff
- > Restoration Project Team
- > Museums and Arts Education and Outreach Team
- > Calderdale College
- > Schools
- > Appointed contractors, architects, etc involved in the restoration work

Objective 4: To increase opportunities for formal and informal learning for people aged 16+ at Shibden using the Restoration Works as a focal point.							Lead Officer Restoration Project Co-ordinator
Measures	Baseline	Targets			Means of Evaluation		
		2006/07	2007/08	2008/09			
Number of informal learning events at Shibden	6	9	9	9	Events programme		
Number of further education groups using Shibden as part of their formal education programmes	6	To be established in Training Plan	To be established in Training Plan	To be established in Training Plan	Training programme (refer to Training Plan)		
Actions				Time Scales		Costs	Officer Responsible
PL1 – Develop a walks and talks programme based on the Restoration works at Shibden.				Ongoing		Officer time	Restoration Project Co-ordinator
PL2 – Develop links with Calderdale College Creative & Conservation Skills Centre for training courses (see Training Plan)				Ongoing		Officer time + Calderdale College	Restoration Project Co-ordinator



# Clubs and Societies

Objective 5: To raise the awareness and appeal of Shibden among clubs and societies, and to maximise the potential of these visits.

Clubs and societies are also a potentially lucrative market for Shibden to attract. Clubs and societies that visit and have a good experience are more than likely to return each year. Additionally, members who attend with these groups may return with their families/friends and generate further visits through word of mouth referrals and recommendations. Increasing visits by clubs and societies also contributes to the development of tourism in the local economy and economic growth, a key Council priority.

## Key issues

- > Shibden has much to offer clubs and societies, both in terms of general groups looking for a day out and special interest groups in areas such as history, horticulture, and ecology. etc. It is also significant potential attraction to the gay and lesbian community, given that Anne Lister’s diaries reveal that she was an ‘out’ lesbian.
- > Clubs who currently visit are offered a guided tour and get £1 per person off the admission price to the Hall (for groups of over 10).
- > Shibden does not currently have a strategy for promoting visits by clubs and societies. Visits tend to result from general awareness and knowledge of the site of group members, personal visits and word of mouth recommendation. Clubs enquiring about visits to Shibden get a comprehensive letter that includes information about Shibden’s location, facilities, access for people with disabilities, prices and opening times. Clubs are not required to book in advance, and there is no process for following-up the letter.
- > There are at least 80 clubs and societies, hobby and interest groups in Calderdale. There are a further 300+ voluntary and community organisations listed on the database of Community Groups.
- > There is a significant gay and lesbian community in West Yorkshire. In 2001-2002 there were 344 same sex couples living in households in Calderdale and 3,038 in West Yorkshire the highest number being in Leeds.



Key stakeholders

- > Royal Mail
- > Historical and antiquarian societies
- > Arts societies
- > Gay and lesbian societies
- > Retired groups such as U3A
- > Religious groups

Objective 5: To raise awareness and appeal of Shibden among clubs and societies, and maximise the potential of these visits					Lead Officer Shibden Estate Manager	
Measures		Baseline	Targets		Means of Evaluation	
			2006/07	2007/08		2008/09
Number of organised group visits to Shibden by clubs and societies		30	35	40	45	Booking records
% of groups satisfied or very satisfied with their visits		N/A	Baseline year	+1%	+1%	Evaluation forms
Personal repeat visits within 6 months of a group visit		N/A	Baseline year	To be established	To be established	Vouchers returned
Actions			Time Scales		Costs	Officer Responsible
CS 1 - Run a targeted direct mail campaign aimed at clubs and societies in the north of England. Develop an information pack that can be sent out in response to enquiries from clubs and societies, and support with formal procedures and training on dealing with bookings from clubs and societies.			Annually from 2006/07		Officer time + £1,000p.a. print/mailing costs	Shibden Estate Manager/ Marketing Unit
CS2 - Pilot discounted tickets to visitors attending with clubs and societies to encourage repeat visits, with a view to mainstreaming of successful.			2006/07		Officer time + £250 printing costs	Shibden Estate Manager/ Marketing Unit
CS3 - Consult with gay and lesbian societies regionally and nationally to develop a 'Pink Picnic' or similar event at Shibden to commemorate Anne Lister's Birthday.			2007/08		Officer time	Shibden Estate Manager

# Existing visitors

Objective 6: To enhance the experience and information available for existing visitors as a way of encouraging repeat visits and community involvement within Shibden.

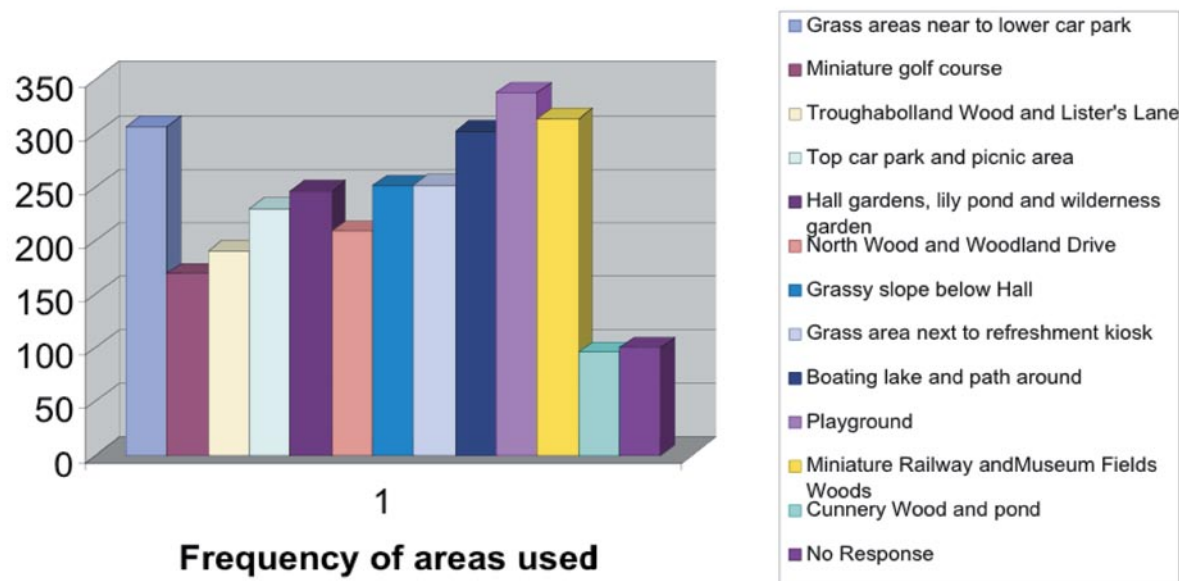
Encouraging visitors to enjoy the Estate's heritage and ecology during their visit helps to promote respect for local heritage and the environment. It can also enhance enjoyment of people's visits and, in turn, increase the length of visit and frequency of visit. This contributes to corporate objectives, actions and performance indicators for increasing visits to the district's cultural facilities.

Increasing the length and frequency of visits will also increase visitor spend, which helps to ensure a sustainable budget position for Shibden and the financial viability of the services at the Park that are operated under private concessions, such as the boats, miniature railway, pitch and putt, and the café.

## Key issues

- > Shibden Estate has many areas of heritage and ecological interest. However, a visitor survey showed that these areas of the Estate attract significantly less visits than the playground, railway, boating lake and the grassed areas in the lower park.

Figure 5: Areas used within Shibden Park



- > Maps of the Estate are located at the upper and lower car parks. Information leaflets, which show facilities, paths and walkways, are available from the Hall, cafes and concessionaires.
- > The Park has a significant proportion of regular visitors. 23% of respondents said they visit the park once a week or more. 64% said they visited once a month or more. Shibden Hall has a high proportion of first time visitors and infrequent visitors. 48% of visitors were having their first visit. 36% visited once a year or less.
- > Posters advertising upcoming events are placed in notice boards at the upper and lower car parks. Leaflets are placed in the Hall, cafes and concessionaires. A restoration project newsletter is produced quarterly and is distributed on-site through the Hall and concessionaires, as well as off-site through Tourist Information Centres, libraries, etc. The newsletter includes updates on the restoration project and details of forthcoming events and volunteer activities. So far, two newsletters have been produced.
- > There are currently no discounts for regular visitors to the Hall or offers to encourage repeat visits. In meetings with stakeholders, it was recognised that that this could encourage visitors to make repeat visits with other family members and friends.
- > The first meeting of the Friends of Shibden group took place in January 2005, following interest shown by members of the public at guided walks and other events at the Hall and Park. There have been two further public meetings aimed at formalising the group, resulting in a database of Friends and interest groups such as Naturefriends U.K. and members of the Dry Stone Walling Association. Since that date the members of the group have attended guided walks, and helped with environmental work in the estate. The group is however in its infancy and other methods of involvement need to be investigated.

## Key stakeholders

- > Shibden Estate management and staff
- > Friends of Shibden Estate
- > Community Groups at Shibden
- > Concessionaires

Objective 6: To enhance the experience and information available for existing visitors as a way of encouraging repeat visits and community involvement within Shibden.					Lead Officer Restoration Project Co-ordinator	
Measures	Baseline	Targets			Means of Evaluation	
		2006/07	2007/08	2008/09		
% of visitors visiting all areas of the Estate during their visit	15%	+1%	+1%	+1%	Visitor surveys	
% of visitors visiting Shibden Park once a month or more	64%	+1%	+1%	+1%	Visitor surveys	
% of visitors visiting Shibden Hall 2 or 3 times a year or more	16%	+1%	+1%	+1%	Visitor surveys	
Number of members of the 'Friends of Shibden Estate' group	26	30	35	40	Membership records	
Actions		Time Scales			Costs	Officer Responsible
EV1 - Develop the existing events programme to interest a wide audience, using a varied programme of entertainment, theatre and music.		Ongoing			Officer time	Restoration Project Co-ordinator
EV2 - Produce new interpretation and orientation sheets that all visitors can receive on arrival		2006/07			Officer time + £500 design/print costs	Area Countryside Officer/ Restoration Project Co-ordinator
EV3 - Develop a programme of ranger-led activities		2007/08			Officer time	Area Countryside Officer
EV4 - Develop and extend the use of costumed characters within the Estate		2007/08			£1,000 Staffing costs	Shibden Hall Visitor Services Supervisor
EV5 - Build the mailing list of visitors to the Estate by capturing visitors' details		Ongoing			Officer time	Restoration Project Co-ordinator
EV6 - Produce a three-monthly newsletter and mail out to Shibden's mailing list		Ongoing			Officer time + £1,400 p.a. design/print costs	Restoration Project Co-ordinator
EV7 - Develop and pilot a season ticket for admission to Shibden Hall, with a view to mainstreaming if successful		2007/08			Officer time + £500 design/print costs	Shibden Hall Visitor Services Supervisor
EV8 - Introduce prominent, high quality displays that can be used to publicise forthcoming events within the Estate, in line with the Education and Interpretation Strategy.		2008/09			Included in capital costs of the project	Restoration Project Co-ordinator
EV9 - Continue to develop and support the Friends of Shibden Estate		Ongoing			Officer time	Wildspace Community Liaison Officer

## Day and staying visitors to the region

Objective 7: To increase visits to Shibden by day visitors and staying visitors to the region.

Promoting Shibden as a key tourist attraction within the district and attracting visitors from outside the region has a wider impact on the local economy through the development of tourism within the district. This contributes to Council priorities on attracting visitors to cultural facilities and supporting regeneration of the district.

Data from the Yorkshire Tourist Board demonstrates that visitors to Yorkshire attract a higher spending category than other parts of the U.K. This provides income for Shibden Hall, the café and souvenir shop and the services operated under private concessions, such as the boats, miniature railway and pitch and putt.

### Key issues

- There were an estimated 340,000 staying visits and 4 million day visits to Calderdale in 2002, which emphasises the enormity of the market. Furthermore, according to data from the Yorkshire Tourist Board, museums, historic properties and gardens account for almost half of the attractions attended by visitors to Yorkshire.
- Data from the Yorkshire Tourist Board indicates that, of the UK visitors who travel to the Yorkshire and the Humber region for attractions, the greatest proportions come from the region itself (31%) and the North West (13%). Due to the proximity of Calderdale to the North West, Shibden is well located to attract a customer base from Lancashire, Greater Manchester, Cheshire and Cumbria.
- Shibden Hall is listed in the Hudson's Directory of Heritage Houses and on a number of tourism and heritage websites, including the Yorkshire Tourist Board and Pennine Yorkshire websites. There are also a number of pages about Shibden's history and services on the Council's website. Shibden is also listed in the Calderdale Visitor Guide, which has a circulation of 30,000 and is distributed both within and outside the region. The Shibden Estate leaflet is distributed locally through Calderdale's libraries, museums and Tourist Information Centres.
- As was identified previously in the Plan, there are numerous heritage sites and day out attractions in the region that are targeting similar customers. These provide opportunities for joint ventures, such as joint promotions, mailouts, or even simply displaying each other's leaflets. Some of these sites, together with Council-run venues such as the Piece Hall, Bankfield Museum and the Manor Heath Jungle

Experience, also provide opportunities for joint itineraries that link up the different venues.

- > Calderdale is a member of the Yorkshire Tourist Board and Pennine Yorkshire Marketing Consortium along with Kirklees and Barnsley. Under the restructure of tourism in Yorkshire, organisation of tourism will be divided into sub-regions, with Calderdale sitting in the West Yorkshire sub-region. This will open up more possibilities for cross-boundary working.

### Key stakeholders

- > Shibden Estate management and staff
- > Yorkshire Tourist Board
- > Pennine Yorkshire Marketing Consortium
- > Tourist Information Centres

Objective 7: To increase visits to Shibden by day visitors and staying visitors to Yorkshire.							Lead Officer Shibden Estate Manager
Measures	Baseline	Targets			Means of Evaluation		
		2006/07	2007/08	2008/09			
% of visitors from outside Calderdale in Shibden Park's visitor profile	40%	Re-assess baseline	To be established	To be established	Visitor survey		
% of visitors from outside Calderdale in Shibden Hall's visitor profile	63%	Re-assess baseline	To be established	To be established	Visitor survey		
Actions		Time Scales		Costs		Officer Responsible	
VR1 - Work with the tourism sector to increase Shibden's presence in tourism websites and publications		Ongoing		Officer time		Shibden Estate Manager Marketing Manager	
VR2 – Increase distribution of Shibden Estate leaflets across the West Yorkshire region through the Audiences Yorkshire Distribution Service.		2006/07		Officer time + £1,000p.a.		Shibden Estate Manager Marketing Manager	
VR3 – Explore and develop opportunities to work with other, museums, heritage sites and attractions in the district, including joint promotions and the development of themed itineraries.		Ongoing		Officer time + £1,000p.a.		Shibden Estate Manager Marketing Manager	
VR4 - Explore opportunities for cross-boundary working that arise from the West Yorkshire Tourism sub-group.		Ongoing		Officer time		Shibden Estate Manager Visitor Services Manager	



## General actions

A number of general actions have been identified to support the other activities identified in this Plan.

### Key issues

- > Service quality - As was identified earlier in the Plan, Shibden has a number of direct and indirect competitors that are targeting the same customers and offer high levels of service quality and customer care. Shibden already has elements of a quality strategy in place, both in the delivery of its schools education programme (set out in the Education & Interpretation Strategy and Training Plan), and the standards of care in the management and maintenance of the estate. The Council has recently adopted 10 customer care standards applying to all of its services and is conducting a massive training programme with front-facing staff and their managers to introduce and/or reinforce these standards.

The Management & Maintenance Plan sets out the quality standards to be met for the estate and addresses the issues raised in the Talkback Survey and other consultation. Proposals include an increase in onsite gardeners and rangers, to enhance safety and security in Shibden, along with other measures such as improvements in the design and use of the facilities. Quality issues such as menu choice and inclusiveness of services will be improved. All the proposals have been informed by the Access Plan, which addresses the barriers to accessing the estate and its facilities.

- > Identity –Shibden has a distinctive crest, which is used on the Shibden Estate leaflet, other information leaflets and the restoration project documentation. However, there is no identifiable look to Shibden's printed and other materials. The Museums and Arts Service have produced a family of logos to represent their various facilities and services, of which Shibden is one. This is used on the Events and Exhibitions leaflet and the Teachers Guide. Another consideration is the Council's Corporate Style Manual that sets out rules and guidelines on use of the Council's logo and the production of printed and other materials.
- > Website – The Council's website contains a number of pages about Shibden's history and the families that have lived there. There is a tour of the Hall, where visitors can wander around the rooms at their leisure and look at a selection of the many objects on display. The site also contains information about Shibden's facilities and services, events and entertainment and publications available. There have been difficulties in developing this information, mainly because of capacity issues within the Council's web team. However, the Council has recently procured a content management system (CMS) that will allow Council services like Shibden to update and add new information to the website much more quickly.

- > Working with the media – The media provides huge potential for free publicity through news stories and other items of interest. Officers involved in developing and promoting activities at Shibden work with the Community Services Marketing Unit and the Corporate Communications Team to provide the media with information about events and other items of interest.

### Key stakeholders

- > Shibden Estate management and staff
- > Community Services Marketing Unit
- > Corporate Communications Team
- > Community Services Performance Team

General actions		Lead Officer Shibden Estate Manager				
Measures	Baseline	Targets			Means of Evaluation	
		2006/07	2007/08	2008/09		
% of visitors satisfied or very satisfied with their visit to Shibden Park	N/A	Baseline year	To be established	To be established	Comment cards	
% of visitors satisfied or very satisfied with their visit to Shibden Hall	N/A	Baseline year	To be established	To be established	Comment cards	
Overall visits to Shibden Park	250,000 (estimate)	Re-assess baseline	+0.5%	+0.5%	Vehicle counter technology and/or survey	
Overall visits to Shibden Hall	20,253	+1%	+1%	+1%	Attendance records	
Actions		Time Scales		Costs		Officer Responsible
G1 – Develop a quality strategy and supporting training that covers tangible aspects of the services at Shibden.		2006/7		Officer time		Shibden Estate Manager
G2 – Develop a corporate identity for Shibden that reflects its mission, objectives and personality, and that fits within the identity of the Museums and Galleries Services and the Council's corporate style. Ensure that any promotional literature that is produced will be in keeping with that corporate identity.		2006/7		Officer time		Shibden Estate Manager Design Team
G3 – Continue to develop Shibden's web pages to improve information available to existing and potential user groups		Ongoing		Officer time		Shibden Estate Manager
G4 – Continue to build relationships with a local and regional news media, and specialist publications and provide a regular supply of suitable press releases and items of interest.		Ongoing		Officer time		Shibden Estate Manager Marketing Manager
G5 – Prepare and implement research to monitor the impacts of the Audience Development Plan (see pages XX-XX).		Ongoing		Officer time + £1,000 p.a.		Shibden Estate Manager Performance Team



# Conclusion

This Audience Development Plan sets out a number of activities designed to address reasons for non-use and provide new opportunities for existing visitors. These consist of simple, practical measures and more ambitious schemes.

The actions and activities are designed to develop the target audiences and these have been identified through data such as satisfaction surveys, postcode surveys and focus groups. The objectives of the Council, through its vision and corporate objectives, together with the strategies, policies and plans affecting the park, have also guided the opportunities for audience development and monitoring of the plan will also form part of the Council's monitoring of key service aims.

It is hoped that the actions provide a balanced, achievable and practical goal for increasing audiences attracted to Shibden, using the resources available.

It is recognised that the activities set out in this Plan will not address all audience development issues at Shibden. It is also possible that not all the activities included will come to fruition or fully achieve their desired outcomes. However, it is hoped that the processes established, and connections made in developing these activities, will ensure that they achieve positive outcomes for their intended audiences and, furthermore, will put us in a good position to respond to other development opportunities as they arise.

# Appendices

- Appendix 1: Attendances at Shibden Hall and Park
- Appendix 2: Shibden Park Visitor Survey
- Appendix 3: Shibden Hall Visitor Survey
- Appendix 4: Towards a Cultural Strategy for Calderdale - Consultation undertaken by Audiences Yorkshire 2003
- Appendix 5: Talkback Survey on Shibden Park Restoration Project June 2005
- Appendix 6: Comments Cards
- Appendix 7: Evaluation Forms for Museum & Arts Workshops at Shibden Hall
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- Appendix 9: Talkback Survey on parks and open spaces March 2004
- Appendix 10: User Satisfaction Survey
- Appendix 11: Audiences and types of barriers to attendance
- Appendix 12: Visits by Clubs and Societies to Shibden 2003-2005
- Appendix 13: Exhibitions, events and entertainment at Shibden Estate 2004
- Appendix 14: Community Groups and their involvement in Shibden Estate
- Appendix 15: Leisure facilities and attractions in Calderdale
- Appendix 16: Services managed by Community Services

## Appendix 1: Attendances at Shibden Hall and Park

Total visits to Shibden Hall and Park

	Hall	Park*
2001/2	24,169	240,000*
2002/3**	19,813	200,000*
2003/4	26,513	260,000*
2004/5	20,351	200,000*

\* Park visitors are estimated based on a 10-fold increase in the number of counted museums visits.

\*\* Restoration work at the Hall and Barn and Foot and Mouth restrictions in 2002/3.

Visits to Shibden Hall by month

	2002/03	2003/04	2004/05
April	1,905	1,748	1,736
May	2,008	2,703	2,530
June	2,593	3,532	2,150
July	2,914	2,692	2,367
August	3,660	4,733	1,970
September	1,464	1,242	1,372
October	1,416	1,225	1,642
November	1,563	2,418	2,271
December	431	1,418	696
January	372	1,853	577
February	811	1,350	1,099
March	676	1,599	1,941
TOTALS	19,813	26,513	20,351

Visitors to Shibden Hall by month and type – 2003/4 and 2004/5

	2003/4				2004/5			
Month	Adults	U/16's	Educ	Total	Adults	U/ 16's	Educ	Total
April	978	763	0	1741	1195	307	222	1724
May	1793	86	815	2694	1593	156	771	2520
June	1309	489	1722	3520	720	241	1182	2143
July	875	275	1531	2861	1069	273	1020	2362
August	3287	1346	88	4721	1636	302	26	1964
Sept	775	199	254	1228	928	137	302	1367
Oct	471	190	506	1167	877	219	539	1635
Nov	1499	221	685	2405	1229	155	874	2258
Dec	1233	63	122	1418	373	56	262	691
Jan	1385	248	211	1844	190	95	284	569
Feb	440	206	696	1342	288	111	693	1092
March	502	115	971	1588	1074	286	568	1928
TOTALS	14547	4201	7601	26529	11172	2338	6743	20253

Education visits to Shibden Hall – Individuals 2004/5

Month	Under 5	Primary 5-11	Secon'ry 11-18	Total Children	Further Ed Groups	Adult/ Special W'kshop	Family Activities	Special Needs Groups	TOTALS
Apr	0	152	0	152	55	15	0	0	222
May	0	652	36	688	0	0	0	83	771
June	0	1165	0	1165	0	0	17	0	1182
July	0	773	154	927	19	50	24	0	1020
Aug	0	26	0	26	0	0	0	0	26
Sept	0	302	0	302	0	0	0	0	302
Oct	0	539	0	539	0	0	0	0	539
Nov	0	864	10	874	0	0	0	0	874
Dec	0	235	0	235	7	0	0	20	262
Jan	0	284	0	284	0	0	0	0	284
Feb	0	693	0	693	0	0	0	0	693
Mar	0	537	0	537	31	0	0	0	568
TOTAL	0	6222	200	6422	112	65	41	103	6743

Education visits to Shibden Hall – Groups 2004/5

Month	Under 5	Primary 5-11	Secon'ry 11-18	Total Children	Further Ed Groups	Adult/ Special W'kshop	Family Activities	Special Needs Groups	TOTALS
Apr	0	3	0	3	1	1	0	0	5
May	0	15	1	16	0	0	3	0	19
June	0	24	0	24	0	0	0	1	25
July	0	16	3	19	2	2	0	1	24
Aug	0	1	0	1	0	0	0	0	1
Sept	0	7	0	7	0	0	0	0	7
Oct	0	13	0	13	0	0	0	0	13
Nov	0	16	2	18	0	0	0	0	18
Dec	0	6	0	6	1	0	1	0	8
Jan	0	7	0	7	1	0	0	0	7
Feb	0	13	0	13	0	0	0	0	13
Mar	0	12	0	12	2	0	0	0	14
TOTAL	0	133	6	139	6	3	4	2	154

Museums and Galleries Outreach Programme – Individuals 2004/5

Month	Under 5	Primary 5-11	Secon'ry 11-18	Total Children	Further Ed Groups	Adult/ Special W'kshop	Family Activities	Special Needs Groups	TOTALS
Apr	0	68	0	68	0	1051	68	0	1187
May	0	184	67	251	0	111	28	0	390
June	0	93	72	165	0	244	198	35	642
July	0	198	0	198	0	52	6262	0	6512
Aug	0	0	0	0	0	22	524	0	546
Sept	0	94	8	102	0	108	0	0	210
Oct	0	891	32	923	0	75	35	0	1033
Nov	0	537	0	537	0	36	0	0	573
Dec	0	58	0	58	0	31	35	0	124
Jan	0	146	126	272	9000	12	0	0	9284
Feb	0	32	0	32	0	0	30	0	62
Mar	0	154	0	154	0	59	45	300	558
TOTAL	0	2455	305	2760	9000	1801	7225	335	21121



Museums and Galleries Outreach Programme – Groups 2003/04

Month	Under 5	Primary 5-11	Secon'ry 11-18	Total Child Groups	Further Ed Groups	Adult/ Special W'kshop	Family Activities	Special Needs Groups	TOTALS
Apr	0	3	0	3	0	5	2	0	10
May	0	2	2	4	0	2	1	0	7
June	0	2	1	3	0	4	5	3	15
July	0	5	0	5	0	4	4	0	13
Aug	0	0	0	0	0	3	12	0	15
Sept	0	3	1	4	0	6	0	0	10
Oct	0	6	1	7	0	4	1	0	12
Nov	0	13	0	13	0	4	0	0	17
Dec	0	2	0	2	0	4	1	0	7
Jan	0	6	1	7	1	2	0	0	10
Feb	0	1	0	1	0	0	1	0	2
Mar	0	3	0	3	0	4	1	1	9
TOTAL	0	46	6	52	1	42	28	4	127

Environmental Education Workshops at Shibden Park – school and pupil visits

	2000	2001	2002	2003	2004
Schools	9	21	14	16	14
Other	-	-	-	1	3
Individuals	357	1,050	639	800	626

Environmental Education Workshops at Shibden Park – where pupils come from 2004

Area	Number of pupils
Halifax	117
Hebden Bridge	7
Lightcliffe	58
Ripponden	24
Shelf	26
Stainland	50
Calderdale Total	282
Bradford	86
Kirklees	83
Rochdale	78
Wakefield	22

# Appendix 2: Shibden Park Visitor Survey

Questionnaires were handed out to park and library visitors between 23 September and 5 October 2002. 609 questionnaires were completed.

## Summary of results

- > Shibden Park draws its audience mainly from Calderdale. 60% of respondents were drawn from Calderdale, the majority of which came from Halifax and the lower valley townships of Brighouse and Elland. 10% came from the Northowram and Shelf ward where the park is situated. 25% of respondents were drawn from the neighbouring districts of Bradford and Kirklees, with the remainder drawn from Leeds, Wakefield and further afield.
- > There is a significantly higher proportion of female visitors compared with male visitors. 57% of respondents were female, 43% male.
- > Visits with children by parents and grandparents account for a high proportion of visits.
- > There is a low proportion of visits by young people. This covered all age groups between 11 and 24 year olds.
- > There is a low proportion of visits by people of Asian origin. Only 2% of respondents were of Asian origin. However, it is felt that this does not fully reflect use of the Park by Asian families late afternoon and early evening during the summer.
- > 6% of respondents described themselves as having a disability.
- > There is a significant proportion of regular visitors. 23% of respondents said they visit the park once a week or more. 64% said they visited once a month or more.
- > Most respondents (70%) visited Shibden Park travel by car 15% visited on foot and only 12% used public transport.
- > For most people, Shibden Hall is a ‘day out’ venue. 64% of respondents gave this as a reason for their visit. Facilities such as the playground and the miniature train were also important reasons. 49% visited to use the play area and 42% to use the miniature train. Walking was also an important reason to visit (44%). The least popular reasons were to walk the dog (13%) and to jog/exercise (6%).

- > The most popular areas of the park for respondents were the playground, railway, boating lake and the grassed areas in the lower park. Areas of the Park with greater heritage and ecological interest did not get as many visits.
- > A significant proportion of respondents (43%) claimed to have visited Shibden Hall in the past 12 months.

## Survey results

Why do you use Shibden Park?

Reason	Frequency
General day out	387
To use the play area	299
To walk	272
To use the miniature train	258
To play outdoors	228
To sit and relax	216
To look at the scenery, floral displays, wildlife	201
To picnic	194
To use the boating lake	180
To meet with friends	116
To play pitch and putt	102
To come to an event/concert	94
To walk the dog	78
To jog or exercise	36

How often do you visit Shibden Park?

	Frequency
Daily	30
More than once a week	39
Once a week	91
Twice a month	69
Once a month	161
Twice a year	126
Once a year	65

What days and times do you visit the Park?

Weekdays	Frequency	Weekends	Frequency
Morning	151	Morning	188
Afternoon	256	Afternoon	408
Evening	76	Evening	78

What times of year do you visit Shibden Park?

Time of year	
Spring	409
Summer	539
Autumn	467
Winter	289

How do you get to Shibden Park?

Transport used	
By car or motor vehicle	497
On foot	107
By bus	79
By bicycle	22
By train	4

If you travel by car or motor vehicle, where do you park?

Car park used	
Top car park	123
Lower car park	416

Have you ever had any problems parking?

Problems parking?	
Yes	49
No	420

Have you visited Shibden Hall in the past 12 months?

Visited Shibden Hall?	
Yes	263
No	321

Which areas of the Park do you use?

Area	Frequency
Playground	338
Miniature railway and Museum Fields Woods	314
Grass areas near to lower car park	306
Boating lake and path around	302
Grass area next to refreshment kiosk	252
Grassy slope below Hall	251
Hall gardens, lily pond and Wilderness Garden	246
Top car park and picnic area	230
North Wood and Woodland Drive	209
Troughabolland Wood and Listers Lane	190
Pitch and putt course	169
Cunnery Wood and pond	96

Are you male or female?

Gender	
Male	251
Female	336

How old are you?

Age	Frequency
11 to 15	22
16 to 17	11
18 to 24	30
25 to 34	119
35 to 44	134
45 to 54	81
55 to 64	84
65 to 74	67
75 and over	33

Do you consider yourself to be disabled?

Disabled?	
Yes	25
No	396
Don't know	7

What is your ethnicity?

Ethnicity	Frequency
White British	537
White Irish	6
Other White background	5
White and Black Caribbean	2
White and Black African	1
White and Asian	0
Other mixed background	1
Indian	2
Pakistani	10
Bangladeshi	0
Other Asian background	1
Caribbean	1
African	1
Other Black background	0
Chinese	1
Other ethnic group	3

# Appendix 3: Shibden Hall Visitor Survey

> Self-completion questionnaires were available at Shibden Hall between 5 August and 28 September 2003, which encompassed the school summer holiday and August Bank Holiday. 215 forms were completed from the 5,949 visitors to Shibden during this period.

## Summary of results

- > Shibden Hall draws a high number of visitors from outside Calderdale. About 27% of respondents were from Calderdale, the majority of which were from Halifax and lower valley areas around the townships of Brighouse and Elland. About 33% were drawn from other West Yorkshire districts of Leeds, Bradford, Wakefield and Huddersfield. About 40% of respondents were from outside West Yorkshire. Less than 1% of respondents came from the HX1 post code area that covers the economically disadvantaged areas of Park and Town.
- > There is a significantly higher proportion of female visitors compared with male visitors. 64% of respondents were female, 36% male.
- > Visits with children by parents and grandparents account for a high proportion of visits.
- > There is a low proportion of visits by young people. This covered age groups between 15 and 24 year olds
- > For most people, Shibden Hall is a 'day out' venue. 85% of respondents gave this as the main reason for their visit.
- > A significant proportion of respondents (9%) considered themselves to have a disability.
- > There were no respondents of Asian origin.
- > Shibden Hall has a high proportion of first time visitors and infrequent visitors. 48% of visitors were having their first visit. 36% visited once a year or less.



Survey results

Why are you visiting the Museum today?

	Frequency	Percent	Valid Percent
I am a regular visitor	9	4.2	4.2
A day out	182	84.7	85.4
To see a permanent exhibition	2	0.9	0.9
To see a temporary exhibition	4	1.9	1.9
To take part in a special event	5	2.3	2.3
A student visiting for research	2	0.9	0.9
As part of a pre-booked group	9	4.2	4.2
Total	213	99.1	100
Missing	2	0.9	
TOTAL	215	100	

How often do you visit the Museum?

	Frequency	Percent	Valid Percent
More than once a week	2	0.9	0.9
About once a week	5	2.3	2.3
About once a fortnight	2	0.9	0.9
About once a month	2	0.9	0.9
Two to three times a year	23	10.7	10.8
Once a year	22	10.2	10.3
Less frequently	54	25.1	25.4
First visit	103	47.9	48.4
Total	213	99.1	100
Missing	2	0.9	
TOTAL	215	100	

Gender

	Frequency	Percent	Valid Percent
Male	71	33	35.7
Female	128	59.5	64.3
Total	199	92.6	100
Missing	16	7.4	
TOTAL	215	100	

Age

	Frequency	Percent	Valid Percent
10 and under	23	10.7	11
11 to 14	26	12.1	12.4
15 to 17	8	3.7	3.8
18 to 24	6	2.8	2.9
25 to 34	26	12.1	12.4
35 to 44	20	9.3	9.6
45 to 54	27	12.6	12.9
55 to 64	37	17.2	17.7
65 to 74	27	12.6	12.9
75 and over	9	4.2	4.3
Total	209	97.2	100
Missing	6	2.8	
TOTAL	215	100	

Disability

Weekdays	Frequency	Percent	Valid Percent
Yes	16	7.4	9.4
No	155	72.1	90.6
Total	171	79.5	100
Missing	44	20.5	
TOTAL	215	100	

Ethnicity

	Frequency	Percent	Valid Percent
British	187	86.98	89.47
Irish	5	2.33	2.39
Other white background	5	2.33	2.39
White and Black Caribbean	1	0.47	0.47
White and Black African	1	0.47	0.47
Other mixed background	2	0.93	0.96
Caribbean	2	0.93	0.96
Chinese	5	2.33	2.39
African	1	0.47	0.47
Missing	6	2.79	
TOTAL	215	100	

Post code

	Frequency	Percent	Valid Percent
HX1	2	0.93	1.09
HX2	10	4.65	5.43
HX3	15	6.98	8.15
HX5	4	1.86	2.17
HX6	4	1.86	2.17
HX7	7	3.26	3.80
HD6	5	2.33	2.71
OL14	4	1.86	2.17
OL15	2	0.93	1.09
HD	16	7.44	8.70
OL	6	2.79	3.26
BD	20	9.30	10.86
LS	19	8.84	10.33
WF	6	2.33	3.26
Not West Yorkshire	65	30.23	35.33
Missing	31	14.42	
TOTAL	215	100	

# Appendix 4: Towards a Cultural Strategy for Calderdale

Consultation undertaken by Audiences Yorkshire 2003

## Method

Six visioning events took place with stakeholder groups, including sports sector, arts and built heritage professionals, arts and built heritage users, voluntary sector, green spaces, non-users. A further visioning event took place with the Cultural Strategy Working Group.

Six focus groups were held with traditionally 'hard to reach' groups' – two with young people, one of which focused on individuals of South Asian ethnic origin; two with families, one of which focused on individuals of South Asian ethnic origin; one with disabled people; and one with people aged over 50.

A variety of methodologies were employed in identifying and recruiting participants for the different events, including on-street recruitment using fieldworkers, recruitment by mail and telephone from lists supplied by Calderdale Council, and accessing specific groups through youth workers and organisations such as Sure Start. Care was taken to ensure a range of geographical views were represented, by undertaking recruitment and holding the groups in different locations around Calderdale, including Halifax, Hebden Bridge, Todmorden and Brighouse. Efforts were also made to ensure the participants represented a spread of economic backgrounds.

The visioning events and focus groups were carried out by Audiences Yorkshire staff and a team of external consultants:

The results are summarised in the following tables.

## Summary of themes

Perceptions Strengths		Sports sector	Arts / built heritage profs	Arts / built heritage users	Volun. Sector	Green spaces	Non users	Families	Young people	Over 50s	Dis-abled
Architecture	✓	✓	✓	✓	✓	✓	✓		✓		✓
Landscape	✓	✓	✓	✓	✓	✓	✓			✓	
Parks						✓		✓			✓
Sports centres / facilities	✓	✓						✓	✓		
Eureka	✓	✓			✓			✓		✓	
Diversity communities	✓	✓	✓		✓	✓					
Museums	✓	✓	✓								
Transport links			✓								
Pubs/clubs									✓		
Eating out										✓	

Perceptions weaknesses and barriers										
	Sports sector	Arts / built heritage profs	Arts / built heritage users	Volun. Sector	Green spaces	Non users	Families	Young people	Over 50s	Dis-abled
Drinking culture		✓	✓	✓	✓	✓	✓	✓	✓	✓
Lack maintenance	✓	✓	✓	✓	✓	✓	✓			✓
Poor transport	✓	✓		✓	✓	✓	✓	✓	✓	
Poor marketing / lack of awareness	✓		✓		✓	✓	✓	✓		✓
Lack facilities / things to do	✓	✓	✓	✓	✓		✓	✓		
Lack cinema	✓	✓	✓	✓		✓	✓	✓		
Personal safety			✓	✓		✓		✓	✓	✓
Council	✓	✓	✓		✓	✓				
Divided communities	✓		✓	✓	✓	✓				
Cost				✓			✓	✓	✓	
Lack women only sessions							✓			
Lack crèche							✓			
Access problems										✓

Impact of loss of culture										
	Sports sector	Arts / built heritage profs	Arts / built heritage users	Volun. Sector	Green spaces	Non users	Families	Young people	Over 50s	Dis-abled
Loss social gathering	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Poorer health	✓	✓	✓	✓	✓	✓			✓	✓
Rise in crime	✓			✓		✓		✓	✓	✓
Loss of particular facilities		✓				✓		✓		✓
Impact on young	✓	✓							✓	✓
Economic impact	✓	✓	✓	✓						
Aspirations										
Good transport	✓		✓	✓	✓	✓	✓	✓	✓	✓
Opportunities for young	✓	✓	✓	✓				✓	✓	✓
Good arts / mus provision	✓	✓	✓	✓	✓	✓			✓	✓
Cinema	✓		✓			✓		✓	✓	✓
Good sports facilities	✓				✓	✓	✓	✓		✓
Better maintenance	✓		✓	✓	✓	✓				
Safer streets	✓		✓					✓	✓	✓
Community spirit/ cult. Integration	✓		✓	✓					✓	
Skateboard park		✓	✓					✓		
Good shops		✓	✓					✓		
Open Council			✓	✓		✓				
Affordability							✓	✓		



How they would get there	Dis-abled						
	Over 50s						
	Young people						
	Families						
	Non users						
	Green spaces						
	Volun. Sector						
	Arts / built heritage users						
	Arts / built heritage profs						
	Sports sector						
Address infrastructure issues							
Better marketing							
Grass roots involvement							
Run events / activities							
Address Council issues							
Partnership working							

# Appendix 5: Talkback Survey on Shibden Park Restoration Project June 2005

Self-completion questionnaires were posted out to members of the Council’s Talkback Panel in June 2005.

## Survey results

How often do you visit Shibden Park?

Daily	Weekly	Monthly	2/3 times a year	Less often	Never
2	13	47	229	195	144
0%	2%	7%	36%	31%	23%

How well maintained is Shibden Park?

Very badly maintained	Poorly maintained	Fairly well maintained	Very well maintained	No opinion
2	15	293	127	43
0%	3%	61%	26%	9%

How important do you think it is to carry out the following improvements?

	Very Important	Quite Important	Not at all Important	Don't Know
Base	1609	1682	202	267
	43%	45%	5%	7%
On site gardener(s)	119	273	41	34
	25%	58%	9%	7%
On site ranger(s)	248	180	14	28
	53%	38%	3%	6%
Improvement to cafe facilities	196	216	20	37
	42%	46%	4%	8%
Improvement to toilet facilities	320	114	5	33
	68%	24%	1%	7%
Improved landscape maintenance	85	298	42	40
	18%	64%	9%	9%
Repairs to walls/buildings/ structures	206	220	16	28
	44%	47%	3%	6%
Repairs to paths/walkways	234	198	15	25
	50%	42%	3%	5%
New children's play area	201	183	49	42
	42%	39%	10%	9%

How easy do you find it to access the different areas of Shibden Park?

Easy to access all areas	Easy to access most areas, some areas are difficult	Difficult to get to many areas
283	157	18
62%	34%	4%

What types of events would you like to see in Shibden Park?

Music concerts	Children's entertainment	Walks and guided tours	Workshops	Competitions
314	286	193	150	61
69%	62%	42%	33%	13%

Details of difficulty in access experienced (open question)

- > Due to lie of land.
- > Difficult with a pushchair and toddler due to cobbled paths etc.
- > I find getting into the Park difficult. I really have to carefully swing the car to get into the main driveway. This makes matters worse if there are cars coming out of the park.
- > Steep paths prohibit the use by people with mobility problems
- > I am disabled and so it is not easy to get from the top to the bottom of the park or vice versa. BUT having said that it is not an easy thing to overcome!!
- > Long walk down from top car park. Bottom car park not easy to get in or out of. Think it would all be hard for wheelchair users
- > The path behind the lake is difficult particularly for push chairs
- > The hall is not accessible from the main park area because it is quite a distance away.
- > As the site is quite sloping just walking requires a lot of effort!....how disabled users manage I don't know!
- > Not so easy to push a person in a wheelchair right round the lake as a bit too bumpy which is a shame as it would be a nice walk
- > Lake and hall are separate (fact) and no parking near play area
- > It is difficult if you have a wheelchair. More helpful staff would be an advantage.
- > Due to the lie of the land it is very difficult to get up the hill with toddlers, push chairs and wheelchairs when the noddy train isn't running.

- > It is better that some areas ARE less easy to access to give variety. Car park closing times should be better related to dusk - rather than arranged in arbitrary time blocks
- > Just have to keep in mind wheelchairs and pushchairs, people with walking sticks etc., on the whole it is very good. Maybe more seating around would be good.
- > Some of the paths aren't suitable for pushchairs.
- > If you park at the top it is steep to walk down and quite tiring to walk back up again. I enjoy the exercise but someone older or indeed smaller children may find it a bit too difficult.
- > I took a heavy person in a manual wheel chair and it was hard work on the hills, up and down and over the gravel when parking.
- > Main problem area is turning in or out of main road at T Lights.
- > I am able bodied but can imagine some of the areas would be difficult to access for disabled/ wheelchair users. Some of paths round the lake narrows. Difficult access to children's play area.
- > Driving into the park is a bad bend onto main road
- > Some woodland paths are muddy
- > If you park in the top car park by the Hall, it is difficult to walk up the steep hill from the lake back to the car, especially with a pram or if your elderly etc
- > Getting in and out of park can be difficult (lights would be a good idea). The car park is an ideal spot but the road could be slightly wider.
- > Getting into and out of Shibden Park in a car.
- > Some of the ground is very steep- but why change that?!
- > As a senior citizen reliant on buses, I find the steep slopes to get from one place to another rather difficult.
- > Getting into main road due to amount of traffic.
- > Never had a problem till recently, husband now has a disability and no longer easy to walk on certain surfaces.
- > The steep paths in parts of the parks. More handrails needed.
- > Uphill struggle for elderly people, they are limited to the flat areas and find uphill walks difficult.

- > Difficult to use main road if in car. 2) Car parks need modernising so wheelchair users can freely move. 3) Children's play area moved away from road.
- > The entrance on the main road is particularly hard to get out off, if you are turning right.
- > Mobility difficulties from top to bottom of park.
- > Crossing to get in at top gate
- > If using a pram the path areas that come from Leeds Road and bring you out by the railway track in the bottom corner
- > Too steep to climb up to museum from bottom of park
- > With young children/buggies some areas are difficult and potentially dangerous
- > Steep hill to top car park hard for people with disabilities/elderly
- > Poor paths, steep inclines
- > Very steep which I know is out of your control - maybe zig zag paths would help
- > Steep paths- no easy access from bottom to top
- > Poor signposts in park
- > General access is very good. Although as Shibden is based on a hill the slopes can be challenging for young and old
- > Slopes etc for people with walking problems. Limited parking near House.
- > Main areas easy access. Woodland for the more able but this is a good balance
- > As a disabled person I would have great difficulty taking my great grandchildren from the park to the house and also from the car park
- > We find that is not enough clear sign posts
- > Very hilly and if you park at one end the other facilities are a long way away.
- > Long walk from top car park
- > The tractor/train helped with access from the bottom car park to the museum and vice versa

- > When accessing the car park near the pitch and putt I don't feel there is enough room for cars and pedestrians with pushchairs, maybe a small path could be added for pedestrians with pushchairs to make them feel safer.
- > Obviously the main entrance via the main road is difficult, also the same exit. I don't know the answer to this.
- > Very hilly but unavoidable
- > Steep access to Shibden hall from the park
- > Getting in is easy at 80yrs old getting out is hard.
- > The more wooded and pasture areas can be difficult underfoot.
- > Entrance from road difficult
- > Walking down from top car park with traffic coming past.
- > Sometimes difficult to walk behind train track with a buggy.
- > Some areas are difficult to access unless young and athletic
- > Somewhat difficult with wheelchairs
- > Not personally but would imagine anyone with mobility issues or pushing pram would struggle to access park/walk around owing to steepness in the park in most areas.
- > Getting prams and buggies into the playground up the path.
- > Due to traffic volume on holidays, getting into car park not easy
- > Walking around the lake with young children. Getting to the top of the park with a pushchair
- > Wider walkways
- > There should be a better path top to bottom for prams and wheelchairs
- > Too hilly
- > Last time the park was visited walking area around back of lake not suitable for all disabled people
- > Some sort of cable car or shuttle even. Just a bigger kids train ride from bottom of the park to the museum would be an attraction.

- > Difficult for older people to get around due to the incline
- > Steepness of the slope on some paths.
- > Top car park.
- > At far end of park and from play area to hall, paths are uneven and slippery.
- > Some areas are very steep, but can be accessed with car
- > If the car is parked near the lake it is extremely tiring to walk up to the hall and the exit onto the main road is almost impossible.
- > Some awkward paths and steep rises
- > Road access to Shibden park/Hall is ok
- > Vehicular encumbrance- parks are for people
- > If in park hard to get up grassy steep hill
- > I often think of visiting either the park or the hall, but rarely think of visiting both, as the trek is arduous. I think a land train has operated at times and this is a good idea
- > Being elderly (one of us is 77) getting to the hall is quite hard, we miss the tractor train
- > Just the hill from the lake to the house, but please don't consider moving either
- > Getting to play area. Getting to hall.
- > Gaining access to and exiting park is ludicrous!! (i.e. for road into Halifax)
- > Flights of steps without hand rails
- > Steep paths - hard to push prams and for elderly people to walk up/down.
- > Main road access is very bad
- > Boggy in some areas. Some paths in the lovely garden near the hall were overgrown when I visited once last summer
- > Wheelchair or pram have difficulties in some areas
- > Why is the upper car park shut on an evening?



- > Hilly
- > It's the slopes! But you cant do without them
- > I haven't visited the park for a long time but as I remember there were quite a few steep paths that may be awkward for the infirm or very young
- > Vehicle access and egress
- > Some woodland areas more difficult
- > Arrival to Shibden Hall sometimes very difficult. Exit from park often difficult
- > Getting elderly people into hall and cafe
- > Because the play area is up the 'cat steps' a buggy or wheelchair is prevented from getting up there, plus walking up hill/buggy to Shibden hall is very tiring and the tractor service is inaccessible so we end up not going there
- > From bottom car park up to the Hall a little difficult due to my age
- > Difficulties at the entrance travelling from Halifax by car. Difficulties from the lower car park to the Hall and gardens at the top of the park. Path from children's play area to shop dangerous when wet!
- > Difficulty when pregnant (heavily) getting up to the house from the bottom car park, this is just distance. At the time the top car park was full
- > Because the park is hilly, the climb from the bottom car park to the house can cause problems.
- > Very muddy, slippery paths at times
- > Walking on wet grass on slopes around play area
- > Because of a walking problem I do find areas quite steep, but as this is the nature of the park, I cannot see a solution
- > Providing better access to Southowram from/to top car park should be improved
- > Not easy to get to the park in the 1st place
- > Access from Hall/cafe to play area not that straightforward
- > Some areas need handrails

- > The main road access can take several minutes and can cause traffic hold-ups to other road users
- > Traffic is worst problem
- > Uneven surfaces using prams difficult round lake
- > Play area not easy to access by pushchair/pram
- > Some of the park where I wanted to go was not open due to maintenance or other restrictions
- > Some areas quite steep and the route to the children's play area can be very muddy in winter
- > Not well signposted of one exit. The main one very hard to get out of
- > Poorly maintained paths
- > The non-tarmac paths are too difficult with a pushchair (particularly a double pushchair)
- > Vehicle access is poor so disabled people find walking distances excessive
- > The cobbled pathway to the swings makes it hard to push a double buggy up
- > Car parking could be made easier with better signposting
- > Coming from the top end and having a pushchair causes great difficulty e.g. lack of paths, steps etc. Then pushing back up even worse (impossible with a wheelchair)
- > Quite a distance to some areas- its not always obvious where they are
- > When park is busy the car park gets very full and when parking in lower car park pushing wheelchairs or prams up the hills is very difficult
- > If you are disabled you would have some problems walking into the woods. Plus toilets perhaps
- > Difficulty walking from museum to lake with push chair because the site is quite hilly
- > Have not been able to easily access some areas with a pram
- > Steep hills

- > Rather steep in places needs a funicular or cable car

### Other types of events specified (open question)

- > Guided tours and workshops. The children's play area is good anyway.
- > How about hosting a race for life or similar at the park
- > As residents in the area we object very strongly to the noise pollution from loud concerts in the park.
- > More re-enactments please
- > Build changing facilities and use the football pitch.
- > I'll even help organise the walks
- > Children's and competitions would be good too.
- > Really all of the above.
- > Somewhere for children to ride bikes and use their skateboards
- > Craft fair
- > Entertainment- e.g. garden shows, displays etc.
- > Model railway
- > More use for shows- classic cars, garden festival, model boat rally
- > Music would be nice, but Halifax folk don't attend concerts despite all the money spent in the music school
- > None of these leave it alone please
- > None
- > Funfair, circus
- > Agricultural shows
- > Shibden run?
- > Courses for orienteering guidance (fun and educational)

- > Centre Vale Park put on trail competitions, like "find the gnomes", also bands most Sundays, summertime.
- > Theatre/ opera
- > I thought you already did guided tours
- > It would be good to have an hour with the gardeners identifying the plants and possibly offering cuttings.
- > Carnivals, local entertainment
- > Preferably a rotation of all the above suggestions in the summer months
- > At one time it was the home of the Halifax Show, bringing it back might be an option.
- > Go back to having Halifax show there and things of nature
- > Shibden Park is of immense historical interest- get back to its roots.
- > Family events
- > Special events for Halloween etc
- > My son recently did an organised orienteering exercise there and he really enjoyed it
- > Orienteering for beginners
- > Plays by northern theatre group?
- > Historical events from the hall to the park area
- > Please consider noise as it can be heard in Northowram and is sometimes very loud!
- > Animal farm areas
- > Wildlife walks for children
- > Events that young people could be encouraged to help with restoration including their own ideas
- > Organised games. Ranger in the children's play area. Deck chairs etc

### Suggested modifications or improvements (open question)

- > I used to visit Shibden weekly when Max Ling had the bouncy castle and motor bikes and his sister had the cafe. I went off the place considerably when the people from the kiosk near the lake took over- so get decent, clean people running the cafes, and get rid of that tractor that frightens the life out of my kids, when it toots its horn when your walking down the woodland path. Anyway walking is good for people and it should be encouraged.
- > Better Access
- > More publicity
- > Entry and exit from Godley.
- > Better playground facilities (new). A lot of wasps in summer? Problem with many nests. More seating around paddling pool.
- > Better access from Godley.
- > Better access for disabled by car
- > Events held at the park
- > It is the other side of Halifax from us and we have enough places to which we can go locally! Event-wise, we have no idea what goes on in Shibden Park!! Better publicity might help.
- > Permanent children's rides, improved restaurant [open in summer evenings ?]
- > Cycle track, roller-blading area
- > Better cafe and food, a nice picnic area. Maybe something like a pitch & put course.
- > Improved parking...to difficult to get there by public transport from Todmorden
- > Better car parking facilities, better refreshment provision and more emphasis on the behaviour of some of the visitors who spoil the experience for other people.
- > Easier access and egress
- > We like it as quiet as it is and would not wish to see large numbers being brought to it.

- > Something to keep coming back to - a set nature walk labelling of trees plants a bigger cafe, some local history boards showing local life. Something for everyone - a cable car would be great as its very hilly and puts older people off going from one end to the other - or some other transport option
- > Nothing I think would encourage me to visit more often! It is NOT my sort of place. Although I do appreciate all the hard work which goes into keeping the park open! BUT I would like to see some concerts or something, I think that would help!!
- > A car park that is clean after rainfall. There are puddles everywhere and vehicles are filthy both inside and out in these conditions if you visit with children, dogs etc.
- > Improvement to boating lake and boats. More done to the land at lower end where trains run, maybe tennis court or sporting areas. Maybe skate boarding. More children's play area.
- > Better play area for children
- > Open air concerts. Fetes. School tournaments - football, etc
- > Better Car parking facilities / access to car park improved
- > Better vehicle access from the main road
- > It is the best park around. I love it. Apart from the things already listed I would like to see the boats open more often. The children's play area not just changed but upgraded and extended without losing too much of its Victorian charm. An area like an adventure playground would be popular. We must address the issue of having a paddling pool available at weekends and during the school holidays. Making water and sand available would be like a day at the seaside!
- > Interesting plants. I have visited the Botanical Gardens in Sheffield a number of times recently - this isn't a park but Halifax has nothing like it that I know of.
- > More "events" please. We like to come and walk round and to play pitch and putt - also to watch football on a Sunday and buy a bacon butty! However, it would be nice to attend for specific events - concerts, outdoor theatre etc. There is so much space at Shibden that this could easily be done.
- > As a child I spend a great deal of time at Shibden, however as an adult due to work commitments I simply don't have the time, this is the only reason I don't visit the park and particularly the Hall.
- > Easier access via car - extremely difficult to leave the site when it's busy.

- > Walks that are more “Stroll” and less of a “hike”!
- > Some quiet areas
- > I went when my child was young but now she has grown up I never think about going.
- > A signposted or marked circular walk of a reasonable length - that would maybe take an hour to complete, that would serve as a good source of ‘gentle’ exercise. A more ‘formal’ or developed garden area with a range of flowers and plants, possibly designed especially to attract wildlife which would serve to be a real ‘oasis’, a place for people who don’t have their own private garden to enjoy.
- > Interesting exhibitions in the Hall
- > To me the lake desperately needs attention to clear out all that horrible green vegetation that seems to be taking over the lake. I feel the cafe is poorly positioned; in order to visit it you have to be very aware of traffic and push wheelchairs etc. uphill. I hate all the speed calming bumps - if the cafe was better positioned perhaps there could be less bumps
- > A Cafe in the park with good toilets and a modern playground
- > Better facilities and more activities
- > Access and car park near play area more ‘entertainment’
- > Due to the hilly nature of the park some form of transport between the lake and the hall would be useful for some less able -bodied visitors
- > More “free” activities - For example, A hedge maze, active sculptures, “secret places”. Basically areas that allow the children to let their imagination go wild while being safe. Plenty of seating. What puts me off most is that the only thing that doesn’t have to be paid for is the play area that hasn’t changed in at least 30 years!
- > More for older children to do climbing wall, or more swings for big kids. Skater park, nature walks opened again in the wooded areas, under the disused train tunnels. And please clean out the pond. First aid area.
- > The workshops and conservation skills reported in the courier, young adults can gain so much from these team building events
- > I think the park would benefit in having more catering, a cafe which caters for all tastes, this would encourage more people to come.

- > Better parking and traffic control to make it easier to get on to main road (Godley)
- > Personally, I prefer walking in open countryside to visiting parks but I suspect that an improved sense of care for the area would encourage people with children to visit.
- > Although I don’t think there needs to be a new children’s play area, the one that is there needs to be properly maintained and patrolled to prevent vandalism, and monopoly by the bored teenagers who haven’t got a bowling alley or cinema to go to in town to keep them out of the way!
- > Covered picnic area
- > More seating, increased modifications of facilities like the children’s play area
- > Easier access from A.58 to bottom car park.
- > More fencing round the lake, still allowing access to feed the ducks but further on a child could fall down the hill and into the lake.
- > The pond does appear to be quite murky and quite often there is a lot of litter in the water. If there were more on I would visit more regularly.
- > better care and the fostering of more appreciation of the history and value of the site
- > Off-road cycle track
- > Perhaps easier pathways for the disabled.
- > 1 Keep the lake clean. 2 Keep the litter bins emptied more often, especially at weekends. 3 Do not spoil our wonderful park by going for fashion facilities such as skateboard areas etc.
- > Improved cafe facilities, organised events well advertised
- > Better parking. Special events
- > The cafe facilities are adequate to basic - if these facilities were improved I would lunch with friends and family in the park - i.e.- better menu and healthy food range
- > Better more interesting walking
- > Music concerts
- > Evening patrols by security. Cafe/snack bar open more often.



- > More children's rides so there's other things to do for the toddlers apart from the train. Also, fill paddling pool when it gets warm in summer (this goes for Manor Heath too!!!)
- > Easier safer access to the park for vehicles and public transport visitors. 2) Would it be practicable and economically viable during busy holiday periods to have a 'fun' type vehicle (say a mini train similar to those found these days giving lifts to visitors along the promenades) thus providing lifts to car parks, touring the whole park, dropping off newly arrived and existing visitors etc? 3) However- I think any plans as to how the park is utilised should be based on a) etc.
- > More facilities
- > Larger adventure play and for older children
- > More food outlets and toilets
- > None. Can only go when kids visit and weather fine.
- > Less litter and more supervision of children
- > How about a proper cycle path around the grounds - a lane for good cyclists and a small one for younger children!
- > Don't know where it is, so perhaps media campaign to encourage use.
- > As far as I am concerned- none, it is finding time to visit park that results in my infrequency.
- > Policed
- > As an 81 year old widower I have no interest in Shibden Park
- > Better parking and toilet facilities
- > Better maintained and managed, pitch and putt course.
- > None - I have a nice park in Hebden Bridge.
- > Access by car is not easy.
- > Works that include Shibden Park and its surrounding area
- > I approve whole hearted with your endeavours to improve facilities etc. For many people to enjoy the activities there. As I am a senior citizen with no car and few buses in my area. Parks even local are not visited by myself and other friends

- > More seating areas plus an undercover area
- > Toilet facilities top priority, more toilets needed by car park and cafe.
- > A small farm or pets corner. Information boards all over about the history etc. Restoration of gardens especially water features. A seasonal paddling pool. No dog poo.
- > Improvement to boating area, increased landscaping with more plants in different shapes and designs.
- > None
- > More frequent access by bus
- > 1) Better car parking 2) More security so families can feel safe. 3). More facilities updated e.g. toilets 4). Checks on ice cream men/shop keepers selling goods - one or two are "known".
- > Classical music concerts.
- > I think Shibden Park has had enough money spent on it, maybe sports facilities which are absolutely diabolical in Calderdale e.g. not one all weather running track should have money spent on them.
- > I usually visit the park whenever I am over that area of town. Otherwise I generally use parks on the south/south west side of Halifax. I think the park is excellent.
- > Easier access either from A58 or top of park with easy link down.
- > Have never visited
- > More organised events - from workshops, family days (i.e. teddy bears picnic, boat building, mothers day, fathers day). Improvement of the eating areas. Sometimes in the picnic areas dogs are being walked and fouling in the areas. More rangers to patrol the areas.
- > More seating
- > I drive past it occasionally on the main road to Leeds/Bradford and even though I want to go there sometimes (people recommend it) I don't think it looks particularly inviting from the road or is particularly well signposted.
- > Events

- > Don't know
- > Better/safer parking. State of the children's play area
- > A patrol man or ranger walking around, to ensure safety
- > Better landscape maintenance. One or two staff members around
- > Sitting area, restaurant
- > Provision of children's shows, bouncy castle, inflatable slides at holiday times!
- > Vehicle access to and from the park via the A58 e.g. vehicle management scheme
- > Due to the steep access for NON CAR users a good shuttle bus which goes to both bottom and top car park is essential for weekend events. A bus to bottom car park midweek would encourage older people and really good cafe for lunch.
- > Live entertainment
- > Improved signposting. Less special events
- > Music events e.g. day festivals in summer with local bands.
- > Car access poor from main road
- > Nothing in particular. A very nice park. Grandchildren growing up will be my incentive for more visits as we took our own children. Some decent winter snow would help- had many hours of winter sledging fun!!
- > Better facilities i.e.-better opening times for the cafe. Ice cream. Better advertising would also bring more people to the park as I feel people forget that its there- especially the museum, what does it contain? Bus access and times is a must!
- > More all weather and year round facilities for all ages
- > More disabled access, especially the cafe toilets. Also stop people (staff) speeding near Hall
- > Better access from main road for cars
- > Parking and turn in from main road
- > Good restaurant rather than or as well as coffee shop. More cheap or free attractions

- > Open all year round until 10pm - gives opportunity for walking and 'chilling out' after work during the week! More organised children's days i.e. sports etc. within the extensive grounds.
- > More main events- day time and evening, more family orientated events
- > Improved children's facilities.
- > We enjoy Shibden Park as it is now. The paddling pool was very popular in summers. The crazy golf could be bigger and better. The children enjoy the big bouncy castle, the rowing boats, the train and the play area
- > The challenge with any outdoor facility is to encourage repeat visits. 'Open garden' schemes are very popular at the moment - Shibden Park could capitalise on this with seasonal or 'for a limited time only' garden features featuring plants and shrubs which are at their best only for a certain time.
- > Some of the cafes do not sell ice-cream bars but only scooped ice cream and you have to walk a fair way to an ice cream van - maybe most cafes should have ice cream facilities. Also, easier access to the car parks from the road because as the roads are getting busier, it is sometimes difficult to get in/out and could put some people off.
- > Better access through traffic
- > Good positioned cafe/coffee bar/ ice cream parlour like Lister Park. Also interesting and different play area like Lister Park.
- > Improvements to the Museum Guide's Knowledge and presentation when giving guided tours. I am not a historian but I have lived in Calderdale 60 years and have been round the house and facilities a few times. On a recent tour I was not impressed
- > I am now disabled and find it a problem to get there plus I would not feel safe these days. Too many unsavoury people about.
- > Better Promotion
- > Just haven't got round to going yet. Hearing about specific events might encourage me to go.
- > Undercover/play area for children.
- > Minibus route to lower car park
- > Better toilet facilities

- > Parking, access i.e. from Godley cutting.
- > Better toilet facilities. Cheaper rides for children/cheaper fun fair rides
- > Road access made easier
- > Additional parking
- > More picnic tables and a specific picnic area. The cafe needs updating to reflect the modern al fresco feel one finds in larger towns and cities.
- > Better access into and out of the park by car at busy times - currently a bottleneck.
- > Better parking and access
- > Park rangers, equipped to deal with thugs and vandals
- > Warden service. Clean toilets
- > Improved catering - perhaps incorporate more shops - maybe a garden (not centre) - but organic etc home produce
- > Seasonal specialised gardens
- > Music concerts
- > More live entertainment, something for everyone should be catered for
- > A police hut or cars, to prevent rowdy adults throwing cans and beer bottles into the boating lake and frightening children and adults with children. (if not police then full time park ranger).
- > A bus from the bus station to the park at frequent intervals at public holidays and weekends.
- > Better toilet facilities including baby area. Improved cafe
- > Concerts and children's workshops would encourage to come into park more often.
- > Never been because of distance from home
- > I don't know how to get there on public transport
- > Problems sometimes coming out of Shibden Park onto the main road. At bank holiday it took two hours!

- > Concerts, festivals etc
- > I would go more if the road in wasn't so dangerous to exit (at top). If there were more areas for dogs to run free and even a purpose built assault course for dogs. Better catering in the park, possibly a cafe where dogs are allowed.
- > Sculpture trail, outdoor exhibitions
- > If I thought it was safe to go alone. I feel that I have to have company. I have a very near park and I think it is a lovely place
- > More entertainment for young. Singers and performers mainly, then families will picnic and stay all day
- > Better parking and access
- > Improvement of play areas. Not as open to boating lake for young children i.e. especially with incline
- > Perhaps a proper restaurant or other food outlet!
- > Bad entry on A58
- > Keep parking free. The park itself needs no improvement apart from maybe the boating lake.
- > More activities
- > Probably if concerts or shows are organised there
- > More sign posts to Shibden Park from Brighouse/Elland
- > Clean up and operate the boating lake
- > More events publicised more than 5 minutes before they take place
- > Organised events
- > The tenants in the cafe/shop were scruffy and not clean. The food for sale was nasty. The cafe reflected the tenants (GRUBBY) New tenants with higher standards would not cost the Council tax payers a penny and could not have lower standards than the present incumbents
- > Better cafe facilities

- > Interesting events taking place
- > Shibden is like the Piece Hall, the two gems of Halifax and in my opinion has been neglected over many years on the attraction side! The museum has been well looked after, but the kids park needs total modernisation and a bigger train ride. A new ride like the one at the walk around farm near Barnsley. The long slide at Shibden is a major attraction for the kids and that's free as well!! Drawing of suggested kids ride given.
- > None for myself. I think the playground split for younger/older children with better equipment
- > Car access from main road is dangerous. Has a bad reputation. Publicity - what does it look like?
- > Larger parking area at holiday and weekend periods. More children's entertainment at weekends
- > Easier car access. The access from Godley Lane is difficult, would it be possible (and not too expensive) to make another access (in addition to the top car park) to the bottom Eastern corner from Leeds rd? - a better use of capital expenditure than making an island in a restored pond down by the children's area.
- > Improvements to road junction
- > Feeling safer walking around - probably more wardens and tackling unsocial behaviour, drinking etc
- > Transport directly into the park and back.
- > If people were not allowed to drink alcohol on the park premises.
- > Proper surfacing of both car parks. Something must be done about access to and from Godley Lane - it is an accident waiting to happen!!
- > Entertainment for the children. The train was broken when my grandchildren visited, it did get repaired before we left the park. I do not go to the park, only when my grandchildren visit our house, as they live in St Albans.
- > Fine park, more deserving of funds than Peoples Park which people are too afraid to use due to Asian population in the main.
- > Perhaps more attractive sitting areas - the land itself is very steep for the most part, and attractive seating near floral areas might be welcome.
- > Family days out. Entertainment for families. Cafe. Boating lake. Little ferry to accommodate families on lake. Swings. Possible small farm, aquarium, bird aviary.

- > My grandchildren go regularly to Shibden Park so I take them to different parks.
- > Shibden Park is lovely. You should concentrate on other issues in other areas.
- > Cafe and seating/picnic areas. Camping area with toilets and showers (family only) by application.
- > Its fine as it is. You don't want to lose the character of the area.
- > Small animal farm for children aged 1-5
- > Better cafe and child area
- > A new cafe. The existing one is in a dangerous position for children to access. On busy weekends it is a "no-go" area as cars are constantly driving down the path. It would be very good to have a new building larger than the existing one, with outside seating as well as inside seating. A good position would be near the children's play area.
- > Definitely park rangers who have full backing in observation of park rules. Fine litter louts, no alcohol etc, making Shibden Park one of the best parks in west Yorkshire.
- > Better car parking facilities and improvements to the cafe area
- > Good facilities/activities for my nephew, a good European market/food festival/pop concert/international dance festival/beer and wine festival/"its a knockout" type competition for children, teenagers from schools/local area or inter-school sports day/martial arts convention for children/scouting convention- Girl Guides convention (a camp out to encourage children to join)/winter sports/races for children and schools. International children's showcase inviting talented young adults from other etc
- > Its the location that's the problem not the park
- > More family places to eat, clean new toilet facilities and maybe events such as marching bands
- > Easier vehicle access from the Leeds Bradford direction
- > Security
- > Traditional weekend bandstands
- > The entrance from Godley Lane is not easy



- > Clean- no dog dirt- plenty of seats i.e. picnic areas. Ball games kept well away from seating areas. Good working clean toilets. Supervised
- > The road to the main park (bottom) car park is dangerous passing the present cafe. The road or the cafe should be re-sited. At present the lake at the car park end is covered with algae. This is unsightly, but, may be left for the benefit of pond life
- > Cut out the unruly element of teenagers
- > More events in school holidays
- > Different access route
- > Cleanliness and banning badly behaved people
- > Better bus service and children with adults travel free (primary age)
- > A nice cafe/restaurant by the lake
- > Music concerts - of the type held at such places as castle Howard, Ripley castle, Broughton Hall (skip ton) etc. In summer, orchestra, quality singers/artists, picnic facilities, fireworks, laser, fountains (not all together!!). I would not be in favour of "pop" concerts because of the well-publicised risks in such enterprises. As to modifications/improvements, I am in favour of the restoration of the present format/ layout of the park - subject to better gardening/landscape displays
- > I don't think there are any modifications or improvements to encourage me to go. Very occasionally over the past 10 years I have gone to Shibden Hall which I enjoy visiting. I have no children and so if I want to walk and enjoy open spaces I prefer to walk in the countryside rather than the confines of a park.
- > More activities for children to access- more facilities for adults - sports areas e.g. bowling green, tennis courts etc.
- > Improved access and exit on A58
- > Access and music concerts
- > More parking is required to stop visitors parking on the grassed areas
- > Well-publicised activities and performances
- > Safe, clean, well presented i.e. Flower displays, warden, no young thugs
- > Parking facilities

- > A better entrance via Godley Lane. Using the entrance for entry and exit causes tailbacks to stump cross and I am amazed there aren't more accidents there
- > Electric disabled scooters for hire
- > Wardens on patrol
- > If it was better maintained - cleaner
- > Special events
- > Adequate public transport
- > Cultural events e.g. Mela
- > Good toilet and cafe facilities. Toilets should be supervised
- > Cable car over the hill from Piece Hall/Eureka!
- > Better bus service maybe going into the park itself
- > As I said it is a long time since I visited the park but when the children were young I found it hard work keeping them away from the water and also used to find a lot of the grass areas were soiled with dog dirt. More wardens patrolling may help with both these problems
- > Better access
- > Art work for adults and children during summer months. Biology - garden/cultivated and wilder areas
- > Some form of car park attendant during summer evenings, the car park is an area where I feel my car is under threat when I leave it
- > More garden areas
- > Transport to take me there and back every hour from town centre from one bus bay
- > Large picnic area with benches and tables. Definitely dredge the lake especially the end nearest the car park
- > Less dog fouling
- > Mini farms, animals for all the family to see, goats, sheep, ponies etc.

- > The suggested cable car could be linked (might have to be linked) to events at Shibden. However there would have to be a car park at the foot of the lift. And there might have to be a quality restaurant accessible at the top of the lift near the entrance to the park.
- > The mini-golf course is too large for young children and the new crazy golf course is too small. Something in-between would be helpful when taking children of differing ages
- > Like the park very much and take my grandchildren there but sometimes the pond looks quite scummy. Also the little pedal boats are very frustrating as they hardly move at all.
- > More seating arrangements. More toilet blocks
- > Accessible transport up the hill to the Hall and better access to the park, with more equipment as quite often can't get on things when busy
- > In summer a better cafe by the lake
- > Improved access at entrance. Improved surface and markings of car parking in both upper and lower car parks. Improved seating for parents and grandparents by the play areas. Improved site of cafe, which is by main thoroughfare for cars!
- > Better parking, ice skating rink in winter, better toilet facilities (even if we have to pay). A proper cafe with outdoor seating, an adventure playground, could be a good venue for summer festivals and children's events
- > Access with cars
- > The entrance is difficult when approaching from the Northowram side
- > Toilets open longer, more modern cafe, things to do e.g. Workshops.
- > Better toilets
- > Themed exhibitions/ higher standard of garden e.g. like gardens in Cornwall- special planting
- > Water play area improvement- in summer. Go-kart area, mini golf?
- > Perhaps some sort of in park bus ride, might encourage those less able access the various areas
- > Better on site presence of employees especially at quiet times would encourage more women/ vulnerable groups to have confidence to visit

- > Haven't visited for several years but was a regular visitor during the summer months as a child and with my own family. Shibden park/ house is a tremendous asset and should be utilised fully for a variety of events.
- > Pleasant cafe with outside seating. On site ranger to ensure older children aren't over taking children's play area
- > A mini bus to the bottom car park from town. A beautiful, clean, fresh, free toilet!! With baby change
- > Better toilet facilities, better play equipment. Some form of trail/ treasure hunt, self guided, highlighting local features/history
- > Better gardens
- > Better secure car parking
- > Easier access to park
- > Safety
- > Reduce admission fee to museum
- > More children's play facilities, pretty gardens
- > Better play area, more facilities to access and make use of the lake. No change to the train.
- > Better transport access as it is difficult to get to by car due to the busy A58 road
- > Bus service to Shibden Park, I am disabled
- > Keep it tidier. Another cafe. Band concerts
- > More activities. Perhaps an arts, history or music programme
- > Everything is fine, just to keep it up.
- > More events taking place there
- > On site rangers who are able to deal with anti-social behaviour as it occurs
- > Better disabled parking and facilities

- > Better cafe with more child friendly food - not junk food!
- > Better vehicle parking areas
- > Better weather!
- > I over look Shibden Park and can tell that it is well maintained. Due to the vandalism I have noticed cars set on fire etc, including groups late at night in park. I feel better warden service would help to avoid above
- > Its not the park itself, its getting there. Without a car it just seems to me to be too far out to walk there which I would like to be able to do from the town centre. A very personal opinion I'm afraid.
- > Tarmac the car parks
- > Improved toilets with baby changing facilities
- > More children's events, better cafe and toilets. Park is absolutely fine (play area)
- > More car parking and or bus service to car park. Specific events - music, shows, exhibitions
- > Easier transport
- > Nice cafe and seating area in the main park
- > More events, see above
- > Events, specific entertainment
- > Specified car parking bays so you cannot get blocked in, which has happened several times. Larger cafe and shop. Better and cleaner toilets and a baby changing room
- > I would want to be sure that I would be safe in the park
- > A better bus service to Halifax from Bailiff Bridge. I'm not going to stand on a busy main road for an hour or more waiting for the wretched Arriva bus!!! The landscaping has improved greatly in the last year or so but perhaps letting the gardening dept flex its creative muscles, more would be good. Lush planting by the lake, grass meadows etc.
- > Special events, well publicised that are of interest to my self and my family

- > Improvement to access of site
- > Improvements to car parking, difficult to access/ exit when 'the cutting' busy
- > Improve the children's play area. Extend the miniature railway. Clean up the lake
- > More activities in its vast open space
- > More going on
- > Availability of more chairs (hard work taking your own), swimming pool- outdoor? Bowling, tennis
- > Continued maintenance of Hall
- > I don't live near the park and tend to walk in the countryside. Open air music events?
- > Better catering and access
- > Needs to be better advertised in and around Calderdale

## Appendix 6: Comments Cards

Comments cards were handed out to people attending events in the Park in August 2004. Listed below are a selection of some of the comments that were made:

- > No advertising seen in Tourist Information Centre in Bradford where I work
- > Good fun for kids!
- > Poor toilets
- > My children have enjoyed the fun and activities so much. They have visited the event at Wellholme and Shibden. Thoroughly enjoyable and all free. Fantastic and need more of this in Calderdale.
- > Need more facilities for ALL ages
- > Very good event. My grandchildren really enjoyed it (me too)
- > We arrived to watch the Punch and Judy Show. Very surprised at the content – I have a 3 year old and I don't think hitting each other on the head is very good for young children to see. Colonel Custard Show is more suitable.
- > A well-maintained and attractive park. A credit to the borough.
- > Did not know this event was on but we do not live in the Halifax area. Really appreciated the family entertainment.
- > I would love to see entertainment of this nature around Batley. Well presented. Entertainer super.
- > It was very good but let down by the children's response. Maybe you could get parents to become children again as the more noise and response makes it better for all
- > Thoroughly enjoyed the entertainment. Had no idea it was going to be here. How do we find out about more events of this kind in the Park? Thank you
- > Only advert I saw was in Courier, but aware of event as it was our third year attending. This year has been great. Why not do this in Manor Heath for a change? The staff are always helpful and entertainment always great for children
- > Good – I enjoyed it with friends, would like to come again

- > Idea was excellent and the only thing to affect its success was the waterlogged ground. Activities were good, well thought out and I hope more people come this afternoon. Hope it's repeated another bank holiday.
- > Very good. Come again next year.

## Appendix 7: Evaluation Forms for Museum & Arts Workshops at Shibden Hall

- > Self-completion feedback forms are given to teachers to complete after their visit. They are asked to return their questionnaire in person on the day or in a prepaid envelope. 25 forms were completed between April and December 2004

### Key Results

- > 92% felt the workshop was relevant to the national curriculum
- > 96% felt the workshop was value for money
- > 94% were fairly or very satisfied with workshop
- > 64% thought the facilities at the Museum were very good or excellent
- > The main ways teachers found out about the workshops were by personal visits (28%) and word of mouth (24%). Some teachers indicated they had been on previous school visits.

### Selected Comments

- > “It was all excellent, the best part of the activity was the feeling of being in the Tudor period with the costume, language and snippets about behaviour and manners”
- > “The children loved the acting and the magic! The children enjoyed the parts they were most involved in, like helping Cinderella to clean”
- > “The Fairy Godmother was super! Stayed in role all the time and the children were captivated and learned a lot. A super day – we really enjoyed it. The characters were excellent and it was good for the children to have hands on experience of the objects”
- > “A workroom with worksheets might be an improvement but this would make the workshop longer”
- > “The organisation and pace of the activities was excellent keeping the children enthralled at all time”

- > “The toilets were awful – and very difficult to supervise children to the toilet as they are outside”
- > “The whole activity was very good, well planned, well timed and delivered in a manner appropriate to the children”
- > “The children really enjoyed playing with the old toys and dressing up”
- > “The toilet facilities need major improvement”
- > “Thank you, the whole morning was very interesting, both in the wash house and inside the Hall. The children enjoyed taking part in all the activities arranged – especially learning about how clothes were washed, dried and cared for in the past”



## Appendix 8: Evaluation Forms for Environmental Education Workshops at Shibden Hall

- > Self-completion feedback forms are given to teachers to complete after their visit. They are asked to return their questionnaire by post in a prepaid envelope. 11 forms were completed between May and July 2003 – 2004?

### Key Results

- > 73% thought the workshop was entirely relevant to the National Curriculum. The remainder thought it was partly or mostly relevant.
- > 100% thought the workshop was good value for money
- > 64% had heard about the workshops through previous visits. The remainder heard about them through leaflets and word of mouth.

### Selected comments

- > “A very enjoyable day, the information provided beforehand was very useful and had many activities we were able to follow up at school.”
- > “Toilet facilities poor, could do with another area on other side of Estate”
- > “The activities were well planned and suited to the children. Also, very well supervised.”
- > “Our topic in Science was ‘habitats’ and it would be nice to do something on \ minibeasts and animals and plants you find in the wood, geared to KS1 children.”
- > “The children enjoyed all the activities. As a teacher, it was interesting and informative to listen to the enthusiastic and knowledgeable activity leaders.”
- > “The organisation from activity to activity flowed really well and each one ran for just the right amount of time”
- > “Children really did learn.”

## Appendix 9: Talkback Survey on parks and open spaces March 2004

- > Self-completion questionnaires were posted out to members of the Council’s Talkback Panel in March 2004. 739 questionnaires were completed.

### Key Results

- > 86% described themselves as users of parks and open spaces in Calderdale
- > 85% consider the parks and open spaces in Calderdale to be very important
- > The main reasons given for not using parks and open spaces were fears over personal safety, poor toilets and dog fouling
- > Main benefit of parks and open spaces were children’s play area, views/scenery, relaxing and wildlife.
- > Least benefit of parks and open spaces were dog walking, organised events and social contact.
- > 75% felt Calderdale town centres would benefit from having more areas of green space to relax

# Appendix 10: User-satisfaction survey

- > A postal survey was sent to 3,200 randomly selected addresses during October and November 2004. 1,369 responses were received, representing a response rate of 44%.

## Key Results

- > Overall satisfaction with the way the Council runs things was 46%, compared with 50% in 2000/01. However, both the parks and open spaces and the museums and galleries services showed significant improvement.

### Parks and open spaces

- > 75% of residents were satisfied, compared with 62% in 2000/01.
- > 82% of users were satisfied, compared with 70% in 2000/01.
- > 34% of non-users were satisfied, compared with 33% in 2000/01.

### Museums and galleries

- > 51%% of residents were satisfied, compared with 49% in 2000/01.
- > 77% of users were satisfied, compared with 69% in 2000/01.
- > 30% of non-users were satisfied, the same result as in 2000/01.

## Appendix 11: Analysis of groups and types of barriers

Audience	Types of Barrier					
	Organisational	Physical	Sensory	Intellectual	Cultural	Financial
People who work full time	Lack of awareness of facilities and services offered	Lack of evening opening of Shibden Hall				
People who work part time	Lack of awareness of facilities and services offered					Cost of travel and add ons. Admission cost for the Hall.
Unemployed people	Lack of awareness of facilities and services offered	Perceptions that public transport is poor.				Cost of travel and add ons. Admission cost for the Hall
People who are retired	Lack of awareness of facilities and services offered					Cost of travel and add ons. Admission cost for the Hall
People with low incomes	Lack of awareness of facilities and services offered					Cost of travel and add ons. Admission cost to the Hall

Audience	Types of barrier					
	Organisational	Physical	Sensory	Intellectual	Cultural	Financial
People with cars		Shortage of car parking at peak periods. Traffic congestion within the borough may be a barrier. Fears over security of car park				
People using public transport		Difficulties in accessing the Park from the bus stop on Godley Lane Timing of services may not coincide with leisure time periods. Halifax train station is 2 miles from Shibden Estate				
	Lack of childcare may present barriers to accessing some activities, events	Fears over personal safety				
Men	Lack of childcare may present barriers to accessing some activities, events					
Families with babies or small children	Lack of advance information to plan visit	Topography of the site may make it difficult to access all areas of the Estate with a pushchair Difficulties and costs in using public transport with children				Cost of travel and add ons. Admission cost for the Hall.

Audience	Types of barrier					
	Organisational	Physical	Sensory	Intellectual	Cultural	Financial
Pre-school children	Lack of advance information to plan visit	Difficulties and costs in using public transport with children				Cost of travel and add ons. Admission cost for the Hall.
School age children	Lack of advance information to plan visit	Difficulties and costs in using public transport with children. Parents may be reluctant to allow their children to visit the park unattended because of fears over their safety.		Orientation and interpretation tools not suitable to age group		Cost of travel and add ons. Admission cost for the Hall.
Young adults	Lack of awareness of facilities and services offered	Parents may be reluctant to allow their children to visit the park unattended because of fears over their safety.		Lack of activities aimed at this age group		Cost of travel and add ons. Admission cost for the Hall.
Older people	Lack of awareness of facilities and services offered	Topography of the site may make it difficult to access all areas of the Estate	Older people may have sensory difficulties so may have problems in reading certain materials			Cost of travel and add ons. Admission cost for the Hall.
People with physical health problems	Lack of advance information to plan visit	Topography of the site may make it difficult to access all areas of the Estate				Cost of travel and add ons. Admission cost for the Hall (if unable to work).
People with mental health problems	Lack of advance information to plan visit					Cost of travel and add ons. Admission cost for the Hall (if unable to work).

Audience	Types of barrier					
	Organisational	Physical	Sensory	Intellectual	Cultural	Financial
People with visual impairments	Lack of advance information to plan visit. Braille, tape and large print versions of information not immediately available.		May have problems in reading certain materials			Cost of travel and add ons. Admission cost for the Hall (if unable to work).
People with hearing impairments	Lack of advance information to plan visit Lack of hearing loop, signers.					Cost of travel and add ons. Admission cost for the Hall (if unable to work).
People with mobility impairments	Lack of advance information to plan visit	Topography of the site may make it difficult to access all areas of the Estate. Parts of Shibden Hall are not accessible to wheelchair users.				Cost of travel and add ons. Admission cost for the Hall (if unable to work).
People with learning difficulties	Lack of advance information to plan visit			Orientation and interpretation tools not suitable to level of ability		Cost of travel and add ons. Admission cost for the Hall (if unable to work).
People from different communities	Information in alternative languages not immediately available			Orientation and interpretation tools not available in different languages.	Lack of relevance of collections to different communities	
People whose first language is not English	Information in alternative languages not immediately available			Orientation and interpretation tools not available in different languages.	Lack of relevance of collections to different communities	
Refugees	Information in alternative languages not immediately available			Orientation and interpretation tools not available in different languages.	Lack of relevance of collections to different communities	Cost of travel and add ons. Admission cost for the Hall

Audience	Types of barrier					
	Organisational	Physical	Sensory	Intellectual	Cultural	Financial
School students						Costs of bus/coach hire.
School teachers	Lack of information on facilities and services offered					
Further education students	Lack of information on facilities and services offered					Cost of travel and add ons. Admission cost for the Hall
Higher education students	Lack of information on facilities and services offered					Cost of travel and add ons. Admission cost for the Hall
Adult learners	Lack of information on collections and learning opportunities available	Timing of classes and activities				Costs of formal learning activities
People lacking basic skills				Orientation and interpretation tools not suitable to level of ability		



Audience	Types of barrier						Financial
	Organisational	Physical	Sensory	Intellectual	Cultural		
Local residents	Lack of information on facilities and services offered						
People who work locally	Lack of information on facilities and services offered						
Day trippers	Lack of (prior) information on facilities and services offered	Lack of facilities					
Tourists from within the UK	Lack of (prior) information on facilities and services offered	Lack of facilities					
Tourists from abroad	Lack of (prior) information on facilities and services offered	Lack of facilities					
People with access to the internet	Insufficient information on the Council website						
People without access to the internet	Lack of information in printed formats						

# Appendix 12: Visits by Clubs and Societies to Shibden 2003-2005

## 2003

Aachen Society, Halifax  
Ace Study Tours, Sheffield  
Alston Hall, Adult Education Residential College, Essex  
Base Play School, Huddersfield  
Calderdale College  
CASS Group, Calderdale  
Deaf Society  
Droylsden Townwomen’s Guild  
Eccleshill Historical Society  
Greetland ladies Circle  
Halifax Antiquarians  
Halifax Flower Club  
Hallamshire Historical Society  
Hansworth Play Group, Cleckheaton  
Kirk Social Friends  
Naylor Car Club, Cleckheaton  
New Mosston History Society  
Northwich Arts Organisation  
Older Active People, Cardigan Centre, Leeds  
Retired Unison Group  
Road Runner (Coach party)  
St Martin’s Church, Lightcliffe  
The Stables Out of School Club, Holmfirth

## 2004

Ace Study Tours  
Adenbrooke Home  
Bankfoot Spiritualist Church  
Brighouse Rotary Club  
Bronte Society  
Cawthorne Group  
Civil Service Retirement Fellowship  
Doncaster National Trust  
DSWA, Nidderdale  
Disabled Group from Bradford  
French Exchange, St Catherine’s School  
Friends of Leeds City Museums  
Greater Elland Historical Society



Halifax Youth Singing Group  
Hampsthwaite Methodist Church  
Huddersfield Arts Society  
Huddersfield Technical College  
John Denmark Unit  
Manchester Historical Group  
Marple Local History Society  
Mike Preston, Ravenshead  
Newton Heath History Group, Manchester  
Oldham Common Centre Chair  
Selby Civic Society  
Sheffield City Trefail Guild  
Wharfedale Activity Group  
Yorksgen newsgroup

2005

Bradford College  
Brighouse Scout Group  
HF Holidays  
LACE  
Lytham St Annes Civic Society  
National Art College Society  
Oldham Carers Centre  
Thursday Club, Huddersfield  
Rotary Club

Appendix 13: Exhibitions, events  
and entertainment at Shibden  
Estate 2004

April

Easter Eggstravaganza	Calderdale MBC - Museums & Arts
An Evening with Helena Whitbread	Calderdale MBC - Museums & Arts
Easter Bunny Day	Nestle UK
Orienteering	Leeds Metropolitan University

May

May Day Celebrations	Calderdale MBC - Museums & Arts
Spring Craft Fair	Calderdale MBC - Museums & Arts
Sponsored Walk	North Halifax & Calder Interact Club
It's a Knockout	Children Today
Pentecost Praise	St Thomas, Clairemount

June

John Lister Photographs	Calderdale MBC - Museums & Arts
Ratty	Calderdale MBC - Parks
Circus Skills	Calderdale MBC – Parks
Park Race Orienteering	East Pennine Orienteering Club

July

Civil War at Shibden	Calderdale MBC - Museums & Arts
Clifton/Lightcliffe Brass Band	Calderdale MBC - Parks
Simmo	Calderdale MBC – Parks

August

Celebrating the Ages	Calderdale MBC - Museums & Arts
Artists Summer School	Calderdale MBC - Museums & Arts
Historic Walk: Looking at Shibden Estate	Calderdale MBC - Museums & Arts
Mike Hancock	Calderdale MBC – Parks
Jazz	Calderdale MBC – Parks
Colonel Custard	Calderdale MBC – Parks
Craft Workshops	Calderdale MBC – Parks
Ratty	Calderdale MBC – Parks
Activity Zone	Calderdale MBC – Parks
Zoot	Calderdale MBC - Parks

Circus Skills  
Pete White  
Football Course

September

Jazz

October

Traditional Skills Weekend  
Spooky Tales  
Stride at Shibden

November

Christmas Craft Fair

December

Victorian Christmas at Shibden  
Christmas at Shibden

Calderdale MBC – Parks  
Calderdale MBC – Parks  
Halifax Town FIC

Calderdale MBC – Parks

Calderdale MBC - Museums & Arts  
Calderdale MBC - Museums & Arts  
Cancer Research UK

Calderdale MBC - Museums & Arts

Calderdale MBC - Museums & Arts  
Calderdale MBC - Museums & Arts

# Appendix 14: List of community groups and their involvement in Shibden Estate

Naturefriends U.K.	Much of the work of Naturefriends U.K., a European organisation providing advice and volunteers on ecological improvements, has been based within the Cunnery Wood area of Shibden Estate. This has seen new footpaths created which, together with improvements to the ponds and surrounding areas, provide a sanctuary for native flora and fauna. Contact: C/o Tim Edge, CMBC, Tel. 01422 393244.
The Dry Stone Walling Association	The Dry Stone Walling Association has constructed an exhibit of dry stone walling skills, methods and styles within the Shibden Estate, aimed at educating the general public and providing training for prospective dry stone wallers. There is a proposal to extend the exhibit to complete the display of this traditional craft. Contact: David Griffiths, DSWA, 0113 239 1489.
Friends of Shibden Estate	The Friends of Shibden was initiated in 2005 to encourage community involvement in the management of the park and combines interests groups such as the Dry Stone Walling Association, Naturefriends, and local residents. Activities include attending consultation meetings and working with staff in the park. Contact: Chris Sutcliffe, CMBC, 01422 393208.
Shibden Valley Preservation Society	Membership of this association is drawn from the local community interested in historical and environmental issues within the Shibden Valley, ranging from reduction in pollution of Shibden Brook to craft fairs and walks. Contact: D. Horrocks-Taylor (via Shibden Hall)
Shibden Bridleways Association	Interested in preserving and developing a network of bridleways and footpaths throughout the Shibden area.
East Pennine Orienteering Club	The development of a permanent orienteering course provides a novel and interesting challenge using map-reading skills. East Pennine Orienteering Club (EPOC) organise events to suit all levels of ability Contact: Pat Aspinall, 64 St. Albans Road, Halifax.

# Appendix 15: Leisure facilities and attractions in Calderdale

## Built Heritage and Architecture

15 Grade I listed buildings  
97 Grade II\* listed buildings  
4,000 Grade II listed buildings

## Libraries

26 branch libraries and 3 mobile libraries

## Museums, Artefacts and Archives

Eureka!, Halifax  
Shibden Hall, Halifax  
Bankfield Museum, Halifax  
Heptonstall Museum, Hebden Bridge  
Todmorden Toy and Model Museum  
West Yorkshire Archives

## Parks

34 major parks

## Performing Arts Venues

Victoria Theatre, Halifax  
Dean Clough, Halifax  
Square Chapel, Halifax  
Little Theatre, Hebden Bridge  
Hippodrome Theatre, Todmorden  
Ritz Ballroom, Brighouse  
Civic Halls

## Sports facilities

The Shay Stadium, Halifax  
8 sports halls  
6 swimming pools  
Over 20 fitness centres  
2 floodlit synthetic pitches  
50 bowling greens  
82 grass pitches  
5 multi-games areas  
11 golf courses  
37 tennis courts

## Visual Arts and Crafts

Dean Clough, Halifax  
Piece Hall Art Gallery, Halifax  
Bankfield Museum, Halifax  
Smith Art Gallery, Brighouse

## Water Environment and Countryside Recreation

Nearly 1,000 miles of public rights of way network  
Rochdale Canal  
Ogden Water

# Appendix 16: Summary of Services provided by Community Services

## Overview of services provided

Community Services provides a large number of direct customer services, including libraries, museums and art galleries, tourist information centres, parks, swimming pools and leisure centres, housing advice and support, funeral services, street cleaning and the management of public halls, including the Piece Hall. The Council's website and 'Customer First' facility at Todmorden are also managed by the Directorate. The Directorate has responsibility for the Council's community safety role, including Calderdale's Youth Offending Team and Drugs and Alcohol Action Team. Grants to voluntary and community organisations are also provided by Community Services as part of its work to support Calderdale's voluntary and community sectors.

## Structure

Community Services is made up of four broad service areas

- > Housing and Community Support
- > Libraries, Museums and Arts
- > Recreation, Sport and Streetscene
- > Directorate Support

A detailed summary of the services provided by the Directorate is given below:

## Housing and Community Support

- > **Community engagement and cohesion** - the promotion of good community relations and community cohesion, grants to voluntary and community organisations, community capacity building and improving the Council's capacity to deliver equalities.
- > **Housing** - strategic planning of housing provision, homelessness, temporary accommodation and support, housing advice, homes energy efficiency, housing improvements and adaptations (grant assistance), and increasing housing choice and quality.
- > **Safer communities** - the development, co-ordination and implementation of Calderdale's safer communities and anti-social behaviour strategy, combating drugs and substance misuse, and the prevention of offending and re-offending amongst 10 - 17 year olds.

## Libraries, Museums and Arts

- > **Customer First** - the Council's Customer First service including Todmorden Customer First and the proposed telephone contact centre – Customer First by phone.
- > **Libraries, and information services** - 26 libraries (central, district and community), 2 mobile libraries, the People's Network, reading development work, 3 Tourist Information Centres and the Calderdale Council web site.
- > **Museums, galleries and arts** - 5 museums and art galleries, education and outreach activities, arts development, the Piece Hall, public halls, Victoria Theatre and Hebden Bridge Picture House.

## Recreation, Sport and Streetscene

- > **Activity and community development** - sports development work with individuals and clubs, and walking and activity development, street wardens, sports pitches.
- > **Active Lifestyles** - 5 swimming pools and 2 sports centres, Active Lifestyles programme.
- > **Countryside and forestry** - countryside and forestry services including the Calderdale Way, Ogden Water and Jerusalem Farm campsite.
- > **Funeral services** - 10 operational cemeteries, Park Wood Crematorium and 21 closed cemeteries/Churchyards in the district.
- > **Parks and streetscene** - parks, play areas, allotments, the general maintenance of parks and open spaces, street cleaning, and graffiti removal.

## Directorate Support

### Directorate Support Manager - Mike Robertshaw

- > **Financial and administration** - Co-ordination and monitoring of income and expenditure across the Directorate, support with regards to financial issues, operational responsibility for Active Lifestyles Membership Scheme and Management Information Systems, and administrative support.
- > **Risk management** – Risk management and business continuity culture within Community Services, and co-ordination of Health and Safety.
- > **Human resources** - Payroll and personnel support including ensuring payment of employee salaries undertaking Criminal Record Bureau checks, responsibility for providing support to service managers through delivery of training and development, accessing training opportunities, and management of training and development plans.
- > **Performance management** - Co-ordination of the annual Directorate Plan, co-ordination of performance monitoring across the Directorate, assistance and advice with consultation projects, and help and support on a range of performance related issues such as Public Service Agreement (PSA) and Comprehensive Performance Assessment (CPA).
- > **Marketing** – Ensuring the quality and co-ordination of marketing across the Directorate, providing advice and support on marketing, public relations and other related projects, responsibility for the production of the Directorate Marketing Plan, and strategic development of the Council's Passport to Leisure Scheme.
- > **Information technology** - Co-ordination of IT procurements, IT system administration and IT strategy. Assistance with requirements studies, specification, and developments of systems.