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**Service Director – Legal, Governance and
Commissioning**

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Wednesday 3 February 2021

Notice of Meeting

Dear Member

Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in a **Virtual Meeting - online** at **2.00 pm** on **Thursday 11 February 2021**.

This meeting will be live webcast. To access the webcast please go to the Council's website at the time of the meeting and follow the instructions on the page.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Overview and Scrutiny Management Committee members are:-

Member

Councillor Elizabeth Smaje (Chair)

Councillor Andrew Cooper

Councillor Andrew Marchington

Councillor Harpreet Uppal

Councillor Habiban Zaman

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Committee

To receive apologies for absence of Members who are unable to attend the meeting.

2: Minutes of Previous Meeting

1 - 6

To approve the Minutes of the meeting of the Committee held on 3rd December 2020.

3: Interests

7 - 8

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Deputations/Petitions

The Committee will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

6: Public Question Time

The meeting will hear any questions from the general public. Due to Covid-19 restrictions, questions must be submitted to executive.governance@kirklees.gov.uk no later than 10.00 a.m. on 10 February 2021.

7: Culture, Heritage and Tourism Strategies

9 - 26

The Committee will consider a report in respect of the development of three inter-related strategies; a Cultural Strategy, a Heritage Strategy and a Tourism Strategy.

Contact:
Adele Poppleton, Head of Culture and Tourism

8: Work Programme 2020/21

27 - 28

To give consideration to the Committee's Work Programme for 2020/21.

Date of next meeting: 18th March 2021.

Contact:
Sheila Dykes, Principal Governance and Democratic Engagement Officer

Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Thursday 3rd December 2020

Present: Councillor Elizabeth Smaje (Chair)
Councillor Andrew Cooper
Councillor Andrew Marchington
Councillor Harpreet Uppal
Councillor Habiban Zaman

Observers: Councillor Paul Davies

100 Minutes of Previous Meeting

That the Minutes of the meeting of the Committee held on 29th October 2020 be approved as a correct record.

The Chair provided updates to Members as follows:

- The WYCA Overview and Scrutiny Committee had agreed to pursue Option 1 - Enhanced Select Committee System (Minute 95, Devolution).
- In respect of the Communities Partnership Plan (Minute 96);
 - Members' comments in respect of utilising technology for victim support and restorative justice had been noted and the Partnership continued to use various platforms to engage and support victims. The Victim Hubs remained closed due to the latest lockdown restrictions. A Victims' Strategy was being developed and comments from Scrutiny would inform this.
 - The plan would be amended to reflect the local, regional and national cooperative working that takes place through the Kirklees Partnership, particularly in relation to other West Yorkshire Districts.
 - The comments made in relation to communication with the victims of Anti-Social Behaviour (ASB) and how this could be improved would be taken on board and the ASB Strategy Group would give consideration to how this could be improved; noting that this should also include communication with Elected Members.
 - The plan would be amended to reflect the range of strategies and action plans that sat beneath it.
 - The Drugs and Alcohol Strategy Group that had been created pre-pandemic was to reconvene in early 2021 to continue to progress this area of work.
 - The Communities Board continued to review its governance arrangements and how it could continue to improve its visibility and outcomes.
- In relation to the Domestic Abuse Strategy (Minute 97);
 - The Service Manager was to explore with the Police if it would be possible to split call sources to establish whether there had been a different split between the level of third party and direct reports prior to, and during, lockdown.

Overview and Scrutiny Management Committee - 3 December 2020

- In terms of information for Members in terms of repeat calls:- repeat incidents were considered through the Multi Agency Risk Assessment Conference (MARAC) and data provided in the Police Monthly updates. The next update was due shortly and the Service Manager could then share the most up to date information.
- The first meeting of the West Yorkshire Funding Group had taken place on 24th November, providing the opportunity to establish the Terms of Reference and discuss upcoming funding opportunities.

101 **Membership of Committee**

All Members of the Committee were in attendance.

102 **Interests**

No interests were declared.

103 **Admission of the Public**

All items were considered in public session.

104 **Deputations/Petitions**

No deputations or petitions were received.

105 **Public Question Time**

No public questions were received.

106 **Council Response to Covid-19 - Update**

Rachel Spencer-Henshall, Director of Public Health and Strategic Director – Corporate Strategy, Commissioning and Public Health; Emily Parry-Harries, Head of Public Health and Jane O'Donnell, Head of Health Protection attended the meeting to provide an update for the Committee in respect of the Council's response to Covid-19, including a look forward to the first half of 2021.

Rachel began by acknowledging that the present situation was unprecedented; it had proved to be challenging for the Council and its partners and a robust test of the ambitions in terms of place-based working. She explained that the Council and its partners had worked together extremely well and this had enhanced their ability to manage the effects of the pandemic and respond to the needs of the district's residents.

It was anticipated that the next six months would provide continued challenges in: keeping the rate of infection down; facilitating community testing; increasing coverage of contact tracing; providing financial and welfare support for people in self isolation; managing any outbreaks; and supporting the NHS in rolling out the vaccination programme. It was recognised that a key element would be the provision of the necessary resources to do this whilst ensuring that vital services continued to be delivered.

The Kirklees Outbreak Control Board, a cross-party body, had responsibility for overseeing the Outbreak Control Plan which had been published online.

Overview and Scrutiny Management Committee - 3 December 2020

Questions and comments were invited from Committee Members and the following key issues were covered during discussion:

- Lateral flow testing provided results in 30 minutes and thus had the advantage of self-isolation being immediate in cases of a positive result; it was also effective in identifying people with a high viral load, even if they were asymptomatic, so that they could self-isolate and reduce the risk of transmission.
- In terms of capacity to undertake the lateral flow testing and targeting particular groups or areas; lessons were being learned from the community testing pilot undertaken in Liverpool and the detail of the offer to Kirklees was still under consideration. Engagement with communities around testing and what support they might need in terms of self-isolation and contact tracing was an important element of the approach. The most vulnerable members of the population would be prioritised.
- The provision of testing/vaccination to large numbers of residents offered an opportunity to disseminate information to them on other issues such as employment support, benefits, debt advice, mental health support and investment into the local economy, although it was recognised that there would be a need for these services to be ready to be able to deal with the increase in demand this might create.
- The inevitable increase in demand for certain services and how this could be addressed was being considered as an integral part of the ongoing recovery planning work.
- In respect of recovery; it was important for community morale that there was visible positive change such as the physical improvements to town centres.
- The level of inequality throughout the district had been brought into focus by the impact of the pandemic. In October 2020 the Council had approved the establishment of an Inequalities Commission and a number of key priority actions to address this issue in the short term, such as re-framing NHS health checks and tailoring services to people who were disproportionately affected. Work was being undertaken with partners to ensure that addressing inequality became embedded.
- There had been a significant impact on local businesses, particularly in the hospitality and retail sectors and consideration should be given to whether there was a need to review the economic strategy in light of this.
- Cabinet were considering proposals in relation to discretionary grant assistance available to support Kirklees businesses.
- There needed to be a balance between reacting to/dealing with the immediate problems for individuals and moving towards a longer-term, sustainable approach.
- The Children's Scrutiny Panel maintained an overview of the outcomes for the district's young people. There would be significant impacts on the current generation and there needed to be strong engagement with the Department for Education in respect of addressing the improvement of educational outcomes over a longer term.
- The Council's Recovery Plan was being reviewed to ensure that it remained fit for purpose for the next six months.

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- The Inequalities Commission would determine its own areas of focus. It would be provided with a comprehensive summary of intelligence across five key themes and it was considered that social inclusion and its impacts should be included within the theme of health.
- Significant support was being made available to support the wellbeing of staff and community volunteers. There was a comprehensive employee healthcare offer and regular wellbeing sessions were taking place and staff surveys undertaken to assess how people were. The dedication and commitment of staff was recognised and they were being encouraged to take leave. Best practice on wellbeing was being shared with partners. Regular team meetings and people feeling comfortable to talk about and share their experiences were very important.
- There were a number of valuable community anchor organisations and it was important that the sustainability and funding of these organisations was considered and that they were trusted to undertake their roles as part of the place based approach.

RESOLVED –

- (1) That the Committee expresses its thanks to everyone for their hard work during the pandemic, despite the significant challenges, and for their continued commitment as we move forward into 2021.
- (2) That the Scrutiny Panels ensure that inequalities impact is considered in all elements of their work, to help ensure that addressing inequality becomes embedded as a priority across the organisation.
- (3) That consideration be given to: the opportunity provided by the implementation of mass community testing and vaccination to disseminate information, in relation to support services, to a wider audience; and any measures that might be needed to ensure that these services are able to deal with any additional demand.

107

Climate Commission - Update

Colin Parr – Strategic Director, Environment and Climate Change and John Atkinson - Project Manager, Public Protection presented a progress report in respect of the development and establishment of the Kirklees Climate Commission. The report also included an update on the Council's annual internal carbon emissions reporting, against the target set in 2010. Councillor Paul Davies, the Portfolio Holder for Culture and Greener Kirklees was also in attendance.

The presentation highlighted the following points:

- The background to the establishment of the Climate Commission, based on a model developed by the University of Leeds.
- The Commission would be an independent body which would utilise a collaborative and partnership approach to promote leadership on climate change, provide advice to inform policy and shape the actions of local stakeholders, enable and encourage the sharing of ideas and best practice, and consider the development of a Kirklees Green Charter.
- The 'road map' for implementation and priority actions.
- Achievement of the target set in 2010 to reduce the Council's carbon emissions by 40% by 2020/21.

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- The transition, in 2021, to reporting against a 'net zero' target for the district as a whole, which would be a significantly more challenging target to achieve.

Members asked questions and commented on the issues raised with the following key issues being covered:

- Achievement of the target set in 2010 was applauded. It was acknowledged that achieving a district wide target of net zero would present a greater challenge.
- The creation of the Commission was welcomed.
- It was important that the Commission became accepted as a 'critical friend'.
- It would be beneficial to take a more global perspective of action on climate change and link to organisations/networks such as ICLEI – Local Governments for Sustainability or the Global Covenant of Mayors on Climate Change.
- Actions should be framed in terms of their contribution to national goals and this approach recommended to the Local Government Association (LGA) to encourage other local authorities to do the same and to feedback to national government.
- It was essential that the Commission retained its independence and considered Kirklees as a whole.
- It was acknowledged Professor Andy Gouldson from Leeds University, who was assisting in the implementation of the Commission, was recognised as an expert in best practice in this area.

Councillor Davies said that he welcomed the creation of the Commission and resultant partnerships and acknowledged that part of the role may be to challenge and act as a 'critical friend'. He undertook to discuss the adoption of a global perspective and framing actions in terms of national/international goals with officers.

Further comments and questions were made as follows:

- The move from carbon reduction to carbon capture/offset in order to achieve the net zero target would be challenging and would encompass a wide range of issues/actions at both local and national level.
- There were positive initiatives that could be progressed now, such as expanding woodland planting and creating/restoring quality green infrastructure.
- The development of a 'road map' to achieving the 2038 target would be part of the next phase.
- It was important that the Climate Commission's work programme aligned with the Council's budget process to ensure recommendations could be submitted/actioned in a timely way.
- The Council had previously undertaken research work in relation to the Passivhaus standard for construction and consideration should be given to its use, particularly in respect of Council projects.
- The pilot funding for deep retro fitting was welcomed; this work and development of the necessary skills to undertake it would be important in the longer term.
- Smaller organisations and individuals would need sufficient time to allow them to make the necessary changes.
- Consideration was needed in relation to engagement and mechanisms for feedback on outcomes, to ensure transparency.
- Tree planting schemes were an excellent way to encourage cross-community involvement and to engage with young people.

RESOLVED –

(1) That officers be requested to consider the points and suggestions raised by the Committee, as set out below, and where appropriate they be used to inform the development of the Climate Change Commission:

- i. The need for the Commission to be progressed as soon as possible.
- ii. The adoption of a wider global perspective of action on climate change.
- iii. The benefits of working with the Local Government Association.
- iv. Recognition of the need to consider carbon capture/offset.
- v. The need for the Commission to be aware of, and take account of, the timescales associated with Council budget setting.
- vi. The need for consideration of how the recommendations made by the Commission will feed into Council decision making and how they will be monitored.
- vii. The importance of developing mechanisms to provide: effective feedback to the community/stakeholders on outcomes to ensure transparency and wider buy-in; and robust engagement particularly with young people and the voluntary sector.
- viii. The potential for the use of Passivhaus standards, particularly for Council owned sites/projects.
- ix. The potential for the development of a district heating system.

(2) That further progress reports on the Climate Commission be submitted to the Committee on a regular basis, to include the proposed approach to achieving the 2038 net zero target.

108 Work Programme 2020/21

The Committee's Work Programme for 2020/21 was noted.

109 Any Other Business

The Chair reported that urgent items had been submitted to Cabinet, as set out below:

- An item in relation to the development of land at Southgate, Huddersfield, to the meeting held on 18th November 2020.
- An item in relation to the Additional Restrictions Grant Scheme, to the meeting held on 26th November 2020. It had been agreed that this item would be exempt from call-in, so that the grant monies can be made available as quickly as possible to businesses that were in need, but that a report on the grants and how they work together should be submitted to the next possible Economy and Neighbourhoods Scrutiny Panel.

She also reported that the Scrutiny Annual Report 2019/20 had been submitted to Council on 25 November 2020.

KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Overview & Scrutiny Management Committee			
Name of Councillor			
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

Name of meeting: Overview and Scrutiny Management Committee

Date: 11th February 2021

Title of report: Culture, Heritage and Tourism Strategies

Purpose of report: It is intended that in 2021, three new inter-related strategies will be developed: a Cultural Strategy; a Heritage Strategy; and a Tourism Strategy. This report provides information about how the strategies will be developed, the rationale for developing the strategies and the emerging themes. It tests out emerging themes with the Scrutiny Panel.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not Applicable
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u> ?	No Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable
Date signed off by <u>Strategic Director</u> & name	30.01.2021 - Colin Parr – Environment and Climate Change
Is it also signed off by the Service Director for Finance?	Not Applicable
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Not Applicable
Cabinet member portfolio	Cllr Paul Davies – Culture and Greener

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? Yes - Not applicable

1. Summary

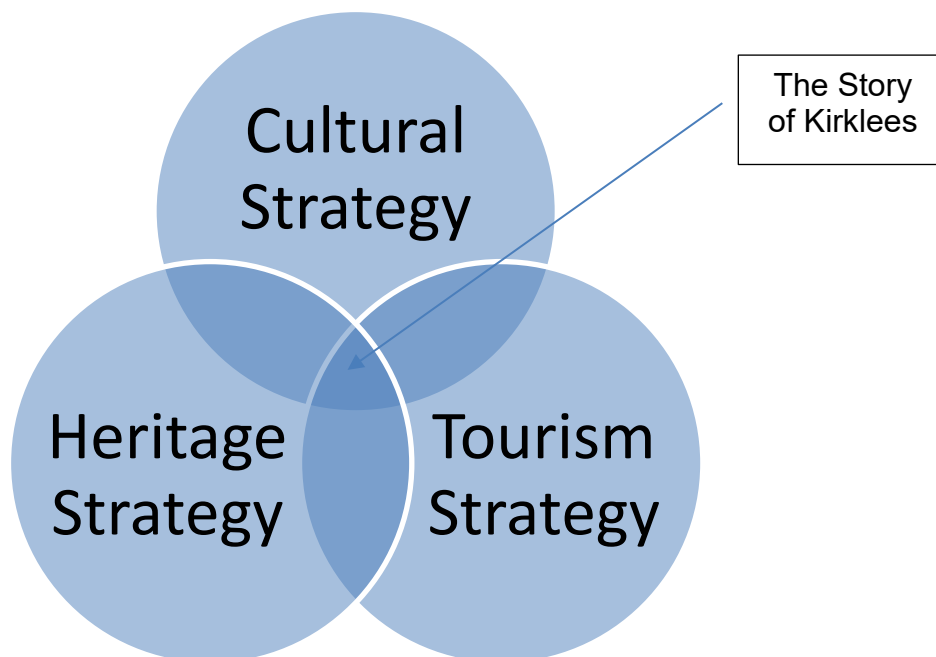
- 1.1 Kirklees has not had strategies for Culture, Heritage and Tourism for several years. With the heightened interest in these areas and recognition of their role in the economic and social regeneration of the district, the time is right to ensure we have a strategic approach to these areas with clear priorities agreed by the council and its partners with the support of its citizens.
- 1.2 What connects these three strategies is that they are all about telling the story of the district, its places and people. The Culture and Heritage strategies are about creating a sense of identity and belonging; telling the stories of Kirklees, its places and people in creative ways; and valuing our histories which have influenced who we are today. The Tourism Strategy is about how we promote our stories to our citizens and further afield in order to attract visitors to enjoy our landscape, towns, villages, businesses and attractions.
- 1.3 Covid-19 has reinforced the need for a strategic approach to the development of culture, heritage and tourism. These sectors have been significantly impacted by lockdowns and other restrictions. A year ago when a decision was taken to produce these strategies, they were about the future and growth of the sectors. The impact of Covid-19 means they are now also about recovery and how we support these sectors to bounce back plus use cultural, heritage and tourism activities to aid economic and community recovery.
- 1.4 This report describes what we hope to achieve by producing these strategies, the processes we will use to produce them and the key themes already emerging from the work done to date.

2. Information required to take a decision

- 2.1 For several years, Kirklees has not had a cultural, heritage or tourism strategy. There has been little investment in tourism or the district's heritage assets. Cultural, heritage and tourism sectors and council services were significantly impacted by austerity and have been some of the sectors most impacted detrimentally by Covid-19.
- 2.2 Over the last four years, there has been increasing recognition that culture, heritage and tourism can contribute considerably to economic and social regeneration. With the demise of retail and the need therefore to reinvent our town centres with a more balanced mix of retail, residential and recreational activities to ensure their survival as vibrant places, we have realised that in Kirklees, we need to strengthen our cultural and visitor offer. This is particularly important if we are to compete with neighbouring authorities who over the last ten years have invested significantly in their cultural and visitor facilities e.g. Calderdale in the Piece Hall; Wakefield in The Hepworth and YSP; Leeds in its theatres, a music arena and attracting large scale events. The Huddersfield Blueprint includes a cultural quarter with improved facilities for library, museum, gallery, performance and event activities plus the National Rugby League Museum in the George Hotel. Added to LBT, St Paul's Hall, Huddersfield Town Hall, the Light Cinema, the Bath House Gallery, Holocaust Education Centre and Heritage Quay plus small-scale music venues such as The Parish and Small Seeds, the new facilities planned mean that in ten years, Huddersfield town centre will have an extremely strong cultural offer attractive to both citizens and visitors.
- 2.3 These facilities will fail though if there is not an appetite amongst citizens to engage with culture or they do not feel welcome or there is not a strong creative sector creating work for these facilities to showcase. There is also the risk that without a strategic approach, all resources for culture will gravitate to Huddersfield town centre leaving the rest of the district struggling to engage with culture and unable to benefit from the vibrancy which cultural activities and artists, both professional and voluntary, bring to communities. It is thus crucial that we produce a Cultural Strategy which prioritises the district's approach to strengthening the cultural sector; develops ways for all its citizens to have the opportunity to engage with cultural activities however they choose as creators, participants, producers or audiences; achieves a fair balance of cultural opportunities across Kirklees; and ensures we prepare the way for financially sustainable and successful, in terms of audience numbers and quality of output, cultural venues.

- 2.4 One of the strengths of Kirklees is its history and the heritage assets which tell this story. It has one of the highest numbers of listed buildings in the country but unfortunately much of this stock is in a poor state in need of repurposing and investment. Funders like the National Lottery Heritage Fund (NLHF) are reluctant to invest further in the district until they understand what our strategic approach to our assets is and what we wish to prioritise for development. The NLHF has been so keen to see Kirklees Council develop “*a holistic strategy for heritage within the place-making agenda in Kirklees which demonstrates cross-council support and full external stakeholder commitment*” that in 2019, they awarded Museums and Galleries £216,700 Resilient Heritage funding, one of the largest awards in the country, to plan the development of its museum and historic house sites plus produce a Heritage Strategy.
- 2.5 Kirklees has not had a Tourism Strategy for many years and when it did, it was focused on business tourism and not leisure tourism. The impact of Covid on reducing travel and vacations abroad means that this is an ideal time to focus Kirklees’ tourism activity on staycations and building its visitor base from a much smaller geographical radius. We also need to support tourism businesses such as hospitality, accommodation and visitor attraction businesses to recover from the impact of several closures and restrictions over the last 12 months so that they can grow, work together to improve the visitor experience and effectively support our visitor economy.
- 2.6 The benefits of producing the three strategies are:
- Communication with funders and potential investors about what is important to the district with the aim of attracting their investment
 - Reputation management as we demonstrate duty of care and pre-empt recurring risks in the future planning for cultural venues, tourism attractions and heritage sites/buildings
 - Collaborative power as we work with partners and our citizens to increase cultural engagement, promote our cultural and visitor offer and find innovative ways to tell our stories and protect our heritage assets
 - Providing clarity about how culture, heritage and tourism supports economic and social regeneration leading to the identification of synergies and integration in to other strategies and plans
 - Prioritisation about where resources are invested in the future.
- 2.7 The definition of culture being used in the Cultural Strategy is:
 “Culture is about who we are and what we want to be. It is about our ideas, traditions and social behaviours. Cultural activities such as the arts, museums, archives and libraries enable us to learn about our history which has made us who we are. They bring depth and meaning to our experience of a place and help us to celebrate what makes us proud to live in Kirklees. They help us to understand and empathise with other people’s stories. They provide opportunities to explore issues, understand the world around us and have shared experiences which help us to feel that we belong to a community. Most of all they improve our lives by giving them colour, enjoyment and meaning. Through cultural activities we can express ourselves and tell the story of us.”
- 2.8 The definition of heritage being used in the Heritage Strategy is:
 “Our heritage is all around us. In our towns and cities, and in our villages and rural areas. In historic buildings, places of worship, inspiring landscapes, ancient ruins and archaeological sites, statues and memorials. In places where great events happened, where famous figures of the past wrote their names in the history books, and where countless ordinary men and women lived and worked. It speaks to us of who we are and where we have come from, of how we came to be the people and the nation we are today.”
- [DCMS The Heritage Statement 2017](#)
- 2.9 The definition of Tourism being used in the Tourism Strategy is:
 “Tourism is travel for pleasure or business; also the theory and practice of touring, the business of attracting, accommodating and entertaining tourists and the business of operating tours.”

- 2.10 What connects these three strategies is that they are all about telling the story of Kirklees. Our heritage is our story; cultural activities enable us to explore those stories and tell them creatively; and tourism enables us to promote these stories and attract people to learn more about the stories. They are independent strategies which will appeal to different readers/sectors but they are interlocking and co-dependent.



- 2.11 Underpinning each strategy will be the following key principles:
- Inclusion – ensuring we are developing opportunities to collect and celebrate the stories of all our citizens, geographic and interest communities plus developing cultural and visitor offers which appeal to a wide cross section of people and are accessible;
 - Tackling inequalities – using cultural and heritage activities to tackle inequalities in the district in areas such as education, skills development and health and breaking down the barriers which prevent some people from being able to engage with culture and heritage and get involved with tourism activities
 - Reducing climate impact – ensuring that all projects and initiatives assess and reduce their impact on the environment plus seek ways to use cultural activities to influence citizens to reduce their impact on the environment
 - Collaboration between partners and communities – encouraging those in the cultural, heritage and tourism sectors to work together with each other and with communities to create projects together, share expertise and resources and find solutions to any challenges they face
 - Creating a family friendly environment – ensuring that clear offers are developed which enable families to engage with cultural, heritage and tourism activities and that businesses and organisations in these sectors plan for the needs of families.
- 2.12 The Cultural Strategy will build on Culture Kirklees, approved by Cabinet on 3rd October 2016. This was the plan to transform the council's arts, events and museums and galleries services. It was the first time that Kirklees' strongest cultural assets were identified i.e. music and textiles. Since then, there has been significant progress to develop these areas. For example, the WOVEN Festival has been established to promote Kirklees' textile heritage and its continuing innovation. This is not only a creative festival but one which promotes textile science and education and has made links between communities, creative professionals and the textile industry. In relation to music, the council is working with partners towards a Year of Music in 2023 which will celebrate and promote the district's musical heritage; provide opportunities for children, young people and communities to engage with music; and grow the music sector in

Kirklees. We are also in the midst of making an application for UNESCO Creative City status in recognition of Kirklees' music heritage and developing a new music venue as part of the Huddersfield Blueprint.

- 2.13 As a result of the priorities identified in Culture Kirklees, various plans and policies were published including a Public Arts Policy and Music Development Plan. These will feed in to the new Cultural Strategy.
- 2.14 Over the last nine months, the Head of Culture and Tourism has been collaborating with Cultural Leads in the other West Yorkshire authorities to produce a Culture Recovery Plan for the sub-region (Appendix 2) which will feed in to the Economic Recovery Plan. This will be incorporated in to the Kirklees Cultural Strategy to inform the strand around supporting the Cultural Sector in Kirklees to recover from the impact of Covid-19.
- 2.15 It is proposed that the Cultural Strategy will focus on:
- A strong creative ecology - supporting the cultural sector including cultural organisations, creative businesses, freelancers and voluntary and community arts organisations, to recover from the impact of Covid-19 including business and skills development programmes; supporting them to develop new business and delivery models; generate more income; and work together to develop a strong infrastructure
 - Creative Communities - developing cultural programmes which achieve outcomes related to learning, health and well-being, cohesion, town centre regeneration and youth employment and also enable communities to produce their own cultural activities
 - Creative Places - establishing a global reputation for Kirklees for its creative approach to music and textiles and using these assets to bring communities together and promote the district plus using cultural and heritage activities to create attractive places and integrate a cultural offer into non-traditional venues such as town and village streets, parks, community centres and markets to open up access
- 2.16 The Heritage Strategy's scope covers the following areas:
- Museums, art galleries, archives, libraries and their collections
 - The historic environment (including historic buildings and structures, archaeological sites, townscapes and landscapes, Scheduled Ancient Monuments, registered parks and gardens)
 - Parks and natural habitats
 - Public art, music and wider culture which make a place special
 - People and communities
 - 'Intangible' heritage, cultures and memories
 - Heritage related activities
 - Landscape Character Assessment
- 2.17 The Heritage Strategy will recognise that heritage is not just about physical assets but also the history of Kirklees, its people, identity and stories and how we communicate these. It aims to change the way we approach heritage so that we focus on our strengths rather than liabilities. It also aims to ensure that we are more proactive in the way we protect, care for and sustain our heritage and will encourage us to think in a much more innovative and creative way about how our assets can be used and thrive. The strategy will identify the council's role as one of leading by example in relation to the heritage assets it owns or is guardian of. This is already exemplified in the Blueprints for Huddersfield and Dewsbury.
- 2.18 The district has many attractions but we have not previously promoted Kirklees effectively. It is time to be proud of what we have – our landscape; diversity and quality of the independent food and drink offer; links to the Brontes; birthplace of Rugby League; diversity of music festivals etc – and shout about this. The Tourism Strategy will identify key target markets such as families, students, walkers, cyclists and create offers to appeal to these markets plus identify how we will communicate with them. It will take a place-based approach recognising that different areas of the district have different appeals e.g. the landscape for outdoor activities in the Valleys and the link to the Brontes around the Birstall, Dewsbury and Gomersal area. The Strategy will also seek to strengthen Kirklees' participation in the regional tourism offer, working with Welcome

Yorkshire which has established a strong brand for Yorkshire and gained it a reputation as one of the most highly regarded visitor destinations in the world.

- 2.19 The final content of each strategy will be determined through consultation with key stakeholders, those involved in each sector plus our citizens. Previous consultations have informed the thinking so far.

3. Implications for the Council

3.1 Working with People

There have been several methods of engagement over the last six years to collate the views of our citizens about culture and heritage in Kirklees. Appendix 1 provides a list of these engagements which are influencing the visions and outcomes for the strategies. They have helped officers to assess what is distinctive about Kirklees and what citizens value and would like to see in the future.

The drafts of each strategy will be published on-line to enable citizens to comment on them plus there will be a series of focus groups to ensure that diverse voices can influence them.

3.2 Working with Partners

A thinking group has been set up to develop the vision and outcomes for the Cultural Strategy. This involves our partners LBT and the University of Huddersfield plus others from the Creative Sector such as the Sharpe Agency and Huddersfield Literature Festival. The regional Cultural Recovery Plan (Appendix 2) which feeds in to the Cultural Strategy has been developed collaboratively with cultural leads in all the West Yorkshire authorities.

The development of the Heritage Strategy is overseen by a Programme Board which includes representatives from our key regional partners, National Lottery Heritage Fund, Arts Council England, Historic England and Museums Development Yorkshire. These partners have been involved in workshops to develop the themes of the strategy.

It is intended to work with Welcome to Yorkshire and tourism businesses in Kirklees to develop the Tourism Strategy.

Partners in each of the sectors will be notified about the drafts of each strategy when published for consultation and encouraged to comment.

3.3 Place Based Working

Each strategy takes a place-based approach to identify what is unique about Kirklees and how this will be communicated in the future through our culture and heritage assets and the way we market the district and its cultural activities to citizens and visitors. They are about telling the stories of our places, identifying what is shared across the district but also recognising the diversity across the district, its towns, villages and communities.

3.4 Climate Change and Air Quality

One of the key principles informing all actions in each strategy will be reducing the impact of the sectors and their activities on the climate. There will be programmes aiming to work with businesses and community groups to review their practices and make cultural facilities more energy efficient. Although Tourism Strategies usually focus on external visitors travelling from afar and thus impacting on the climate, the Kirklees strategy will have a strong focus on local and regional visitors. All three strategies are about encouraging citizens to value what is on their doorstep and spend their leisure time exploring local culture and heritage activities. Covid-19 has also taught us that the future of culture is about blended activity i.e. live experiences produced in such a way as to also be able to be digitally broadcast. Digital experiences mean that those unable to travel to cultural venues in Kirklees will still be able to access our cultural offer on-line and thus we will be able to engage more people.

3.5 Improving outcomes for children

Kirklees Council is aiming to create a family friendly place and so all three strategies will have this aim in mind. There will be specific strands in each strategy about engaging children, young people and their families in culture, heritage and tourism activities plus using cultural activities to support young people in to employment.

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

With limited capacity, especially expertise, to develop a Tourism Strategy, this piece of work will be commissioned externally. The Heritage Strategy is presently being drafted by officers in Museums and Galleries. The Cultural Strategy is being developed by Culture and Tourism Officers.

The timescales in section 5 are dependent on the capacity of Culture and Tourism to deliver whilst it contributes to the council's priorities and deploys staff to essential services. Staffing flexibility is required to respond to the demands of Covid-19 including the re-opening and closing down of services as restrictions are imposed and then relaxed. This impacts on the service's ability to progress strategic projects such as the production of the strategies in this report.

4. Consultees and their opinions

Not applicable at this stage but please see below for information about consultation plans.

5. Next steps and timelines

Heritage Strategy	1 st draft to be shared with partners and key stakeholders – March 2021 2 nd draft for public consultation – late April 2021 Final draft to be submitted to Cabinet for approval – July 2021
Cultural Strategy	1 st draft to be shared with partners, cultural organisations and key stakeholders – April 2021 2 nd draft for public consultation – June 2021 Final draft to be submitted to Cabinet for approval – September 2021
Tourism Strategy	Tender brief to be advertised – March 2021 Commission to start – May 2021 1 st draft to be shared with partners, key stakeholders and tourism businesses – August 2021 2 nd draft for public consultation – October 2021 Final draft to be submitted to Cabinet for approval – December 2021

6. Officer recommendations and reasons

Officers recommend that the Committee notes the content of this report and recognises the context of developing these strategies. The Committee's views about the emerging themes in the strategies will be welcomed.

Officers also recommend that drafts of each strategy, once written, are shared with committee members to provide opportunities for comment and influence.

7. Cabinet Portfolio Holder's recommendations

Not applicable

8. Contact officer

Adele Poppleton, Head of Culture and Tourism
adele.poppleton@kirklees.gov.uk
07814 448594/01484 221000

9. Background Papers and History of Decisions

[Culture Kirklees, Kirklees Council, Vision for Arts, Creative Industries, Heritage and Museum services at Kirklees Council](#) – approved by Cabinet on 3rd October 2016

Making Great Places; Making Places Great - [Kirklees Public Art Policy](#) – approved by Cabinet on 18th October 2016

[Public Arts Plan for Dewsbury Town Centre \(kirklees.gov.uk\)](#) – approved by Cabinet on 3rd December 2019

[Art in Public. A public art plan for Huddersfield town centre. \(kirklees.gov.uk\)](#) – approved by Cabinet on 1st September 2020

10. Strategic Director responsible

Colin Parr – Strategic Director for Environment and Climate Change

APPENDIX 1 – Community and Sector Engagement

The table below lists a variety of community and sector engagement over the last 6 years which has influenced the emerging themes for the Cultural and Heritage strategies.

Year	Description	Impact/Result
2014	Cultural Offer Transformation consultation on how to reshape the service and its future priorities.	Culture Kirklees outcomes - priorities of music, textiles and public art
2014	To develop a digital offer: Consultation and development with creative and cultural sector	The creation and launch of www.creativekirklees.com
2015	Economic Impact study of Creative Economy by BOP (Burns Owen Partnership)	Highlights that the creative industries contribute over £100m per annum to Kirklees' economy. It is a sector identified with regeneration and creation of new jobs
2016	Kirklees Public Art Policy: Postcards from the future - creatively engaging with residents across the district on their views of place and public art	Kirklees Public Art Policy
2017	Surveys with community and organisations on music mapping and infrastructure needs - Fiona Harvey Consulting and Sound Diplomacy	Kirklees Music Policy and decision to deliver a Year of Music in 2023
2018	Understanding market users and students' expectations on the future of culture and their experience of Temporary Contemporary, delivered by QA Research	Understood the project had changed people's perception of the role of culture and the market
2018	Economic Impact of Music Festivals (Hcmf//, MJDF, CFF delivered in 2017) - SPIRUL	To measure the impact of three music festivals assessed in 2009 in a wider economic impact study of broader festivals in Kirklees
2019	Growing Cultures Phase 1: to engage with residents to move from deficit mind of austerity to thinking about the future and the cultural life of Kirklees and Huddersfield. Asking people 'What is culture?'	Understanding that music and textiles is important to people of Kirklees and that they want to see a venue in Huddersfield.
2019	Growing Cultures Phase 2: Conversations about music, exploring what people would want from a Sound Space in Huddersfield	Information to support the development of the Sound Space
2019	Dewsbury Public Art Plan: Creative engagement with Dewsbury creative community and stakeholders	Dewsbury Public Art Plan and £200k investment
2019	Huddersfield Public Art Plan: Creative engagement with Huddersfield creative community and stakeholders	Huddersfield Public Art Plan and recognition of importance of public art and quality public realm within Huddersfield Blueprint projects

2019	Developing a World Class Music offer in Kirklees	Interviews with key decision makers on what is important and their view on music
2019	Music Consultation - Case Studies for Leadership, SPIRUL	To understand the best model to deliver leadership, governance and strategic oversight for year of Music - resulting in the agreement to establish a Music Partnership Board as outlined in the Year of Music PID
2019	WOVEN in Kirklees - 2019 Festival Evaluation	To understand what the learning was from the inaugural festival and what we needed to learn from to plan for 2021 festival
2019	Kirklees Making it Live! Year of Music engagement, SPIRUL	Workshops with the music sector to engage on themes for Year of Music - resulting in the year of Music PID and plans
2020	Year of Music PID - development of the delivery plans including children & young people, skills development, industry development, community and health & wellbeing	First stage information gathered as feedback from delivery groups
2020	Community Engagement and focus groups re heritage in Kirklees	Understand people's views about heritage and what they would like to see in a new Huddersfield Museum and Art Gallery
2020	Impact of COVID on the sector – West Yorkshire survey of the creative sector	To develop strategies and support for creative and cultural sector as a response to COVID
2021	Community Engagement and focus groups re heritage in North Kirklees	Understand people's views about heritage and what they would like to see at Oakwell Hall and Bagshaw Museum

Appendix 2 – The West Yorkshire Cultural Recovery Plan

This is the paper submitted to the LEP's Economic Recovery Board which includes proposals for the recovery of the Cultural Sector. This plan has been developed in collaboration with cultural leads in each West Yorkshire authority. The aim is that the strands are cross referenced against the strands already included in the Economic Recovery Plan; these strands will be developed to ensure they are inclusive of the Cultural Sector; the strands which are specific to the Cultural Sector will be presented to the Leaders to approve the parts of the programme they wish to support.

Background and context

Large parts of our West Yorkshire cultural offer and creative industries¹ have been hit hard by the impact of Covid-19 and lockdowns. In economic terms, it will take some time to re-establish the road to creative sector growth with all parts of the sector thriving again.

Our immediate concerns are that creative businesses have the support to survive whilst working to regenerate sustainable operating models; but in recovery we must look further to ensure that our creative sector reflects and celebrates the strength of diversity and creativity in the region; that creativity can continue to enable, engage and empower our citizens enabling them to take full advantage of the region's rich cultural and creative offer and the opportunities this brings to enhance both life and work experiences.

To achieve this, we must re-stimulate the creative ecology; create the conditions to enable cultural and creative businesses to thrive; and maximise the impact of the cultural sector on our Place.

The Covid Impact on the Creative Sector

Many creative small and medium enterprises (SMEs) and freelancers have seen their work dry up almost immediately with few opportunities to begin the recovery process. The Creative industries Federation reported in April 2020 that more than 50% of creative organisations and professionals had already lost 100% of their income. A survey by creativehub in May 2020 also found that 56% of 'professional creatives' had no work booked in.

A West Yorkshire regional survey on the impact of Covid-19 on the sector received 289 completed responses. 198 of the respondents were employers, representing 8808 staff and 2737 volunteers. Of £99.6M turnover across the respondents, 82% said they had suffered financially and 25% were fearful of whether they would survive beyond the next month. The companies outlined their support needs which has driven this government ask.

Whilst some of the central government support, recent emergency funds and the current £1.57 billion sector recovery schemes now released have been very welcome, they have had far less impact on a very large freelance workforce. The sector is also minded that the emergency funding is only available to support organisations until March 2021 alongside an extended furlough scheme until the same date. Beyond this date, the real struggle may get worse.

Although more of the economy has reopened temporarily in recent months, creative and cultural industries remain among the most heavily affected and are in a 'cycle' of open and closure. According to an ONS survey², 70% of businesses in the arts & entertainment sector reported reduced footfall the fortnight in to 23rd August – three times higher than across the economy as a whole.

¹ The 'creative sector' included individuals and/or organisations which operate as creative businesses and/or deliver creative services. This included but is not limited to:

- * Advertising and marketing
- * Architecture
- * Dance, Music, Theatre and cultural festivals
- * Design: product, graphic and fashion
- * Film, TV, video, radio and photography
- * Gaming and computer services
- * Museums, galleries and libraries
- * Literature, Poetry and Publishing
- * Visual arts and crafts 2

² Business Impacts of Coronavirus Survey Wave 12 (10-23rd August 2020)

On top of this, more than a third say they have faced challenges pivoting to online services. Whilst this is consistent with other industries, 10% of those in arts & entertainment say they have struggled due to a lack of IT capacity, skills and technology within the business – three times higher than across all industries.

Given these challenges, 40% of jobs in the arts & entertainment sector remained on furlough after the first COVID wave, higher than any other industry and almost four times the average across all industries (11%). Even more concerning, the same survey suggests 3.4% of jobs in the sector have already been lost even before the Coronavirus Job Retention Scheme expires. At the time of writing we are now in Lockdown 2, with the same industries being impacted further.

A region rich in culture and creativity

Creativity in Yorkshire and the Humber contributed an estimated £565 million per year to the economy between 2010 and 2017. West Yorkshire stands out further from a rich heritage in textiles and world class sculpture to a more modern music, gaming and production chain of industries. We also boast heritage and modern cultural assets, both rural and urban, which have together contributed to a growing and confident economy with some recent landmark moments, including the arrival of Channel 4 and the opening (or revitalisation) of World class creative assets.

This progress has reaped economic benefits, with 2,200 businesses and 25,000 jobs across West Yorkshire within the arts, culture and entertainment sector directly. The sector generated economic output (gross value added / GVA) of £835m in 2018. More broadly, the creative & cultural sectors as defined by DCMS employs around 47,000 people across 7,000 businesses and has seen employment increase by 30% between 2015 and 2018.

The strength in creativity and culture has also manifested itself in wider place making: the region boasts world class events and local production supporting growth but equally has a quiriness that creative industries provide. Creative industries have traditionally been ‘early colonisers’ of regeneration projects, particularly in quirky premises, so the opportunity to revitalise highstreets and empty spaces for creative hubs and workspaces is more obvious than ever.

The sector is also heavily characterised by self-employment and 94% of companies are microbusinesses providing an exciting talent pool of nimble and free thinking entrepreneurial behaviour, investment and innovation. Further, research from Nesta found that only 15% of jobs in the creative sector are likely to be replaced by automation – offering great potential.

West Yorkshire Cultural Framework

The beginning of 2020 saw the West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership, along with the City Region’s partners including DCMS Arms-Length Bodies (ALBs), affirm their strong commitment and vision for culture in the region through the support for a Cultural Framework. The substantial pre-pandemic work to develop the priorities of the framework has provided the guiding principles for our proposition for culture in economic recovery:

- Culture is embedded within all place-based work and place planning and is used to deliver higher quality, more connected and sustainable places. Culture is recognised and developed for its role in supporting the visitor economy.
- Cultural and creative businesses and their supply chains are developed and supported to maximise their potential.
- More people are actively engaged and take part in cultural activity and there is a growth in audiences and participants of all cultural activity.
- There is an increase in employment in culture, sport and arts roles across the Leeds City Region.

- Cultural activity that promotes clean growth and sustainability is developed and promoted including active travel, walking and cycling alongside programmes that deliver key messages relating to climate change and sustainability.

The above framework and cross partner working has already led to a sustained Creative Sector lead post within WYCA to support cross authority working and connectivity across disciplines to help us drive recovery. But there is much more to do.

Ask of Government

The regional ask of Government focuses on 3 of the central elements of our Cultural Framework:

- Maximising Creative Business Potential
- Employment and Skills
- Visitor and Citizen Experience

The ask also recognises that there are two issues which underpin all of the asks, which are a drive for achieving inclusive growth by engaging citizens and tackling inequalities and drive for improved Sustainability and environmental best practice.

It's important to note that the plan seeks to support the breadth of the sector from gaming and animation, to theatre, music and film production, marketing and craft and beyond. It focuses on the immediate requirement to support creative businesses to survive the impact of Covid-19 but then looks longer term to how the sector, including freelancers, is supported to grow and thrive and contributes to the wider community and economic recovery of the region and our Place.

Culture is important to levelling up and we must all work together to secure its future. Creativity clearly has a vital role in affecting how places in West Yorkshire both define themselves and are seen by outsiders. People like living in places with a thriving creative and cultural life. The High Street is often the physical representation of the identity of our place. Culture can act as the catalyst for repurposing town centres and telling the stories of our places to create a unique identity.

Our approach is not about providing grant support to shore up businesses but is about providing business support to enable freelancers and creative businesses to adapt and grow as well as commissioning activity which creates work opportunities and produces product to be enjoyed by citizens and visitors.

Maximising Creative Business Potential

Outcome

Creative businesses surviving and thriving due to benefiting from clear sector specific pathways of business support, sector constructed and linking to generic business support in the region, easily accessed on a relatively local level.

Programmes	Timescale	Funding request
Network of sector specialist Growth Managers, one per local authority but working collaboratively with each other and other Growth Managers	5 years	£2 million
Mentoring and peer support programme	5 years	£2 million
Research, data collection and evaluation	5 years	£1 million
Business Growth Grants	5 years	£15 million
Total		£20million

Rationale

The sector is characterised by CCDI businesses/individuals who at the beginning of their business development are able to confidently reach with brilliant ideas and specific knowledge but are often poor in business experience and management. Whilst initial support should be drawn from wider business programmes, there needs to be obvious 'access' to them and applicability shown or they will remain inaccessible.

Beyond the generic foundation, a regional network of sector specific growth development managers would accelerate the sector's recovery, resilience and growth. This experienced team would ensure that sector specific business support is established, evaluated regularly and responds to emerging needs, re-shaping it and adjusting as and when necessary. Growth managers would also seek to scale up successful models across the region.

Strong local presence is critical in this model. Whilst some generic support could be delivered on a wider, regional level (which itself could provide networking and business growth opportunities), local advocates/ambassadors should lead recruitment and create peer support networks e.g. Community Associate in Creative England's Advance programme.

Creative businesses often struggle to access investment to grow their ideas and so it is proposed that a grants programme is created with the following strands:

- Small scale seed funding and/or match funding (Critical at early stages of development for starts ups and initial scales ups) and feasibility/options appraisal funding
- Support to develop appropriate space for creative businesses
- Cluster development and product innovation including funding connections with education, skills, technology and market to ensure that CCDI's products are successfully tested, developed and applied.

Employment and Skills

Outcome

A skilled creative workforce able to respond to regional priorities now and in the future

Programmes	Timescale	Funding request
Sector Rescue & Recovery – re-skilling of the creative sector to develop more resilient business and delivery models and improve skills to produce and monetise digital culture	2 years	£2 million
Social prescribing – skilling up the creative sector to respond to regional health priorities, the APPG Arts, Health and Wellbeing recommendations and to enable collaboration with the NHS and regional primary care infrastructures to promote good health including establishing a regional arts and health hub	5 years	£15 million
Skills mapping	1 year	£0.1 million
Creative toolkit - equipping educators and careers advisers with tools to inspire young people and others from all backgrounds about the breadth of opportunities in our region and the wide range of skills needed in the creative industries plus deliver creative roadshows in communities	3 years	£2.5 million
Beyond Brontës – extension of the programme to support young people from a diverse range of backgrounds and circumstances to overcome obstacles that may have prevented them from entering creative sector careers	5 years	£2 million

Cultural Passport – a collaboration with young people, cultural organisations and the gaming industry to research and develop a new creative app for young people (16-24 years) empowering them to design, curate and share their own creative and cultural experiences and engage with key cultural festivals in the region	3 years	£1 million
Young People’s Volunteer and skills framework - develop a coherent regional volunteering framework, operating across culture and heritage, to engage young people in the planning and delivery of key cultural festivals	5 years	£1 million
Total		£23.6 million

Rationale

A strategic and transformative employment and skills programme is critical not only for the region’s culture and creative industries to recover, achieve resilience and re-establish sector growth but also to respond to the compelling potential to deliver wider social impacts – reaching and engaging those furthest from the labour market through creativity and connecting citizens to opportunities to develop the skills required for future employment.

Leeds City Region has one of the youngest and fastest growing labour markets in the country. The World Economic Forum tells us that creativity will be among the future ‘most in-demand skills. The cluster comprising **‘Creativity, originality and initiative’** is projected to rise from being in the top 5 soft skills required for future employment (2020) to the top 3 by 2022. We want to ensure that all children and young people across the region have access to culture and creative opportunities – as a social entitlement not a privilege – whilst, at the same time, we will strengthen our culture and creative industries and harness opportunities to deliver regional skills development toward future employment.

We want our region to be ‘investment ready’ for new Government initiatives such as the Secondary School Arts Premium and Kickstart to develop young people’s skills and supplement these opportunities with a greater depth and quality of experience led by our creative sector.

We want to capitalise on the burgeoning development of our region’s broadcasting industry stimulated by the relocation of Channel 4 to the region. Plus we want to bring our regional industries together, enabling new collaborations to find innovative solutions for local social challenges and respond to new opportunities.

The region needs a healthy workforce. Covid-19 has demonstrated the need to ensure access to arts and culture is paramount to addressing loneliness, depression, anxiety, self-harm, mental well-being and engagement with young people. Arts and cultural organisations have stepped up to the mark but this is not sustainable and will require further investment to capture the impact and health benefits associated with cultural interventions across the region through the establishment of an arts and health hub.

Visitor and Citizen Experience

Outcome

A vibrant cultural offer which creates a strong regional identity promoted globally, regenerates our places and ensures our citizens can access quality experiences which enhance their lives.

Programmes	Timescale	Funding request
Catalyst funding to support large scale festivals which engage citizens whilst also appealing to international visitors, connecting regionally where possible plus a small grants fund	5 years	£20m

for small community led culture and heritage festivals to enable their growth		
Extending the pilot Producers Hub to the rest of the region to strengthen the live cultural offer, encourage collaboration and local production of ideas	5 years	£5 million
Cultivate - a programme of co-produced cultural interventions in town centres and cities e.g. public art, creatives using empty shops and live experiences	5 years	£10 million
Destination Marketing Programme for West Yorkshire including development of cultural experiential platform and support for coordinated tourism offer	5 years	£3 million
VA – programme to support community led cultural groups recover from Covid-19 and contribute to their communities	2 years	£1.3 million
Total		£39.3 million

Rationale

It is essential that in order for the region to recover, grow and build on its distinctive offer, we must invest in and support the visitor economy whilst also creating an equitable offer for citizen experience across our region. This offer should build on our unique and diverse landscape from our rural offer to our cities, towns and high streets. Unleashing the potential of the creative and cultural ecology will drive regeneration and confidence to cultivate, uncover and propagate.

Cultural festivals are large drivers of economic and social renaissance and also build confidence. Not only do they attract visitors and promote our brand nationally and internationally, they connect and engage with local citizens producing a sense of community pride, changing perceptions and enabling us to celebrate diverse cultures. Working towards and delivering key 'moments' is essential to how we bounce back as a region and our appetite for risk and the need for moments to look forward to and celebrate our region will help build confidence in the future.

This should be supported by resources to invest in new and local product research, design and development from innovative live performances and effects in music to street theatre and light, gaming and more.

Despite many great efforts to reimagine the high streets, the reality is Covid-19 will have accelerated the high street demise and even more urgency is required on alternatives. Building on the recent vacant use regional work and the recognised examples, we seek to scale up, coordinate and support a wider range of uses and applications all of which will add to the vitality and distinctive feel of our place. It's not just about vacant spaces though; it's about the use of our creativity to enhance accessibility, shaping public realm through wayfinding, citizen experience and how we promote place through good design.

Inclusive cultural growth is at the core of our endeavours. Engagement in cultural activities transforms the lives of individuals, communities and place. By improving physical and mental well-being, individual resilience, connectivity, capacity and skills development, we will create a transformational and sustainable future for all. We need to diversify the range of opportunities to cultivate an inclusive cultural growth programme that empowers more people to be actively engaged, take part in cultural activities, increase participation and support community cohesion across the region through a robust cultural and connected infrastructure, to tackle inequalities and increase access and inclusion.

There is widespread evidence of the economic case for the creative/cultural industries to diversify their workforce and offerings. The BAME population will make up nearly a third of the UK's population by 2050. The global movement, Black Lives Matter, has further highlighted the need for change. Having a sector that amplifies the diversity of communities, residents and visitors involves engagement at grass root level to unleash the talent and skills of diverse individuals which continue to go under the radar.

Working with Welcome to Yorkshire, we envisage creating a complimentary, comprehensive cultural destination guide that enhances the current offer. It is beyond a listing - an interactive, international cultural experiential platform that enhances the bookable offer across West Yorkshire creating a truly unique offer that aggregates all the work done across the region.

Summary of the Ask

Programme theme	Amount
Maximising Creative Business Potential	£20 million
Employment and Skills	£23.6 million
Visitor and Citizen Experience	£39.3 million
Total	£82.9 million

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OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – AGENDA PLAN 2020/2021

Date of Meeting	Item / Lead Officer	Comments
9 June 2020	<ul style="list-style-type: none"> • Council Priorities and the Covid-19 Response – Cllr Pandor / Jacqui Gedman • Devolution – Jacqui Gedman / Julie Muscroft • Appointment / Allocation of Co-optees 2020/21 • Re-establishment of Ad Hoc Scrutiny Panel 	
Informal Meeting 10 July 2020	<ul style="list-style-type: none"> • Devolution mid-point consultation update – Julie Muscroft / Nick Howe • Work Programme 	
20 August 2020	<ul style="list-style-type: none"> • Our Council Plan – Rachel Spencer-Henshall / Kate McNicholas 	
Informal Meeting 29 September 2020	<ul style="list-style-type: none"> • Scrutiny Ad Hoc Panel reports <ul style="list-style-type: none"> – EHE – Future Arrangements for the Council’s Residential Housing Stock 	
29 October 2020 1400	<ul style="list-style-type: none"> • Devolution (representative from WYCA to attend) <ul style="list-style-type: none"> – Process in relation to and content of the Order – How scrutiny will work on a regional basis going forward • Crime and Disorder including: <ul style="list-style-type: none"> – Domestic Abuse (update on the main strategy, responses to Covid-19 and Forward plan) – Refreshed Strategic Intelligence Assessment (SIA) – Refreshed Communities Partnership Plan – Alexia Gray, Jo Richmond, Jill Greenfield, Lee Hamilton 	All councillors invited to attend

Date of Meeting	Item / Lead Officer	Comments
3 December 2020 1400	<ul style="list-style-type: none"> • Update on Climate Commission - Colin Parr / John Atkinson • Update on the Council's Covid response and winter preparedness (Rachel Spencer-Henshall) 	
11 February 2021 1400	<ul style="list-style-type: none"> • Heritage/Cultural/Tourism Strategies - Adele Poppleton 	
18 March 2021 1400	<ul style="list-style-type: none"> • Place Based Working Group Update 	
15 April 2021 1400	<ul style="list-style-type: none"> • Cohesion Strategy Update - Jill Greenfield/Jo Richmond • Climate Commission Update – Colin Parr/John Atkinson • Place Based Working Group Final Report 	