

Public Document Pack



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

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Monday 14 November 2022

Notice of Meeting

Dear Member

Economy and Neighbourhoods Scrutiny Panel

The **Economy and Neighbourhoods Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **1.00 pm** on **Tuesday 22 November 2022**.

This meeting will be webcast live and will be available to view via the Council's website.

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', on a light-colored background.

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 Economy and Neighbourhoods Scrutiny Panel members are:-

Member

Councillor Yusra Hussain (Chair)

Councillor Aafaq Butt

Councillor Tyler Hawkins

Councillor Matthew McLoughlin

Councillor Martyn Bolt

Councillor John Taylor

Chris Friend (Co-Optee)

Jonathan Milner (Co-Optee)

Jane Emery (Co-Optee)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Panel

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

2: Minutes of the Previous Meeting

1 - 14

To approve the Minutes of the meeting of the Panel held on 18th October 2022.

3: Interests

15 - 16

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 Panel 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 Panel will hear any questions from the general public in accordance with Council Procedure Rule 11.

7: Kirklees Housing Allocations Policy Review 2022

17 - 24

The Panel will consider an update on the status and outcome of the commissioned review of the Kirklees Housing Allocations Policy.

Contacts:

Paul Howard, Acting Head of Housing, Housing Services
Michelle Anderson-Dore, Head of Housing Management and Partnerships, Homes and Neighbourhoods

8: Highway Safety Presentation

25 - 36

The Panel will consider a presentation on Highway Safety

Contacts:

Graham West, Service Director - Highways and Streetscene
Mark Scarr, Head of Highways

9: Culture, Heritage and Tourism Strategies

37 - 114

The Panel will consider a report setting out an update on the creation of three new inter-related strategies: a Cultural Strategy; a Heritage Strategy; and a Tourism Strategy.

Contact:

Kath Wynne-Hague, Head of Culture & Tourism

10: Work Programme 2022/23

115 -
120

The Panel will consider its work programme for 2022/23.

Contacts:

Jodie Harris, Principal Governance and Democratic Engagement
Officer

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Contact Officer: Jodie Harris

Economy and Neighbourhoods Scrutiny Panel

18th October 2022

Present:

Panel:

Councillor Yusra Hussain (Chair)

Councillor Matthew McLoughlin

Councillor John Taylor

Chris Friend (Co-Optee)

Jonathan Milner (Co-Optee)

Jane Emery (Co-Optee)

Attendees

Councillor Will Simpson, Cabinet Member for Culture and Greener Kirklees

Councillor Smaje

Colin Parr, Strategic Director for Environment & Climate Change

Martin Wood, Head of Public Protection, Environmental Strategy and Climate Change

John Atkinson, Group Leader for Energy and Climate Change

Robert Green, Climate Change Officer,

Matthew Owen, Technical Officer,

Edward Highfield, Service Director - Skills and Regeneration

Richard Hollinson, Head of Major Projects,

Timothy Fawcett, Project Manager,

Robert Stanley, Transforming Cities Fund Programme Lead,

Andrew Brookfield, Project Officer,

Rachel Jones, Lead Officer for the Transport Projects Team, West Yorkshire Combined Authority

Duncan Wyche, Project Manager, West Yorkshire Combined Authority

Mark Ramsden, Head of Service for the transforming Cities Fund, West Yorkshire Combined Authority

Nick Fairchild, Project Manager, West Yorkshire Combined Authority

Chas Ball, Chair of the Kirklees Cycling Campaign

Apologies:

Councillor Aafaq Butt

Councillor Tyler Hawkins

1. Membership of the Committee

Apologies were received from Councillor Aafaq Butt and Councillor Tyler Hawkins.

2. Minutes of the Previous Meeting

The minutes of the meeting held on the 30th August 2022 were agreed as a correct record.

3. Interests

No interests were declared.

4. Admission of the Public

All items were considered in public.

5. Deputations/Petitions

A deputation was received from Mr Chas Ball, Chair of the Kirklees Cycling Campaign in relation to the Kirklees Climate Action Plan.

The Panel were advised that the Kirklees Cycling Campaign known as Cycle Kirklees had attended the Economy and Neighbourhoods Scrutiny Panel in 2018 and 2020 to discuss issues concerning active travel. Funding from the Place Partnership had since been abolished in May 2022 and Mr Ball requested that this be considered at a future meeting of the Panel.

Mr Ball advised the Panel that he was in support of the Kirklees Climate Action plan and the proposals on transport but felt that the proposed actions were not fully comprehensive, and that there was a disconnect between the proposed actions and the targets agreed. Referring to point 4.3 of the report 'City Connect' Mr Ball advised that the information only presented a partial picture of what was happening with regards to actions relating to active travel, in particular, there was no mention of walking issues which should be included, and also work with schools and expanding traffic free routes were also part of the current actions.

Mr Ball shared that there needed to be a paradigm shift to be able to meet the interim targets which had been set by the West Yorkshire Combined Authority for 2027 and the longer-term climate change targets for 2038. Mr Ball felt that the plan was missing the energy and interests of the public, businesses and communities to deliver on issues in relation to safer streets, improving air quality, and tougher parking controls and requested stronger leadership a clearer sense of delivery against the targets in partnership with other organisations and better techniques of engagement in order to make progress.

Councillor Will Simpson responded to acknowledge the comments and concerns raised by Mr Ball and agreed a paradigm shift was needed in relation to transport to be able to meet the decarbonisation targets locally and nationally.

RESOLVED: The Panel noted the deputation and Cllr Will Simpson agreed to encourage Kirklees Cycling Campaign to work alongside the Council to deliver a supportive environment for active travel in Kirklees.

6. Public Question Time

No questions were received from the public.

7. Kirklees Climate Change Action Plan

The Panel considered the draft Kirklees Climate Change Action Plan (CCAP) presented by Robert Green, Climate Change Officer. Councillor Will Simpson, Cabinet Member for Culture and Greener Kirklees was also in attendance. Robert Green shared the presentation and highlighted that:

- Kirklees Council had declared a climate change emergency in 2019 and had set an initial target to become net zero by 2038.
- In 2019 a climate emergency working party was established to identify practical measures for emission reduction and more comprehensive action planning.
- Phase 1 of the plan identified the immediate actions to be taken and 113 of these had been completed or were on-going.
- The scope of the CCAP was district wide and contained actions for the Council, Key Partners, and the wider community.
- The plan was structured by 8 action areas, Buildings, Energy, Natural Environment and Biodiversity, Sustainable Food and Agriculture, Transport, Waste, Water and Cross-Cutting.
- The Council reported annually to the CDP and the results were expected mid-November 2022.
- The CCAP adhered to the Global Covenant of Mayors (GCoM) and the results were expected early 2024 for year 2022.
- It aligned with guidance set out in the Climate Change Emergency Scorecard for best practise approach to action planning.
- The plan was the first step in the Council's action planning journey and would be followed by a more detailed action plan of firm commitments.
- The CCAP set out a list of actions to achieve net zero by 2038 and was centred on evidence and public engagement.
- The plan was not the only action plan within the Council; other organisations had their own action plans, which the CCAP would complement.
- The Climate Change Risk and Vulnerability Assessment (CCRVA) would be published at the same time as the action plan to ensure the CCRVA and the net zero assessment were in alignment.
- The CCRVA was a key piece of work that informed the action plan and demonstrated climate leadership by the Council
- The CCRVA was designed to identify key hazards that could lead to associated climate change risks across 2030, 2050 and 2080 using the latest Met Office projections.
- The CCRVA also informed decision making and enhanced the resilience and adaptability of organisations.
- A total of 206 actions were identified for both adaptation (52) and mitigation (52), with 72 actions addressing both areas' simultaneously, and would be prioritised in the next steps of the programme.
- Future steps would continue to be taken to enhance the climate emergency response through the development of place-based measures for carbon reduction and resilience building.
- Stakeholder engagement with residents and organisations would be undertaken with the aim of a final decision being made on prioritising the relevant climate actions that would best reflect Kirklees.
- Strategic alignment had been identified with the Transport Strategy and the intention was to work in partnership on the engagement process to reduce duplication.
- Once the prioritised actions had been agreed a business case would be developed, which would include a greater understanding of the funding and financing, as well

as the carbon reduction potential, which would dictate the ability to deliver the outcomes expected.

- The business case would form the basis of action plan version 2 which would be published at the end of 2023 or early 2024.
- Once the business case had been approved, the monitoring and evaluation strategy would begin on a 3-year cycle.
- Whilst work on the action plan was ongoing, other climate related projects would continue from phase one of the approach.
- The action plan would go to Cabinet for approval on 16th November 2022 followed by full Council on 7th December 2022.
- The communications strategy would involve press releases for the Governance flightpath, publication of the plan and associated documents, social media posts and the publication of responses to questions.
- Communications would be written in language that would appeal to both a professional and lay audience.

In the discussion to follow the Panel noted the challenges in relation to communicating with different audiences and recommended that there were several streams of communication to meet the needs of different audiences. The Panel further suggested that communications were informed by relatable stories or real-life experiences rather than technical jargon. The Panel also recommended that a place-based approach be taken to communication so that it linked directly to individual communities and their needs. Cllr Will Simpson responded to agree highlighting the importance of ensuring that information was communicated effectively and targeted towards different audiences

The Panel also noted that the information gathered in relation to the CCAP would help to inform the revisions of the Local Plan and the transport strategy and would help provide a better understanding of the risks and mitigations that would need to happen. Cllr Will Simpson responded to agree adding that tackling the climate emergency was a large challenge but also an opportunity in relation to key strategic links.

Responding to concerns raised by the Panel in relation to the length of development of phase 2 (16 years) and how this would make it difficult for the public to engage with, Robert Green, Climate Change Officer responded to advise that all the actions in the CCAP had associated timeframes (long term, medium term, short term) and that the high priority actions selected through the next stage of engagement would be clearly communicated to show the progression from start to finish. The Panel noted the response but further recommended that shorter-term targets be included within the plan to make it more attractive. Robert Green noted the Panels suggestion and advised that as part of the net zero assessment, steppingstone targets were identified that set out the targets to hit between now and 2038 in terms of emission reduction on a 5 yearly cycle, and that the monitoring and evaluation strategy and the data collected in terms of the emission reduction being achieved, would be balanced against those targets.

Responding to a question from the Panel regarding the potential to recruit external Climate Champions, John Atkinson, Group Leader for Energy and Climate Change advised the Panel that the current Climate Champions were internal but agreed to

consider the proposal taking into account the need to understand how to establish external roles correctly and in a meaningful way.

Responding to a question from the Panel about the measurement of the emission reduction Robert Green, Climate Change Officer explained that scatter emissions had been measured on an annual basis since 2019, but because the target was net zero, there was no baseline to set the emissions measurements against.

Responding to a question from the Panel in relation to the White Rose Forest initiative and how many trees had been planted, Robert Green advised that the Woodland website had been recently updated and showed 8,366 trees had been planted as part of the Woodland Creating Scheme.

Responding to a question from the Panel about the consideration of co-benefits (such as the social value of place-based working) when reviewing building efficiency; Robert Green explained that co-benefits had been considered throughout the plan, as well as trying to achieve the balance between achieving the largest carbon reductions as well as other social, environmental and economic benefits.

The Panel noted the responses to their questions and acknowledged the target to achieve net zero by 2038 but highlighted the importance of ensuring people were not mis-led by the figures published and that the figures were as a result of policy and practice changes.

Cllr Will Simpson referred back to the Panels comments in relation to Phase 2 of the action plan and advised that the document would be reviewed and monitored at a place-based level to ensure the climate emergency and actions were at the heart of what was to be achieved over the years.

Responding to a question from the Panel around the implementation of Phase 1 and 2 actions, Robert Green shared that the actions in Phase 1 could be implemented between 2019 and 2022 to achieve emission reduction immediately but there were soft actions such as behaviour change, education, and training whereas Phase 2 was the first step in implementing the delivery and investment of harder actions such as infrastructure, cultural change and policy for example.

Responding to a question from the Panel in relation to enforcing existing regulations; Robert Green explained that the plan set the ambition in terms of what the Council wanted to achieve but there was scope to include more. Robert also advised that there were already processes in place to encourage the alignment of ambitions for enforcement with the other key strategies such as the Resources and Waste Strategy, Transport Strategy and Local Plan.

Responding to a question from the Panel regarding the implementation of low emission zones, Robert Green advised that similar concerns were raised during stakeholder engagement sessions and that consideration would be given to incorporating low emission zones into the plan going forward.

In the discussion to follow the Panel highlighted the section of the report on the natural environment and biodiversity and several questions were raised in relation to; the

consideration of the species of trees planted in the proposed sapling nurseries, the risks of invasive species, encouragement for hedgerow productions to increase biodiversity, (particularly insect population growth), water efficiency standards and the wetting of the moors to reduce flood risk and increase carbon capture in the peatlands. The Panel also referred to the mandate to introduce dedicated officers to look after the natural environment and recommended that site inspectors be included as part of this.

Robert Green responded to the questions raised by the Panel and advised:

- In relation to the sapling nurseries, nature-based solutions, and ensuring biodiversity was developed as part of the plan and reflected the local environment.
- In relation to the mandate, site inspections could be incorporated into the plan, and once actions had been prioritised, they would be developed in collaboration with experts in that sector.
- In relation to encouraging farmers to use available hedgerow productions to increase biodiversity, the best use of land and best practise was incorporated.
- In relation to the wetting of the moors, a recent piece of work had been completed which outlined the condition of the moors and provided recommendations to enhance this. Conversations were also taking place with the Footage Strategy Team around mitigating the impact of degradation.
- In relation to higher water efficiency standards, consideration could be given to how it could be extended to private ownership.
- In relation to invasive species, currently there was no reference within the report as to how invasive species (such as Himalayan Balsam and Japanese Knotweed) would be dealt with, but the plan was flexible and there was potential to incorporate this.

Cllr Will Simpson referred to the comments raised regarding low emission zones and advised that they related to tailpipe emissions and pollutants which impacted air quality rather than carbon, but acknowledged it was still an important issue to be picked up through the Air Quality Action Plan and the Environment Strategy. Cllr Simpson also agreed that there was a need to ensure the right mix of trees were planted in the right places to ensure the desired outcomes were achieved, and that this should be included in the action plan. In respect of invasive species and maximising agricultural land, Cllr Simpson added that this would involve partnership working and advised that targets were in place for the borough and not just Kirklees. To conclude, Cllr Will Simpson further expressed gratitude to the Climate Team for their hard work.

Colin Parr, Strategic Director for Environment and Climate Change welcomed the Panel's feedback highlighting this would inform the further development of both the action plan and business case, as well as other key strategies as noted. Colin also agreed that the place-based focus of the action plan should be emphasised more, and that mid-term targets (for phase 2), and a baseline to measure progress from in relation to carbon reduction needed to be clear within the plan.

RESOLVED: The Panel noted the Climate Change Action Plan and thanked officers for their positive work. The Panel also recommended that:

1. The place-based focus of the CCAP should be emphasised, particularly in relation to communications, to address individual needs within different communities.
 2. There should be several different methods/streams of communication to engage with a variety of audiences, with different levels of understanding and needs.
 3. Lay language and success stories (linking key technical information to the real-life experiences of the public) be used to increase understanding in the community.
 4. The Climate Change Action Plan should be used to help inform and support the Local Plan and other key strategic links, such as the Transport Strategy and Waste Strategy.
 5. Mid-Term targets (i.e.- for reducing emissions) should be included in Phase 2 delivery of the Plan.
 6. The recruitment of external Climate Champions be considered in the long term.
 7. When reviewing building efficiency, co-benefits (such as the social value of place-based working) be considered when making judgements.
 8. Consideration be given to native species when planting and that the details for mitigating the risks of invasive species be included in the Plan.
 9. Consideration be given to the type of trees planted in particular areas to ensure the desired outcome.
 10. Site inspectors be included as part of the mandate that focuses on protecting and enhancing the natural environment.
 11. Consideration be given to the re-wetting of the moors to encourage carbon retention in the peatlands and to mitigate the impact of degradation.
 12. It was important to encourage farmers to use any available hedgerow to increase biodiversity particularly insect population growth.
 13. Consideration be given to Low Emissions Zones and be incorporated into the CCAP, as well as the Air Quality Action Plan and Environment Strategy.
 14. The plan be reviewed and monitored to ensure the Climate Emergency and actions were being achieved.
 15. The new development higher water efficiency standards be considered for expansion to private developments.
 16. In relation to net zero targets and reducing carbon emissions there needed to be a clear baseline within the plan to measure progress.
- 8. Progress Update on Huddersfield, Heckmondwike and Dewsbury Bus Station Projects (Transforming Cities Fund Programme)**

The Panel considered a report setting out a progress update on the Huddersfield, Heckmondwike and Dewsbury Bus Station Projects, part of the Transforming Cities Fund (TCF) Programme presented by Richard Hollinson, Head of Major Projects. Lead Officers from the West Yorkshire Combined Authority (WYCA) were also in attendance. Richard Hollinson shared a presentation which provided a detailed update on each of the Bus Station projects. It was explained that:

- At a previous meeting of the Panel (approximately 6 months ago), the Panel had requested further information in relation to the bus station projects and their progress.
- The projects were funded through the TCF which had been incorporated into the City Region Sustainable Transport Settlement and was administered through the WYCA.
- The Huddersfield and Dewsbury bus station projects were project managed by the WYCA, and Heckmondwike bus station and the entrance canopy at Huddersfield Bus Station were project managed by Kirklees Council.
- The WYCA had an Assurance Framework in place to scrutinise the projects and make recommendations to the West Yorkshire Transport Committee for approval.
- The WYCA Assurance Framework was in alignment with the Governments framework for assessing large scale infrastructure projects.
- There key stages of the projects included:
 - The Strategic Outline Business Case (SOBC), which allowed for changes to be made.
 - The Outline Business Case (OBC), which was more detailed and identified the preferred options.
 - The Full Business Case (FBC), which outlined the preferred option and would be scrutinised in detail in relation to the delivery, the financial case and the scheme objectives.
 - Delivery and monitoring.

Tim Fawcett, Project Manager, Kirklees Council, provided an update on the Heckmondwike bus station project and advised that:

- Heckmondwike bus station was a large open space with 4 bus shelters.
- The proposal was to significantly transform the site to provide increased capacity for buses which included 6 bus stands and a layover bay for drivers.
- The key issues identified were a decline in bus patronage, insufficient capacity for busses at the station, poor bus user experience and a lack of facilities.
- Building improvements aimed to achieve an increase in bus patronage, encouraged by an enhanced and inclusive user experience, improved journey quality and increased user safety through CCTV and on-site presence.
- Improvements also included a reduction in congestion, improved air quality and the introduction of solar panels.
- There were project management issues relating to costs, risks and timescales.
- The budget was short of five million with over three hundred and twenty thousand ringfenced funds for Carbon Mitigation measures.
- A Planning application was underway and public engagement and consultation had taken place.
- The consultation/engagement followed a 'you said we did approach' to show the public how they had informed the project.
- The feedback identified majority support for the projects and highlighted key issues in relation to traffic signals and disabled bays on site.

Duncan Wyche, Project Manager, WYCA, provided an update on the Huddersfield Bus Station project and outlined that:

- This was a joint scheme between the WYCA and Kirklees Council to transform the bus station and uplift the surrounding area.

- A value engineering exercise had been undertaken to help reduce costs but to also ensure the transformation aspects of the project were maintained.
- The key issues identified were a decline in bus patronage, a need for modernisation and improvements to safety and security.
- The transformation of the bus station and arrivals area would address the key issues, provide additional facilities, and improve the bus station overall.
- The benefits of the project included, supporting inclusive and clean growth, Making the bus station an energy efficient facility, enhanced customer experience, increases in patronage and improved connectivity, accessibility, safety and security.
- The costs of the project were between nine and twenty million, with the preferred option being nearer to twenty million.
- A decision in relation to proceeding to the next stage, which was the FBC, was to be made by the West Yorkshire Transport Committee on the 21st October 2022.
- There were risks in relation to Statutory Services, cost increases and limitations due to Network Rail tunnels.
- In terms of timescales, WYCA were in the process of appointing the next development partner and plans were in place to submit the FBC at the end of 2023, to be onsite by Spring 2024, and for works to be completed by 2025.
- Consultation and engagement had taken place with overall support for the scheme and an indication that people were more likely to use active travel after the completion of works.

Andrew Brookfield, Project Officer, Kirklees Council, added that :

- The main entrance to the bus station would be much more inviting.
- 60 cycle stands would be created to include e bikes and e scooters.
- The green roof was a large area and would incorporate solar panels.

Nick Fairchild, Project Manager, WYCA provided an update on the Dewsbury bus station project and outlined that:

- The Project was being developed in response to key issues which included a poor-quality physical environment, anti-social behaviour, road safety concerns, a lack of good quality services and accessible facilities, and poor pedestrian access.
- Modernisation to the interior and exterior of the bus station would make it more attractive and welcoming
- The main benefits of the upgrades include increased customer satisfaction and bus patronage along with reductions in anti-social behaviour.
- Improvements would also make the bus station more energy efficient and contribute to the regeneration of Dewsbury Town Centre.
- The projects OBC and indicative cost of fourteen million were approved March 2022.
- The risks identified included the proposed glazing in the concourse, the existing structural frame in the retail units and the scope of works resulting in the elongation of the programme.
- It was expected that the FBC would be approve in Summer 2023, work would commence in Autumn 2023, with estimated completion early 2025.
- Engagement and consultation had taken place which identified support for the scheme.

The Panel noted the presentation and, in the discussion, to follow, the Panel raised various questions around several issues including how the proposal to increase retail usage in Dewsbury bus station would be achieved and how wider bus services could be improved (particularly in more rural areas). Other key themes included questions around consultation/engagement, increasing bus patronage, safety, accessibility, the greening of the bus stations and the maintenance of these areas.

Responding to the questions raised by the Panel in relation to consultation/engagement Richard Hollinson explained that most consultation events had taken place within the bus stations and most responses were from bus users. Richard shared the importance of understanding the user experience to help incorporate it into the design work.

Responding to a question in relation to the greening of the bus stations and the budget allocation for the maintenance of green spaces; Richard Hollinson advised that this area was a key consideration of the project and the OBC had allowed for calculations to be completed in relation to maintenance costs. He further shared that the canopy and Heckmondwike bus station would fall within the mandate of Kirklees Council and that revenue costs had been provided for consideration by the management team for future budgeting. Richard also shared that WYCA had their own revenue budget for the running of bus stations but that it may need to be supplemented. Mark Ramsden, Head of Service for the transforming Cities Fund, WYCA, added that WYCA they would take ownership of the maintenance costs of its own assets and that a Maintenance and Operational plan would be developed to understand and minimise costs.

The Panel advised that in order to increase bus patronage it was important to speak to non-bus users, to determine why they were not choosing to travel by bus. The Panel recommended that any further engagement should be carried out with a wider range of people who do not use buses and the example of approaching motorists in car parks was given. The Panel were pleased that maintenance costs were being incorporated in the business cases but suggested it would be useful to know who the accountable Service / Officer would be, were they engaged, and did they have the resources?

Mark Ramsden responded to the Panels questions and shared that a Station Manager on the site would carry out site inspections and maintenance plans, and routine maintenance would happen as part of that. Mark also shared that engagement with bus users in the bus stations was to identify what improvements were needed but acknowledged the point raised by the Panel in relation to engaging with non-bus users, advising more engagement would take place as the projects developed.

Responding to a question raised by Councillor Smaje regarding the two-space increase at Heckmondwike bus station, and whether this would facilitate all busses into the new bus station; Tim Fawcett advised that it was envisaged that Arriva would utilise the additional space for all their services passing through Heckmondwike. The 2 spaces had been modelled and there was a significant increase in the movements going in and out of the bus station.

Responding to a question raised by Councillor Smaje regarding the proposed canopy at Huddersfield bus station, Richard Hollinson advised that one of the key objectives

was to improve the appearance of the bus station, but it also had other benefits including the cycle hub.

Responding to a question raised by Councillor Smaje regarding the investment in Solar Panels and who would benefit from the energy generated, Richard Hollinson explained that work was ongoing with the WYCA to consider carbon mitigation measures and managing revenue costs generated from the solar panels.

Responding to a question from by Councillor Smaje regarding how the bus station investments would align with the WYCA's vision 2040 and the Local Transport Plan; Richard Hollinson advised that the bus station projects were key to linking in with wider Council ambitions in relation to transportation and de-carbonisation. Richard shared there were also links to the Bus Service Improvement Plan.

Addressing concerns raised regarding accessibility within the bus stations, Officers advised that workshops and liaison with accessibility groups had taken place which helped shape some of the concept designs, which would be reviewed to ensure compliance with the Equality Act. In respect of Huddersfield Bus Station, it was also highlighted that the new Inclusive Mobility Guidance had been taken into consideration to ensure sloping floors and concourses were compliant in terms of gradients.

With regards to safety and security, liaison had been undertaken with the police and others, such as community support officers to get their views on how to increase security through design and to consider different deterrents such as CCTV, onsite security presence increased visibility and different forms of lighting. In response to Councillor Smaje's suggestion of a 'safe space' for people to use during the day and evening, Duncan Wyche shared that for Huddersfield Bus Station, a changing places facility had been added to designs and consideration had been given to adding a contemplation and/or prayer room.

Robert Stanley, Transforming Cities Fund Programme Lead, Kirklees Council added that the main entrance canopy at Huddersfield bus station was to improve the entrance and exits of the station but also to encourage more meeting and waiting of people who would usually do this within the bus station, allowing for a more passive surveillance and an increased sense of feeling safe in a more naturally vibrant area. Robert also shared that this has been evidenced in other cities to improve security and feeling safe.

In response to a question from the Panel regarding the removal of trees to facilitate the proposed canopy at Huddersfield bus station, Richard Hollinson advised of the Council Policy in relation to this, and that the scheme would also be subject to a planning application which would take into consideration the removal of the trees.

In response to questions from the Panel around the accuracy of the funding risk outlined in the report (appendix 7, page 222) and how comfortable were the Council in moving the project forward; Richard Hollinson advised that all projects with a larger timescale for delivery had an allowance for risks and contingency. All the schemes had been subject to levels of value engineering but Richard advised there was a need to continue to review risk contingency and inflationary costs but there was a high level of confidence in the figures provided.

The Panel highlighted that the report referred to the projects being indicatively approved for over 75million and questioned at which point was is determine whether the project should be stopped and not cost a significant amount, or it had to be completed. Richard Hollinson, Head of Major Projects, responded to explain that the assurance framework was in place to progress the schemes to the Full Business Case and which point there was an expectation that the aspects necessary to complete the project, such as planning permission and procurement plans would be in place.

Responding to question from the Panel around Construction, Design and Management (CDM) regulations in relation to the proposed canopy, Richard Hollinson, advised that work had been undertaken with a nationally renowned architecture firm, and that there had been some early contractor involvement in some of the design work. Richard further expressed confidence that the canopy could be built and maintained in compliance with CDM regulations, and through further assessment of building and planning processes.

Responding to the Panels concerns around the risks of inflation and contracts, Richard Hollinson, advised that the contracts were through the Councils own contract procedure rules and there was also a standard NEC contract in place which covered all the general provisions that needed to be in place. Richard shared that Huddersfield bus station was a more complicated project and would need to be carefully considered in terms of a standard contract approach and that Dewsbury bus station 's contract would be determined by the WYCA. Richard further reassured the Panel that if using a 2-stage process would minimise risk that this would also be considered.

The Panel referred to the consultation process and highlighted that there were 133 respondents from Dewsbury and 274 from Huddersfield, which in comparison to the Kirklees population of around half a million people didn't evidence the work that had been carried out to target a wider audience.

Richard Hollinson, responded in relation to the consultation responses and shared that they had tried to reach a wide audience and undertaken targeted consultation. Richard advised that the responses that had been received were helpful and informed the design of the projects and what was trying to be achieve.

In relation to increasing safety and accessibility, the Panel particularly welcomed the consideration given to different forms of lighting. The Panel also noted the security measures in place at Dewsbury bus station, (a customer service desk and in house security) and suggested that the same provisions be implemented across all the bus stations. The Panel also noted the focus on specific towns and suggested in order to increase network usage, smaller towns and areas needed to be considered.

In response, Richard Hollinson advised that other locations and connecting with central hubs was important and advised that work had been undertaken around the Local Transport Strategy and the Bus Service Improvement Plan to understand what a better bus network would look like. Richard further advised that there were currently no funding plans in place for other locations, but these would be considered as part of further transport investment.

RESOLVED: The Panel noted the update and thanked officers for their attendance and presentation. It was recommended that:

1. Officers should seek to consult with non-bus users in relation to increasing bus patronage, a key priority of the schemes.
2. There should be designated officers with accountability for the maintenance of green spaces around bus stations. These should be based locally or visit regularly and should be a point of contact in relation to maintenance.
3. Accessibility and feeling safe should be a key consideration across all the schemes.
4. There should be visible security stations/patrols inside the bus stations in relation to increasing safety.
5. The Council's policy in relation to removing trees be followed.
6. The wider connectivity of smaller towns and more rural areas should be considered to increase network usage.
7. Regular review is undertaken in relation to the value engineering and the scope of the projects.

9. Work Programme 2022/23

The Panel considered the work programme 2022/23 and suggested that bus patronage be added to the work programme as well as highlighting the Air Quality Action Plan that was due to be reviewed Autumn 22.

In response to a question about the deferral of the Road Safety Update, the Chair advised that the item was not time critical and that deferring the item allowed for the Lead Officer to attend the Scrutiny Panel and present the report.

RESOLVED: The Panel noted the work programme 2022/23 and agreed that:

1. The agenda item relating to bus patronage be added to the 2022/23 workplan.
2. The Governance Officer and Chair liaise with the Lead Officer in relation to re-scheduling the road safety and speeding enforcement item onto the next Economy and Neighbourhoods scrutiny panel.
3. The chair liaises with the Lead Officer for the Air Quality Action Plan to determine how the report be shared with the Panel.

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KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Economy & Neighbourhoods Scrutiny Panel			
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: Economy and Neighbourhoods Scrutiny Panel

Date: 22/11/2022

Title of report: Kirklees Housing Allocations Policy Review 2022

Purpose of report: As requested, this report is to update Economy and Neighbourhoods Scrutiny Panel on the status and outcome of the commissioned review of the Kirklees Housing Allocations Policy.

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?	No
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u>	No
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning?	David Shepherd, Strategic Director for Growth and Regeneration. Naz Parkar, Service Director for Homes and Neighbourhoods (10.11.2022) No No
Cabinet member portfolio	Councillor Cathy Scott

Electoral wards affected: all. The housing register applies in all areas of Kirklees

Ward councillors consulted: Cllr Scott, Cllr Pattison, Cllr Kendrick, Cllr Khan, and Cllr Mather

Public or private: Public

Has GDPR been considered? Yes

1. Summary

- 1.1 The Council has carried out a review of the housing allocations policy with support from Housing Quality Network (HQN) – an external consultancy with specific expertise on allocations commissioned by the Council. The review commenced in December 2021.

The two primary reasons for the review were:

- The policy was last comprehensively reviewed following the Localism Act, 2011, though there have been a number of more recent minor amendments because of, for example, changes in national guidance
- The balance between need for and supply of social housing has become extremely challenging - as of the end of November 2021, there were over 19,200 households on the register (compared with 11,000 in 2018) and the number of lettings per year by the Council and through nominations to housing associations is only approximately 1,800.

As a result, the probability of a household on the register being offered a property within 12 months is approximately 15 per cent. For households in the lowest bands (as set out in the allocations policy), the figure is 2 per cent. The following provides a breakdown of the housing register as of Nov 2021,

TOTAL no of applicants on housing register – 19, 233

Number of lettings per year (3 yr rolling avg) – circa 1,700

Band A – 92 applicants (less than 1%) – likelihood of success within 12 months – 77%

Band B – 1,253 applicants (7%) – likelihood of success within 12 months – 59%

Band C – 5,593 applicants (29%) – likelihood of success within 12 months – 14%

Band D – 8,792 applicants (46%) – likelihood of success within 12 months- 1-2%

Band E – 3, 457 applicants (18%) – likelihood of success within 12 months – less than 1%

Note figures are Nov 2021 but the number on the register vary around this figure.

The review, therefore, has investigated how best to ensure that households with the greatest housing needs are able to access social housing. At the same time, consideration is being given on how to realistically manage the expectations of households who are unlikely to be rehoused through the allocations system.

- 1.2 The first stage of the review undertaken by HQN focussed on three issues: (i) analysis of the current policy, (ii) review of data and information and (iii) the views of stakeholders including existing and future tenants.

- 1.3** The analysis of the current policy highlighted that it needs to be updated to take account of recent national guidance. Nevertheless, the format and style of the policy meets good practice.
- 1.4** There was a mixed response from the small sample of households. Unsurprisingly, households that had been successful through the allocations system were positive about the process even when they had been on the register for a number of years. In most cases, these were households in bands A and B. However, a few customers were not aware of basic information on the social housing stock, and on the current state of the social housing market. This resulted in frustration with the allocations system and unrealistic expectations. Some of these customers were, in addition, unclear about the allocations process.
- 1.5** The second stage of the review following HAB on the 24th May concentrated on two main outstanding items of discussion, namely the future of the lower bands on the register and 'age designation.
- 1.6** Following discussions on the future of bands, particularly Bands D and E it was agreed at Portfolio Briefing on the 23rd August 2022 to continue with all the existing bands.
- 1.7** Age designation has been discussed in various forums. Consideration has been given to the tools available within the existing Housing Allocations Policy and the local lettings framework. The local lettings framework also introduced in 2019 a sensitive lettings approach. This affects the letting of properties that are being re let following serious cases of anti-social behaviour or neighbour nuisance. The sensitive lettings approach was evaluated in February 2022 and agreed to continue.
- 1.8** Greater use of local lettings plans (as part of the Local Lettings Framework) together with the continuation of sensitive lettings is considered the preferred option to re-introducing a blanket age designation approach. This gives greater flexibility to consider specific issues on Streets, areas, blocks of homes or neighbourhoods etc.
- 1.9** The local lettings framework can be found on the following link
<https://www.kirklees.gov.uk/beta/housing/pdf/local-lettings-framework.pdf>
- 1.9** A full schedule of the changes to the refreshed housing allocations policy can be found in appendix A
- 1.10** The current allocation policy designates all one-bedroom bungalows people over 60 years old or, people with an assessed medical need for level access accommodation or, people who are under-occupying their home by 2 or more bedrooms. The refreshed policy is making no changes in this respect.

2. Information required to take a decision

- 2.1** This update report is for information. As a result of the review, no major changes to the policy are proposed and the officer recommendation to the Cabinet Member is to strengthen the use around local lettings and sensitive lettings which are minor changes. Minor changes to the policy are delegated to the Service Director's in consultation with the portfolio holder.

3. Implications for the Council

3.1 Working with People

HQN conducted 26 individual stakeholder interviews and 8 group discussion sessions which were based on a semi-structured format. The discussion sessions included a meeting of the Tenants Grants and Advisory Panel and a report to the panel on the 24th May 2022. In addition, HQN carried out 16 detailed online or telephone interviews with households that had either been rehoused through the allocations system or were on the housing register.

3.2 Working with Partners

No changes are required, the current policy supports working with Registered Providers to allocate properties through the Choice Based Lettings system.

3.3 Place Based Working

The system is a choice-based lettings system so people can place bids in areas that suit them.

3.4 Climate Change and Air Quality

Not applicable

3.5 Improving outcomes for children

Making better use of the existing policy to meet corporate objectives, for example in cases of Multi Systemic Therapy Family Integration Transition (MST-FIT).

Note - Multi Systemic Therapy Family Integrated Transition (MST-FIT) is an adaptation of MST and is aimed at bringing young people (typically aged 11-17) home from care.

3.6 Financial Implications for the people living or working in Kirklees

None

3.7 Other (eg Integrated Impact Assessment (IIA)/Legal/Financial or Human Resources) Consultees and their opinions

An integrated Impact Assessment has also been completed with the outcome that a stage 2 assessment is not required.

4. Next steps and timelines

For the final refreshed version of the Kirklees Housing Allocations Policy to be shared and published. This will coincide with minor changes to the IT system being made and finalised which is currently under discussion with the IT provider. This is likely to be around February 2023.

5. Officer recommendations and reasons

The Economy and Neighbourhoods Scrutiny Panel receive this update on the outcome of the commissioned review into the Kirklees Housing Allocations Policy.

6. Cabinet Portfolio Holder's recommendations

Minor changes to the policy can be considered and agreed by the Service Director with responsibility in consultation with the Cabinet Portfolio with responsibility. This was agreed at Portfolio Holder Briefing on the 23rd August 2022.

7. Contact officer

Paul Howard, Acting Head of Housing, Housing Services
Michelle Anderson-Dore, Head of Housing Management and Partnerships,
Homes and Neighbourhoods

8. Background Papers and History of Decisions

None

9. Service Director responsible

Naz Parkar, Service Director for Homes and Neighbourhoods,
Joanne Bartholomew, Service Director for Development

Appendix A

Section	Topic	Basic details of the changes
Contents page	'Specialist needs' replaced by 'specialist and supported accommodation'	More appropriate title
Section one	Introduction	Sets out the statutory basis for allocations including listing the codes of guidance
Section two	Impact of the lack of social housing	New section highlights the limited availability of social housing including the likelihood of being offered a property by band and property size (based on data at the end of 2021) Emphasizes that households on the register should be proactive in relation to allocations and lettings
Section three	Aims and objectives	Additional detail provided on explaining each of the aims
Section four	Allocations process	New section incorporating a diagram of the basic allocations process
Section six	Eligibility	New section that explicitly summarises the issue of 'eligible persons' in the regulations
Section seven	Qualification	Brief section that highlights that the Council has an open housing register
Section eight	Banding	Table format
Section eight	Banding tables	
	B.7. Overcrowding	Although considered, no changes are made to this banding – guidance / legal cases indicate that (i) reasonable preference status applies

		to statutory definitions of overcrowding as well as broader definitions and (ii) whilst some local authorities struggle to define different degrees of overcrowding this isn't the situation locally.
	B.8. Victims of domestic abuse	Takes account of updated Code of Guidance: Improving access to social housing for victims of domestic abuse (January 2022)
	B.9. Home loss Band	New Band 'B9', Home Loss (Kirklees Council tenants) added. This is to reflect the decision agreed at Cabinet regarding awarding Band B to tenants in the Berry Brow decant programme and can also be applied to potential future schemes as necessary.
	C.7. Households living in insanitary or unsatisfactory conditions	This is a statutory reasonable preference category that is not explicitly covered in the existing policy
Section nine	Bedroom eligibility	Bedroom eligibility section in choose 'n' move in the existing policy has been introduced as a separate section
Section ten	Management lets	This has been extended to include exceptional circumstances to enable the council to better support for example children leaving the care system to return home (MST-FIT).
Section ten	Placing bids for Band A and B	This has changed to provide the option of officers placing bids for Band A and for all Band B not just certain categories of Band B. Clearer for customers.
Section twelve	Local Lettings Plans	This was referred to in the existing policy however, following consultation with various groups it was requested that this be explained more fully. Local lettings plans can be introduced to a block of properties, a street or a neighbourhood where there is evidenced behaviours that typically younger tenants and their lifestyles

		affect the quiet enjoyment of other residents in the vicinity.
	Mutual Exchange and Succession	The current approach in the policy will become appendices to the refreshed allocations policy.



Highway Safety

Economy & Neighbourhood Scrutiny Panel

22nd November 2022

Graham West – Service Director (Highways & Streetscene)

Mark Scarr – Head of Highways



Topics to cover

- Kirklees Council statutory duties
- Delivering our statutory duties
- Current position, trends and benchmarking
- A look to the future - Vision Zero



Kirklees Council Statutory Duties

The 1988 Road Traffic Act Section 39 states:

39 (2) Each local authority must prepare and carry out a programme of measures designed to promote road safety and may make contributions towards the cost of measures for promoting road safety taken by other authorities or bodies.

In addition local authorities must carry out studies into crashes arising out of the use of vehicles on roads, take such measures as appear to the authority to be appropriate to prevent such accidents, and in constructing new roads, must take such measures as appear to the authority to be appropriate to reduce the possibilities of such accidents when the roads come into use.

These responsibility and duties are lead on and administrated by the Highway Safety Team which includes Casualty Reduction, Community Traffic Measures and Road Safety.



Delivering our Statutory Duties

- Monitor ALL collisions reported to the Police
- Analyse and investigate reported evidence on circumstances and related contributory factors
- Develop yearly programmes of work and interventions
- Undertake Road Safety Audits (RSA) for new schemes on the highway
- Develop Education and Training packages



In Addition to our Statutory Duties

The councils contributes additional funding to Highway Safety to address concerns raised through surveys, inspections and by ward councillors and residents on a priority basis. For example:-

- Refreshing of road markings
- Safe routes to school
- Small scale Safety interventions
- School Crossing Patrols
- Road safety training in schools
- Targeted road safety publicity
- Modeshift
- Speed Indicator Device programme
- Review of all speed limits
- Launching Kirklees Highways Road Safety Strategy
Vision Zero



Budget

- City Regional Sustainable Settlement (CRSTS) monies – c£900k per year (2022-2027)
- Council Capital borrowing – £250k per year
- Highway Safety Revenue Funding - c£577k per year
- Total for capital and revenue c£1.7m per year

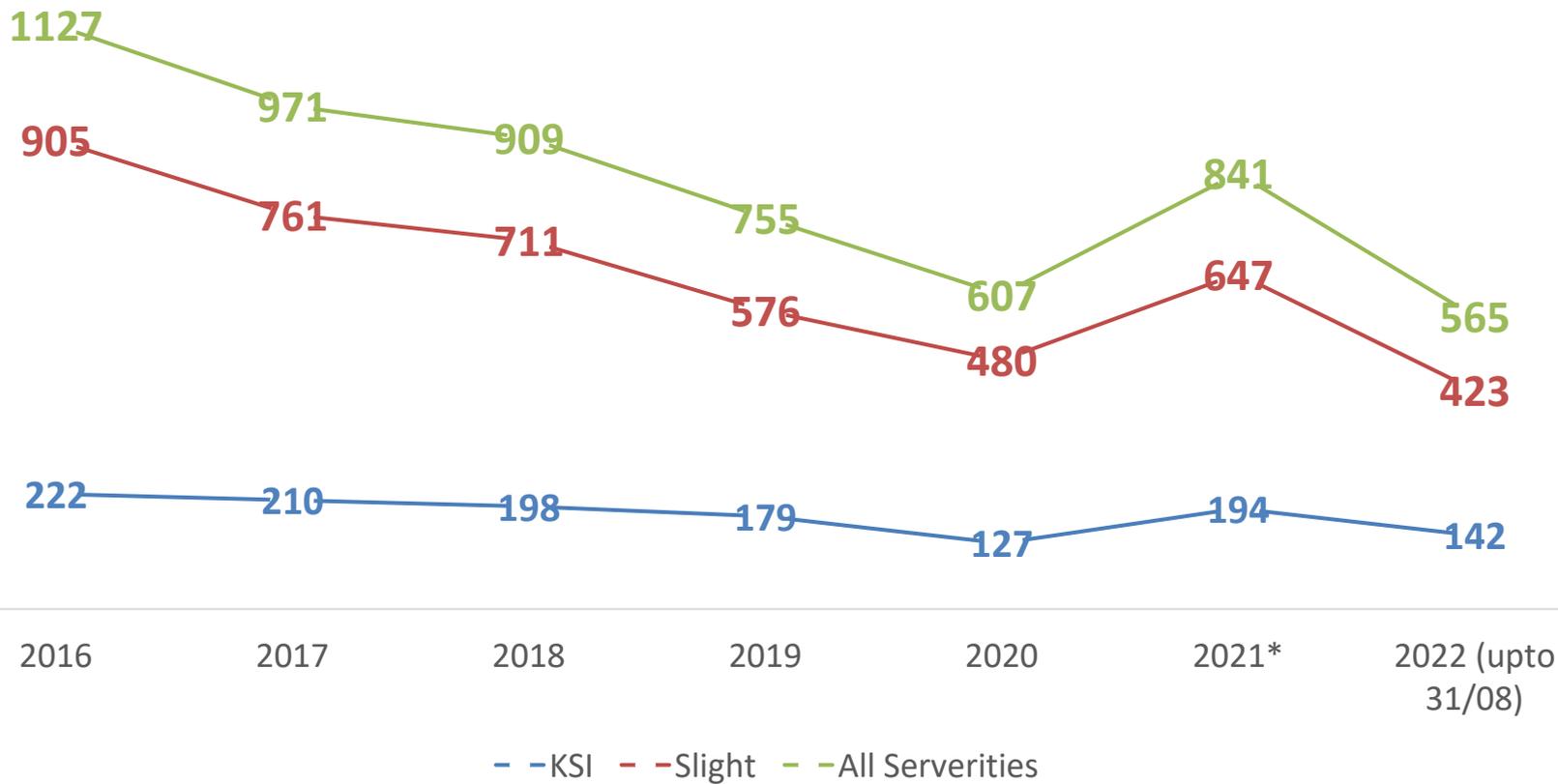
In addition:-

- Additional bid to WYMCA for the outcomes of the Speed Limit Review



Current Position, Trends and Benchmarking

KIRKLEES - ALL SERVERITIES

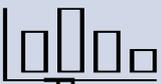


*2021 – Introduction of CRASH police recording system



Current position, trends and benchmarking cont.

5-year average data (2016-2020 vs 2021)

	Kirklees KSI	WY KSI	Kirklees all severities	WY all severities
	 15.7%	 7%	 8.3%	 8.3%
	 47.3%	 33%	 38.6%	 38.6%
	 3.8%	 20%	 0.9%	 15.2%
	 36.4%	 25%	 16.8%	 12.3%
	 0.7%	 0.6%	 10.7%	 4.5%
 All	 3.6%	 2.7%	 3.8%	 1.4%



Vision Zero

- Commitment to Road Safety by the Mayor and Deputy Mayor
- Premise that no-one should be killed or suffer lifelong injury in a road traffic incident.
- Governed by the Vision Zero Board
- Embedded across several WYMCA plans and strategies
- Ambition is to eliminate road deaths and serious injuries (KSIs) to zero over time and Improve road safety for everyone using a safe systems approach



Vision Zero cont'd

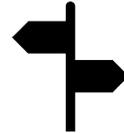
Five Pillars of a Safe System Approach:-



Safe vehicles



Safe speeds



Safe roads



Safe behaviours

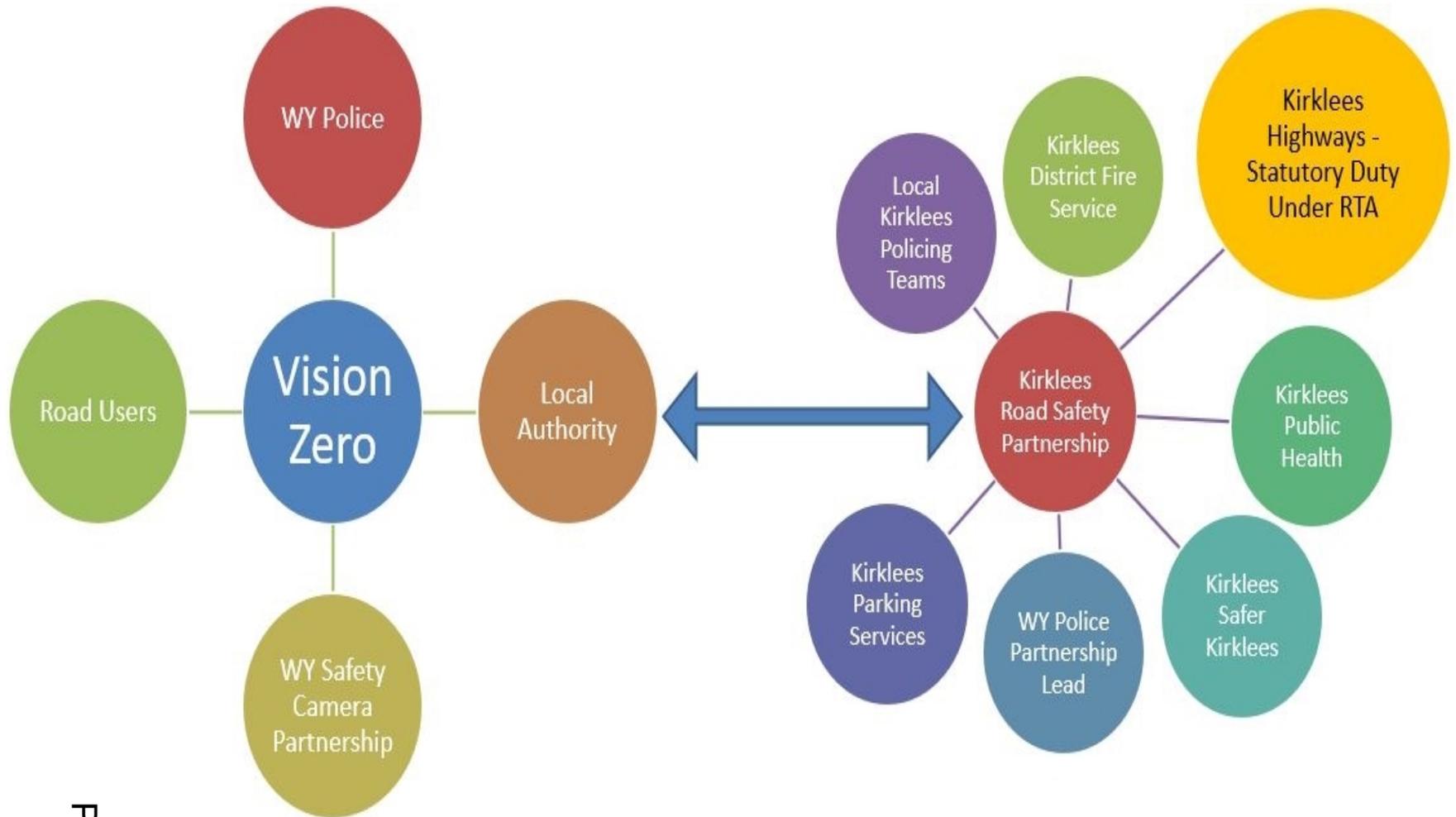


Post collision learning and care

The ambition is for WY to have zero killed or seriously injured (KSIs) casualties on the roads by 2040 – using 2021 data as the baseline this, means on a straight line protective the prevention of 11 KSIs per year is required.



Key Road Safety Stakeholders in WY and Kirklees



Any Questions



Name of meeting: Economy and Neighbourhoods Scrutiny Panel

Date: 22nd November 2022

Title of report: Culture, Heritage and Tourism Strategies

Purpose of report: This report is an update on the council’s intention set out in the previous report to the Overview and Scrutiny Management Committee on 11th February 2021, to create three new inter-related strategies: a Cultural Strategy; a Heritage Strategy; and a Tourism Strategy. This report provides information about how the strategies are being developed and provides an opportunity for feedback from 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	Colin Parr – Environment and Climate Change 09/11/2022
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	Cllr Will Simpson – 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 This Scrutiny report is an update from the report presented to the Overview and Scrutiny Management Committee on 11th February 2021 that focussed on the Heritage Strategy and also introduced the Tourism and Cultural Strategies. This report brings additional information and an update on all three.
- 1.2 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.
- 1.3 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.
- 1.4 We have experienced a global pandemic and continue to see national issues such as the cost-of-living crisis impact Kirklees at a local level. These all have reinforced the need for a strategic approach to the development of culture, heritage and tourism. These sectors have been significantly impacted by these national and international events.
- 1.5 This report describes progress towards producing these strategies, the processes we have used to develop them and the key themes identified from the work done to date.

2. Information required to take a decision

- 2.1 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. Added to our existing offer at LBT, St Paul's Hall, Huddersfield Town Hall, 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 Work began on a Heritage Strategy through grant support from the National Lottery Heritage Fund (NLHF) in 2020 as part of 'Bringing out the Best,' a programme which focused on the long term strategic development of museum sites and on initial steps to develop "*a holistic strategy for heritage within the place-making agenda in Kirklees which demonstrates cross-council support and full external stakeholder commitment*". The programme reported to a Board including council officers from a wide range of services including Corporate Landlord and Capital Development, Regeneration, Public Health, Communities and Access to Services and Planning as well as sector organisation representatives from Museum Development Yorkshire, NLHF, Arts Council England and Historic England. Further engagement was undertaken with Parks, Childrens and Families and Adult Services as well as local heritage sector organisations. As part of 'Bringing out the Best,' a public engagement process took place to inform a vision for the new Huddersfield Cultural Heart museum and gallery. Feedback to inform the development of heritage generally in Kirklees was also garnered from this engagement process and has informed the development of the Heritage Strategy to date. The resultant report for Huddersfield is available here <https://www.kirklees.gov.uk/beta/museums-and-galleries/pdf/public-engagement-report.pdf>.
- 2.5 The Heritage Strategy and an associated Strategic Heritage Action Plan has now reached draft stage and a public consultation began on 9 November and will conclude on 2 January 2023. The public are able to read the strategy online and answer some simple questions about its scope and effectiveness. Members have been offered a briefing and engagement session and there will be a chance to obtain information at engagement sessions at museum sites during the consultation period. The consultation will be promoted to partners and community groups the service has worked with throughout Bringing out the Best ensuring a wide range of views. The strategy will continue to Cabinet on 14 March 2023, after feedback from the consultation has been incorporated.
- 2.6 Kirklees has not had a Tourism Strategy for many years. 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 national and international events, work together to improve the visitor experience and effectively support our visitor economy.
- 2.7 To develop a new Tourism Strategy for Kirklees, specialist marketing and tourism agency Fabl was commissioned to:
- clearly identify the district's visitor appeal and strengths
 - maximise the current and future offer across culture, heritage, landscape and food and drink
 - outline the key steps required to make Kirklees an attractive visitor destination
 - recommend ways to increase revenue generated by the tourism offer
 - identify target markets
 - position the places and spaces of Kirklees within the tourism offer of the region and the nation.
- 2.8 The development of the Tourism Strategy has involved drawing on national research and trends on tourism and a period of consultation with target audiences during March 2022. This consultation involved online questionnaires open to residents, Kirklees businesses, visitors and students, as well as telephone consultations with a cross section of accommodation providers, tourism attractions, educational and cultural organisations. A full report of this process was completed drawing on the 470 responses and telephone interviews.
- 2.9 The draft Tourism Strategy highlights six key actions to develop a tourism offer in Kirklees. This is supported by having a baseline understanding of why people visit Kirklees, linked to the national research on visitor trends from Visit Britain research. This has resulted in the identification of five key target markets with six strands to focus on for maximum return and impact.
- 2.10 The work has begun in earnest on the Cultural Strategy, which will act as an over-arching document that brings together the heritage and tourism strategies with the existing documents of the Everybody Active Strategy and the Libraries Plan, as well as referring to the wider Council and shared strategies such as the Inclusive Communities Framework, Kirklees Futures, Page 39

Kirklees Economic Strategy and Joint Health and Wellbeing Strategy. To support this work, £25k has been secured from the West Yorkshire Combined Authority and a bid to Arts Council England has been submitted for a further £25k. This will fund consultants to undertake the district wide engagement and consultation as services do not have the capacity to undertake this work.

- 2.11 To frame the Cultural Strategy conversation, a one-day symposium, *Culture Is Ordinary: developing a place-based cultural strategy for Kirklees*, is being held on Friday 11th November. The day will see keynote speeches from the Leader of the Council plus the Portfolio Holder for Culture and Greener Kirklees; Tracy Brabin, Mayor of West Yorkshire; Darren Henley, Chief Executive of Arts Council England; and John Holden, an academic and researcher specialising in cultural ecologies. The afternoon session will include nine breakout sessions that cover a range of areas such as: health and wellbeing; the voluntary and community sector; place-based working; children and young people; infrastructure; sports; heritage; and tourism. All the feedback from these sessions will be provided to the appointed consultants who will continue their engagement work as they develop and bring together a cultural strategy for Kirklees. In addition, to support this process, an online cultural strategy hub has been created. The digital hub will: provide links to wider strategies; host all the keynote speeches; provide extra detail such as maps of the district regarding place-based delivery plans; a news section to give updates on engagement sessions; and an online form for ongoing data collection and feedback. The online portal will be in place for the duration of the strategy development, then taken down afterward. The goal is to have the strategy completed by December 2023.
- 2.12 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
 - External funders seek clarity in our strategic approach. For example, National Heritage Lottery Fund have stated that any future funding needs to align with the Heritage Strategy. Some funders expect a clear plan and strategy – for example the new funding streams via Visit Britain, which would be addressed by the Tourism Strategy thus providing opportunity to lever investment in to deliver the cultural delivery plans. The Strategies also provide strategic context for wider regeneration bids to non-cultural bodies, who use Strategic Business Cases to assess bids.
 - 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
 - Clarity about how culture, heritage and tourism supports economic and social regeneration leading to the identification of synergies and integration into other strategies and plans
 - Prioritisation about where resources are invested in the future.
- 2.13 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.”
- 2.14 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

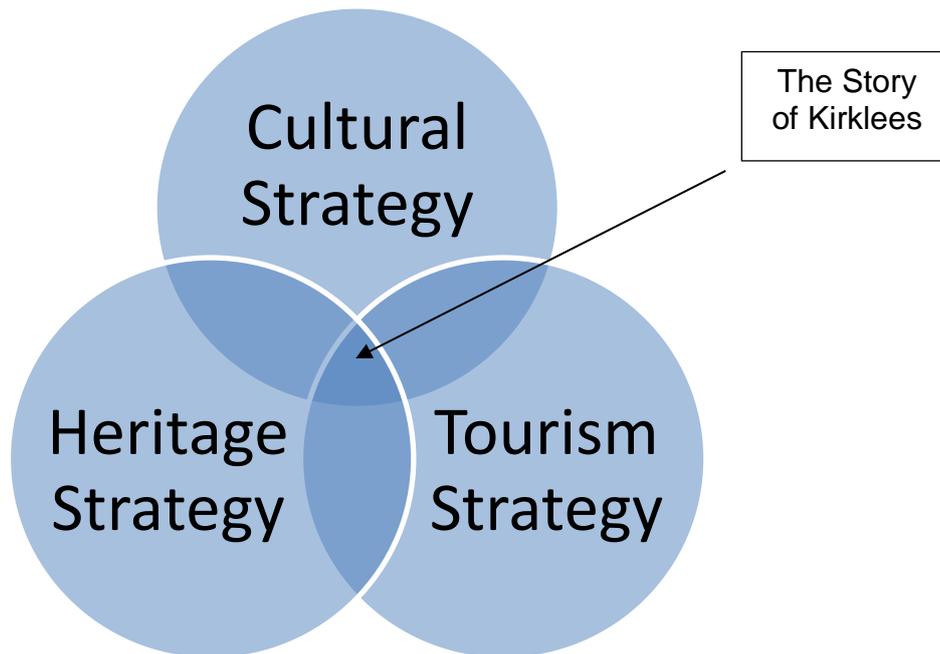
who we are and where we have come from, of how we came to be the people and the nation we are today.”

[DCMS The Heritage Statement 2017](#)

- 2.15 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.”

The Oxford English Dictionary

- 2.16 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.



- 2.17 Underpinning each strategy are 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.

- 2.18 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.
- 2.19 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 into the new Cultural Strategy.
- 2.20 Over the last year, the Service Director for Culture and Visitor Economy has been collaborating with cultural leads in the other West Yorkshire authorities plus officers at West Yorkshire Combined Authority and the Mayor to produce the West Yorkshire Culture, Heritage and Sport Framework. The Kirklees Cultural Strategy will complement this framework.
- 2.21 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 and the cost-of-living crisis 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 vibrancy 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
- 2.22 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
- 2.23 The Heritage Strategy recognises 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 encourages us to think in a much more innovative and creative way about how our assets can be used and thrive. The strategy identifies the council's role as one of leading

example in relation to the heritage assets it owns or is guardian of. This is already exemplified in the Blueprints for Huddersfield and Dewsbury.

- 2.24 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 identifies target markets of:
- Green Explorers
 - Social contemporary buzz seekers
 - Hyperlocal
 - Accessible Tourism
 - Multi-generational family

It is built on the six strengths of Kirklees:

- Food and drink
 - Sport
 - Landscape and wellbeing
 - Screen tourism
 - Heritage
 - Music festivals and culture
- 2.25 The final content of each strategy will be determined through consultation with key stakeholders such as elected members, 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.

3.2 Working with Partners

The West Yorkshire Culture, Heritage and Sport Framework, which the Kirklees Cultural Strategy will complement, has been developed collaboratively with cultural leads in all the West Yorkshire authorities plus the Mayor of West Yorkshire and Combined Authority officers. The work on the cultural strategy has just started and has an informal group supporting the development from cultural organisations such as Proper Job who also Chair the Culture Leadership Group, to a Queen's Award winning volunteer festival, the University of Huddersfield, Arts Council England, and WYCA.

In the development of the tourism strategy, we have worked with Welcome to Yorkshire, Visit Britain, Visit England and tourism businesses in Kirklees.

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

The Cultural Partnership Board will be established to oversee the delivery of the strategies and will be chaired by the Service Director for Culture and Visitor Economy who will report to the Portfolio Holder for Culture and Greener Kirklees.

A Heritage Partnership Sub-group comprising council officers, key heritage partners and community representatives will be established. This will report to the Cultural Partnership Board.

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 cultural 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.

Place based Cultural Delivery Plans will be developed by the Council as a new approach to co-production for cultural activity. The CDPs will coordinate heritage, culture and tourism related actions in specific localities across the Kirklees district. CDPs will incorporate planning for the future of Kirklees’s leading heritage assets, linked to local need and any existing plans. Local engagement and co-production will be at the heart of the CDPs to ensure that they are rooted in community need

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. Children, young people and families will be a key theme reflected in the strategies to ensure the culture, heritage and tourism offers engage children, young people and their families and support young people into 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 was commissioned externally. The Heritage Strategy has been drafted by officers in Museums and Galleries. The Cultural Strategy is being commissioned externally.

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	Public consultation re draft – 14 November 2022 to 2 January 2023 Final draft to be submitted to Cabinet for approval – 14 March 2023
Cultural Strategy	<p>November 2022</p> <ul style="list-style-type: none"> • Appointment of the consultant • Friday 11th November: Culture is Ordinary Symposium – one day event with breakout sessions to start the conversation on shaping a cultural strategy for Kirklees • Development of the online Culture is Ordinary cultural hub – online forum, placeholder for information, previous strategies, policies, evaluation and research and home for the documentation of the Culture is Ordinary event <p>December 2022</p> <ul style="list-style-type: none"> • Agree and sign off engagement plan and approach with consultants for district wide engagement and approach to developing the cultural strategy and subsequent place-based delivery plans <p>January – April 2023</p> <ul style="list-style-type: none"> • District wide face to face and online engagement and consultation. Pilot the approach to local delivery plans – ward (Holmfirth) V area based (Spen Valley) to test which is the best model in terms of delivery and support

	<p>May – June 2023</p> <ul style="list-style-type: none"> • Draft strategy development and delivery plan framework with skeleton delivery plans scoped <p>July 2023</p> <ul style="list-style-type: none"> • Kirklees Council - Senior Leadership Team and Portfolio Holder engagement and testing, with amendments <p>August / September 2023</p> <ul style="list-style-type: none"> • Final consultation <p>October 2023</p> <ul style="list-style-type: none"> • Final amendments <p>November/December 2023</p> <ul style="list-style-type: none"> • Cabinet / Scrutiny <p>December 2023</p> <ul style="list-style-type: none"> • Approval and adoption
Tourism Strategy	Public consultation re draft – December 2022 to February 2023 Final draft to be submitted to Cabinet for approval – March 14th, 2023

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 Cultural Strategy plus the draft Heritage and Tourism strategies will be welcomed.

7. Cabinet Portfolio Holder's recommendations

Not applicable

8. Contact officer

Kath Wynne-Hague, Head of Culture & Tourism
Kath.wynne-hague@kirklees.gov.uk

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

The Music Development Plan - [Music Policy, Kirklees Council, 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 music venue in Huddersfield	Information to support the development of a music venue
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
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 plans
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

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WE ARE MAKING HISTORY

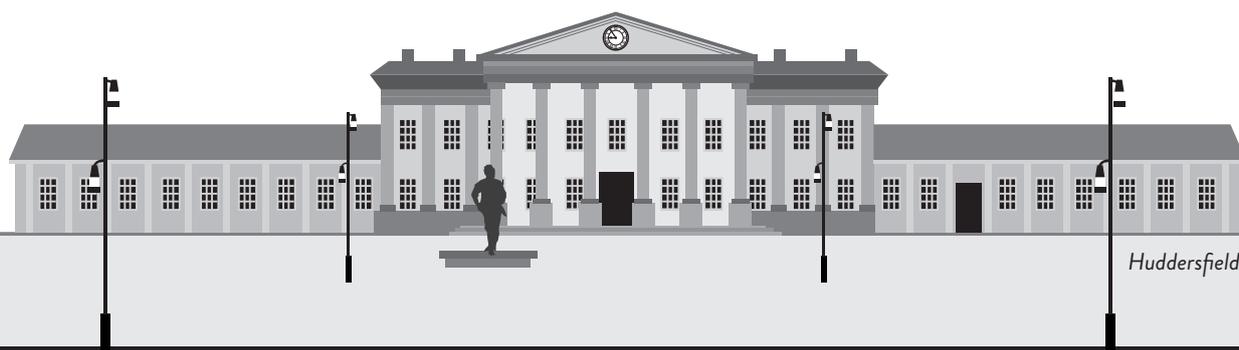
A DRAFT HERITAGE STRATEGY FOR KIRKLEES



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02



Huddersfield Railway Station

SECTION 1 FOREWORD



*Councillor Will Simpson,
Cabinet Member for Culture and Greener Kirklees,
Kirklees Council*

*The heritage of Kirklees is the unique story of our people
and our place.*

It is something that we should be extremely proud of.

It is not just our magnificent buildings, parks, landscapes and monuments but the story of our people, our rich and diverse communities, which make Kirklees and each of our unique places so special.

Kirklees is an incredible district made up of proud towns and villages, each with their own distinctive personalities, bound together by an administrative border.

Each of our communities has a distinctive identity and their own story to tell. This can present challenges but it is also our greatest strength and our greatest opportunity. And they also have much in common.

This Heritage Strategy will play a crucial role in helping us to tell those stories: the stories of our communities and the story of Kirklees.

It will also help us to sustain and develop our heritage assets, to take them with us into the future and establish local place-based cultural plans to deliver on opportunities and local priorities across the borough.

I hope that everyone across Kirklees in the years to come – and many years in the future – will feel the impact of this strategy as we uplift our ambitions and take essential steps to not only sustain our heritage assets but better tell the story of Kirklees – and make sure it can be told for many years to come.

SECTION 2 INTRODUCTION

This strategy provides a set of objectives and key principles to help deliver our vision for heritage in Kirklees from 2022-2032. It is underpinned by a Strategic Heritage Action Plan for 2023-2026 (see Appendix). This action plan covers priorities for the whole of Kirklees. A fundamental part of the action plan is the creation of place-based Cultural Delivery Plans (CDPs). These place-based delivery plans will be developed with communities, partners and local councillors and will focus on coordinating local priorities for the delivery of culture, heritage and tourism in line with the Heritage Strategy and the soon to be published Tourism and Culture strategies¹.

This Heritage Strategy encourages inclusive opportunities for everyone to understand, enjoy and share our common heritage. Whilst the focus of the strategy is the heritage that is managed by Kirklees Council, it also provides a vision and support for the work of the local voluntary heritage sector by creating the conditions for collaboration and growth which will support individuals and communities to tell their stories, and private sector organisations to care for the heritage assets in their ownership.

Kirklees has a remarkable story to tell and the greatest number of Listed Buildings² in Yorkshire – more than tourist centres like York and Harrogate. But heritage is not just a question of physical assets such as Listed Buildings, Conservation Areas and significant landscapes and environments. It is the story of our area, its people and identity, which have formed the communities we live, work and learn in today.

HERITAGE IN ACTION

This strategy is designed to change the way we appreciate heritage and takes a proactive and innovative approach to how we protect, care for and sustain all our heritage. It encourages us to think in a creative way about how our unique assets can be used for the benefit of the people of Kirklees and to support communities in meeting the challenges of inequalities, climate change, the economy and key council priorities.

Kirklees Council takes the honour of being the guardian of heritage in the area seriously and will lead by example in this role in the management of its own heritage assets. This is already seen in the Blueprints for Huddersfield³ and Dewsbury⁴ town centres.

The Council will also contribute to the wider development of heritage across the region and nationally to ensure that economic and regeneration benefits are maximised across West Yorkshire and beyond.

SECTION 2 INTRODUCTION (CONT.)

KEY OBJECTIVES OF THIS STRATEGY

- To demonstrate clarity in the Council's approach to heritage
- To contribute to an ambitious approach to heritage, culture and tourism in Kirklees – which will better tell the story of our communities
- To connect heritage assets and people so that they can best benefit their communities
- To adopt a creative, collaborative and innovative approach to heritage sustainability
- To improve collaboration in planning, to ensure that heritage assets and activity in the district are well connected
- To support place-making and the delivery of the Council's ambitions

This Heritage Strategy links closely to a new Culture Strategy and Tourism Strategy, complements existing key local, regional and national policies and programmes of work. These new strategies continue a journey started in 2016 with the publication of Culture Kirklees, which identified music and textiles as priorities for development as they are part of the Kirklees DNA and which placed culture and heritage at the core of town centre regeneration programmes such as the Huddersfield Cultural Heart⁵. They provide clarity about what we want to do, why and how. This triumvirate of strategies prioritises the areas in which resources will be invested and for which external investment will be secured. And they complement other strategies and frameworks such as the West Yorkshire Culture, Heritage and Sport Framework⁶, Kirklees Council's Economic Strategy⁷, the Joint Health and Well-being Strategy⁸ and the Inclusive Communities Framework⁹.

THE STORY OF KIRKLEES

What connects the three new strategies (the Heritage, Culture and Tourism 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 them.



SECTION 3 CONTEXT

Kirklees Council recognises the need for a Heritage Strategy to explore opportunities created by ambitions for regeneration and place-based working and the important economic benefits which a focus on heritage can bring to the district. The council also recognises that there is much to gain through heritage programmes which support communities to recover from global upheavals such as the Covid pandemic and cost of living crisis.

The strategy has been developed with support from a key heritage partner, the National Lottery Heritage Fund (NLHF). Funding from NLHF enabled engagement carried out as part of the ‘Bringing out the Best’ programme¹⁰.

One of the aims of this programme was:

‘The provision of a holistic strategy for heritage within the place-making agenda in Kirklees, demonstrating cross-council support and full external stakeholder commitment.’

The strategy aims to ensure that the approach to heritage in Kirklees meets national statutory requirements and heritage sector guidance, which includes:

- **Government Guidance for the Historic Environment**
- **National Planning Policy Framework**
- **Public Libraries and Museum Act 1964**
- **Public Records Act**
- **UK Archive Service Accreditation**
- **Arts Council England Museums Accreditation**
- **Arts Council England Investment Principles**

The strategy also aims to acknowledge, strengthen and continue existing heritage programmes active in Kirklees and to support heritage partnerships and the ongoing excellent work of heritage groups and other organisations in the district.

WHERE AND WHAT IS KIRKLEES?

At the centre of the North of England and with a combination of striking landscape, proud industrial heritage and causes that shaped the world, Kirklees is and has always been an ordinary but extraordinary place, one which has thought local but acted global.

Kirklees’ strength is in its diversity.

Our towns, villages and rural communities were brought together as a local government district in 1974, taking its name from Kirklees Priory, the supposed burial place of Robin Hood.

Kirklees isn’t a single town or settlement. From Batley, Birstall, Cleckheaton, Denby Dale, Dewsbury, Heckmondwike, Holmfirth, Huddersfield, Kirkburton, Marsden, Meltham, Mirfield and Slaithwaite, to many other proud villages – we have many communities, each with their own distinctive personalities.

SECTION 3 CONTEXT (CONT.)

There is a long and powerful history from the early settlers through to the industrial revolution, which brought significance to the Kirklees area as a place at the forefront of innovation and technical development in a range of industries, particularly the textile industry.

Industry has shaped every aspect of the district's built heritage, from weavers' cottages and pit villages to mills, canals, packhorse bridges, grand civic architecture and terraced streets.

Industry has also had a strong influence on the area's social activity and has resulted in outstandingly creative communities.

Kirklees has also had its fair share of influential sons and daughters, which strengthen its heritage credentials and raise the profile of the district, like Harold Wilson and Joseph Priestley and visitors, like Charlotte Brontë and John Wesley. Radical thinkers from across the borough played crucial roles in industrial struggles and the fight for civil, political and social rights.

The district's shared culture and creativity has also been significantly shaped by communities migrating to the area's towns to work in industry over many years and more recently to study. This has created a strong and varied cultural offer which is the heart and soul of our people and places. Cultural activities reflect the unique development of our towns, villages, communities and of our love of local landscape and nature. Our stories are about how our people came here, lived and worked here, the innovation they produced, the causes they believed in, the sport and music they played and the art and culture which they created. And how this has ultimately shaped Kirklees, a place at the heart of the UK, and made impacts around the world.



07

SECTION 4 DEFINITION OF HERITAGE AND SCOPE OF THIS STRATEGY

WHAT IS 'HERITAGE'?

“

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....”

Department for Digital, Culture, Media and Sport, The Heritage Statement, 2017¹¹

THE SCOPE OF THIS HERITAGE STRATEGY

As well as our built heritage and our collections, this strategy supports the stories and identities of our communities and the crucial role they have as the foundations and the fabric of our communities today and into the future.

We believe that 'heritage is the unique story and spirit of place' and includes as such a unique capacity to describe a wide range of assets and resources which speak to the stories of our community. These can be both tangible – things we can see and touch – and the intangible – those we cannot grasp physically, such as the cultural heritage of music and sport, as well as memories and stories handed on from person to person. The strategy will seek to create conditions which support and raise awareness of heritage and help to take both the famous stories and those which are lesser known into the future.

“

'Kirklees will have the capacity to stage a wonderful heritage show, sharing a range of amazing stories of past and present to inspire the future.'”

Kirklees Council, Heritage Strategy Vision

SECTION 4 DEFINITION OF HERITAGE AND SCOPE OF THIS STRATEGY (CONT.)

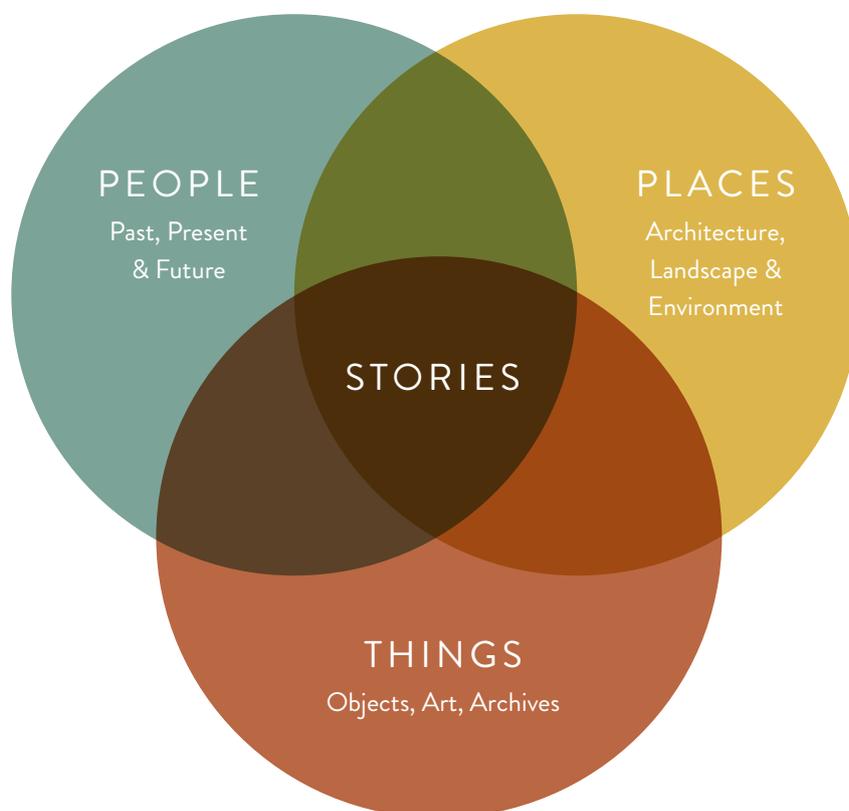
WHAT IS IMPORTANT TO PEOPLE?

To reflect this ambition, after engagement with key council teams, sector stakeholders and members of the public, we chose the following types of heritage as being within the scope of this strategy.

- 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
- Canals and waterways
- Public art, music, festivals, events, sport and the wider culture, which make a place and its people distinctive and special
- People and communities and their personal archives and collections
- ‘Intangible’ heritage such as oral history, stories, cultures and memories

09

PEOPLE, PLACES AND THINGS



SECTION 4 DEFINITION OF HERITAGE AND SCOPE OF THIS STRATEGY (CONT.)

HERITAGE AS THEATRE

Heritage is the unique story and spirit of people and place and, if we take the People, Places and Things approach one step further, we can see heritage as 'theatre':

PLACES

- The Kirklees district is the 'stage' from which to tell the story
- The physical environment is the 'set'

PEOPLE

- The people are 'writers', 'directors' and 'actors' bringing their stories of past and present to life to inspire the future

THINGS

- Objects, art and archives are the 'props'

Kirklees has the capacity to stage a wonderful show, sharing a range of amazing stories of past and present to inspire the future. How we support and share those stories will be set out in place-based Cultural Delivery Plans and in the Tourism and Culture Strategies.

10



SECTION 5 KEY PRINCIPLES

Together with the Council's approach of working with people, partners and place, as set out in Our Council Plan 2021-2023, the key principles which inform the Strategic Heritage Action Plan and its delivery are:

PERCEPTION

- We see our heritage as an asset to our communities and an opportunity, not a liability, and will encourage others to see the potential which heritage presents. We will develop and promote our heritage and cultural offer to share the story of Kirklees as widely as we can and help shape the perceptions of our communities.

PRESERVATION, INNOVATION AND SUSTAINABILITY

- We will find ways to protect, care for and sustain our heritage long into the future. To do this, we will think creatively about the future use of heritage assets, so that the heritage of our borough cannot only be sustained but thrive, in a financially and environmentally sustainable way, supporting Climate Emergency ambitions.

PLACE-BASED COLLABORATION AND INCLUSION

- We will share resources, listen to communities and their priorities, involve partners and work to create solutions together. We will use heritage as a basis for sharing the stories of all our communities which have made Kirklees what it is today, ensuring equity of access to heritage. We will support people as we explore challenging aspects of our heritage together, to acknowledge it and to learn from it.

REGENERATION AND CELEBRATION

- We will utilise our rich and diverse heritage assets as a stimulus for wider investment and engagement to promote tourism and growth. We will use heritage to celebrate what is great and special about our unique people and places and communicate this widely, with confidence.



SECTION 6 VISION

A VISION FOR HERITAGE IN KIRKLEES

‘Kirklees will have the capacity to stage a wonderful heritage show, sharing a range of amazing stories of past and present to inspire the future.’

We in Kirklees will have a strong sense of where we have come from and how this has shaped who we are today. We will be informed by the shared heritage of our families, communities and places. We will shape an aspirational future built on strong foundations of understanding, pride and identity. Together we will proudly tell our extraordinary stories to the world in creative, contemporary ways and ensure Kirklees is known and celebrated globally.

We will create the conditions for heritage in all its forms to thrive and be sustained and enhanced in innovative and relevant ways, contributing to the health and vibrancy of our citizens and communities. Kirklees’ heritage will be an undeniable reason to visit, live, invest, study and work here and be a catalyst for regenerative change.

Heritage will be readily visible and accessible digitally and in communities, local places, town centres, historic buildings and landscapes, providing opportunities which include everyone. Our heritage collections will be valued as fully reflective of the strong character of our area, telling the stories of all our communities and making us feel at home.

With our regional partners, we will create an award-winning heritage offer in the North of England both for our citizens and to attract visitors from around the world who are assured a warm welcome and wide choice of heritage experiences and activities.

12



Lawrence Batley Theatre, Huddersfield

SECTION 7 OUTCOMES

This Heritage Strategy will deliver the following Outcomes:

OUTCOME	PERFORMANCE MEASUREMENT
<p>Confidence Increased confidence in the Council's long term strategic approach to its heritage, leading to increased investment</p>	<ul style="list-style-type: none"> Investment secured by the Council from external funders and other investors Increased number of residents and stakeholders perceive the Council as an excellent custodian of the district's heritage assets
<p>Sustainability Heritage assets are adequately protected through appropriate uses, delivering financial and environmental sustainability for those assets</p>	<ul style="list-style-type: none"> Investment levels into heritage assets Percentage of unused heritage assets with secured appropriate future Reduced climate impact of heritage assets Number of Heritage at Risk assets reduced
<p>Duty of Care Kirklees Council's heritage assets are preserved, protected and enhanced to improve the visitor and community offer or for other appropriate uses</p>	<ul style="list-style-type: none"> Investment levels into heritage assets Percentage of unused heritage assets with secured appropriate future Number of Heritage at Risk assets reduced Percentage of heritage sites achieving awards and standards such as Visitor Attraction Quality Assurance Scheme (VAQAS) and Green Flag
<p>Ambition and Opportunities Economic and visitor growth in Kirklees delivered through heritage led regeneration programmes</p>	<ul style="list-style-type: none"> Increased numbers of employees as a result of heritage led regeneration programmes
<p>Engagement Increased aspiration and a sense of identity and belonging amongst Kirklees' residents</p>	<ul style="list-style-type: none"> Increased percentage of residents who are satisfied to with their local place as a place to live (Community Life in Kirklees (Clik) Survey)
<p>Participation Improved awareness of and engagement with heritage by residents and visitors leading to increased well-being</p>	<ul style="list-style-type: none"> Increased visitor attendances at key heritage sites and programmes Increased percentage of residents who are happy or optimistic about the future (Clik Survey)

SECTION 7 OUTCOMES (CONT.)

The Heritage Strategy Outcomes also support the delivery of Kirklees Council's Outcomes set out in Our Council Plan⁹, which are:

 <p>SHAPED BY PEOPLE</p>	 <p>BEST START</p>	 <p>CLEAN AND GREEN</p>
 <p>INDEPENDENT</p>	 <p>ASPIRE AND ACHIEVE</p>	 <p>SUSTAINABLE ECONOMY</p>
 <p>SAFE AND COHESIVE</p>	 <p>WELL</p>	 <p>EFFICIENT AND EFFECTIVE</p>

SECTION 8 WHAT DOES SUCCESS LOOK LIKE?

Once adopted, this strategy will create a long-term pathway for heritage in Kirklees for the next decade and beyond. The overall delivery of the associated Strategic Heritage Action Plan will take us many years into the future and its priorities will change and adapt to circumstances. However, the Vision, Key Principles and Objectives will remain constant, providing vision and certainty for heritage assets and activity across the district, increasing trust in the Council and creating conditions for long term collaboration and investment.

More people, including those currently underrepresented in heritage activity, will be able to participate actively in sharing their stories and enjoying the benefits to health and well-being, community cohesion, learning and aspiration, that heritage brings to everyone. Heritage provision will be sustained for the long term through innovative, appropriate opportunities for re-use and commercial development of our heritage.

This will result in the improved profile of Kirklees as a destination, better facilities for residents and visitors and a contribution to economic regeneration and local pride of place.

Success will be demonstrated through the embedding and adherence to the spirit of the strategy across the Council and the Kirklees district, with our communities, partners and stakeholders. The achievement of the Outcomes highlighted in the Strategic Heritage Action Plan will be evaluated on an annual basis.



Dewsbury Town Hall

SECTION 9 GOVERNANCE AND IMPLEMENTATION

GOVERNANCE

The Heritage Strategy is approved by Cabinet, having been mandated by the necessary executive level groups within the Council and submitted to the Oversight and Scrutiny Panel. It was developed via the Bringing out the Best Programme Board, which included peer review by the National Lottery Heritage Fund, Arts Council England, Historic England and Museum Development Yorkshire.

The Museums and Galleries Service is the custodian of the Heritage Strategy on behalf of the sector, working with the Council's Conservation Planning, Assets and Policy teams and other cross-council departments as required.

HOW WILL THE HERITAGE STRATEGY BE IMPLEMENTED?

Resources will be sought to deliver the ambitions in the Heritage Strategy. The lead officers from the Museums and Galleries service will work with the council's Policy team to ensure that the Strategic Heritage Action Plan (Appendix) is updated annually, with appropriate levels of member, public and sector engagement. They will also work with the Conservation Planning team to ensure that the strategy takes account of changes in associated policies and statutory planning needs, for example Supplementary Planning Guidance and requirements to produce new documents such as Conservation Area Appraisals and an audit of Non-Designated Heritage Assets.

Officers working on the implementation of the Heritage Strategy are also involved in the implementation of the Culture and Tourism Strategies and the Historic England funded Huddersfield and Dewsbury High Streets Heritage Action Zones, which will ensure that these various strands of work are complementary.

The Council will build on existing heritage and culture related networks and, working with key stakeholders, explore options for developing a heritage and cultural consortium across Kirklees and establishing how this could best connect with creating local place-based Cultural Delivery Plans.

SECTION 10 THANKS AND ACKNOWLEDGEMENTS

We would like to thank the organisations and individuals who have provided ideas and information to develop this strategy and look forward to ongoing dialogue and collaboration through the Strategic Heritage Action Plan development.



APPENDIX

DRAFT HERITAGE STRATEGIC ACTION PLAN 2023 - 2026



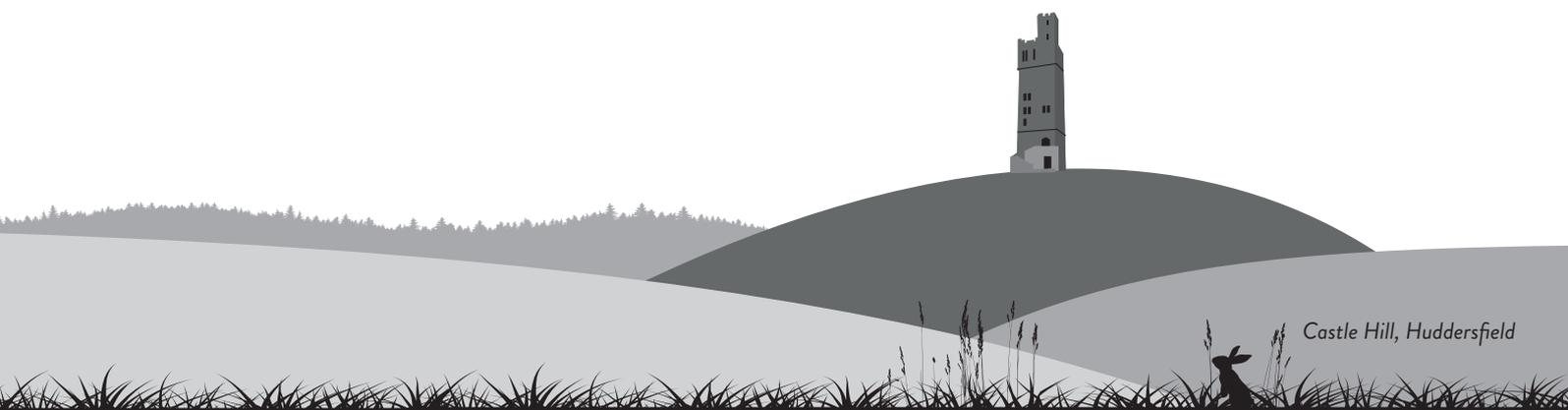
DRAFT STRATEGIC HERITAGE ACTION PLAN – 2023-2026

Scope of this Action Plan

- A Strategic Heritage Action Plan will sit alongside the Heritage Strategy for the duration of the strategy. Each plan will cover a three-year period. The first plan will cover 2023 to 2026.
- It is recognised that some actions will not be completed within a three year action plan and therefore would continue through to the next three year plan. This long term planning is necessary to achieve truly transformational results.

Place Based Cultural Delivery Plans

- An immediate focus for this Strategic Heritage Action Plan will be to identify the resources needed to create place based Cultural Delivery Plans (CDPs), which will be developed by the Council as a new approach to co-production for cultural activity
- The CDPs will coordinate heritage, culture and tourism related actions in specific localities across the Kirklees district. For example, actions at Castle Hill will be included in the CDP relevant to the Huddersfield area and actions for Oakwell Hall will be included in the CDP relevant to the Spen Valley
- CDPs will incorporate planning for the future of Kirklees's leading heritage assets, linked to local need and any existing plans. They will include significant council managed assets such as Oakwell Hall and Country Park, Bagshaw Museum, Tolson Museum, Castle Hill, Red House and Crow Nest Mansion, heritage parks such as Greenhead, Beaumont and Crow Nest Park, Heritage Action Zones such as those in Huddersfield and Dewsbury, Town Halls and community heritage assets
- Local engagement and co-production will be at the heart of the CDPs to ensure that they are rooted in community need



Castle Hill, Huddersfield

COUNCIL PRIORITY	HERITAGE STRATEGY OUTCOME	ACTION	TIMESCALES
Aspire and Achieve Sustainable Economy Shaped by People	1. Confidence Increased confidence in the Council's long term strategic approach to its heritage, leading to increased investment	Make linkages with the Tourism Strategy and Culture Strategy, to ensure heritage plays a key role in increasing the visitor economy and is promoted and supported accordingly	Throughout duration of Heritage Strategy
		Set up a Heritage Partnership group, comprising council officers, key heritage partners and community representatives, to report to a newly formed Cultural Partnership Board/Compact for Kirklees	2023
		Establish and deliver a long-term communications plan for the Heritage Strategy to promote and raise awareness across Kirklees and more widely	Start 2023
		Develop Phase 1 of an online Heritage Hub to provide a central point for connectivity, co-ordination, collaboration and showcasing of heritage activity across Kirklees	Start 2023
		Adopt and deliver marketing of Kirklees district as a visitor destination, based upon the Heritage, Tourism and Culture strategies, supporting growth and investment	Start 2023

COUNCIL PRIORITY	HERITAGE STRATEGY OUTCOME	ACTION	TIMESCALES
Sustainable Economy Aspire and Achieve	2. Sustainability Heritage assets are adequately protected through appropriate uses, delivering financial and environmental sustainability for those assets	Establish a funded heritage development team to co-ordinate the delivery of this action plan and improve the collation of data and intelligence around heritage	2024
		Develop and implement an Investment Strategy for heritage in partnership with partners and funders	Start 2024 Complete 2026
		Create and implement a Workforce Development Plan for heritage, which takes account of the need for inclusion in opportunities and recruitment	Start 2024 Complete 2025
		Support the district's heritage sector to recover from challenges such as Covid-19 and energy costs through collaboration, sharing resources and expertise, and linked to Tourism and Culture Strategy actions	Throughout duration of Heritage Strategy
		Create opportunities through heritage related programmes and activity to raise awareness of climate change, and integrate climate control measures into the delivery of heritage projects	Throughout duration of Heritage Strategy
		Support heritage sector to create climate emergency plans for their organisations	Start 2024 Complete 2025

COUNCIL PRIORITY	HERITAGE STRATEGY OUTCOME	ACTION	TIMESCALES
Efficient and Effective Clean and Green	3. Duty of Care Kirklees Council's heritage assets are preserved, protected and enhanced to improve the visitor and community offer or for other appropriate uses	Complete delivery of the Historic England funded Huddersfield High Street Heritage Action Zone programmes in Huddersfield and Dewsbury	Complete 2026
		Improve auditing of existing performance management information in relation to statutory heritage duty of care	2024
		Planning Policy Establish a Local Heritage List to help manage the requirements of Local Plan Policy LP35 as set out in the National Policy Framework, Section 161 Collate a fabric condition risk assessment of all statutorily designated (Listed and Scheduled) Council owned buildings/monuments by April 2024 to inform future management options	2024
		Museums, Galleries, Archives and Collections Develop systems to enable collaborative reporting to the Cultural Partnership Board on a range of heritage sector benchmarking information (See Heritage Strategy, Section 9: Governance and Evaluation) Continue to maintain Arts Council England Museum Accredited status via application every five years	2024 2023
		Continue to maintain UK Archive Service Accreditation for West Yorkshire Archives Service (Kirklees) via application every six years	Throughout duration of Heritage Strategy

COUNCIL PRIORITY	HERITAGE STRATEGY OUTCOME	ACTION	TIMESCALES
Aspire and Achieve	4. Ambition and Opportunities Economic and visitor growth in Kirklees delivered through heritage led regeneration programmes	Develop programme of heritage interpretation across Kirklees linked to Blueprints for our towns and other key local developments and linked to Tourism and Culture Strategy actions	Throughout duration of Heritage Strategy
		Complete and further develop approaches for appropriate repurposing and renewal of significant heritage assets across the district, e.g. Kirklees town Blueprints, Huddersfield Cultural Heart, Dewsbury Arcade, The George Hotel Huddersfield	Throughout duration of Heritage Strategy
		Create a long-term Heritage Commercial Investment Plan (linked to Investment Strategy in Strategic Heritage Action Plan, Section 2: Sustainability) with a multi-site commercial focus, where appropriate, to support the sustainability of heritage assets managed by the Council	Start 2023 Complete 2025

COUNCIL PRIORITY	HERITAGE STRATEGY OUTCOME	ACTION	TIMESCALES
Shaped by People Aspire and Achieve Well Safe and Cohesive	5. Engagement Increased aspiration and a sense of identity and belonging amongst Kirklees' residents	Create and integrate community co-production approaches into future plans for heritage development	Throughout duration of Heritage Strategy
		Embed heritage themes strongly into the district's cultural programmes including Kirklees Year of Music 2023 and the biennial textiles festival, WOVEN	Throughout duration of Heritage Strategy
		Develop an accessible Local Heritage List by continuing to work with West Yorkshire districts	2023
		Establish the procedures and mechanisms to manage the Local Heritage List	2024
		Develop a country-wide toolkit Local Heritage List to establish a consistent approach to the selection criteria by which locally cherished and significant assets will be assessed and added to Kirklees' local list of Non-Designated Heritage Assets	Throughout duration of Heritage Strategy

24

COUNCIL PRIORITY	HERITAGE STRATEGY OUTCOME	ACTION	TIMESCALES
Shaped by People Well	6. Participation Improved awareness of and engagement with heritage by residents and visitors leading to increased well-being	Through cross council co-ordination, integrate heritage opportunities into the Council's Inclusive Communities Framework and Kirklees Futures Strategy for Learning resulting in education, skills development and health improvements	Throughout duration of Heritage Strategy, linked to timescales for Council strategy implementation
		Increase and make sustainable heritage partnerships delivering wellbeing activity	Throughout duration of the Heritage Strategy

REFERENCES

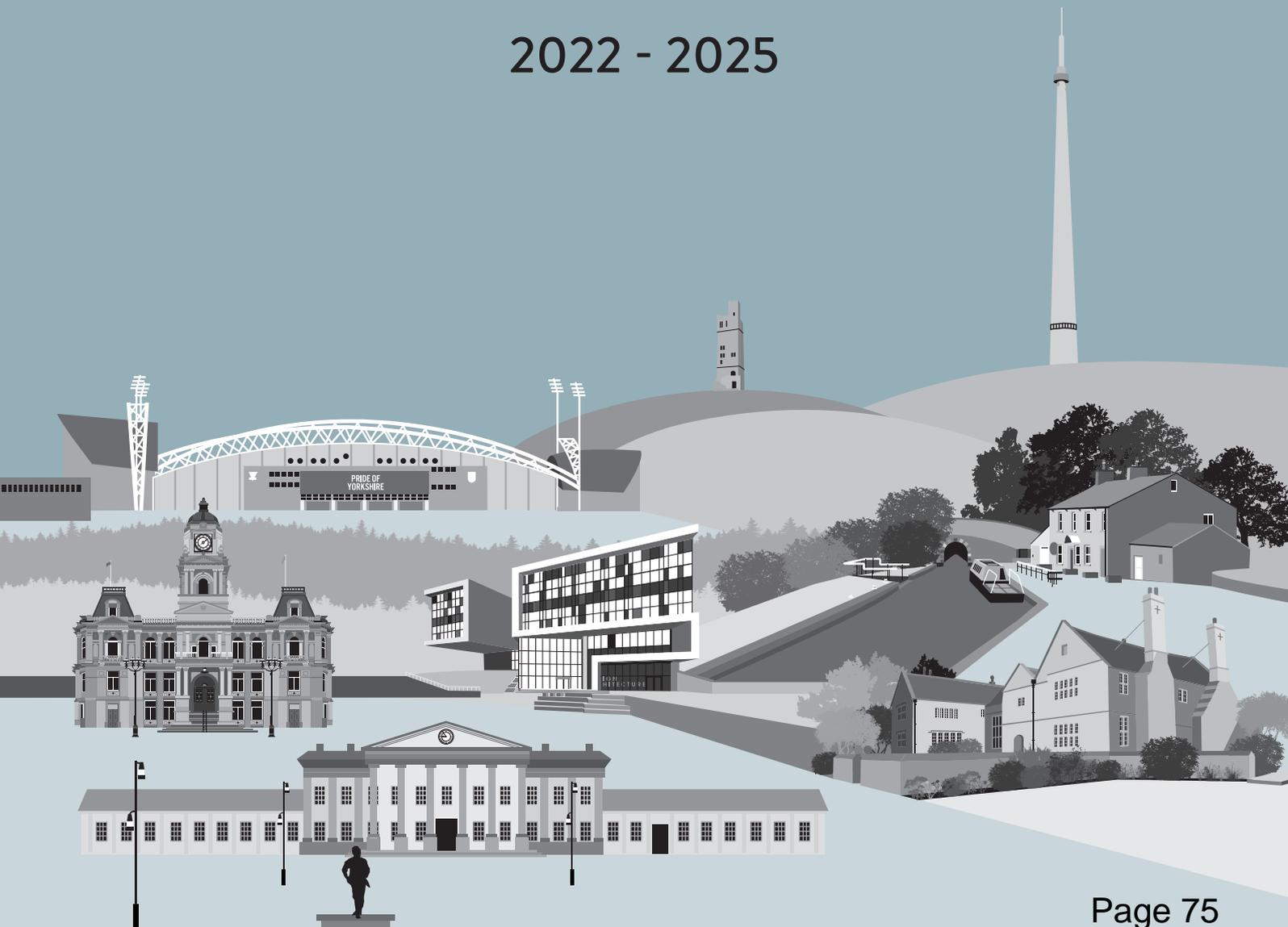
- 1: Culture, Heritage, Tourism Strategy; Kirklees Council Overview and Scrutiny Management Committee Report [Culture, Heritage Tourism Report Kirklees OSC Kirklees](#)
- 2: Listed Buildings in Kirklees: historicengland.org.uk/listing/Kirklees
- 3: Huddersfield Blueprint [Kirklees Council Huddersfield Blueprint](#)
- 4: Dewsbury Blueprint [Kirklees Council Dewsbury Blueprint](#)
- 5: Kirklees Council Cultural Heart [Kirklees Cultural Heart](#)
- 6: West Yorkshire Culture, Heritage and Sport Framework [Culture, Heritage and Sport Framework Engagement | Your Voice \(westyorks-ca.gov.uk\)](#)
- 7: Kirklees Council Economic Strategy [Kirklees Economic Strategy 2019 to 2025](#)
- 8: Kirklees Council Joint Health and Well-being Strategy <https://democracy.kirklees.gov.uk/documents/s47847/Item 11 Health and Wellbeing Strategy.pdf>
- 9: Kirklees Council Inclusive Communities Framework [Involving Communities Framework \(kirklees.gov.uk\)](#)
- 10: 'Bringing Out the Best' Huddersfield Museum Public engagement report [Public engagement report | Kirklees Council](#)
- 11: Department for Digital, Culture, Media and Sport, The Heritage Statement, 2017 [Heritage Statement 2017 - final - web version .pdf \(publishing.service.gov.uk\)](#)
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KIRKLEES TOURISM STRATEGY

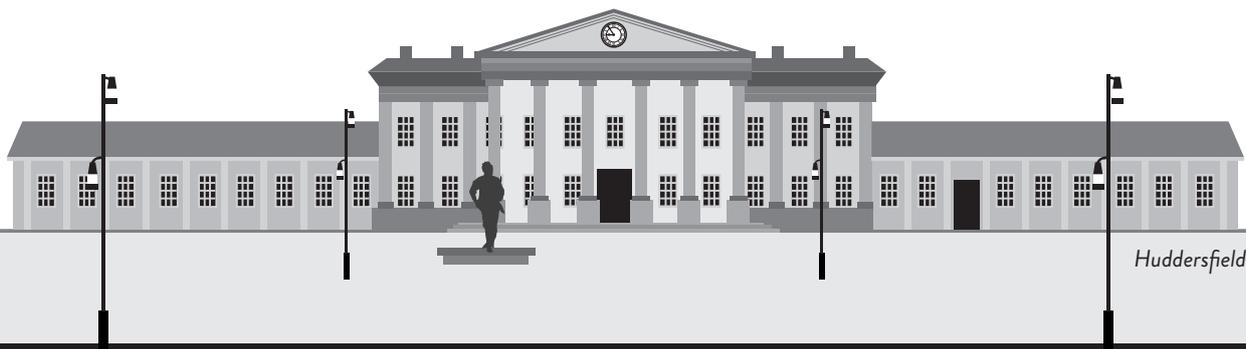
2022 - 2025



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02



Huddersfield Railway Station

FOREWORD

Kirklees Council is embarking on significant regeneration projects in town centres, as well as cultural, heritage and tourism development across the district. The Council works in a place-based way: recognising our unique stories, celebrating our communities and valuing our heritage that shapes our future. Kirklees is an inclusive, family friendly and welcoming place. However, from a placemaking perspective, a destination without a focussed, well-defined identity will fail to attract footfall.

The long-term global effects of the Coronavirus pandemic, since the UK's first lockdown in March 2020, can now be analysed. As travel restrictions have been relaxed, it's possible to identify the changing long-term adjustments in consumer demand, which will open up new opportunities for tourism to develop.

Following a public consultation in March 2022, it is also clear that Kirklees has an identity challenge, and it's one that creates an enormous amount of opportunity. A request to describe Kirklees in three words produced responses such as "Where is it?", "Off the map" and "Waiting to happen". Concerns around Kirklees not being a physical place are, however, unfounded and should be seen as an opportunity to create an appealing destination brand.

03



KIRKLEES DISTRICT'S WINNING TOURISM ASPIRATION

WHERE DO WE WANT TO BE IN THREE YEARS?

Through innovation and partnerships, we will share the stories of Kirklees' people and places, deliver world-class cultural experiences and ensure all visitors feel welcome.

In doing so, we will preserve Kirklees' heritage and nurture its natural places. A thriving visitor economy will benefit our communities, economy and attract inward investment.

Through this strategy we want to inspire travel and tourism that drives community enhancement and economic development.

HOW DO WE KNOW WE CAN GET THERE?

PUTTING KIRKLEES ON THE MAP

Together we will grow sustainable social, cultural, environmental, economic and wellbeing benefits for all Kirklees' residents, businesses, visitors and students.

We already have an impressive industrial heritage, a contemporary culture expression, outstanding countryside, and our connections to major cities create a fantastic foundation for tourism experiences. With three national parks on our doorstep, a strong sporting heritage and a good leisure offer, Kirklees is widely recognised as a great place to live and work.

Bordered by the M62 to the north and the M1 to the east, Kirklees is at the centre of the Leeds, Manchester and Sheffield City Regions, with easy access to the north's major cities, airports and ports.

London Kings Cross is just over two hours away via a fast rail connection to Leeds and direct trains connect Huddersfield and Dewsbury to Manchester Airport, giving access to more than 200 inbound tourism markets worldwide.



04

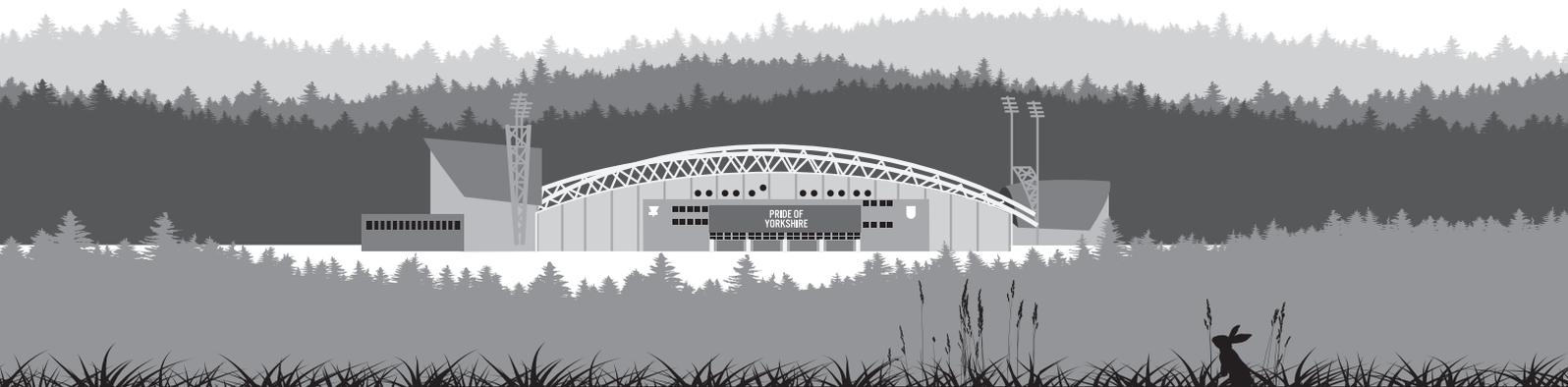
WHAT DO WE NEED TO DO?

HOW WILL WE GET THERE?

To promote a vibrant tourism industry, offering year-round compelling and memorable Kirklees experiences, we need to:

1. Define the product base and the national positioning of Kirklees through innovative product and visitor experience development.
2. Increase revenue from tourism year-on-year by attracting new markets, maximising the return from an increased length of stay and generating a greater level of return from each trip.
3. Reduce seasonality and spread the economic benefit of tourism across the region through strategic event promotion and inward investment.
4. Increase Kirklees community-based tourism, to ensure the people of Kirklees benefit from the local, quality visitor offer.
5. Raise awareness in the community of the significance of tourism by highlighting the focus on its economic and cultural value.
6. Ensure the Kirklees offer is considered within the broader Yorkshire experience, developing day visits and overnight stays in Kirklees.

05



UNDERSTANDING OUR VISITORS

THE TOP FIVE REASONS FOR VISITING KIRKLEES:

Our public consultation in March 2022 revealed the key motivators for travel to the district. These form the foundations of this short-term strategy.

1



VISITING FRIENDS,
FAMILY AND
RELATIVES (VFR)

2



THE HISTORY,
INDUSTRIAL HERITAGE
AND CULTURAL EVENTS

3



WALKING HOLIDAYS
WITH A PUB AND
FOOD THEME

4



THE VILLAGES AND VALLEY
SCENERY WITH AN
EMPHASIS ON THE CANAL

5



INSPIRED BY FILMING
LOCATIONS FOR TV
AND FILM PRODUCTIONS

06

UNDERSTANDING OUR VISITORS (CONT.)

When previous Kirklees tourism strategy drafts had been considered, the region's economy was in a different place. Since that time, considerable investment has been set aside for some major infrastructure and regeneration work in Huddersfield and Dewsbury. If managed and marketed well, this presents an opportunity for the tourism industry to grow in an unprecedented way. Or, to put it another way, if the tourism offer is marketed well and it maximises the regeneration opportunities, the benefits back to the wider economy can be realised.

This three-year strategy sets out a framework for everyone in the region's tourism sector to plan around these new opportunities, and build on the strengths of Kirklees as a destination. It is the start of a journey to forge stronger tourism opportunities for the sector and the wider district with the drivers of:

1. **Increasing visitors to the district from outside of Kirklees.**
2. **Increasing resident / community-based tourism within the district.**
3. **Maximising the relationship with Visit England and Visit Britain.**
4. **Ensuring the Kirklees offer is situated within the West Yorkshire offer and broader Yorkshire experience, developing day visits and overnight stays in Kirklees.**
5. **Increasing revenue generated by the tourism offer.**

HOW TO READ THIS STRATEGY

This document introduces key themes, ambitions and principal recommendations for Kirklees tourism development 2022-2025.

It starts by considering the shifts and pressures in tourism around the world, as well as the district's expected regeneration growth in the coming years.

Following this, it presents six priority areas which focus on Kirklees' competitive strengths. These are designed to help the business involved in tourism meet the district's short and long-term ambitions, in terms of inclusive, sustainable economic growth.

THE SIX PRIORITY AREAS ARE:

MUSIC FESTIVALS AND CULTURE

HERITAGE

FOOD AND DRINK

LANDSCAPE AND WELLBEING

SCREEN TOURISM

SPORT

08



TOURISM, HERITAGE AND CULTURE STRATEGIES

This Kirklees Tourism Strategy is part of a suite of documents that work together for the district. The Kirklees Heritage Strategy 'We Are Making History' was written to create conditions which will enhance, celebrate, care for and maximise the incredible potential of heritage in all its forms in Kirklees. The Heritage Strategy recognises the role of heritage assets, the stories of people, communities, and the collections as integral to place and identity.

'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

The Heritage Strategy informs us about place, our history and heritage and how it has shaped us today and for tomorrow. The emerging Cultural Strategy, which is due to be completed in 2023/24, will bring together and celebrate all the district's place-based creative expression, talent and skills, from our festivals, events and galas, to exhibitions, performances and programmes across all our parks and diverse venues. The Heritage Strategy may tell us who we are and why, but, the Cultural Strategy is about how we share our identity, showcasing our innovation and creativity. The Tourism Strategy is about how we are inviting people to experience our heritage and culture.

KIRKLEES TOURISM IN CONTEXT

The 21st century traveller is on the move solo, with family, in a group, or on business. They learn about a destination or travel brand via social media, as well as through traditional marketing channels. Tourism sentiment surveys conducted by Visit Britain, YouGov and World Travel and Tourism Council show that tourists and residents are motivated by wellness, outdoor activities, gastronomy, heritage or a specific interest such as nature, sports and music.

Tourism in Kirklees is shaped by a broad range of factors within the district and its geographical location within West Yorkshire, which influences both what visitors are looking for, and what it can offer to match the motivations for travel.

Adding to these are the overriding megatrends such as demographic or climate change, shifts in economic power and the impacts of the Coronavirus pandemic. These form the background for consumer trends and play their part in influencing how people spend their leisure time.

Based on travel motivations, the results of our Kirklees public consultation and on emerging patterns of consumer behaviour, eight trends have been identified. These are relevant to shaping visitor demand in the UK, England and locally in Kirklees, during the lifetime of this strategy.

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<p>1</p>  <p>SHORTER BREAKS, MORE OFTEN</p>	<p>2</p>  <p>DIVERSE VISITOR PROFILES</p>	<p>3</p>  <p>RURAL RETREATS</p>
<p>4</p>  <p>WELLBEING HOLIDAYS</p>	<p>EIGHT TOURISM TRENDS 2022 - 2025</p>	<p>5</p>  <p>FLUID ITINERARY TRAVEL</p>
<p>6</p>  <p>AUTHENTICITY</p>	<p>7</p>  <p>TECH EVERYWHERE</p>	<p>8</p>  <p>SCREEN TOURISM</p>

EIGHT TOURISM TRENDS 2022 - 2025



1. SHORTER BREAKS, MORE OFTEN

Consumers are opting for 'experiences' over things, leading them to seek more from their leisure time. UK domestic travellers are opting for 'staycations' more often.



2. DIVERSE VISITOR PROFILES

People from diverse backgrounds are a key visitor segment for Kirklees, with its rich and diverse offer and content. People travel in groups of different ages. Visitors are also mixing business and leisure activities in the same trip. International students are attracted to Huddersfield University and Kirklees College, and these students are coming from varied cultural backgrounds.



3. RURAL RETREATS

Consumers are leading increasingly busy lives. Holidays and short breaks are becoming more about recovery, self-improvement, wellbeing and doing activities in wide-open spaces.



4. WELLBEING HOLIDAYS

Interest in physical and mental health has increased demand for active holidays, through simple pursuits such as walking and cycling, or 'community' activities such as yoga retreats, country sports, cultural festivals and craft courses.

EIGHT TOURISM TRENDS 2022 - 2025 (CONT.)



5. FLUID ITINERARY TRAVEL

Increasingly, visitors are making a road trip with no fixed itinerary, giving them flexibility to see breathtaking landscapes and go beyond the traditional tourism attractions. This has increased demand for last-minute bookings across restaurants and accommodation choices.



6. AUTHENTICITY

A growing interest in Kirklees' past is also coupled with greater localism, where people pay more attention to local culture. Visitors are also seeking opportunities to get to know unique aspects of Yorkshire heritage.



7. TECH EVERYWHERE

Consumers' every-day use of technology is having clear, tangible effects on the tourism sector, as research, booking, managing trips and even some in-situ experiences move online at an ever-faster pace.



8. SCREEN TOURISM

VisitBritain's research shows that films and TV are powerful motivators for travel. Almost a third of potential visitors to the UK include "as-seen-on-screen" itineraries, from classic 1970s TV series to contemporary features.

FIVE TARGET MARKETS SPECIFIC TO KIRKLEES

With a clearer understanding of the characteristics and segments within each market and with targeted marketing and product development adapted for each, there are significant opportunities to increase the volume of visitors who come from the rest of the UK and overseas, and the value they can add to the local economy.

Based on what we know about our markets and how our visitor experiences match with demand, Kirklees has an opportunity to define and market the destination experience. This visitor infrastructure also aligns with the VisitBritain identified market segmentation. Using that marketing structure will help to promote the area, particularly in the absence of a significant Yorkshire destination management organisation in the short-term.



GREEN EXPLORERS & CULTURE BUFFS

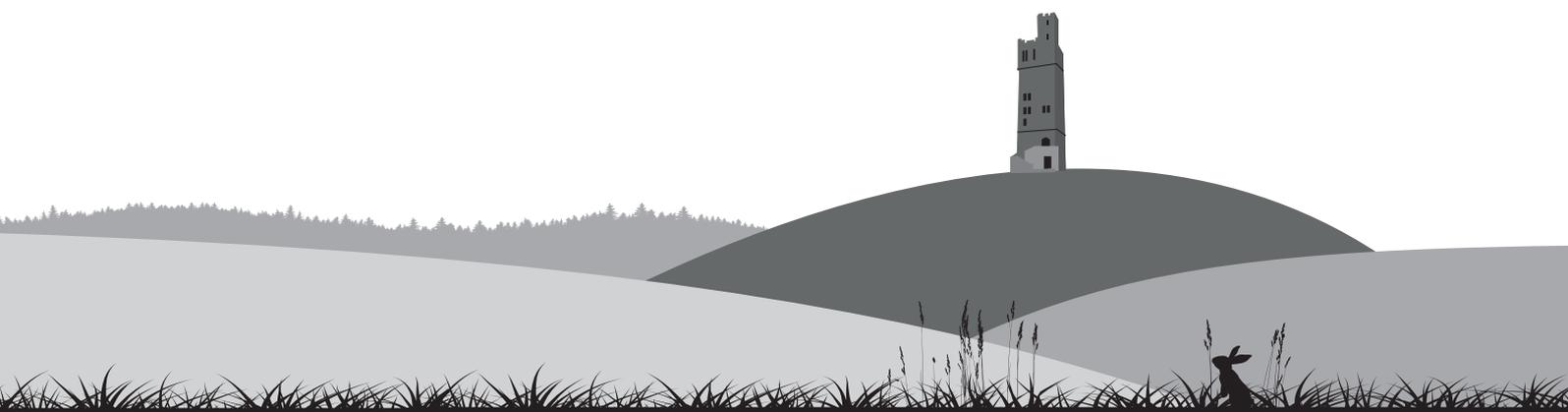
Traditional vs Cultural

Likely to be older couples and empty nesters. Split by those interested more in the traditional outdoor offering and slightly younger motivated by cultural activities alongside the outdoors.

High interest in the outdoors and local heritage, couples who are active and look for attractions such as parks and gardens, National Trust properties and walking routes. Activities such as head gardener tours, foraging, vineyard visits and local produce will appeal strongly. Although they can go for the more luxury end, they will also be conscious of wanting to get value for money and added elements.

This segment will also be the most conscious of safety following the pandemic and therefore will be cautious. Increasing confidence and a sense of reassurance will be essential.

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FIVE TARGET MARKETS SPECIFIC TO KIRKLEES (CONT.)



EXPERIENCE SEEKERS

Outgoing, adventurous & experience-driven. Predominantly the millennial market aged 18-35, comprising couples and small groups of friends. Likely to be from towns and cities they lead active lifestyles and are naturally curious about the world, keeping up with a variety of news sources and travel interest publications.

They seek out novelty, exciting and luxury experiences. Social media is a key point of influence and plays a very important role in brand discovery. Experience Seekers also expect brands to be eco-friendly and help them improve their knowledge & image. Accommodation choices may include unique self-catering accommodation, Airbnb, and mid-range hotels.

Experiences around wellbeing, sustainability and self-improvement will appeal strongly alongside shared, creative, and cultural activities. They also look for locally-sourced produce, music and food festivals, street food, microbreweries, and shared space venues.



HYPER LOCAL - Sightseers and Explorers

This includes residents and the VFR (visiting friends and relatives) market. Likely to be for a day trip or short break. Messaging should be centred around rediscovering local hidden gems and to discover places that they may not have known existed. Supporting local businesses is important to this target market.

Likely to look for unique and one-off accommodation options, such as shepherd huts close to nature.



ACCESSIBLE TOURISM

There is a compelling business case for making tourism venues and experiences inclusive. VisitBritain currently indicates that people with health conditions and disabilities, and their travelling companions, spend around £15.3 billion on trips in England each year.

People from this market are more likely to take longer trips and are very loyal to places that meet their requirements.

FIVE TARGET MARKETS SPECIFIC TO KIRKLEES (CONT.)



MULTI-GENERATIONAL FAMILY

Families are made up in different and unique ways. We see families with children of different ages, moving away from the traditional nuclear family composition to include more intergenerational members and single-parent families. This should be reflected in messaging and marketing content. This segment also ties in with trends around multi-family travelling, which is likely to see an increase.

They look for child-friendly activities that are educational and hands-on. Likely to look for day trips alongside three nights or more, in self-catering accommodation, potentially close to nature and nearby to planned activities.

Funseekers: Value for money, with smaller children, social accommodation options including self-catering and caravans.

Aspirational: Higher earning families, with older children and experiences centred around the outdoors and local culture, quality self-catering accommodation.

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Oakwell Hall, Birstall

SETTING THE STAGE

Our potential markets are diverse and visitors have a wide choice of destinations to choose from. To be effective with any marketing activity, we first need to ensure that we have the right product fit for each market. This will help both consumers and the travel trade to be receptive to what Kirklees has to offer.

The plan is to use this strategy to establish a portfolio of investment and funding to deliver the following activity:

STEP 1

Focus on developing a strong tourism message and identity:

Create a cohesive story and invest in core visual assets to showcase the area as a year round destination.

STEP 2

Develop themes:

Build on our competitive strengths to link events, locations and experiences together so that they are seen as a connected offer.

STEP 3

Market development:

Understand what our different markets are looking for, define unique experiences, build relations with the travel trade in the UK and overseas. We will establish which channels are most effective in each market and, of course, build loyalty among our existing visitors.

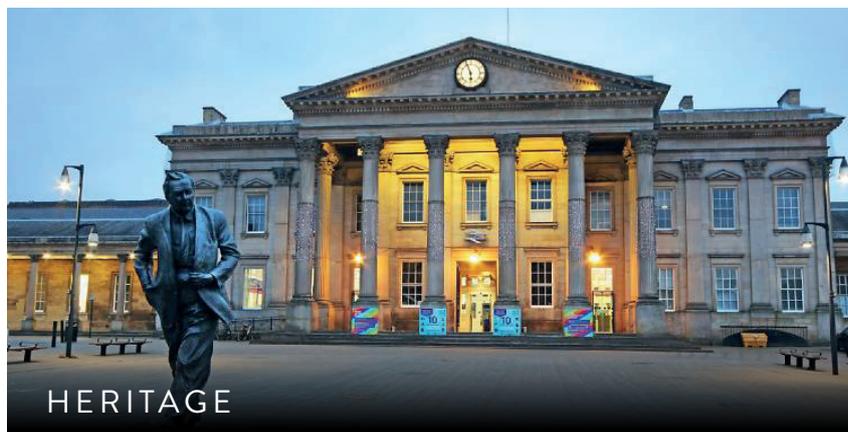
Looking ahead, we should all take into account the relative value of audiences in the above market segments and dedicate our efforts accordingly. With inbound travel slow to recover from the pandemic, short-term efforts should consider prospects among other 'near neighbours' out of county, such as Manchester and Liverpool, as well as London and Scotland with quick train connections, and 'distant cousins' such as Sheffield and Doncaster.

Long-term, when inbound travel begins to return in significant volume, efforts can then focus on key international markets. Using the groundwork prepared in the short-term, this will resonate with international audiences. For example, France has good air connections with Manchester and a long-standing affinity with Yorkshire, while the United States and Canada are important inbound markets for England, with visitors keen on English heritage, culture and screen tourism.

SIX KEY STRENGTHS THAT SET KIRKLEES APART



- Music and tourism go hand-in-hand. Music makes people happy, is inclusive and has a secondary appeal promoting wellbeing. 2023 is The Kirklees Year of Music, showcasing the diversity of musical heritage and talent in the region and appealing to all generations. There are currently 20 music festivals of varying sizes and genres providing a solid foundation for annual development. Together with small music venues delivering year-round live performances that are well-attended, these opportunities create revenue streams in hospitality and local businesses.
- Kirklees' theatres, museums, galleries and exhibitions provide a strong complementary appeal to visitors coming primarily for music events and other activities.



- Kirklees is highly regarded by visitors, with a wide range of heritage assets, including Oakwell Hall, Bagshaw Museum, Castle Hill and Standedge Tunnel. There are strong links to the Brontë's, the English Civil War, and the more recent industrial heritage. The cultural offering extends with day excursions to Haworth's Brontë Country, Halifax's Piece Hall, Wakefield's National Coal Mining Museum and Leeds' Royal Armouries.
- Visitors can be made keen to return and spend longer in the region within the domestic market, appealing in particular to the VFR market segment.

SIX KEY STRENGTHS THAT SET KIRKLEES APART (CONT.)



- Many visitors will discover a destination through food and drink. Kirklees has a diverse range of restaurants, cafes, pubs and bars - including numerous small food and drink festivals, Holmfirth Vineyard plus several coffee roasteries, micro breweries and craft gin makers.
- Food and drink experiences often attract a premium. To exploit this lucrative market, they should be developed into visitor experiences with a year-round appeal.

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- Kirklees has outstanding natural assets. It makes up 10% of the Peak District Park and has three national parks on its doorstep. Walkers, cyclists and homeowners cite its green spaces as a major appeal for visiting and spending more time here.
- Kirklees is in a great central position geographically. Close to many of the UK's major cities, the region has the capacity for attracting visitors from more crowded parts of the UK.

SIX KEY STRENGTHS THAT SET KIRKLEES APART (CONT.)



- Kirklees has an outstanding legacy and contemporary presence in screen tourism. Last of the Summer Wine in Holmfirth provides an exhibition, tour, gift shop and stayover experiences. Oakwell Hall was featured in Anne Boleyn and the new series of Gentleman Jack. ITV Studios in Leeds enjoy a strong weekend visitor presence, and Bradford's National Science and Media Museum has year-round events. The towns across the district also play host to film festivals throughout the year.
- Screen tourism attracts national and international audiences and plays a crucial role in raising awareness of the destination placemaking - historic and contemporary - which creates revenue and investment for local hospitality businesses.



- The region is highly regarded in the sporting world, with Championship club Huddersfield Town providing a strong footballing attraction. Rugby League is well represented, with Huddersfield Giants, Batley Bulldogs and Dewsbury Rams leading the charge.
- Sporting visitors to Kirklees are loyal, often repeating their visit weekly and recommending the destination to others. The region also has eleven high-rated golf clubs, which offer opportunities to promote high-end accommodation with ancillary spend on dining and visitor experiences in Kirklees.

TOURISM & SUSTAINABILITY

A focus on environmental sustainability isn't new, but the degree to which travellers expect (and prefer) eco-friendly products and services is. Tourism is a growth industry and consumers around the world are spending more of their time and money on leisure activities.

Kirklees is expected to benefit from the growing domestic demand from leisure, as well as business travellers who are attracted to the area as a place to meet, learn and grow their business. Any new strategy for tourism must align with the inward investment plans, heritage, growth and regeneration strategies for Kirklees.

Kirklees Council has already aligned its work with the 17 Sustainable Development Goals (SDGs) launched in 2015 by the United Nations. The aim of these is to work towards a carbon neutral goal by 2030. The education process around SDGs has been widely integrated into curriculums at primary and secondary schools across the nation. Kirklees has launched its Climate Commission and has established plans to tackle the climate emergency.

This presents the opportunity to resonate with a younger audience on the sustainability and climate change initiatives in Kirklees. The public consultation revealed that sustainability is becoming an increasingly influential factor in lifestyle choices – and the Kirklees Year of Music 2023 has already pledged to engage with the SDGs as much as possible.

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UNDERPINNING TOURISM GROWTH

The following five principles will guide the actions of all individuals and organisations related to tourism growth in Kirklees during the lifetime of this strategy.

SUSTAINABLE GROWTH

Growth will embrace the SDGs over the long term for the environment, society and economy. Protecting our natural and built environment, while ensuring the wellbeing of local people, should set us apart.

#3 Good Health and Wellbeing, #5 Gender Equality #11 Sustainable Cities and Communities and #15 Life on Land



LEADERSHIP

Businesses will take the initiative in finding ways to work together to improve the visit experience, share information and make Kirklees stand out against its competitors. They will take a greater role in developing the destination and owning the success it brings.

#3 Good Health and Wellbeing #5 Quality education # 13 Climate Action # 16 Peace and Justice



EMPLOYMENT

The tourism sector in Kirklees will provide increased opportunities for employment, creating jobs that are fair, inclusive and offer good prospects for career advancement, especially for young people

1 No Poverty # 5 Gender Equality #10 Reduced inequalities



UNDERPINNING TOURISM GROWTH (CONT.)

COLLABORATION

All tourism stakeholders will work together with Kirklees, and beyond where relevant, in pursuit of the objectives set out in this strategy.

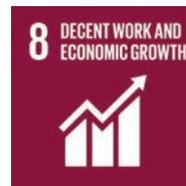
#1 No Poverty #5 Gender Equality #10 Reduced inequalities



GOVERNANCE

Government agencies will take a joined-up approach to planning and implementation, working to support the continual growth of the visitor economy as a key pillar of Kirklees' economy.

#4 Quality Education #8 Decent Work and Economic Growth #Sustainable Cities and Communities
#15 Life on Land



DEVELOPING A GREAT VISITOR EXPERIENCE

As we develop our core market segments, Kirklees must be able to offer the services, experiences and warm welcome that visitors expect. Going hand-in-hand with market development is destination development: turning Kirklees' assets into the experiences that visitors look for. Kirklees already has the foundations for so many of the experiences that attract visitors regionally, nationally and, when inbound travelling returns, internationally. These now require thematic development, with input and coordination to create and enhance compelling reasons to stay, explore Kirklees and return again and again.

A five-part approach is required to achieve a great visitor experience

1. TURN ASSETS INTO EXPERIENCES.

Building on our competitive strengths involves developing our assets (such as the natural landscape, canal and towpath, industrial heritage, food and drink) into the type of experiences that visitors are seeking. This requires strong visual content, concise messaging that weaves them together and can be readily marketed under overarching themes, with clear calls to action. This will be guided by the ambition to encourage visitors throughout the year, and as widely as possible across Kirklees.

2. CONNECT BUSINESSES WITH CUSTOMERS.

We will ensure that our products, accommodation, festivals, activities and gastronomy are well positioned in the places where visitors are searching - online and offline. This means continually developing our capacity to manage and market our businesses, connecting the towns, villages and valleys using digital and print tools.



DEVELOPING A GREAT VISITOR EXPERIENCE (CONT.)

3. ENSURE THAT TOURISM IS GOOD FOR KIRKLEES AND ITS PEOPLE.

In developing Kirklees as a destination, we will ensure that we protect and enhance our natural and built environment. Kirklees Council and Kirklees Year of Music 2023 have aligned their work with the 17 United Nations Sustainable Development Goals (SDGs) and this could boost the broader tourism promotion. Regeneration projects in development can become part of the tourism offer in the short-term to bring long-term economic growth, and highlight the council's contribution to the prosperity and wellbeing of local people. Reference: <https://tourism4sdgs.org>

4. TOURISM CAREER OPPORTUNITIES

Kirklees will provide increased opportunities for employment; creating jobs that are fair, inclusive and offer good prospects for career advancement. These will also be aligned to the Kirklees Economic Strategy, West Yorkshire Combined Authority economic plans, and the UN SDGs relevant for tourism in Kirklees; #3 Good Health and Wellbeing, #5 Gender Equality #11 Sustainable Cities and Communities and #15 Life on Land.

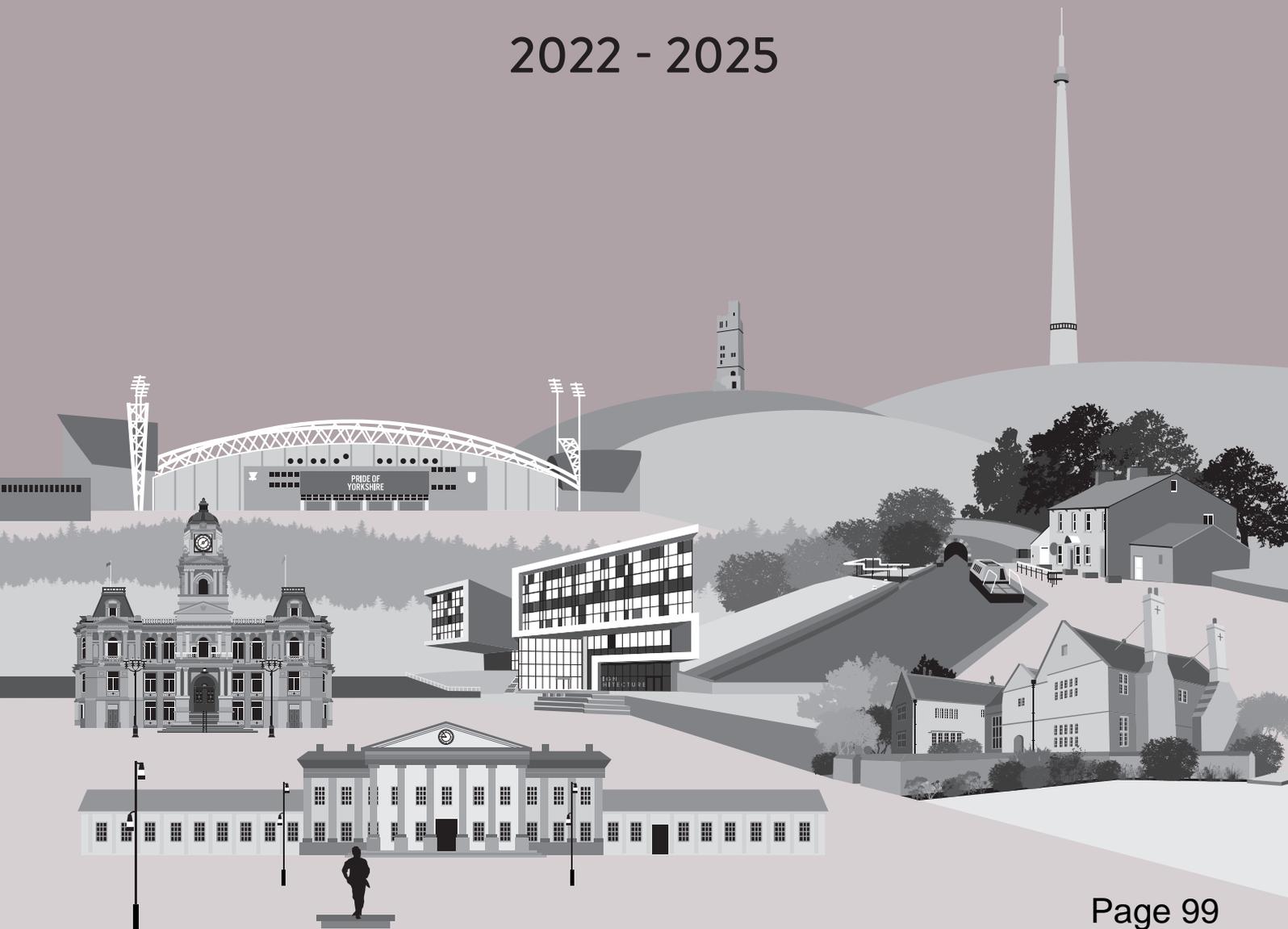
5. COLLABORATION TO FOSTER DESTINATION STEWARDSHIP.

Businesses will take the lead in addressing the areas above, whilst government bodies must work with the private sector to support the continual growth of the visitor economy. Through a collective approach and inclusive marketing, the strength of the Kirklees story will find great expression.



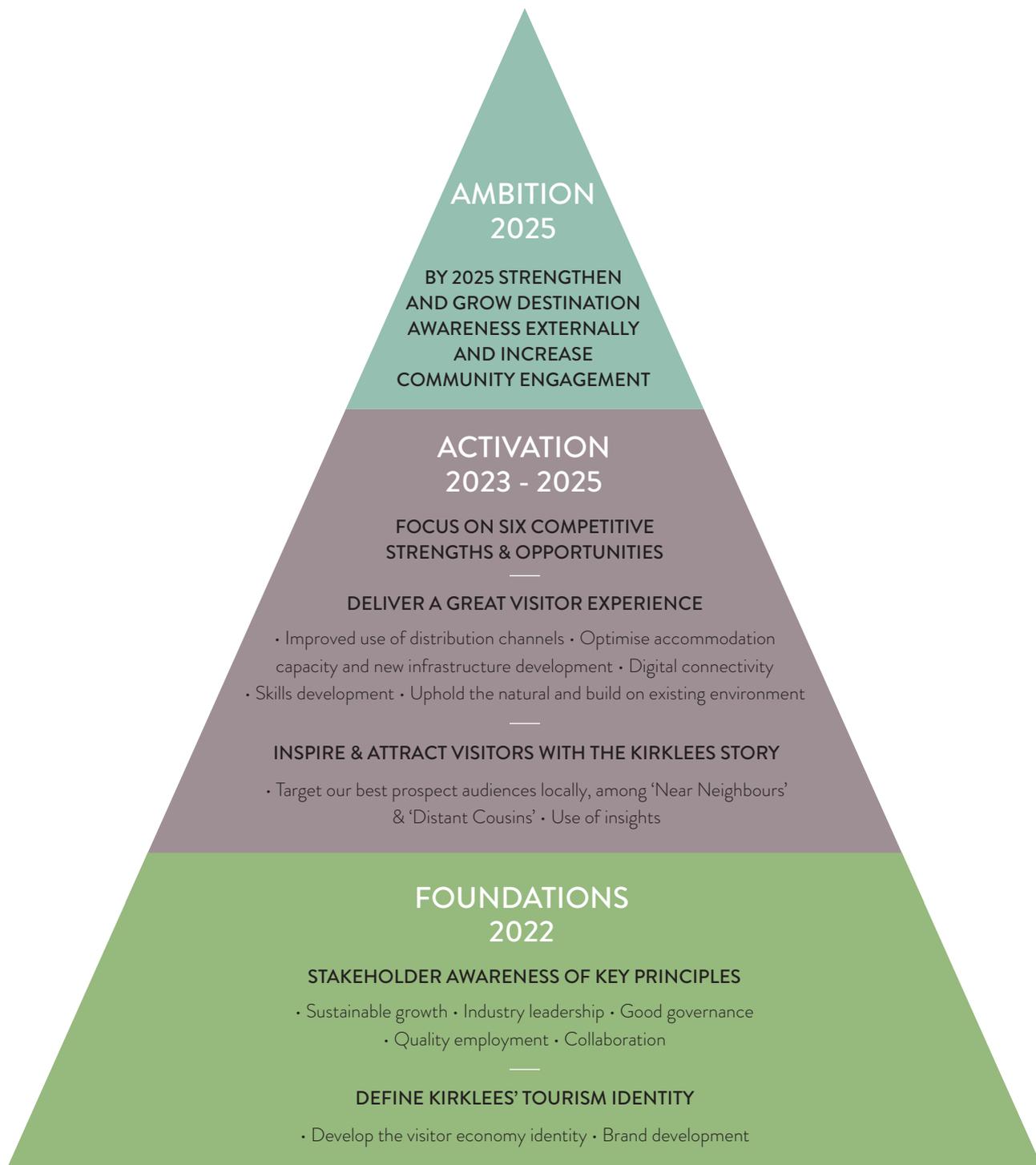
DRAFT THREE-YEAR DEVELOPMENT PLAN

2022 - 2025



PROPOSED THREE-YEAR TOURISM DEVELOPMENT PLAN:

2



PROPOSED THREE-YEAR TOURISM DEVELOPMENT PLAN 2020-2025

DESTINATION STEWARDSHIP

To build a strong future for all businesses and residents in Kirklees, we want to be excellent stewards of our district - ensuring we thoughtfully develop the economic, social, cultural and environmental benefits of tourism across Kirklees.

Our tourism strategy can only be achieved with the support of our residents and local businesses. Tourism can enhance the quality of life and attract more people to choose Kirklees as their home or visitor destination. To do so, we all have a responsibility to promote our social and cultural amenities such as galleries, parks and restaurants, through environmental stewardship and through economic growth benefitting urban and rural areas.

Kirklees Council is working to balance all aspects of sustainability with our Climate Commission and have established plans to tackle the climate emergency. In managing visitor volume across the district through seasonal and geographic dispersion, two considerations underpin each proposed action in this three-year development plan.

3



SUSTAINABILITY

- Working with our West Yorkshire Combined Authority and all our industry partners to support the implementation of the Kirklees Climate Commission making the district a happier, healthier, more prosperous and more inclusive place
- Assessing Kirklees tourism against the United Nations 17 Sustainable Development Goals (SDG) and enhancing the appreciation of green spaces across the district
- Supporting the development of more accessible and inclusive tourism experiences and employment



RESIDENT QUALITY OF LIFE

- Ensuring tourism growth contributes to the economic well-being and social fabric of communities throughout Kirklees
- Engaging residents in community tourism and building public awareness of the benefits that tourism brings to Kirklees
- Educating industry, residents and visitors about the value of tourism to the local economy and sustainable tourism practices

PROPOSED THREE-YEAR TOURISM DEVELOPMENT PLAN 2020-2025 (CONT.)

WORKING WITH OUR INDUSTRY PARTNERS

As we manage the tourism offer within Kirklees, we can create a competitive advantage through the unique way that we work together. By fully leveraging the ecosystem of partners across our industry, working together to share our intelligence, integrating our go-to-market strategies, and combining our individual resources and expertise, our winning collaboration will maximise the six strengths that set Kirklees apart from other districts.

THE SIX PRIORITY AREAS ARE:

MUSIC FESTIVALS & CULTURE

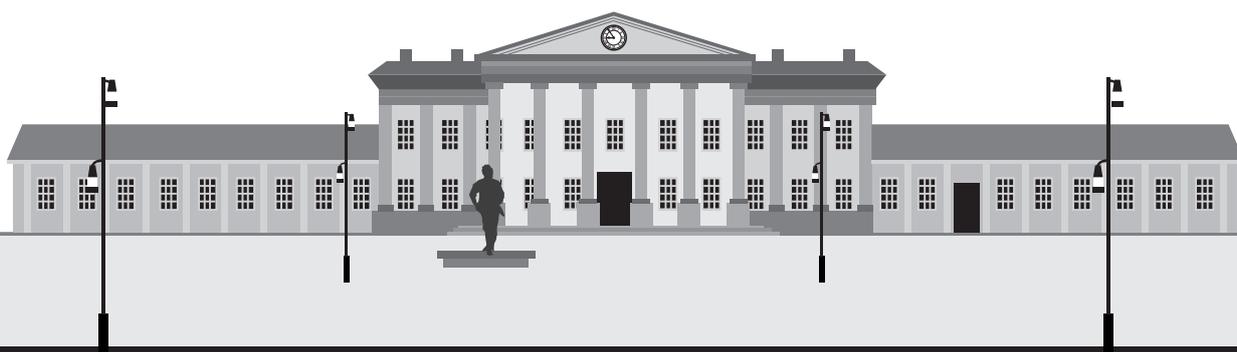
HERITAGE

FOOD & DRINK

LANDSCAPE & WELLBEING

SCREEN TOURISM

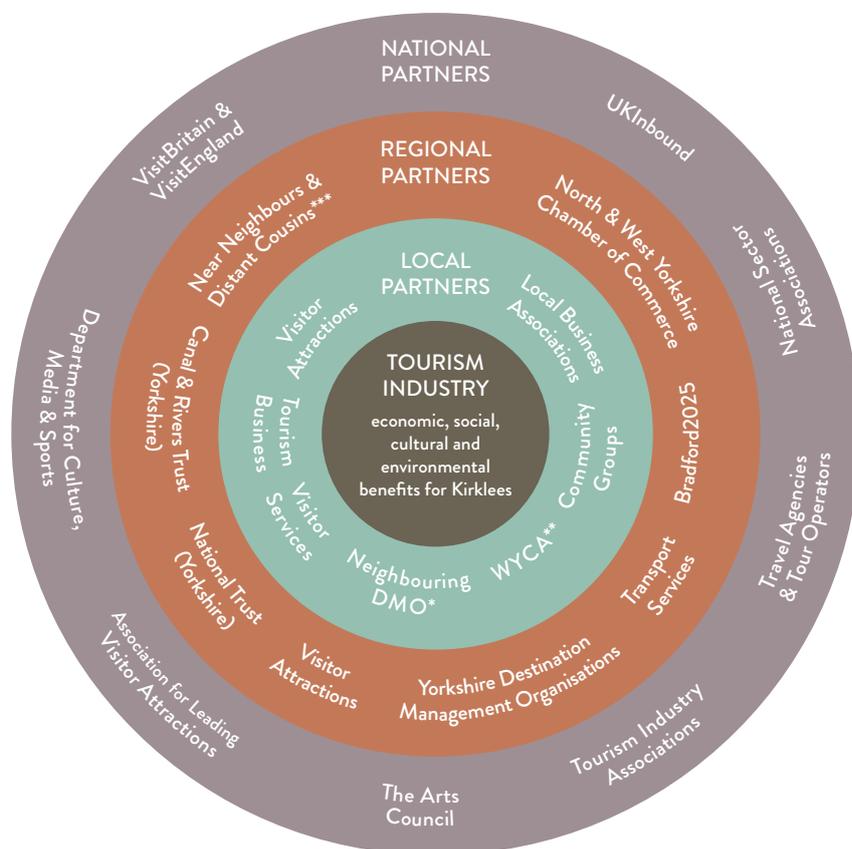
SPORT



Huddersfield Railway Station

PROPOSED THREE-YEAR TOURISM DEVELOPMENT PLAN 2020-2025 (CONT.)

SUPPORTING THE TOURISM INDUSTRY

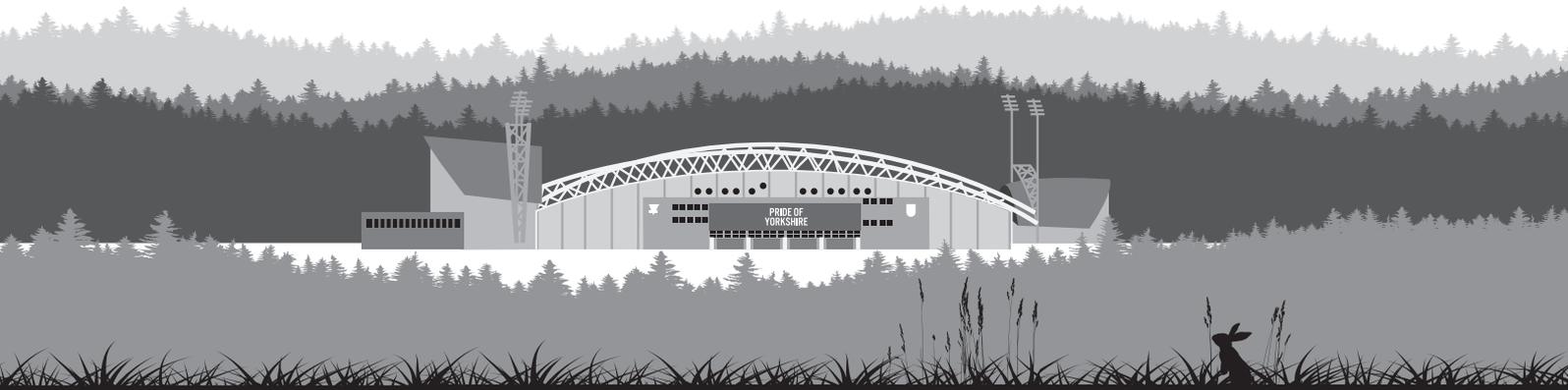


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*DMO Neighbouring Destination Management Organisations

**WYCA West Yorkshire Combined Authority

***Near Neighbours refers to out-of-county places such as Manchester, Liverpool and The Peak District, as well as London and Scotland with quick train connections. Distant Cousins refers to in-county areas such as Sheffield, York and Doncaster.



THE WAY FORWARD

The following specific priorities are aimed at achieving the overall tourism strategy objective:

By 2025 STRENGTHEN AND GROW DESTINATION
AWARENESS EXTERNALLY AND INCREASE
COMMUNITY ENGAGEMENT

In response to this objective, a comprehensive set of recommendations has been developed. Guided by the principles underpinning our tourism strategy, we can achieve our winning aspiration for 2025:

WHERE DO WE WANT TO BE IN THREE YEARS?

Through innovation and partnerships, we will share the stories of Kirklees' people and places, deliver world-class cultural experiences and ensure all visitors feel welcome.

In doing so, we will preserve Kirklees' heritage and nurture its natural places. A thriving visitor economy will benefit our communities, economy and attract inward investment.

Through this strategy we want to inspire travel and tourism that drives community enhancement and economic development.

OUR COMPETITIVE STRENGTHS

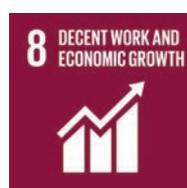
Having identified our six tourism strengths, communicating these with a content marketing approach offers more than a sales pitch to our five target markets. It's about providing practical information, ideas, and opinions that visitors might not find anywhere else. It's about adding value to the customer relationship, not just promotional noise. It's about developing stories that inspire, educate, and entertain audiences in a way that's positive, inclusive and authentic to Kirklees. It's about showing how these align to the SDGs.

To ensure the messaging is consistent and that stakeholders have an opportunity to share their plans, a visitor economy group with key representatives from each of the six subsets should be established to deliver the actions recommended and meet on a bimonthly basis.

THE WAY FORWARD (CONT.)

MUSIC & CULTURE

- Bring all existing online websites under one umbrella website to present a highly compelling and competitive offer. This will help residents and visitors navigate the year-round offer and strengthen Kirklees' profile when bidding for targeted funding or hosting high-profile sporting, music and culture events.
- Following Year of Musik 2023, develop a Kirklees approach to attracting and hosting music and culture events, meeting the needs of artists and musicians alike, maximising the opportunity for secondary spend as well as further funding streams. Working with Bradford 2025 City of Culture.



SCREEN TOURISM

- Use classic and contemporary Film and TV locations in the district to showcase Kirklees' natural and cultural assets; inform, inspire and influence travel decisions and help to market and grow local visitor economies.
- Promote local film festivals and develop a mapped route taking visitors screen-set-jetting around Kirklees to include heritage locations (eg Oakwell Hall). Multi-day, as well as day trips, to neighbouring locations of related and popular on-screen locations and media-related attraction.



TOURISM & SUSTAINABILITY (CONT.)

HERITAGE

- Align the wide variety of events more closely with the overall destination brand, strengthening the uniqueness of visiting Kirklees and attracting new audiences
- Ensure that visitors are able to easily discover our heritage in combination with other strengths, such as music, screen tourism, sport etc



LANDSCAPE & WELLBEING

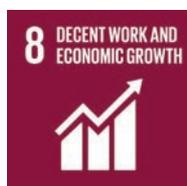
- Develop themed routes across the green, rural spaces, canals and reservoirs that encourage and help visitors to explore Kirklees, highlighting accessible tourism
- Position Kirklees as a destination for active holidays. Capitalise on Kirklees' natural scenery to develop walking, cycling, canal and Green Flag park tourism with health and wellbeing benefits, linking with spas and health retreats



TOURISM & SUSTAINABILITY (CONT.)

FOOD & DRINK

- Establish an annual Food & Drink Awards to highlight the top 20 restaurants, bars and cafes across the district, encouraging independent business and online public voting participation.
- Raise the profile and quality of employment in the hospitality and tourism sector, and its attractiveness as a career.



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SPORT

- Establish a golfing profile to attract golf enthusiasts from other areas of the UK to stay and play at Kirklees' 11 golf courses and enhance the green profile of the district.
- Encourage other sport enthusiasts to extend a day visit to overnight stay with suggested itineraries, spending longer in Kirklees and include more activities in their visit for all generations.



HOW TO ACHIEVE MAXIMUM IMPACT

INSPIRE AND ATTRACT VISITORS WITH OUR STORY

Over the lifetime of this strategy the focus will be on delivering inspired content on the right channels, at the right time. The content will be tailored to meet travel trends that motivate our target markets to visit Kirklees.

To scale this personalised approach, Kirklees Council cannot create all this content alone. We need to work in alignment with our partners, tourism business owners and content creators across the district to build a coordinated, efficient approach to content development and delivery.

Short to Mid-Term 2022-2025 Action Plan



What does that entail?

- Develop a Destination Kirklees brand and subsets relevant to our six specific strengths.
- Build, strengthen and diversify the Destination Kirklees brand in the minds of residents, current and potential visitors.
- Ensure that the Destination Kirklees brand is consistent with the experience and local sentiment.
- Establish a Kirklees Visitor Economy Group with tourism business stakeholders.
- Engage local communities to help define and tell the destination story. Share their stories online and in print to educate and ensure that messaging reflects local views and values.
- Optimise visibility and distribution of Kirklees' tourism experiences through consolidated online and offline distribution channels, including community noticeboards.
- Share the story of inward investment and destination development in Kirklees and its role in projecting and enhancing the area's environment, economy and society.
- Align with the Kirklees Climate Commission and communicate the relevant SDG.

HOW TO ACHIEVE MAXIMUM IMPACT (CONT.)

DELIVER A GREAT VISITOR EXPERIENCE

What makes an experience memorable is different for each of us, but there are still some universal elements, particularly as we progress out of the Coronavirus pandemic.

Basic requirements that form the foundation for a good visitor experience include:

- value for money • a warm welcome • a clean venue

The next step is to build an experience that evokes an emotional response. Getting this formula right leads to stronger memories, which in turn increases the likelihood of repeat visits.

Short to Mid-Term 2022-2025 Action Plan



How to approach it?

- Develop frequent experiences in support of a strong visitor economy that involve the six competitive strengths of Kirklees, with the goal to attract visitors all year round.
- Consider the eight tourism trends outlined on pages 12-14 of this strategy.
- Tailor the experiences to the relevant market segments outlined on pages 15-17 of this strategy.
- Build digital connectivity to ensure that visitors can navigate freely around Kirklees, access digital visitor experiences and connect easily with tourism suppliers.
- Make optimal use of Kirklees' accommodation resources.
- Raise the perception of employment in tourism and its attractiveness as a career.
- Develop a skilled labour force that is willing and ready to contribute to growing the visitor economy across Kirklees.
- Carry out tactical marketing actions with transport operators. Focus on transport connectivity around and to Kirklees from its key 'Near Neighbours' out of county such as Manchester and Liverpool, as well as London and Scotland with quick train connections, and 'Distant Cousins' such as Sheffield, Leeds and Doncaster.

KIRKLEES COUNCIL PROPOSED TOURISM ROADMAP

Kirklees Council recognises the importance of destination development and the economic contribution tourism makes to our community. Over the lifetime of this tourism strategy, the council is committed to building a strong foundation on which the supply side of tourism, both private and public stakeholders, can collaborate and grow. By providing compelling experiences, quality infrastructure, and remarkable services to encourage repeat visits, the strategic planning and advancement of defined areas will set us on course to achieve our goal:



RECOMMENDATION

Encourage tourism businesses to exploit B2B & digital channels to deliver their products and experiences to market.



Expand and develop a wider range of experiences in and around Kirklees in order to attract a more diverse group of traveller profiles with a booking call-to-action.



Implement the 'Destination Kirklees' brand and create marketing campaigns focussed on growth segments and year round tourism, to generate increase in bookings via new Kirklees destination website.



Introduce a bi-annual publication Winter- Spring / Summer- Autumn. This will cover Kirklees' competitive strengths to showcase a 'Stories From Kirklees' theme.



ACTION

Implement a market readiness initiative and digital training to help businesses understand the tourism aims.



Facilitate a Visitor Economy Group involving key sectors to identify and create new opportunities aligned with the overall tourism strategy. Advise businesses how to develop new visitor experiences.



Develop a 'Destination Kirklees' website and with a web page for use by tourism stakeholders, with online guidance and branding toolkit.



Develop a marketing plan for the publication of a biannual magazine full of high-quality content and messaging all year round.

KIRKLEES COUNCIL PROPOSED TOURISM ROADMAP (CONT.)



RECOMMENDATION

Develop a reputation for sustainability and encourage best practices in environmental protection and enhancement.



Optimise connectivity in Kirklees from both domestic and international destinations.



Work with other destination management organisations, Visit Britain, Visit England and align with National Strategy classifications:

- Home Turf
- Near Neighbours
- Distant Cousins



Work with public bodies and telecom operators to address gaps in digital connectivity to allow easy navigation for visitors and businesses.



ACTION

Implement SDGs more broadly and in more visitor-facing ways to increase awareness and meet more of the criteria. Build upon successes and publish Climate Commission results online and in print.



Work with airline, train and coach companies to strengthen connections and promote new visitor experiences among operators. Develop marketing campaigns with transport operators to attract visitors through easily-accessible messaging.



Identify potential partners and campaign promotions offering the greatest potential for visitor growth and spend.



Establish dialogue with relevant bodies to address blackspots in high volume visitor areas.

MEASURING SUCCESS

With all our effort and resources dedicated to strengthening and growing awareness of Kirklees as a destination and increasing community engagement, it is important to know we're on the right track. Along the way, we can collectively identify where improvements can be made. A series of Key Performance Indicators (KPIs) has been developed to help measure the performance of tourism in Kirklees.

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KPI	WHAT IT TELLS US
<ul style="list-style-type: none"> Inbound Visitor Numbers (Overnight) 	<ul style="list-style-type: none"> An understanding of overseas source markets and spend
<ul style="list-style-type: none"> Domestic Visitor Numbers (Overnight) 	<ul style="list-style-type: none"> The number of domestic visitors, where they come from and their spend
<ul style="list-style-type: none"> Day Visitor Spend 	<ul style="list-style-type: none"> The impact of day visits into the district. Visitor numbers and spend
<ul style="list-style-type: none"> Average Saturday Night RevPAR (Revenue Per Average Room) 	<ul style="list-style-type: none"> Saturday night figures will provide a clear indicator of leisure versus business and corporate interest
<ul style="list-style-type: none"> Social Media Engagement Event attendance 	<ul style="list-style-type: none"> Number of followers, engagement and interaction across Kirklees designated tourism accounts
<ul style="list-style-type: none"> 2025 Public Consultation Visitor Numbers 	<ul style="list-style-type: none"> Engagement and change in sentiment compared to 2022 results

Sector Specific

A range of KPIs will be developed in order to measure the performance of our six competitive strengths. Detailed tactical action plans for the six identified competitive strengths have been proposed as a starting point for development and will be agreed through industry dialogue from Summer 2022 onwards.

MEASURING SUCCESS (CONT.)

A Collective Effort

The visitor economy is complex; demand fluctuates from a wide range of markets, and supply is delivered across a range of sectors and activities. Gathering data helps everyone ensure we're delivering on our objective and all of tourism stakeholders in Kirklees will have a role to play in collecting this data in an accurate and timely manner.

HOW YOU CAN GET INVOLVED

This is our collective strategy and we invite all businesses and residents with an interest in supporting our tourism work to get involved. Work is already underway to deliver the recommendations in this strategy. To learn more about our progress you can:

1 Sign up to Kirklees Council's Newsletters and keep up-to-date with our plans and activities.

2 Participate in our planned series of online and in-person events where you can contribute to the action plans.

3 Keep on eye out for updates on the Kirklees Council website www.creativekirklees.com

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ECONOMY & NEIGHBOURHOODS SCRUTINY PANEL

Agenda Plan 2022/23

	Items	Officer Contact	Notes
Thursday 23 rd June 2022	Informal Meeting of the Panel to plan the work programme	Jodie Harris	
Tuesday 19 th July 2022 Agenda Publication: Monday 11 th July 2022	Waste Strategy Capital Update	Will Acornley/ Rachel Palmer	Cabinet 2 nd August 2022

<p>Tuesday 30th August 2022</p> <p>Agenda Publication: Monday 22nd August 2022</p>	<p>Hot Food Takeaway SPD</p> <p>Affordable Housing SPD</p> <p>Kirklees District Heat Network</p> <p>Winter Maintenance Policy Review</p>	<p>Hannah Morrison/ Johanna Scrutton</p> <p>John Buddle/Steven Wright</p> <p>John Atkinson</p> <p>Graham West</p>	<p>Scrutiny requested prior to Consultation / Cabinet before the end of the year</p> <p>Cabinet September 2022</p>
<p>20 September 2022</p> <p>(Cancelled)</p>			
<p>Tuesday 18th October 2022</p>	<p>Climate Change Action Plan</p>	<p>Katherine Armitage / Shaun Berry</p>	<p>Cabinet November 2022</p>

<p>Agenda Publication: Monday 10th October 2022</p>	<p>Progress update on Bus Stations (part on TCF)</p>		
<p>Tuesday 22nd November 2022</p> <p>Agenda Publication: Monday 14th November 2022</p>	<p>Tourism, Heritage & Cultural Strategies</p> <p>Road Safety – Speeding Enforcement (deferred)</p> <p>Housing Allocations Update</p>	<p>Adele Poppleton / Kath Wynne-Hague</p> <p>Graham West/Mark Scarr</p> <p>Paul Howard</p>	<p>Tourism & Heritage Strategies to go to Cabinet on 17th January 2022. Cultural Strategy February Cabinet (TBC)</p>
<p>Tuesday 10th January 2023</p> <p>Agenda Publication: Wednesday 23rd December 2022</p>	<p>Tree Policy Framework</p> <p>Grounds Maintenance</p> <p>Post 16 Skills</p> <p>Environmental Sustainability Strategy</p>	<p>Graham West / Will Acornley</p> <p>Graham West / Will Acornley</p> <p>???</p>	<p>Presentation and update on monitoring data</p>

<p>Tuesday 28th February 2023</p> <p>Agenda Publication: Monday 20th February 2023</p>	<p>EV Charging/Infrastructure Phase 1 Delivery / Phase 2 Development</p> <p>Future of Housing Homes and Neighbourhoods</p> <p>Air Quality Action Plan (TBC)</p>	<p>Shaun Berry</p> <p>Jenny Frear / Paul Hawkins</p> <p>Shaun Berry</p>	
<p>Tuesday 21st March 2023</p> <p>Agenda Publication: Monday 13th March 2023</p>	<p>Statutory Food Hygiene Plan 2023 - 2024</p> <p>Statutory Health & Safety Plan 2023 – 2024</p>	<p>Martin Wood / Judith Stones</p> <p>Martin Wood / Judith Stones</p>	

Items not yet scheduled:

- Future of Bus Patronage (and withdrawals)
- Air Quality Action Plan (February March) TBC
- Kirklees Economic Strategy Refresh (deferred)
- Environmental Sustainability Strategy (deferred)
- Waste Procurement (Private Item) – TBC
- Future Bereavement Services Offer
- Highways capital programme
- Trans Pennine Route Upgrade
- Digital Update
- Active Travel Update
- Kirklees Transport Strategy

Reports to be viewed by Panel:

- Air Quality Action Plan (Annual status report/monitoring data) – To be circulated to the Panel

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