

# Public Document Pack



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Thursday 20 February 2025

## Notice of Meeting

Dear Member

### Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in the **Council Chamber - Town Hall, Huddersfield** at **10.00 am** on **Friday 28 February 2025**.

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 "S Lawton".

**Samantha Lawton**

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

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

## **The Overview and Scrutiny Management Committee members are:-**

### **Member**

Councillor Cahal Burke (Chair)

Councillor Itrat Ali

Councillor Zarina Amin

Councillor Andrew Cooper

Councillor Jo Lawson

# Agenda

## Reports or Explanatory Notes Attached

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### Pages

**1: Membership of Committee**

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

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**2: Minutes of Previous Meeting**

1 - 8

To approve the Minutes of the meeting of the Committee held on 17<sup>th</sup> January 2025.

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**3: Declaration of Interests**

9 - 10

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

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**4: Admission of the Public**

Most agenda items take place in public. This only changes where there is a need to consider exempt information, as contained at Schedule 12A of the Local Government Act 1972. You will be informed at this point which items are to be recommended for exclusion and to be resolved by the Committee.

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**5: Deputations/Petitions**

The Committee will receive any petitions and/or 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 submit a petition at the meeting relating to a matter on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10, Members of the Public must submit a deputation in writing, at least three clear working days in advance of the meeting and shall subsequently be notified if the deputation shall be heard. A maximum of four deputations shall be heard at any one meeting.

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## **6: Public Question Time**

To receive any public questions.

In accordance with Council Procedure Rule 11, the period for the asking and answering of public questions shall not exceed 15 minutes.

Any questions must be submitted in writing at least three clear working days in advance of the meeting.

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## **7: People Strategy**

11 - 18

The report provides an update on the Council's People Strategy and invites feedback from Members.

Contact:  
Shauna Coyle – Head of People Services

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## **8: Tourism Strategy**

19 - 72

The report provides an update on the Council's Tourism Strategy and invites feedback from Members.

Contact:  
Richard Smith – Creative Development Manager

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## **9: Work Programme 2024-25**

73 - 80

The latest version of the Committee's Work Programme for 2024-25 will be submitted for consideration.

Contact:  
Sheila Dykes – Principal Governance Officer

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Contact Officer: Sheila Dykes

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Friday 17th January 2025**

Present: Councillor Cahal Burke (Chair)  
Councillor Itrat Ali  
Councillor Zarina Amin  
Councillor Andrew Cooper  
Councillor Jo Lawson

**39 Membership of Committee**

All members of the Committee were in attendance.

**40 Minutes of Previous Meeting**

**RESOLVED –**

That the minutes of the meeting of the Committee held on 13<sup>th</sup> December 2024 be approved as a correct record.

**41 Declaration of Interests**

No interests were declared.

**42 Admission of the Public**

All items were considered in public session.

**43 Deputations/Petitions**

No deputations or petitions were received.

**44 Public Question Time**

No questions were received.

**45 Budget 2025/26 - Pre-Decision Scrutiny**

The Leader of the Council and the Chief Executive presented an introduction to the 2025/26 Council Plan and Annual Budget, setting out:

- The approach to the development of the Council Plan alongside, and to align with, the Council's Budget for 2025/26.
- The consultation had been more extensive this year, with the aim of increasing engagement and transparency.
- The six budget principles:
  1. Set a balanced budget and maintain a prudent level of reserves.
  2. Maintain a focus on prevention and intervention to prevent longer term pressures.
  3. Safeguard regeneration to support longer term economic growth.
  4. Maximise income and seek new funding opportunities.
  5. Prioritise transformation to increase efficiency and effectiveness of service.

## Overview and Scrutiny Management Committee - 17 January 2025

6. Maintain appropriate risk and governance practices.
- An initial early analysis of the key themes arising from the public consultation on the budget proposals across three areas:
    - The services where most respondents thought spend should be prioritised.
    - The proposals having the most impact on people (identified by the numbers of people raising them).
    - Ideas for saving money.
  - The four Council Plan priorities:
    1. Getting the basics right – a balanced budget and a modern organisation.
    2. Protecting the vulnerable and achieving inclusion.
    3. Thriving people and communities – now and over the longer-term.
    4. Local economic growth – working with regional and national partners.
  - This session was in addition to the discussions that would take place with each of the political groups and was intended to take a strategic approach focussing on the extent to which the budget proposals fit with the Council's desired outcomes, the national picture, had taken account of engagement and evidence, and addressed the challenges of delivery.
  - The challenges associated with developing a modern Council and ensuring that the approach was a good fit for Kirklees. Work was ongoing in respect of customer expectations and ensuring that the Authority was responsive in supporting communities with elements that they were able to deliver and minimised bureaucracy where possible.

This was followed by a presentation by the Portfolio Holder for Finance and Regeneration and the Service Director – Finance which highlighted:

- This was a provisional budget further to the provisional Local Government Financial Settlement received in mid-December; the final figures were anticipated to be received in early February. The indication of a move towards a fairer funding scheme and a multi-year settlement in the future was welcomed and would assist with longer term planning.
- The elements of the budget; Revenue Budget, Capital Programme and Housing Revenue Account, and the impact of rising demand and demographic/inflationary pressures, particularly in Adults and Children's Services.
- Headlines relating to the development of the budget for 2025/26, including the national context. The final proposals would be considered by Cabinet on 11 February 2025 and would take account of the feedback received and the final Local Government Financial Settlement.
- The overall updated budget position for 2025/26 to achieve a balanced budget including additional savings proposals of £11.4 million.
- The Net Revenue Budget Funding Assumptions including a 4.99% increase in Council Tax and additional Government funding.
- Proposed Directorate Budgets, which had been designed to reflect the pressures and to be as robust as possible. It was noted that there may be an impact from the increase in National Insurance.
- Draft Budget savings for each directorate.
- The position in respect of general reserves, from 2024 to 2027.
- A summary of the updated Medium-Term Capital Plan 2024-2032.



## Overview and Scrutiny Management Committee - 17 January 2025

- The updated Treasury Management Strategy was to be considered by the Corporate Governance and Audit Committee by the end of the month.

The Portfolio Holders and Executive Directors for:

- Adults and Health
- Children and Families
- Place, including the Housing Revenue Account
- Public Health and Corporate Resources

detailed the key issues and key pressures affecting their work for 2025/26, the draft savings proposals for the year and the key borrowing for capital schemes.

At each stage, questions and comments were invited from Committee Members, with the following issues being covered:

- In respect of the inclusion of resilience within the budget principles; the concept of resilience was very important and, whilst it was believed that this was intrinsic within the stated principles, it was acknowledged that consideration could be given to addressing this more explicitly.
- Scrutiny was needed at an early point, at the stage when proposals/policies/decisions were being formulated, to allow the detail and the options to be explored and to allow for meaningful input. This would also assist in achieving consensus across the Council.
- The improvements made in respect of the involvement of scrutiny and the use of pre-decision scrutiny were acknowledged.
- There was an intention to strengthen joint working.
- The emphasis on the Council avoiding bureaucracy that could impact on the ability of communities to undertake activities was welcomed.
- The view was expressed that the processes in place for monitoring ward budgets, a relatively small sum, may be too complex, and an undertaking was given to take a look at the current arrangements.
- Reference was made to the 'Budget Book' which had been provided in the past and had included detailed information in respect of all the proposals, pressures and savings. It was suggested that the provision of something similar, including information in respect of impacts and how they would be dealt with, would help to improve governance, decision-making and scrutiny. In response it was noted that a far greater level of information had been shared with the groups this year and opinions differed on how helpful the previous approach had been in aiding understanding, however this could be considered for future years.
- In response to a question about the approach, in light of the funding settlement being for one year, with multi-year settlements anticipated from 2025, it was acknowledged that 2025/26 was a transitional year but also that there was volatility in the markets. A prudent approach was being taken to achieve a balanced budget which provided, as far as possible, the necessary services for residents.
- Reform was being considered by Central Government and the authority was lobbying on relevant issues including adult and children's social care, the funding formula and the achievement of 'fair funding' for Kirklees. This, alongside a 3-

## Overview and Scrutiny Management Committee - 17 January 2025

year settlement to enable longer term planning, may offer the potential for a less risk-averse approach in 2026/27.

- A refreshed Medium Term Financial Plan would be presented to Cabinet and Council in Autumn 2025. This would include a strategy to build reserves.
- In response to a question about means-tested, chargeable adult social care services and any annual changes, it was explained that an assessment was undertaken on an individual basis for each person receiving such services and the personal expenses allowance had risen in 2024/25 in line with inflation.
- In respect of the impact of the increase in Employer's National Insurance on the private care sector, the issue of resilience in that sector and addressing associated risks, the importance of the authority's relationship with partners such as private sector care providers was stressed. Although it was not possible to say that there would be no issues, work was being undertaken to support care providers to mitigate the impacts as far as possible. Contract negotiations took place with providers, at local level, on an annual basis in respect of fee uplift for the different types of service, with the aim of ensuring the uplift would allow providers to provide the services at a demand and a cost reasonable to all parties. Additional funding had been allocated by Central Government, in respect of social care grant but more information was needed in respect of whether this came with additional responsibilities.
- The view was expressed that the provision of further information on the impact in terms of the transfer of the two dementia homes into the private sector would help to demonstrate the decision was robust.
- In relation to the proposed reduction in the contract with C&K Careers, it was explained that the Council had an excellent relationship with the organisation; the impact it had was valued and there was a commitment to support its sustainability. The Children's and Families Service would work closely with them to try and ensure that they could draw in wider external funding to maintain their offer.
- In respect of the proposed review of the way in which children with additional needs are supported in the community; this was currently done using a fairly traditional model. In order to improve inclusion, the aim was to move towards the provision of support to allow them to take part in activities within their communities, whilst still taking account of the individual needs of each child or young person, and to ensure that, where possible, groups that could provide for these young people were supported and enabled to do so.
- The Local Authority Designated Officer (LADO) service was very small. Additional recruitment had taken place further to an issue being highlighted by an inspection in 2019. The resources were to be reviewed to ensure they were being used efficiently and assurance was given that the statutory role would be maintained.
- The improvements achieved in children's services and the recent 'Good' outcome from Ofsted were acknowledged and thanks were expressed to all those involved for their dedication and efforts to bring this about. The investment into early years and support and the efforts being made to reduce the numbers of out of area placements were welcomed.
- In relation to potential opportunities for funding associated with green energy and the capacity to be able to undertake projects associated with climate change, it was noted that, whilst there were vacancies in the team arising from members of staff who had progressed to new roles, recruitment would be undertaken to

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these posts to ensure the core resource was in place so that Kirklees was able to benefit from any such opportunities. The appetite from government and other agencies in this area, and the potential for funding to be forthcoming was recognised.

- A question was asked in relation to the 'Cultural Heart', the new venue planned as part of Phase 5, and the potential for overlap/competition with other venues in Huddersfield such as Lawrence Batley Theatre and the Town Hall. It was explained that there would be a difference in terms of capacity, viability and suitability for certain events and activities where there was a known market. This multi-purpose space could be split into sections and would also be used during the day for events and conferences.
- The strategic outline business case set out in detail how the venue would complement existing activity and would generate further footfall. The Council had started to receive expressions of interest from businesses, in response to the investment being made.
- It was proposed that Phase 5 be reviewed to ensure that the package was the right one and that efficiencies were put in place to deliver it and the offer within the available funding.
- The Council was working closely with partners; the University was very keen on the plans for the town centre as they would improve the offer for their students and the investment was also welcomed by the football and rugby clubs.
- A range of options had been considered in respect of the council accommodation at Buxton House; the tenant feedback had been clear that they wished to stay there, a cost appraisal had been undertaken and the cost per unit had been taken into account in making the decision to refurbish.
- In relation to the income pressure associated with court fee income, as many court dates as possible were booked but the courts were still dealing with a backlog from the pandemic.

### **RESOLVED –**

1. That the Leader and Cabinet Members, Executive Directors, and Service Director, Finance be thanked for attending the meeting to present the budget proposals for 2025/26 and the opportunity for pre-decision scrutiny be welcomed.

2. That the comments made by the Committee, including those set out below, be considered in taking the budget forward and be reported to Cabinet and Council at the meetings where the final decisions are taken:

- The improvements made in terms of the approach to pre-decision scrutiny in the last few years be welcomed and that it be recommended that engagement with scrutiny be undertaken at the earliest possible stage of decision-making or policy formulation.
- The proposals to support and assist communities to undertake activities and minimise barriers be welcomed.
- The importance of ward budgets, and, whilst recognising the need for monitoring, a review of the complexity of the governance arrangements would be welcomed.
- The importance of the principle of developing resilience in the approach to budget development.

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- Consideration be given to how the budget is presented, with the recommendation that additional detail should be provided for context and to help understanding of the impacts and risks associated with the key pressures and savings, and how they would be addressed.
- The improvements in children's services over the last ten years and the recent 'Good' Ofsted outcome are welcomed and that all those involved be thanked for their dedication and hard work in contributing to this.
- The important investment into early years and support and the efforts being made to reduce the numbers of out of area placements for children looked after be welcomed.

### 46 Council Plan 2025/26 - Pre-Decision Scrutiny

The Leader of the Council and the Head of Policy, Partnerships and Corporate Planning gave a presentation in respect of the 2025/26 Council Plan, highlighting the following:

- The plan set out the priorities of the administration in the short term.
- The 2025/26 document represented a revision of the previous council plan and the intention was to undertake a more in-depth review in 2025.
- The longer-term elements such as the vision, shared outcomes and key partnership strategies had been in place for a significant period of time and remained in place, at this point,
- The plan set out the priorities and the areas of focus for the Council and the budget outlined the resourcing to align with those.
- The vision;  
'For Kirklees to be a district that combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives'.
- The eight shared outcomes:
  - Shaped by People
  - Best Start
  - Well
  - Independent
  - Aspire and Achieve
  - Sustainable Economy
  - Safe and Cohesive
  - Clean and Green,and the Council's additional outcome; Efficient and Effective
- The importance of working in partnership to deliver the vision and the four key partnership strategies:
  - Kirklees Health and Wellbeing Strategy
  - Environment Strategy
  - Inclusive Communities Framework
  - Inclusive Economy Strategy
- The principles and approach including place-based working and the supporting behaviours and values set out in the People Strategy.
- The four Council Plan priorities:
  1. Getting the basics right – a balanced budget and a modern organisation

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2. Protecting the vulnerable and achieving inclusion
  3. Thriving people and communities – now and over the longer-term
  4. Local economic growth – working with regional and national partners
- The areas of focus under each priority.

Questions and comments were invited from Committee Members, with the following issues being covered:

- In terms of the approach, and whilst noting that it had been stated that the vision and outcomes spanned a number of years, the view was expressed the plan should cover a longer period than a year. In response, it was explained that this was considered to be a long-term plan which had been revised on an annual basis. A more in-depth review was planned and would take account of the peer review, devolution and the revised national funding approach.
- Whilst there were references to a greener economy it was questioned whether climate change should be placed more prominently on the agenda as a theme; it was considered that this would be beneficial to the Council, it would help to focus attention on climate change and link that into activities in communities; there were also economic benefits. The Council Plan could not include everything that the Council did and there was a wide range of things that were important both to the Cabinet and the residents of Kirklees. The Environment Strategy was referenced within the plan, to reinforce the partnership commitments that had been made, and the term 'greener Kirklees' encompassed climate change.
- It was possible for some partners/community organisations to access external funding that was not available to the Council, use of which would help achieve Council objectives. However, they may not have the resources or skills to facilitate access; a dual approach as an enabler would therefore have a positive impact.
- Assurance was given that potential regional and national funding opportunities were shared with third sector groups and, although bids were not written for them, support was provided to try and assist in accessing funding. The Council also worked alongside partners, such as the university, and would continue to do so.
- It was acknowledged that there was positive work taking place, for example using crowdfunding platforms such as 'Spacehive' with Council match funding for community projects and, whilst on a small scale, these sums could have a significant, disproportionate impact. However, it was noted that the fees for that platform were relatively high.
- There was awareness that some long-running community events had ceased due to lack of funding. In many cases these events had contributed to the Council's outcomes and may have been supported by ward budgets in the past prior to them being reduced. There were alternative sources of funding that might be able to be used, such as the Community Plus Fund, but ward councillors input to how they were spent, or ability to access them, was more limited than had been the case in the past, an example being the 'New Homes Bonus' fund.
- The Committee was advised that a piece of work was being undertaken to identify the different pots of money and the different teams across the Council that supported such community groups, to try and improve working practices. The issue in respect of engagement with ward councillors and a recognition of their knowledge of their communities, local groups and their particular needs for support was recognised and could be fed into this.

## **Overview and Scrutiny Management Committee - 17 January 2025**

- There was also concern that such difficulties might contribute to a reduction in the numbers of people willing to volunteer. There was an awareness of diminishing numbers of volunteers and available funding, which was a national issue, and measures to help address this would be considered.

### **RESOLVED –**

1. That the Leader, Deputy Leader and the Head of Policy, Partnerships and Corporate Planning be thanked for attending the meeting to present the Council Plan for 2025/26 and the opportunity for pre-decision scrutiny be welcomed.

2. The comments made by the Committee, as set out below, be considered in taking the Council Plan forward and be reported to Cabinet and Council at the appropriate meetings:

- That the intention to undertake an in-depth review of the Council Plan be noted and that it be recommended that it should more explicitly cover a longer timeframe than one year.
- That, in light of third sector partners and local community organisations being able to access external funding that is not available to the Council but could be used to help achieve Council objectives, it be recommended that the enablement approach be further strengthened to support them to take advantage of such funding opportunities.

### **47 Work Programme 2024/25**

The latest version of the Committee's Work Programme for 2024-2025 was submitted. It was noted that a briefing note in respect of relevant Government legislative and policy changes would be provided for Members in advance of the next meeting of the Committee.

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

Signed: ..... Dated: .....

## NOTES

### Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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





**Report title: People Strategy Update**

<b>Meeting</b>	<b>Overview and Scrutiny Management Committee</b>
<b>Date</b>	<b>28<sup>th</sup> February 2025</b>
<b>Cabinet Member</b> (if applicable)	<b>Cllr Tyler Hawkins</b>
<b>Key Decision Eligible for Call In</b>	<b>No No – no decision required</b>

**Purpose of Report**

This paper seeks to update Scrutiny on the Council’s People Strategy and invites feedback from Members on progress to date.

Scrutiny members are asked to consider the following:

- a) Thoughts and feedback on what the People Strategy has delivered to date
- b) How would you like to support the shaping of the next phase of the People Strategy

**Recommendations**

The People Strategy Programme Board recommend that delivery of, and governance relating to the Council’s People Strategy programme continues in its current format.

**Rationale**

We believe that continuation rather than recreation of the strategy in 2025 is the right approach for the Council. It allows us the opportunity to reshape and prioritize our outcomes as well as use the feedback from our recent peer review

Our experience tells us the themes within people strategies do not change significantly as they always focus on the employee lifecycle or what is referred to as “hire to depart”. What does tend to change is the priorities, outcomes and employment trends.

To ensure we are comfortable with our recommendations we have worked with the policy and partnership team, who supported with research and benchmarking (*from a range of public and private sector organisations*) we know from that the six key themes/ trends within people strategies 2024/25 are:

1. Flexibility
2. Technology
3. Recruitment and retention
4. Culture and inclusion
5. Staff engagement and wellbeing
6. Workforce planning, succession planning, development pathways

As expected, these themes are consistent with our current strategy. The benchmarking and intelligence will help us shape recommendations for revised priorities and outcomes for our next phase.

This will of course be balanced against other Council priorities and the current high demand for People Services resources and the Council's capacity for change.

We will continue to work with policy and partnership to ensure that we understand best practice and learn from others.

We continue with our governance arrangements for the delivery of the People strategy, and will continue to engage with the steering group. We are actively exploring opportunities for working more efficiently with both the I&D steering group and the people strategy steering group.

We welcome the committees feedback on the delivery of our outcomes to date and our recommendations for the next stages of the People strategy.

**Resource Implication:** As is at this stage

**Date signed off by Executive Director & name**

**Rachel Spencer-Henshall**  
14<sup>th</sup> February 2025

**Is it also signed off by the Service Director for Finance?**

**N/A**

**Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?**

**N/A**

**Electoral wards affected:** N/A

**Ward councillors consulted:** N/A

**Public or private:** Public

**Has GDPR been considered?** Yes - No personal information

## 1. Executive Summary

- Our desired outcomes from our People Strategy are:



- This report provides an update on the journey so far and recommends a continuation of the approach for Phase 4 in 2025/26.

## 2. Information required to take a decision

### 2.1 Background – People Strategy Phase 1&2

2.1.1 The first update to Scrutiny Committee on the People Strategy following its soft launch was in March 2022 followed by a report in August 2022 focused specifically on recruitment and retention challenges. A further verbal update was provided in August 2023 to the Chair of Scrutiny. A formal update was presented to Scrutiny Committee in Jan 2024 which updated on phase two and the planned approach and priorities for phase three.

2.1.2 The refreshed People Strategy was soft launched to Kirklees senior staff and managers in January 2021. We are currently in delivery phase three of the People Strategy. During phase three we have been exploring whether a continuation of the people strategy as is with revised and updated phase four priorities is the best approach or a relaunched People Strategy is the best option.

2.1.3 We have worked with the policy team to explore all options and the feedback from the recent peer review will help shape and inform any next steps. Our recommendations to date have been the continuation of the strategy and will address this later in the paper.

2.1.4 As a reminder, At the heart of the People Strategy are the Council's values and behaviours, these link to our vision, Our vision is:

“We will achieve our shared outcomes through people with the right skills, values and behaviours working in partnership in our places”.

2.1.5 Our desired outcomes from our People Strategy remain the same and are:

**Skilled, Flexible and Engaged People** - Our people are skilled, flexible and engaged in the work they do and the part they play in making Kirklees a great place. Wherever they work, our people are supported to be the best they can be in their job of today and tomorrow.

**Effective and Compassionate leadership** - Our people are led and managed effectively by skilled, people focused, compassionate and emotionally intelligent leaders at all levels. Our leaders create inclusive working environments where individuals can grow, develop and thrive.

**An inclusive employer of choice** - Our people are proud to work for Kirklees. Kirklees is a great, inclusive place where we attract, support and retain people who represent our communities. Our commitment to advancing inclusion in everything we do is clear, and our people feel their differences are valued and respected.

**Healthy and Well People** - Our people matter; wherever they work, their wellbeing and safety is our priority. Our approach to supporting physical, mental, social, financial and digital wellbeing is person centred, supportive, proactive and preventative to enable our people to thrive.

2.1.6 The People Strategy was rightly ambitious, and over the last two years reviews have taken place both in the priorities and outcomes and the People Strategy governance arrangements to reflect the financial pressures that the Council are operating within and therefore the impact on resources. The People Strategy and the revised Inclusion & Diversity (I&D) strategy work closely together and are complementary in their aspirations.

## 2.2 Phase 3 Update

2.2.1 The agreed priorities to support delivery of the People Strategy outcomes for phase three were approved at the People Strategy Programme Board, regular meetings take place with the People Strategy Steering Group which is made up of representatives of key stakeholders e.g. Employee Networks and Trade Unions, (Priorities summarised below):

### Phase Three Priorities

- A. Not losing the links and importance of being an Inclusive organisation, bringing our values to life, **alignment with I&D strategy**
  - Working with our networks and champions
- B. A modern and flexible workforce that is **values driven, supported by a handbook and principles** that enable efficient ways of working
  - Working in partnership with trade union colleagues
- C. **Employee engagement** and communication setting the strategy
  - Links to My Say (staff survey) and Internal Communication

D. Setting **a learning and organisational development plan** that aligns with our People

- Current and Future talent - Attraction, reward, retention and recognition

As a result of changes in council priorities and in response to financial challenges we have reprioritised some phase three activity to reflect here and now matters, this meant including some new priorities as well as some changes in timescales for existing priorities:

E. A renewed focus on outcome 4, **“healthy and well people”**

- Revised approach to sickness reporting and management, initial recommendations made to Executive Leadership Team with a follow up session in March 2025

E. Review and recommendations for **mandatory training**

- Putting the foundations in place, recommendations will be made to Executive Leadership Team in February 2025

2.2.2 Summary of the key activities delivered during phase three that contribute to delivery of our four outcomes:

#### Outcome 1 - Highly Skilled, Flexible and Engaged People

Workforce Planning -The workforce planning project is one of the most critical projects in our programme of work.

Like other local authorities and public sector employers we continue to have recruitment challenges. They include engineering, professional services such as legal roles and some trade related roles. We actively work to address these challenges, most recently participating in the LGA recruitment campaign and LGA task and finish groups to identify sector solutions to recruitment and retention for the common challenge areas.

However, we have invested in and have a well-resourced workforce planning team, this work has been critical as we manage financial challenges and make changes to services.

- Progress is being made in many council services. There has been some natural and expected decrease in engagement due to capacity and financial challenges and service changes have had some impact, however critical roles and succession pools continue to be identified to support priority areas. Refreshed promotion to increase engagement will roll out early in 2025 to increase the number of services actively succession planning.
- Support packages and resources developed, development of resources and approaches to meet the changing needs of the organisation has been a success.

The workforce planning offer now includes:

- Succession Planning
- Resource Planning (short term 1–2-year plans)
- Strategic Workforce Planning (longer term 3–5-year plans)
- Exit, induction and stay surveys refreshed and launched. Data is being analysed in order to inform future plans and decisions.

- A skills audit tool has been developed as part of the strategic workforce planning offer. The template has recently been utilised by the Transformation team in order to explore what upskilling staff may need to keep up with future demands and changes.
- Last 12 months – 86 new start apprenticeships, 17 new recruits, 69 upskilling, 3 plumbing trainees. In maintained schools, 5 new apprentice recruits and 25 as part of upskilling.
- Particular success in Social Work (30 currently on programme) and legal apprenticeships providing opportunities for professional qualification through apprenticeships into hard to recruit roles.
- Refreshed approach to work experiences to ensure wider reach and inclusivity

#### Mandatory Learning:

- Developed proposals ready for Executive Leadership Team consideration on approach to compliance training, comprising statutory and mandatory learning within a learning culture.



- Approach will be widely communicated with expectations of managers and employees

#### Engagement:

Cross council working group established to work on My Say survey and the topic of engagement:

- Reviewing how to increase completion rate from those who are front line /operational and have less access to IT
- Reviewing questions and timings in preparation for Q4 roll out, recommendations will be presented to ELT

#### Attraction:

Current and Future talent - Attraction, reward, retention and recognition:

- Developing e-learning capabilities to meet demand for “on demand” learning and free capacity for L&OD capacity
- A Kirklees Social Worker is featured in a national recruitment campaign
- Understanding and testing AI capabilities to explore capabilities and potential opportunities to develop employee experience
- Developing an early careers strategy to cement our established commitments and good practice with areas to further develop

## Outcome 2 - Effective and Compassionate Leadership

Performance Management and Appraisal (My Conversation) – soft launched and package of support for managers

- Managers guide created and a version for staff
- Every full My Conversation will cover all 4 quadrants – Wellbeing, Reflections, Contributions and Development
- From April 2024 everyone will receive at least 2 recorded My Conversations per year
- Continuous development of approach based on feedback
- Initial positive feedback from peer review

## Outcome 3 - An Inclusive Employer of Choice

- Project Search - 2022/23 cohort graduated with 62% job outcomes, 2023-24 underway
- 2024 intake -11 Interns in Kirklees Council and 7 in the Dewsbury hospital site.
- Neurodiversity awareness training developed and embedded as a further positive outcome
- Linking closely with SEND transformation and NDTI
- Commenced feedback with Trade Union on proposed changes to employee handbook and policy's, prioritising those that will have benefits to staff and Council
- Working with the tackling inequalities programme board to identify areas of focus and priority
- Engagement and joint working with employee networks on a number of policies
- Not losing the links and importance of being an Inclusive organisation, bringing our values to life, **alignment with I&D strategy:**
  - The Council's new I&D Strategy launched
  - Revised High Fives (our recognition scheme for staff), even more values driven
  - Engaged with Policy and Partnership team to review best practice for future People Strategy
  - Working with policy and partnership colleagues to build on ways of working with our networks

## Outcome 4 – Healthy and well People

- Council won the Society of Occupational Medicine outstanding Occupational Health Initiative award for the last 2 years. 2023/24 was for development of a pathway for staff struggling with Neurodiversity in the workplace and for 2024/25, recognition was received for relocating the Restorative Practice (RP) team within Employee Health Care (EHC) and ensuring RP principals were embedded into every EHC service line.
- Delivered a stress prevention project with Children and Adult care teams who identified with high sickness absence. The HSE stress indicator tool identified the top 3 workplace stressors for both teams to be demand, control and change. Each Senior Leadership team produced an action plan to address staff concerns wherever possible. Managers within Adult Care teams reported a reduction in sickness absence after the project had been completed.
- Prevention of sickness absence; staff can now self-refer to EHC for a wellbeing consultation. Wellbeing technicians identify personal stressors and offer internal and/or external signposting to 3rd party specialists. The technician will also prepare a wellbeing

action plan for the employee to engage in a constructive conversation with their manager.

Adopted an alternative 3-hour mediation model, which focuses on workplace relationships. EHC have seen an increase in requests for this service with successful outcomes. In 2024 30 mediations delivered with 14 positive outcomes.

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

#### **3.1 Council Plan**

Our Workforce is crucial to delivering our Council plan and outcomes, our People Strategy is our commitment to our workforce. [Council priorities - Council Plan 2024/25 | Kirklees Council](#)

#### **3.2 Financial Implications**

Plans currently within existing budget

#### **3.3 Legal Implications**

The People Service policy section keeps abreast of changing legislation with support from our Legal Department. Considerations of the People Strategy moving forward will include the Employment Rights Bill updates.

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

There are no specific implications

#### **3.5 Other (e.g. Risk, Integrated Impact Assessment or Human Resources)**

There is nothing additional to add to this report at this time.

#### **3.6 Integrated Impact Assessment (IIA)**

When further work programs are identified IIA's will be carried out.

### **4 Consultation**

The report has received sign off from our Executive Director, Rachel Spencer-Henshall and has also been reviewed by the workstream leads currently working on the People Strategy to ensure that the information we are presenting is current and accurate.

### **5 Engagement**

People strategy steering group / Quarterly

Employee Networks

Trade Unions (as part of steering group and Workforce matters)

### **6 Next steps and timelines**

- Delivery of the People Strategy programme will continue.
- Any actions from this Scrutiny meeting will be noted and considered as part of the programme.

### **8 Contact officer**

Michelle Moss – HR Manager, Ext. 71771

### **11 Service Director responsible**

Shauna Coyle – Head of People Services





**REPORT TITLE:**

<b>Meeting:</b>	Overview and Scrutiny Management Committee
<b>Date:</b>	28/02/2025
<b>Cabinet Member</b> (if applicable)	Cllr Pattison
<b>Key Decision Eligible for Call In</b>	No N/A - scrutiny
<b>Purpose of Report</b>	
To provide an update to Overview & Scrutiny Management Committee (OSMC) on the developing Kirklees Tourism Strategy.	
<b>Recommendations</b>	
<ul style="list-style-type: none"> <li>• For OSMC to support the principles and objectives of the strategy as it enters a public consultation phase.</li> <li>• For OSMC to provide feedback and suggestions to support the next stage of development and the consultation process.</li> <li>• For OSMC to note the contents of the report.</li> </ul>	
<b>Reasons for Recommendations</b>	
<ul style="list-style-type: none"> <li>• OSMC considers a wide range of documents and strategies and is able to provide judicious advice and guidance for strategy in its development stage; additionally, awareness and relevance of the work for other agendas across the OSMC work programme to support the strategy.</li> </ul>	
<b>Resource Implications:</b>	
None. The development of the strategy is a resourced work programme.	
<b>Date signed off by <u>Executive Director</u> &amp; name</b>	<b>Give name and date for Cabinet / Scrutiny reports</b> Rachel Spencer-Henshall – 18.02.2025
<b>Is it also signed off by the Service Director for Finance?</b>	<b>Give name and date for Cabinet reports</b> N/A
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?</b>	<b>Give name and date for Cabinet reports</b> N/A

**Electoral wards affected:** All

**Ward councillors consulted:** None

**Public or private:** Public

**Has GDPR been considered?** Yes

## **1. Executive Summary**

This report provides an update on the progress to develop a Tourism Strategy with an initial three-year plan, that develops the current offer in the district and links activity with the emerging Kirklees Cultural and Heritage strategies and plans. These all play a role in delivering the Council Plan and Partnership Strategies.

The connecting point for the Heritage, Cultural and Tourism strategies is that they will all be centrally linked through telling the story of Kirklees. As the Heritage Strategy states, “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.”

This strategy will give direction to an important area of work for the district that promotes the district to residents, visitors and businesses. Further to economic impact and improved perception of place, the work will connect to improved infrastructure and support for regeneration schemes, plus it will form part of region-wide activity to deliver a Local Visitor Economy Partnership (LVEP) Destination Management Plan with the other West Yorkshire authorities and the West Yorkshire Combined Authority.

## **2. Information required to take a decision**

As identified earlier in this report, this builds on previous work and testing of themes with OSMC.

The previous reports ‘Culture, Heritage and Tourism Strategies’ ([Culture-Tourism-Heritage Strategies.pdf](#) and [Culture Heritage and Tourism Strategies Scrutiny 25.11.2022 .pdf](#)) identified Kirklees had been without a Tourism Strategy for many years. It was also recognised there is a need to support tourism areas such as hospitality, accommodation and visitor attractions to improve the visitor experience in Kirklees and effectively support our Visitor Economy.

This strategy, with the Heritage and Cultural strategies, will bring new confidence to our offer and how we describe it. Strengths for the district have been identified as our landscape; food and drink offer; music festivals and culture; heritage; screen tourism; and sport. The Strategy will seek to strengthen Kirklees’ participation in the regional tourism offer, working with the West Yorkshire LVEP.

The Tourism Strategy links with the Visitor Economy and the economic activity generated by visitors including spending on services and goods such as accommodation, food and attractions. It also links to other economic impacts including job creation, infrastructure development and overall economic growth.

The content of the draft strategy in the appendices shows the proposed priorities and activity for the coming three years, which is due for public consultation and feedback soon. The West Yorkshire LVEP Destination Management Plan can also be found in the appendices and

demonstrates the regional context the Kirklees Cultural Strategy will operate in and contribute towards.

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

#### **3.1 Council Plan**

This work is an agreed deliverable in the Council Plan 2024:

*Section 4 of the Council Plan - Continue to invest and regenerate our towns and villages to support our diverse places and communities to flourish.*

*Engage more residents and visitors in our cultural and heritage offer and raise the profile of Kirklees by:*

*Publishing new strategies for Culture, Heritage and Tourism*

#### **3.2 Financial Implications**

The development of the strategy is being delivered in service by Culture & Tourism. The West Yorkshire LVEP brings investment and expertise to the region to support joint initiatives for the development of strategic work in this area.

The delivery of the strategy will be scalable and respond to availability of resources and would look to galvanise relevant teams and projects across the council to deliver the objectives of the strategy and regional ambitions with West Yorkshire colleagues.

#### **3.3 Legal Implications**

There are no perceived legal implications in the development of the strategy, however the council's Legal Service will be consulted as required to avoid any legal implications.

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

The strategy includes a specific aim to 'Develop Kirklees reputation for sustainability and encourage best practices in environmental process.' This would be developed with relevant council officers and with the Kirklees Council Environment Strategy to develop relevant plans with partners. The West Yorkshire LVEP also has a commitment to sustainability through the delivery of its plans.

#### **3.5 Other (e.g. Risk, Integrated Impact Assessment or Human Resources)**

There are no obligations in the development of the strategy and establishing the programme of work. Integrated Impact Assessments will be used to support the development process, with further assessments created as required for streams of work and projects resulting from the strategy.

### **4. Consultation**

Further to the information in the 'background papers' section, work was undertaken in 2022 by The FabI, a mix of research and public consultation, which resulted in strategy and delivery options on which the current draft strategy is based. This draft aims to move to public consultation in March 2025 with support from the council's Data & Insight team.

## **5. Engagement**

Engagement and research over several years is contained within in the ‘background papers’ section and as outlined in section 4 through the work undertaken by The Fabl.

Broader engagement will continue through partnership working with tourism bodies, the West Yorkshire LVEP and the sector, guided by the emerging strategy.

## **6. Options**

### **6.1 Options considered**

It has been acknowledged in OSMC previously that Kirklees has a need for Culture, Heritage and Tourism strategies, not least due to their role in economic and social regeneration. The Tourism Strategy is being pursued following approval to promote and support Kirklees as a vibrant place and to strengthen our cultural and visitor offer, particularly important as we develop the West Yorkshire offer with neighbouring authorities who have invested in their cultural and visitor facilities.

### **6.2 Reasons for recommended option**

Officers recommend that the Committee notes the content of this report and the work undertaken following previous approval to pursue the strategy. The Committee’s views on the content of the draft strategy and its development will be welcomed.

A level of responsibility exists through the Council commitment to working with our West Yorkshire colleagues at a local authority and combined authority level to deliver the West Yorkshire LVEP as agreed through the West Yorkshire Combined Authority Board, 16<sup>th</sup> March 2023.

## **7. Next steps and timelines**

The draft strategy will be made available for public consultation – including feedback from elected members, partners, key stakeholders and tourism businesses - March 2025.

Final draft for approval anticipated autumn 2025

## **8. Contact officer**

Richard Smith, Creative Development Manager  
richardd.smith@kirklees.gov.uk

## **9. Background Papers and History of Decisions**

[\(Public Pack\)Agenda Document for Overview and Scrutiny Management Committee, 11/02/2021 14:00](#)

Culture, Heritage and Tourism Strategies p9-26

## **10. Appendices**

Draft Kirklees Tourism Strategy 2025 - 2028

**11. Service Director responsible**

Adele Poppleton, Service Director for Culture and Visitor Economy  
adele.poppleton@kirklees.gov.uk

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# **Kirklees Tourism Strategy 2025- 28**

## Foreword

Welcome to Kirklees!

This Tourism Strategy is a vision for tourism and visitor economy activity in the West Yorkshire district of Kirklees. Nestled in the heart of Northern England, Kirklees boasts a rich tapestry of experiences including heritage, culture and natural beauty. This strategy compliments and enhances work across Kirklees to engage and attract visitors and other stakeholders to the district.

We are committed to promoting our cultural heritage, improving visitor infrastructure and fostering sustainable tourism practices that benefit both residents and visitors alike. We will use a place-based approach to recognise unique stories and work in a collaborative way, engaging local businesses, community groups and stakeholders to ensure that tourism development aligns with the needs and aspirations of our communities.

We are excited to introduce this Tourism Strategy as a significant step forward in enhancing our tourism sector. With a focus on practical and achievable goals, this strategy acknowledges the current financial challenges faced by both the country and Kirklees. By establishing a strong foundation now, we are setting the stage for future growth and ambitious initiatives in our subsequent tourism strategies.

We invite you to explore the potential of Kirklees and join us in our journey to make Kirklees a destination of choice, where every visit is a memorable adventure.

### Tourism, Heritage & Culture Strategies

The Kirklees Tourism Strategy forms 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 enhance, celebrate, care for heritage in Kirklees. The Heritage Strategy recognises the broad role of heritage, including Kirklees' assets, the stories of communities and the museum and gallery collections, as integral to place and identity.

The Heritage Strategy informs us of Kirklees' history and heritage. The Cultural Strategy celebrates the district's creative expression, talent and skills plus its wider culture, which includes our festivals, events, exhibitions, performances and programmes across our diverse venues. The Heritage Strategy may tell us who we are and why, but the Cultural Strategy focuses on how we share our identity, showcasing our innovation and creativity. The Tourism Strategy helps to shape how we invite people to experience our heritage and culture.

### Kirklees Council Partnership Strategies

The four key Kirklees Council partnership strategies are developed and delivered with partners across the district. In supporting our shared outcomes and vision for Kirklees, they complement each other and our Council Plan.

The economic and financial pressures facing Kirklees make it even more important that we have a shared understanding with partners of the challenges and opportunities our current context brings. These strategies are partnership-led. They explain our context, what our opportunities and challenges are, what we need to do most to improve and the role each of us has to make this happen.

The Inclusive Economy Strategy (in development) will outline how the council and key partners across the district are working to build a more inclusive and sustainable economy.

The Kirklees Health and Wellbeing Strategy (KHWS) sets out our priorities for improving health and wellbeing and what we will do as partners to achieve those improvements. Through the strategy, partners are prioritising good mental wellbeing, connected care and support, and healthy places.

The 'Environment Strategy; Everyday Life' sets out our borough's commitment and ambitious vision for greater action on environmental issues, whilst also addressing the ecological and climate emergencies.



The Inclusive Communities Framework (ICF) is a partnership commitment to work better with communities on local issues. Through the ICF, partners are committing to take action showing our belief that communities have solutions to problems, promoting a shared sense of belonging in communities and caring about what communities care about.

Like our outcomes, success in one strategy depends on the others. For example, a sustainable environment supports a healthy and well population, which in turn supports a stronger workforce and a more inclusive economy. Likewise, inclusive communities support improvements in wellbeing and the environment in local communities.

This Tourism Strategy will support the delivery of the wider aims of the Council and its plans and will engage with key initiatives that influence its work.

## Placing Kirklees

Kirklees has an impressive industrial heritage, contemporary culture and outstanding countryside. Our connections to major cities creates a fantastic foundation for connectivity and further tourism experiences. It is well situated in relation to national parks and combined with the wider Kirklees offer, it is 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.

There are direct rail links to Huddersfield and Dewsbury from Leeds in under twenty minutes. London Kings Cross is just over two hours away and Edinburgh just over three, via a fast rail connection from Leeds. Leeds Bradford Airport sits to the north of Kirklees and direct trains connect Huddersfield and Dewsbury to Manchester Airport, giving access to more than 200 inbound tourism markets worldwide.

## Where Are We Now?

### Our Visitors and Priority Areas

A public consultation in March 2022 revealed key motivators for travel to the district. The following top five reasons for visiting the district inform our work in the first few years of developing our tourism offer:

- Visiting friends, family and relatives
- The History, industrial heritage and cultural events
- Walking holidays with a pub and food theme
- The villages and valley scenery, with specific interest in our canal
- Screen tourism, inspired by filming locations for television and film productions.

This research supported the identification of six areas of strength for Kirklees to prioritise in meeting its tourism aims. The six areas are:

- Music festivals and culture
- Heritage
- Food and drink
- Landscape and wellbeing
- Screen tourism
- Sport

## Music Festivals and Culture

Music tourism is significant and includes attending concerts, festivals and visiting historic music sites. Kirklees Year of Music was held in 2023, showcasing the diversity of musical heritage and talent in the region and appealing to all generations. There are music festivals in Kirklees of varying sizes and genres, together with small music venues delivering year-round live performances.

Wider Kirklees culture includes theatre, museum and gallery offers, providing a strong appeal to visitors, and in the future the offer will be even better when the Our Cultural Heart development opens from 2026. Visitors for all cultural activities and events create revenue streams for other parts of the visitor economy, such as hospitality and local businesses.

We will:

- Build on Kirklees Year of Music 2023 by developing opportunities to attract and host music and culture events.
- Work with West Yorkshire partners to develop opportunities in the region, including region-wide cultural events following Bradford 2025 City of Culture.
- Inform and promote regeneration and development schemes, especially Our Cultural Heart.

## Heritage

Kirklees has a range of Heritage assets, including Oakwell Hall, Bagshaw Museum, Castle Hill, the National Coal Mining Museum and Standedge Tunnel. There are strong links to the Brontës, the English Civil War and Industrial Heritage. The cultural offering extends with day excursions to experiences such as Haworth's Brontë Country, Halifax's Piece Hall and The Royal Armouries in Leeds.

We will:

- Support the delivery of the Kirklees Heritage Strategy and promote the assets of the district, helping our visitors to discover our heritage through different experiences and culture.

## Food and Drink

Many visitors discover a destination through food and drink. Kirklees has a diverse range of restaurants, cafes, markets, pubs and bars - including small food and drink festivals, Holmfirth Vineyard plus several coffee roasteries and micro-breweries. Kirklees can provide food and drink experiences with a year-round appeal.

We will:

- Support Food & Drink festivals and highlight restaurants, bars and cafes across the district.
- Promote our food and drink businesses and events to industry events and awards.
- Raise the profile of quality employment in the hospitality and tourism sector.

## Landscape and Wellbeing

Kirklees is well positioned geographically and has outstanding natural assets. It makes up around 10% of the Peak District Park and has other national parks nearby. Walkers, cyclists and homeowners cite its green spaces as a major appeal for visiting and spending more time in the district.

We will:

- Develop routes across our landscape that encourage and help visitors to explore Kirklees.
- 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.

## Screen Tourism

We would like to grow our opportunities for screen tourism. Currently, *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 series *Gentleman Jack*. Towns across the district also play host to film festivals throughout the year. Screen tourism can attract national and international audiences and plays a crucial role in raising awareness of destinations.

We will:

- Use classic and contemporary screen locations in the district to showcase Kirklees and inform, inspire and influence travel decisions.
- Promote local film festivals and develop itineraries for the district, including heritage locations such as Oakwell Hall and multi-day trips that include neighbouring locations and media attractions.
- Look to attract new productions to Kirklees with our West Yorkshire colleagues to build business and screen tourism.

## Sport

The region is well regarded in the sporting world, with prominent football and rugby league clubs Huddersfield Town, Huddersfield Giants, Batley Bulldogs and Dewsbury Rams. The region also has high-rated golf clubs. Sporting visitors to Kirklees often repeat their visit and recommend the destination to others.

We will:

- Encourage sport enthusiasts to extend a day visit to overnight stay with suggested itineraries.
- Establish a profile for different sporting options, such as attracting golf enthusiasts from other areas of the UK to stay and play the Kirklees golf courses and enhance the green profile of the district.

Further to the key motivators for travel to the district, the following tourism trends and markets will inform our work:

## Tourism Trends

Visitors learn about destinations online as well as through traditional marketing channels and will travel to Kirklees in different social groups, such as travelling solo, with family, with friends or on business. 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.

Consumer trends and overriding trends such as climate change or shifts in economic power inform and influence how people spend their leisure and visit time. Based on travel motivations, the results of our Kirklees public consultation and consumer behaviour, eight trends have been identified to inform our work. These are relevant to shaping visitor demand nationally and locally:

### Shorter Breaks, More Often

Visitors are opting for shorter stays that feature experiences. There is a diversity of profiles that may opt for a shorter stay, for example travel groups of different ages, mixing business and leisure, staycations or different cultural motivations

### Rural Retreats

Consumers are leading increasingly busy lives. Holidays and short breaks often have a focus on recovery, self-improvement, wellbeing and outdoor activities.

## Wellbeing Holidays

Interest in physical and mental health has increased demand for pursuits such as walking and cycling or social activities such as yoga retreats and craft courses.

## Fluid Itinerary Travel

Visitors travel with no fixed itinerary, giving them flexibility to act on opportunity. This creates demand for last-minute bookings for hospitality such as restaurants and accommodation and visits to attractions and outdoor sites.

## Authenticity

Interest in Kirklees' heritage and localism will lead people to pay greater attention to local culture. Visitors to Kirklees will also seek opportunities to understand the area through its unique past and current offer.

## Tech Everywhere

Our every-day use of technology has impacted the Tourism Sector. It is used for research, booking, managing trips and even experiences at visitor attractions and sites.

## Screen Tourism

VisitBritain's research shows that film and television are powerful motivators for travel – from classic television to contemporary film, as-seen-on-screen itineraries are important to visitors.

## Target Markets

Using the VisitBritain identified market segmentation released in 2023, we have identified profiles to help target our work. Our offer and messaging will need to be relevant to the different markets. The relevant market segments below identified by VisitBritain will shape our approach:

### Green Explorers & Culture Buffs

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

With a high interest in the outdoors and local heritage, this group is active and looks for attractions such as parks and gardens, National Trust properties and walking routes. Activities such as garden tours, foraging, vineyard visits and those relating to local produce will appeal. Although there is an interest in luxury, they will also be conscious of wanting to get value for money and added elements.

### Experience Seekers

Outgoing, adventurous and 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 expect brands to be eco-friendly and help them improve their knowledge and 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 make a day trip or take a short break. Rediscovering local hidden gems, discovering places they may not have known existed and supporting local businesses will be important to this market segment. They are likely to look for unique and one-off accommodation options.

## Accessible Tourism

Further to the ambition to make opportunities accessible to all, 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.

## Multi-generational Family

Families are made up in different and unique ways, we shouldn't simply expect the traditional nuclear family. This segment also ties in with trends around multi-family travelling, which is likely to increase. They look for child-friendly activities that are educational and hands-on. Likely to look for day trips alongside stays in self-catering accommodation, potentially close to nature and nearby to planned activities.

# Our Partners and Sector Context

We will work in partnership across the wider region and beyond with key initiatives and industry partners to deliver our aims. We will respond to tourism trends and target markets to bring focus to our work, as described in the passages below.

## The West Yorkshire LVEP

Developed and administered by VisitEngland following close consultation with Destination Management Organisations in autumn 2022, the Local Visitor Economy Partnership (LVEP) programme is one of the key recommendations in the previous Government's response to the independent de Bois Review of Destination Management Organisations in England.

As well as achieving a nationally recognised official status, LVEPs are expected to provide strong leadership and management of their destinations, working collaboratively with the public and private sector. They help to shape and deliver national strategy and activities. Their important role has been promoted across government and national agencies, ensuring the local visitor economy is an active and valued contributor to the wider economy.

Kirklees Council formed part of the successful West Yorkshire LVEP in July 2023. The regional development and delivery work established through the LVEP will play a key role in supporting the delivery of this strategy.

## Working with our Industry Partners

We will work with others to achieve our aims and form part of the tourism ecology to share knowledge and expertise, create opportunities and support the delivery of the priorities outlined in this strategic plan. Examples of our partners include visitor attractions; tourism businesses; visitor services; West Yorkshire LVEP; West Yorkshire Combined Authority; West Yorkshire local authorities; community groups; and local business associations.

We will also work with regional and national partners such as North & West Yorkshire Chamber of Commerce; transport Services; other Yorkshire LVEPs and visitor attractions; the National Trust; the

Canal & Rivers Trust (Yorkshire); near neighbours and Distant Cousins <sup>1</sup>; UK Inbound; National Sector Association; travel agencies & tour operators; tourism industry associations; Arts Council England; National Lottery Heritage Fund; Department for Culture, Media & Sport; VisitBritain; and VisitEngland.

## How Will We Get There?

A set of aims and actions will deliver a vision for the district. Our aims and actions are born out of our priority areas and opportunities defined above. Our aims and actions will develop over time to support a tourism vision for Kirklees:

**Embracing the essence of Kirklees — including its stunning landscapes, rich textile heritage, vibrant music scene and the diversity of its community — we will create and highlight unforgettable experiences for all. By sharing the unique stories of Kirklees’ people and places, delivering exceptional quality and making every visitor feel at home, we will achieve:**

### An Enhanced Visitor Experience:

Through innovation and collaboration, we will celebrate Kirklees’ cultural richness and pioneering spirit, crafting a destination that stands out and captivates visitors.

### Growth in Visitors and Economic Impact:

By offering inclusive and extraordinary experiences, we will highlight the diverse attractions, lively events and warm hospitality that make Kirklees a must-visit destination, driving an increase in tourism and economic vitality.

### Sustainable Development:

We are committed to preserving our heritage and ensuring long-term economic and environmental sustainability, creating lasting benefits for future generations while protecting the unique character of Kirklees.

We want to create and promote a vibrant tourism offer with year-round compelling experiences. To achieve this we will:

1. Define our offer and the national positioning of Kirklees through innovative product and visitor experience development.
2. Encourage more visitors to the district and inspire them to stay longer, by developing day visits and overnight stay opportunities.
3. Reduce seasonality and spread the benefit of tourism across the region through strategic promotion.
4. Increase Kirklees community-based tourism and encourage the people of Kirklees to explore their local offer and businesses to realise benefits from tourism.
5. Raise awareness of the significance of tourism by highlighting its economic and cultural value.
6. Ensure the Kirklees offer is considered within the broader Yorkshire experience.

The following aims and actions on the next page build on the previous pages and will guide our work at the outset:

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<sup>1</sup> “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.”

Aims	Actions
Encourage tourism businesses to use B2B and digital channels to deliver their products and experiences to market.	<p>Identify market readiness initiatives and digital training to help businesses understand the tourism aims.</p> <p>Support work looking to address gaps in digital connectivity to allow easy navigation for visitors and businesses</p>
Develop a wider range of experiences in and around Kirklees to attract a more diverse group of traveller profiles.	<p>Facilitate a Visitor Economy Group involving key sectors and tourism business stakeholders to identify and create new opportunities aligned with the overall Tourism Strategy.</p> <p>Establish advice for businesses on how to develop new visitor experiences.</p> <p>Develop and define itineraries and experiences that include our six priority areas, with the goal to attract visitors all year round</p> <p>Build a greater understanding of Kirklees' accommodation options and how to promote them.</p> <p>Uncover new experiences and attractions, whilst making more of our known opportunities and attractions, such as Oakwell Hall and Our Cultural Heart.</p>
Attract visitors with our story, with a focus on growth segments and year-round tourism.	<p>Develop a Destination Kirklees brand; build the brand and engage local communities to help define and tell the destination story</p> <p>Develop a Destination Kirklees site with a web page for use by tourism stakeholders, with online guidance and branding toolkit.</p> <p>Promote Kirklees' tourism experiences through digital and non-digital platforms.</p> <p>Support the development of a skilled and welcoming labour force for the visitor economy of Kirklees.</p>
Develop Kirklees reputation for sustainability and encourage best practices in environmental process	<p>Work with Kirklees Council environmental leads to develop relevant plans with partners.</p>
Optimise connectivity in Kirklees from both domestic and international destinations.	<p>Work with airline, train and coach companies, directly and through the WY LVEP, to strengthen connections and promote new visitor experiences among operators.</p> <p>Work with transport operators to develop and better promote transport locally and with 'near neighbours and 'distant cousins'.</p>
Work with other destination management initiatives and organisations.	<p>Identify potential partners and campaign promotions offering the greatest potential for visitor growth and spend.</p> <p>Contribute to WY LVEP delivery and related action plans. Strengthen relationships across West Yorkshire and the wider Yorkshire region.</p> <p>Work with national bodies such as VisitBritain and VisitEngland – apply national strategy activity and classifications (e.g. Near Neighbours and Distant Cousins)</p>

Table 1: Aims and Actions

## Measuring Success

Performance Indicators will be used to measure the development of tourism activity in Kirklees and indicate areas for growth or additional focus. We will work with the STEAM (Scarborough Tourism Economic Activity Monitor) model to align with local authority partners across West Yorkshire, as part of the WY LVEP activity. The STEAM model will provide data in areas such as visitor numbers, visitor expenditure and the economic contribution of tourism, accommodation data and impact on employment.

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 objectives and all the tourism stakeholders in Kirklees will have a role to play in collecting this information in an accurate and timely manner.

Of course, success will go beyond data. The success of this strategy, and of tourism and visitor economy activity more widely in Kirklees, will require stakeholders to work in partnership with generosity to achieve the ambitions of the district. Our collective effort will enable us to deliver on the vision for Kirklees.

This strategy is based on the research and development undertaken by The Fabl.



**Local Visitor  
Economy  
Partnership**

Recognised by



**VisitEngland**

# West Yorkshire

Local Visitor Economy Partnership  
Destination Management Plan

**2025-2028**

We're  
Yorkshire's  
cultural and  
vibrant heart

We're West Yorkshire

We're Bradford

We're Calderdale

We're Kirklees

We're Leeds

We're Wakefield



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# 1 Introduction

The visitor economy in West Yorkshire is at an **exciting point**. Prior to the Covid pandemic, it generated **over £2.2 billion** of direct expenditure to our economy.

Although the last few years have seen enormous change and uncertainty that have impacted and continue to impact on our visitor economy – Covid, Brexit, the cost of living crisis and inflation – we are emerging strongly from it. We have all the ingredients to not only recover, but to **grow substantially**.

There are many positive changes taking place across West Yorkshire. We have achieved the status of a Local Visitor Economy Partnership (LVEP) from **VisitEngland** – a recognition of our importance as a visitor destination.

Devolution is bringing greater powers and flexibilities for the Combined Authority to work with Local Authorities and other stakeholders on strategic, regional approaches to growing the economy.



Photo VisitBradford. City Park, Bradford

The partnership across West Yorkshire Local Authorities and the Combined Authority sparks new opportunities and allows for a strategic, regional approach.

**Bradford UK City of Culture 2025** is delivering a thrilling year of culture, creativity and the arts right across West Yorkshire, building on the successes of **Kirklees Year of Music 2023** and **LEEDS2023, Culturedale 2024, and Our Year – Wakefield District 2024**. These events are showcasing, and will continue to showcase, our exceptional cultural offer.

**We are Yorkshire’s cultural and vibrant heart.** But more than that - West Yorkshire is an area of unique landscapes that resonates with our proud past and our heritage, it’s a major

conference and business destination, and a renowned film location. We have three National Museums, a UNESCO World Heritage Site in Saltaire and a UNESCO City of Film in Bradford.

This Destination Management Plan (DMP) provides a galvanising framework for the whole of West Yorkshire to move forward together, building on our collective and individual strengths. This plan focuses on the priorities and collaborative activities that, at a **West Yorkshire level**, will build a better and more productive visitor economy sector. It is intended to complement (but not duplicate) the more detailed plans that exist for our individual areas – Bradford, Calderdale, Kirklees, Leeds and Wakefield.

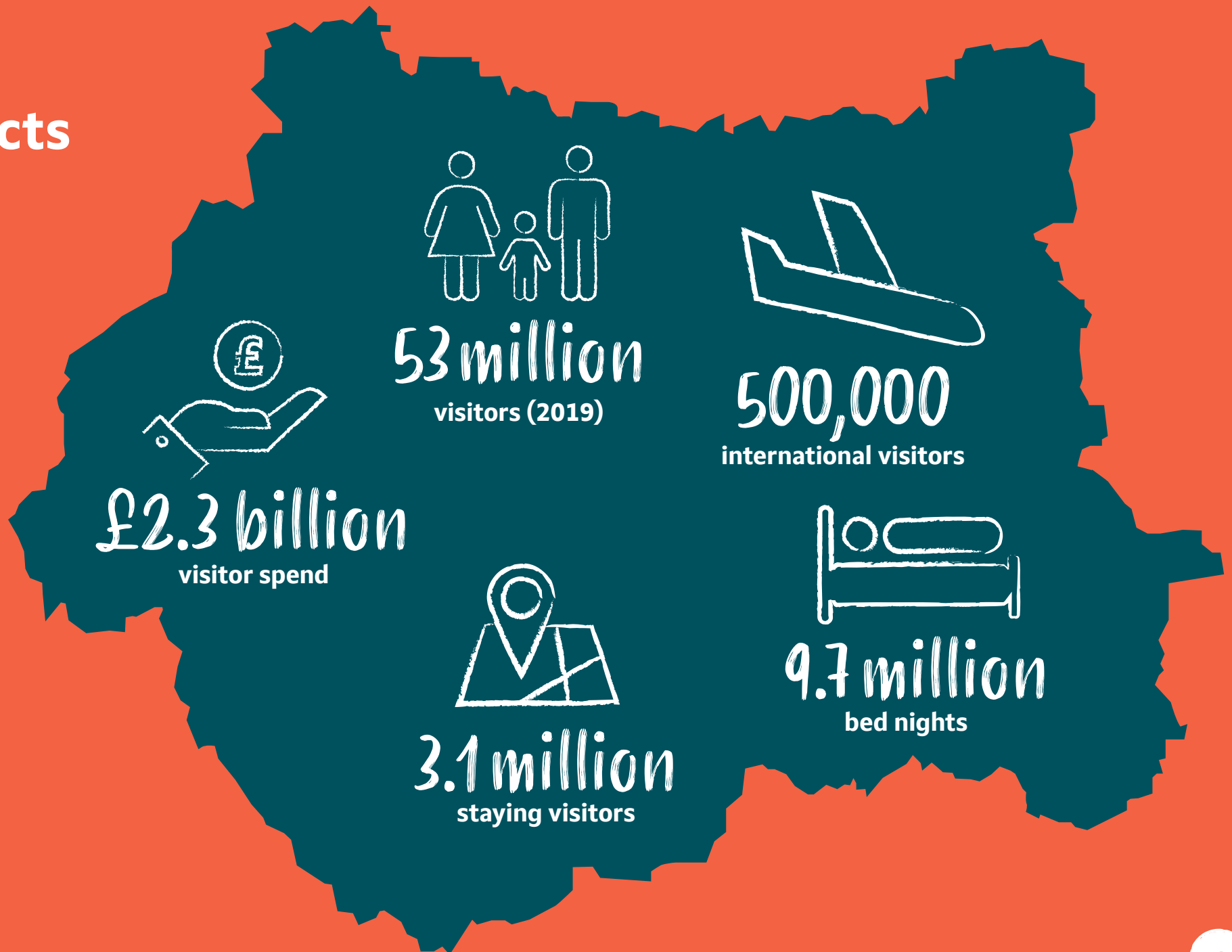


Salts Mill, Bradford

# Context



# Impacts



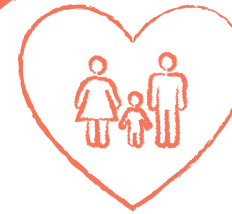
# Benefits



Enhances our image and profile not just as a place to visit but also as a place to move to, invest in, or study



Develop a sense of place and community pride amongst our residents



Supports a wide range of facilities that enhance the quality of life for our residents



Supports a range of businesses from micro to multi-national; jobs with different skills and creates entry level employment

## Benefits of our visitor economy



Animates and drives footfall into our town centres

# Visitor economy

Type of visitor	Visits ('000)	Nights ('000)	Spend (£m)	% total spend
Domestic overnight	2548	5981	391	17.1%
International overnight	506	3,718	228	10.0%
All Overnight Visitors	3,054	9,699	619	27.1%
Tourism Day Visitors	50,100	N/a	1,665	72.9%
<b>All Visitors</b>	<b>53,154</b>	<b>N/a</b>	<b>2,284</b>	<b>N/a</b>

Source: GBTS, IPS and GBDVS.<sup>1</sup>

**The value of our visitor economy is considerable.** The table summarises the estimated economic impact of the visitor economy to West Yorkshire in 2019.<sup>2</sup>

Our **visitor economy**, in 2019, generated **£2.3bn of direct expenditure**. The majority of this was generated by day visits from home – **73% of expenditure and 94% of trips**.

This expenditure spreads far and wide – from our city centres to our local high streets and towns, and from direct spend on hospitality, retail, and entertainment, through the supply chain and - via the people employed in the sector - into numerous other areas.

# Our markets

Our visitors come in many guises and for many reasons: someone coming for work, business or a meeting; an international academic coming for a conference; a sports fan going to the football, cricket or rugby; a family visiting one of our many museum or gallery; someone visiting for a gig, show or play; a couple visiting the sights for a day or a week; a shopper to our unique retail experiences; friends on a night out.

They come from all areas – from within West Yorkshire itself; from the rest of Yorkshire and Greater Manchester; from Scotland and the rest of England; and from overseas.

Some key points about our visitors:

- **Visiting friends and relatives (VFR)** accounted for the **highest proportion of our overnight trips (47%) and spend (35%)** in 2019. The market accounted for 42% of international spend
- **Business visits** are an important market for us – in 2019 they accounted for about **a fifth of overnight trips (19%) and spend (22%)**
- West Yorkshire’s holiday market, while significant, is not as well developed as other destinations in the UK. They accounted for a third (31%) of domestic trips and a quarter (25%) of international trips compared to an England average (of 47% and 41% respectively)
- However, **we underperform in overseas markets** - in 2019 domestic visitors accounted for 83% of overnight visitors with **international visitors accounting for 17%** (compared to 27% at an England level)<sup>3</sup>

<sup>1</sup> At a district level, local impact is available for Bradford, Calderdale, and Wakefield (through the Cambridge Model) and Leeds (through STEAM) but not Kirklees. Data from IPS and GBDVS is not available at a district level.

<sup>2</sup> 2019 was the latest full year of available data when we commissioned sector research in 2023. As part of the LVEP work, we will gather new STEAM data for all local authority areas.

<sup>3</sup> Source: Great Britain Tourism Survey (GBTS) and International Passenger Survey (IPS). Based on a three year average of data (i.e. 2017 -19)



# Our offer

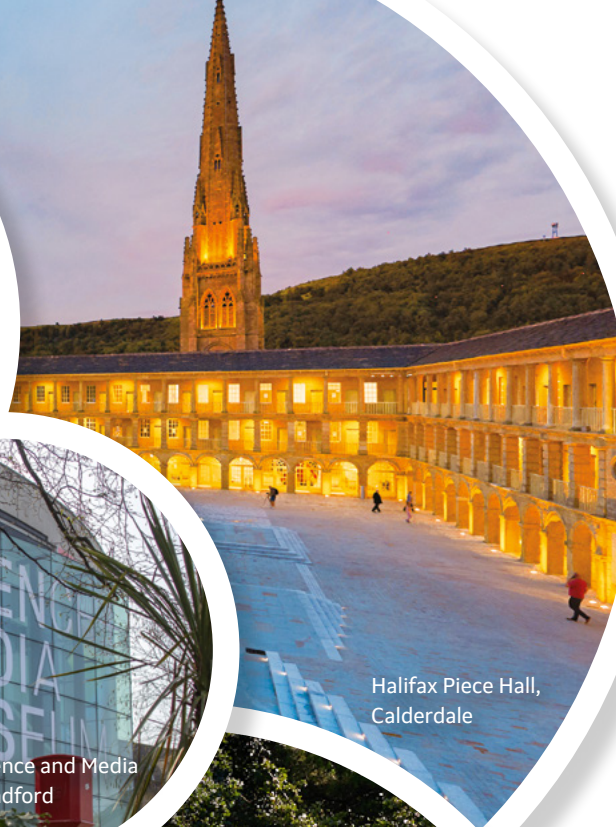
## We're discovery & enrichment

This is arguably our strongest theme with a breathtaking portfolio of museums, heritage and cultural attractions. These include:

- **Arts and cultural attractions** like the Brontë Parsonage Museum, Leeds Art Gallery, Henry Moore Institute, Yorkshire Sculpture Park and The Hepworth Wakefield
- **Heritage / industrial heritage** such as Saltaire, and The Piece Hall
- **National museums** - including the Royal Armouries, National Coal Mining Museum for England and the National Science and Media Museum
- **Historic houses and sites** such as Harewood House and Kirkstall Abbey in Leeds, Cliffe Castle in Bradford, Nostell, National Trust and Pontefract Castle in Wakefield, Shibden Hall in Halifax (Calderdale) and Oakwell Hall in Birstall (Kirklees)



Oakwell Hall, Kirklees



Halifax Piece Hall, Calderdale



National Science and Media Museum, Bradford



Royal Armouries and Leeds Dock



Daniel Arsham at Yorkshire Sculpture Park, Wakefield. Photo by David Lindsay

# Our offer

## We're places

We have some great and distinctive places that are a draw for visitors. They include Haworth, Ilkley, Saltaire (a UNESCO World Heritage Site), Hebden Bridge, Holmfirth, Slaithwaite and Otley.



Photo VisitBradford.  
Haworth, Bradford



Eureka in Halifax, Calderdale



Photo VisitBradford.  
Ilkley Moor, Bradford



Saltaire Canal



Calderdale Let's Grow  
Todmorden, Calderdale

## We're family

Many of our 'discovery' attractions on page 9 have a strong family appeal but other family related experiences include the Keighley and Worth Valley Railway, Eureka!, Lotherton Wildlife World at Lotherton Hall, and Xscape Yorkshire.

# Our offer

## We're performance & entertainment

Live entertainment is a key motivator for many visitors – the hook is the particular performance they are interested in.

Facilities include:

- **Theatres** like the Alhambra Theatre in Bradford, Victoria Theatre in Halifax, Leeds Playhouse, The Lawrence Batley Theatre in Huddersfield and Theatre Royal Wakefield
- **Music, concert and comedy venues** such as Bradford Live (due to open in 2025), The Piece Hall in Halifax, Huddersfield Town Hall, First Direct Arena, Northern Ballet and the O2 Academy in Leeds
- **Sports stadiums and grounds** including football, cricket, racing, and rugby league



# Our offer

## We're a wealth of events

We have regular events with strong **cultural, media and music** themes including:

- Bradford Literature Festival
- BD: Festival
- The Piece Hall Halifax summer music and events
- Huddersfield Contemporary Music Festival
- Light Night Leeds
- Leeds Fest
- Leeds International Festival of Ideas.
- Huddersfield Food and Drink Festival
- Marsden Jazz Festival
- Pontefract Liquorice Festival
- Wakefield Rhubarb Festival

**Sports events** are also important including:

- Iron Man and Test Cricket in Leeds
- Horse racing in Pontefract
- Tennis in Ilkley
- Rugby League and football matches across the region
- We have a record of success in cycling



Pontefract Racecourse



Photo by Danny Payne.  
Calderdale Live at  
Halifax Piece Hall



Wakefield  
Rhubarb Festival



Photo VisitLeeds.  
Leeds Pride 2019



Photo VisitBradford

**Bradford UK City of Culture 2025** and the build years – **Kirklees Year of Music 2023**, **Leeds 2023**, **Calderdale Year of Culture 2024** and **Our Year – Wakefield District 2024** are major high profile one-off events.

## Our offer

### We're retail

Leeds is a key shopping destination however we also have a range of other opportunities - local high streets, independent special interest 'destination' shops like Salts Mill, the Mill Outlet Batley, and Redbrick Mill and Farm Shops selling locally sourced produce.

### We're sociable

Like shopping, there are food and drink opportunities throughout the area. Potential differentiators are curry in Bradford, and Leeds city centre with its concentration of bars, clubs and independent restaurants.

### We're active

We have distinctive rural areas - the Pennine areas of Calderdale and Kirklees and notable sites like Ilkley Moor, Top Withens in Haworth, and Marsden Moors. There are opportunities for walking, cycling, climbing (indoor and outdoor).

### We're hosts

There are a range of conference and meeting venues across our area and the conference market is an important one, particularly in Leeds which hosts a number of larger multi-venue conferences.

### We're niche

There are some niche and special interest offers in West Yorkshire with the capability of generating visits or contributing to the decision to visit. Increasing screen tourism is one of them – particularly in Calderdale and Kirklees with a strong TV presence with ITV Studios and Ch4 in Leeds.



Film set in Bradford



Nexus Building, Leeds

Photo by Joolze Dymond  
Cyclists in Calderdale



Photo by Tom Martin for  
VisitLeeds. The Alchemist



# Delivery arrangements

## Stakeholders

The visitor economy in West Yorkshire is complex and has many stakeholders:

- Business Improvement Districts
- Trade organisations like the Leeds Hotel and Venues Association
- Strategic groups like the Calderdale Tourism Board
- Area and town based groups like the Bronte Country Partnership and local Civic Societies

Reflecting our product offer, there are also a huge range of individual operators, including:

- Hotels
- Attractions
- Tours
- Conference venues
- Bars and restaurants
- Nightclubs
- Breweries and distilleries
- Music venues
- Event organisers
- Universities
- Our high streets and retailers

Some of these are wholly visitor focused, others have interests that overlap the visitor economy.

## Local Visitor Economy Partnership (LVEP)

As an **official LVEP**, we work with **Visit Britain** and **Visit England** on national and international promotional activities and development.

## Local Authorities

Each of our **Local Authorities** takes a lead on the visitor economy in their respective areas – effectively acting as the **Destination Management Organisation** (DMO) leading on leisure and conference tourism. The size of dedicated teams and their resources varies. Other functions within our Local Authorities also play a role in the visitor economy teams:

- Filming support
- Running museums, galleries, parks and venues
- Developing, managing and bidding for events
- Providing business and skills support
- City centre, place and World Heritage Site management

## West Yorkshire Combined Authority

The Combined Authority provides strategic leadership and advocacy through the Governance Board, chaired by Mayor Tracy Brabin. It also provides regional leadership in several functions with a direct bearing on the visitor economy:

- Passenger transport executive for the region
- A growing culture, heritage and sports workstream
- Devolved Business Support and Employment and Skills functions
- Proactive in promoting West Yorkshire as an inward investment opportunity, nationally and internationally

Leeds Playhouse





# Strengths, challenges and opportunities

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# Our strengths

- We are a key part of the Yorkshire brand which has strong associations, images and a sense of place, particularly Pennine West Yorkshire enhanced by our TV, film and literary connections
- We have very **strong products** with national museums, a UNESCO World Heritage Site, iconic cultural and historic sites of international stature. These enhance the area's distinctive architecture, reinforcing our sense of place
- Our range of **well-established events** – many with distinctive audiences that are drawn from all areas of the globe. We have momentum and profile in our cultural events and facilities, and have particular strengths in music (Kirklees), literature (Bradford) and food (Kirklees and Wakefield) with the local culture reflected strongly in a number of events such as the Lamplighter Festival
- A reputation for hosting **large scale sporting events** e.g. the Rugby League World Cup across multiple venues and previous cycling events including the Tour de France Grand Depart
- A track record in **location work for TV and film**. We are featured regularly on high profile programmes such as Gentleman Jack, Happy Valley, Last of the Summer Wine, showcasing West Yorkshire on screens across the world
- A reputation as a **LGBTQIA+ destination** particularly Calderdale and Leeds
- Our **conference tourism** offer in Leeds
- Commitment across the area to developing our visitor economy
- Our **diverse population** adding to a rich cultural heritage and our huge resident population. We are the fourth largest conurbation in the UK with 2.3million residents. Day visits and visiting friends and relatives are our two largest visitor groups
- Our **location**, with direct road and rail links to London from Halifax, Bradford, Leeds and Wakefield, and good access to international airports.

Photo by Calderdale Museum. Shibden Hall, Halifax





# Our challenges

- A lack of critical mass in any one place except Leeds City Centre. Our 'must do' experiences are **dispersed** across the area which impacts on the way people visit, or do not visit the area with **transport** around the area a **potential barrier**
- In relative terms, our holiday and international markets are under-developed
- Inconsistent and sometimes limited levels of private sector engagement and investment. Our regional working, whilst strong, is in its infancy compared to competing destinations such as Manchester, Liverpool, Newcastle. The legacy of previous regional approaches and our tendency to have worked separately in the past has led to some duplication of approach and activity with a destination / product focus to marketing – as opposed to a consumer focus
- Our **funding** for developing the visitor economy is currently limited and well below our competitors. Allied to this, private sector investment in destination programmes is limited – partly a result of the make-up of private sector operators with few large commercial attractions and an accommodation supply dominated by branded chains
- **Place perception** – some areas have low awareness among consumers, and perceptions are sometimes negative i.e. northern and industrial. West Yorkshire is a relatively meaningless concept to consumers who tend to think of either Yorkshire or individual places/products like Holmfirth or Bradford, for example
- Limited hotel capacity and variation outside of Leeds
- The **lack of a purpose built convention centre** of any capacity in Leeds limits the events the city can attract and its profile
- **Competitor destinations** – we have strong competitors such as Liverpool, Manchester, Newcastle and York for city breaks or culture and business events, the Yorkshire Dales and Moors and Peak District for rural or outdoor experiences



# Our opportunities

- Becoming an accredited LVEP for West Yorkshire formalises and **strengthens the existing collaborative relationship** of partners
- LVEP status affords us the opportunity to develop **strategic West Yorkshire** approaches and build stronger partnerships, leading to better co-ordination.  
Examples include:  
Cross-selling products  
Stronger economies of scale  
Consumer marketing  
Research  
Product development  
Ambassador programmes
- West Yorkshire’s Local Growth Plan emphasises the importance of the visitor economy to our places. An integrated devolution settlement for West Yorkshire will see greater powers and flexibilities in transport, business support and skills training, to support the sector
- Bradford UK City of Culture 2025 represents **a huge opportunity to raise our profile** – regionally, nationally and internationally and to develop legacy programmes
- Exploration for the development of a legacy ‘signature’ event such as the Manchester International Festival or Liverpool Biennial, potentially across the whole of West Yorkshire. Alternatively more peripatetic, moving from area to area, which could develop to eventually achieve national and international status
- Major new developments coming on stream e.g. Bradford Live, Tileyard North, Wakefield Exchange, the Our Cultural Heart development in Huddersfield, and new hotels in Leeds, Wakefield and Huddersfield which will increase capacity and appeal at a destination level
- Developing a **private sector and attractions consortium** right across the area, bringing together the most outstanding products and experiences, to **generate investment** and a compelling offer that generates overnight visits



Tileyard North, Wakefield Photo by Kick Rocks Creations



# Our strategy

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Widdop Reservoir above  
Hebden Bridge Calderdale

# Our vision

To develop a **strong** and **proactive LVEP** that brings together the West Yorkshire visitor economy into a compelling and powerful partnership – that **adds real value**, delivering exciting new projects, economies of scale, and which engages in creative ways with visitors **to support the tourism sector** across the region.

## Aims

The work of the West Yorkshire LVEP and this Destination Management Plan aims to:

- To use the visitor economy to continue to develop and enhance the appeal and image of places in West Yorkshire to a range of audiences
- Generate more and longer overnight stays to benefit the economy and support jobs
- A third underlying aim – Enhance the quality of life and social value for residents of West Yorkshire through the visitor economy

## Priorities

This will be achieved through the delivery of three priorities:

### Priority 1

Increase awareness and appeal of West Yorkshire as a destination (refer to p23)

### Priority 2

Develop our product and places (refer to p26)

### Priority 3

Manage our visitor economy effectively (refer to p30)

# Strategic drivers

**Underpinning these aims and priorities, there are a number of strategic drivers. These include:**

## Regional and local partnerships

Partnership will be key to the delivery of this DMP. We will strengthen partnerships at the national level with VisitEngland and VisitBritain through the West Yorkshire LVEP. The LVEP will form the basis of a stronger regional working relationship between our Local Authorities and the Combined Authority which will provide the basis for delivery of many of the actions in this DMP. At a local level, we have individual partnership arrangements, and we will look to strengthen these to meet our local priorities.

## Resources

Currently, the resources to deliver an ambitious growth plan are not well enough developed or co-ordinated across our area. Collectively we need to develop new and sustainable resources to enable us to compete with other destinations and grow our visitor economy. We will need to invest time in this process (refer to section 5).

## Sustainability

Sustainability will be central to everything we do – a fundamental part of the way we approach developing our visitor economy. Elements of this will include:

- Prioritising value over volume through encouraging a greater length of stay and spend
- Encouraging efficient use of energy and resources among businesses and visitors
- Encouraging use of public transport
- Spreading visitor benefits through the region's economy and communities, whilst recognising and mitigating against negative impacts on our communities and natural environment.

## Accessibility, inclusivity and diversity

We will work towards a shared vision of making West Yorkshire a **truly accessible** and welcoming destination for all. We will, where possible, make our marketing and communications, place and partnership working accessible to all and work with our partners to **raise awareness** of the social and legal obligations to provide services and facilities that are as accessible. Encouraging the development and promotion of accessible information, business and product development, customer service and physical facilities throughout the region.

# Strategic drivers

## Target Market Groups

We have many markets and different types of visitors. The core ones that we will proactively focus on through either regional or local activity will be:

- **Our events**

We have some excellent events that are West Yorkshire ‘owned’:

- Bradford Literature Festival
- Halifax Piece Hall summer series
- Huddersfield Contemporary Music Festival
- Light Night Leeds
- Wakefield Rhubarb Festival

These generate business and profile for our destinations. Each event has a different market, but we need to build on these and develop their profile to help build awareness and develop reasons to visit in the off-season. We have an opportunity to work together to attract more ‘bid for’ events, both Sports and cultural.

- **Conferences**

While primarily a Leeds market, conferences positively impact on the whole of West Yorkshire in many ways – spend, profile, and potential investment. We will focus on multi-day conferences that attract national and international delegates and corporates.

- **City breaks are a key market**

Leeds is likely to be the focus of visitor demand given its accommodation base and wider product, however this market has the potential to impact across the area and we need to focus on showcasing the best of the region. This is likely to be a ‘couples or groups of friends’ market, primarily travelling by public transport – corresponding to the Project Lion Free and Easy Mini Breakers segment.<sup>4</sup>

- **Rural holidays**

Short breaks to West Yorkshire are not just city based. There is an opportunity to generate more rurally based visits, potentially involving longer stays. Motivations for these visits will be around not only our heritage and cultural attractions, but also our places and outdoor offer. This market will be more likely to be travelling by car, and slightly older than the City Breaks market corresponding to the Project Lion Country-loving Traditionalists.

- **Visiting friends and relatives (VFR)**

Our VFR market is an important, but secondary, audience – typically with a lower spend. The focus is less on promoting reasons to visit but more **showcasing the breadth of the West Yorkshire offer** when they are here. Core Project Lion segments include Aspirational Family Fun and Fuss-Free Value Seekers.

- **Residents and day visitors**

An important market, particularly for our attractions and places. They are less of a focus at a West Yorkshire level but will be an important part of the market mix at the local level.

<sup>4</sup> Project Lion is a VisitEngland segmentation approach – see [Visitor Segmentation](#)

# A phased approach

This DMP will be delivered and developed in two broad phases:

## Phase 1

### Foundations (2023-2025)

The plan will focus on building the foundations – developing our LVEP partnerships and delivery structures across West Yorkshire, implementing new programmes of activity and beginning to develop more sustainable funding and resources.

## Phase 2

### Development and delivery (2026-2028 and beyond)

We will consolidate our partnerships, deliver sustainable funding streams, enhance our delivery and activities, and look to maximise our opportunities for growth.

# Priority 1

## Increase awareness and appeal of West Yorkshire as a destination

### Potential proposition framework

## Inspirational Yorkshire

Proposition pillars	A Unique Landscape Full of Emotion	Yorkshire's Cultural Heart	Proud and Independent – Past and Present
Consumer benefit	<b>Inspiration and well-being on your doorstep</b> Need: Self-enhancement	<b>New adventures and a sense of belonging</b> Need: Excitement and Belonging	<b>Memories that are never bland</b> Need: Experience
Proof points <sup>5</sup>	<b>Haworth</b> – Wuthering Heights <b>Pennine West Yorkshire</b> – film/TV e.g. Happy Valley, Gentleman Jack <b>Saltaire</b> – UNESCO site / Hockney <b>Wakefield</b> – Yorkshire Sculpture Park The Hepworth Wakefield/ Henry Moore	<b>Arts and Festivals</b> <b>City of Culture</b> <b>Royal Armouries</b> <b>National Science &amp; Media Museum</b> <b>Eureka</b> <b>Diverse communities</b> e.g. Bradford and curry	<b>Industrial heritage</b> <b>National Coal Mining Museum</b> <b>Luddite movement</b> <b>Ann Lister</b> <b>Rugby League 1895</b> <b>Independent retail / food and drink</b> e.g. Piece Hall, Leeds, Hebden Bridge <b>Quirky events</b> e.g. Rhubarb Festival

<sup>5</sup> Under each proposition pillar, we have given some example 'proof points' of experiences that might be used in support. These are not intended to be exhaustive but an example of how West Yorkshire's products could be communicated through the framework



# Priority 1

## Increase awareness and appeal of West Yorkshire as a destination

It should be noted that the proposition framework on page 23 has not been market tested and this is a critical next step before any marketing activity is developed. We need to research our primary target audiences and identify the key messages and concepts that will motivate them.

Once developed, the proposition framework could form the basis of marketing campaigns centred around partnerships of our key players and extend the reach of the West Yorkshire offer beyond the work of the individual destination campaigns.

These would be supported by appropriate on and offline assets such as content, digital advertising, a fully optimised and accessible website, social media channel support, and PR activity.

Underpinning this proposition, there is a tremendous diversity of experiences that appeal to both broad and niche audiences. Key theme areas that support our core proposition include:

- Film
- Literary
- Visual art and sculpture
- History and industrial heritage
- City culture, and festivals
- Cultural events and performance

At a more local level, there is a clear opportunity for us to work individually and together on developing these themes and featuring them strongly in our own promotional activity. This can be taken forward by an individual area, a collective of areas, or a consortium of operators such as the Yorkshire Sculpture International.

Allied to a West Yorkshire promotional campaign, there is a need to develop more bookable products – for both group travel and individual consumers – through specific itineraries that tie into our promotional themes with potential distribution through TXGB and other channels.

Photo by Jason Ingham. The Hepworth Wakefield



# Priority 1

## Increase awareness and appeal of West Yorkshire as a destination

There are huge economies of scale and opportunities for working together within group markets – for both, building products for group tour operators (day trip and staying visitors) and creating inspirational content for group organisers from a diverse range of backgrounds to create exciting opportunities for their members and partners.

West Yorkshire's resident audience presents a significant opportunity to further grow the value of tourism, through a more formal approach to the cross-marketing of experiences and events between our individual destinations.

This approach offers important benefits:

- Extends the reach of local experiences and events and ensures greater inclusivity for West Yorkshire’s resident population
- Amplifies the existing work done by our individual destinations
- Taps into the sizeable ‘Visiting Friends and Relations’ (VFR) market, increasing the range of products and experiences for VFR visitors

Moving forward, we propose that a formal cross-marketing network is created that identifies which channels each destination can use to promote neighbouring areas to its local resident population. A process should then be put in place for distributing content and monitoring usage.

Conference tourism is an important market group for us – **business tourism generates over a fifth of spend** in the area and, in 2022, conference tourism in Leeds was estimated<sup>6</sup> to have generated 32,600 conferences and meetings, approximately 2.5 million delegates and £412.6m of direct expenditure.

**An overview of Conference Leeds**, the only dedicated business tourism body in the region:

- Marketing effort and activity is largely focused in and around Leeds although their online database does feature venues from across West Yorkshire
- Primarily impacting economically on Leeds although large events like UKREiiF impact much more widely



Benefits and opportunities to West Yorkshire conference tourism include:

- Increasing profile and investment
- The opening of Bradford Live and the potential for attracting larger destination conferences to Bradford
- Potential to expand the Leeds Ambassador programme to include ambassadors for West Yorkshire
- Possibility of developing a portfolio of regional character, bespoke venues focused on smaller events such as team meetings or corporate away days

<sup>6</sup> Leeds Conference Impact 2022 - (RJS Associates – 2023)



# Priority 2

## Develop our product and places

**Places are core to the visitor experience – they drive interest, satisfaction and spend. Across our area we have some great places with strong appeal, a sense of place, ambience and an infrastructure that generates spend.**

However, some of our places, including major city centres, have less appeal and are blighted by issues that impact on many of the UK’s towns and cities – anti-social behaviour, poor perceptions and safety concerns, slightly run-down high streets with declining footfall and a functional retail offer, and a bland bar and restaurant offer. This is a ‘chicken and egg’ situation – while the visitor economy can play an important part in this regeneration of our places it cannot work in isolation – people will not visit an unwelcoming place.

### Making a difference

Across the area there are some excellent initiatives that are making a significant difference:

- The work of our BIDs and City and Town Centre Management teams in creating footfall, animation and ambience, and safe, clean places for visitors and residents alike
- The spirit of our entrepreneurs developing exciting food and drink outlets
- Major investment schemes and developments that will have a transformational impact including: the Piece Hall in Halifax; Bradford Live; Tileyard North and Wakefield Exchange in Wakefield; Leeds City Square; the Light in Kingsgate and Our Cultural Heart development in Huddersfield

This process of improvement and investment will need to continue as visitors become ever more demanding and have increasing options.

The needs of visitors should be embedded in local regeneration plans, and place making initiatives including attractive gateways, transport, signing, interpretation, urban realm, regeneration and animation.

### Achieving the welcome

The welcome our places and visitor experiences afford visitors needs to be not only physically accessible and inclusive to a diverse range of visitors, recognising and addressing different needs and interests where appropriate. While a lot of good work has taken place, we cannot be complacent and need to ensure this continues. Achieving this welcome will be delivered through a range of action streams – collaborating with planning departments, master planning and urban realm development, programming and events, (as detailed on page 30), our marketing and itineraries, (refer to Priority 1) and working with businesses, (refer to Priority 3).

# Priority 2

## Develop our product and places

### Getting around

West Yorkshire is a large but polycentric conurbation; our product is dispersed, and public transport, particularly for a visitor, can be a barrier. Addressing this is a long term undertaking but one we should not collectively shy away from.

In the short term, we need to work with our existing provision and ensure that it is more legible to visitors. Tying into our core principles of sustainable, accessible and inclusive visitor economy development, we need to focus on promoting easy public transport connectivity to our core experiences and integrating them into itineraries (refer to Priority 1).

There may also be an opportunity to develop a Visitor Pass for West Yorkshire that combines public transport, attractions, and possibly food, drink and retail options. These work well in destinations like London, New York, and Barcelona but the feasibility would need examining for our area.

### Staying over

We have a good, varied accommodation stock in Leeds city centre, with additional capacity coming on stream across the area, with proposals for Leeds, Wakefield and Huddersfield, in the near future. However, we would benefit from expanding the provision of accommodation across the rest of the area.

In our rural areas and smaller towns, accommodation development may take place organically with the emergence of self-catering, glamping and small serviced establishments in line with market demand. However, in our larger towns and cities a more strategic intervention maybe required to identify and support the development of larger serviced accommodation properties. This is an opportunity for the area that requires an assessment of our current provision and demand, gaps, opportunities for growth and potential interventions.



Photo by Yorkshire Frontiers.  
Sowerby Bridge Wharf, Calderdale

Halifax Train Station, Calderdale

# Priority 2

## Develop our product and places

### Conferences and venues

We do have a variety of conference venues across the area, with a particular concentration in Leeds city centre, however our larger capacity ones tend to be multi-functional e.g. the First Direct Arena, Leeds Town Hall, or the Royal Armouries. They are not always available for conferences. Our dedicated and purpose built conferencing spaces tend to be smaller – typically in hotels and our universities which offer dedicated conference space like Cloth Hall Court.

An additional venue with dedicated availability and capacity with associated exhibition space would strengthen our offer and provide an opportunity for Leeds and West Yorkshire to bid for larger conferences. New hotel developments might increase the number of venues but will not diversify the offer.

A purpose-built centre, either dedicated or a good multi-purpose venue, represents an opportunity and would enhance our offer but its potential viability needs to be assessed. A Leeds project that would have wider West Yorkshire benefits – in terms of profile, potential investment, related activities, employment and legacy.





# Priority 2

## Develop our product and places

### Events

Events are **fundamental** to our visitor economy. Participants and organisers in sports events fill our hotel bedrooms and restaurant tables. Attendees to gigs, festivals and concerts, our performing arts and cultural events also **contribute massively** to business levels across our area – generating footfall and spend. Events bring people into the region who might not have visited West Yorkshire or our destinations. They **showcase the area**, support our brand(s) and profile, and typically enhance the quality of life for our residents by providing opportunities to be involved.

Our events take many forms and have many different organisers – we have had high-profile multi-destination events like the Tour de Yorkshire, district or city wide events like Leeds 2023 or Pontefract’s Liquorice Festival, special interest events like WOVEN in Kirklees, and local events that animate a town centre. They are all important and work in different ways and it is integral to our visitor economy that they continue.

In general, our events are organised and delivered at a district or local level by a range of players – our Local Authorities, BIDs, sporting venues and cultural institutions. At a West Yorkshire level, there are opportunities for collective work but these, it needs to be recognised, are subject to resources. Area wide opportunities include bidding, or trying to attract, major events to West Yorkshire – e.g. the Tour of Britain or National or International Music Awards. We will continue to investigate these as opportunities arise.

We lack a signature international scale cultural event (like Liverpool’s Biennial or Manchester’s International Festival). There is a potential opportunity to develop something like this as a legacy from 2025 and the build years, however there would be significant challenges in terms of viability and potential resourcing, and it would require careful consideration.

At a West Yorkshire level, a more realistic opportunity will be to take our collective events programme, identify common themes or audiences e.g. music, visual arts, heritage, particular sports, amalgamate those and

present them to the market place as a series of ‘highlights’ packages and /or showcase those events that will strengthen our consumer facing campaigns (refer to Priority 1).

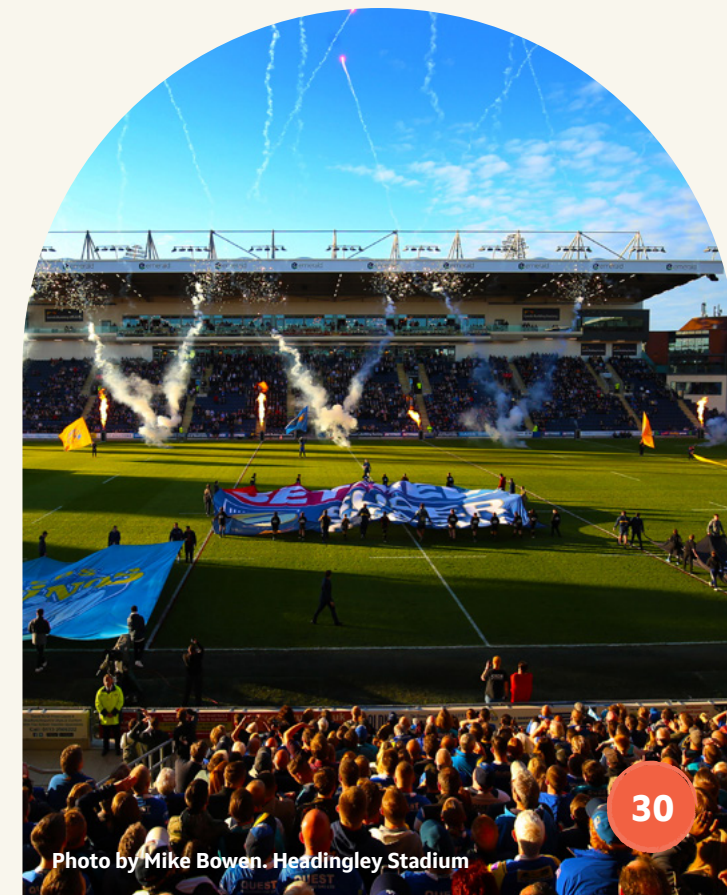


Photo by Mike Bowen. Headingley Stadium



# Priority 3

## Manage our visitor economy effectively

### Coordinating our activities

Our visitor economy is complex. It involves many players from the private, public and third sectors. **Co-ordinating our activities** and developing partnerships is a **key priority** for the delivery of this DMP. There are numerous partnerships that link to the visitor economy and these typically exist at a district or local level. Our engagement will continue on this basis, but we recognise we need to be more **proactive** as we emerge from the Covid years and as we pick up from the vacuum left by Welcome to Yorkshire.

We understand although stakeholder engagement is primarily the responsibility of the LVEP partners at their respective levels, there will also be a need for area wide coordination at **the West Yorkshire level** – particularly to develop:

- Our consumer focused campaign (Priority 1)
- Itineraries - potentially saleable (Priority 1)
- Possible Visitor Pass (Priority 2)
- Area wide stakeholder events – for example an annual conference and/or awards ceremony that provides a pathway for our businesses to be recognised nationally

We already have private sector engagement on the LVEP Governance Board and will consider how best to both widen and deepen that engagement across West Yorkshire.

Engagement and developing relationships with stakeholders will not only help us develop campaigns but also create the **opportunities** and **the means to deliver** a range of other priorities.

Across West Yorkshire, LVEP partners provide an extensive business support offer. The Combined Authority’s Growth Hub, which is regionally managed and locally delivered, acts as an **entry point into the business support eco-system** for businesses and entrepreneurs across the region. The focus is on supporting businesses to become more resilient and sustainable, as well as on growth and improving productivity.

The Combined Authority also delivers the **Adult Education Budget** for West Yorkshire, to engage adults and provide them with the skills needed for entering and sustaining work, an apprenticeship or other learning.

Existing regional and local business and skills support touch on the visitor economy in varying ways.

There is an opportunity, through our stakeholder engagement, to ensure that we **make the connection** between our existing support and stakeholders. However, we need to ensure the **needs of our businesses are truly reflected** and we will investigate options with stakeholders where appropriate – examples include recruitment, arguably a more pressing issue than skills, and the development of tailored training courses that address particular needs to be delivered at a West Yorkshire or local area.

# Priority 3

## Manage our visitor economy effectively

### Sustainability and accessibility

Sustainability, in terms of a wider move towards a net zero economy, but also considering a fair and just transition for our communities and residents, accessibility and inclusivity are core principles of this DMP. These will be addressed through:

- Our place and product welcome (refer to Priority 2)
- Working with our stakeholders and businesses to raise awareness of the issues and barriers, provide solutions and facilitate their own implementation. Examples of this include showcasing good practice and adoption of certification schemes like Green Tourism or Green Key. Developing our stakeholder relations will be key to this element

### Research and intelligence

Improving our intelligence and knowledge is also key to improving our destination management and to support our independent stakeholders with their plans. Currently the regional data picture is inconsistent. For example, we have conference performance data from the UK Conference and Meeting Survey, occupancy and Airbnb data for Leeds, some data on our visitors for Leeds and Bradford, and economic impact modelling data for the whole area.<sup>7</sup>

Early intelligence priorities at a West Yorkshire level will be about understanding how visitors and non-visitors perceive us, identifying target audiences, and developing a campaign concept that will reach consumers (refer to Priority 1).

We also need to understand the dynamics and performance of our accommodation – not only from the perspective of potentially developing new accommodation but also to help monitor performance. At a local level, understanding our audiences, their characteristics, behaviour and motivations will be important.

Developing and evolving our LVEP will be a key priority – it will be an enabler of action delivery – (refer to section 5).

<sup>7</sup> With the exception of Kirklees. This is also based on slightly different approaches (STEAM and Cambridge models).



Middleton Park, Leeds





# Implementation



# Our LVEP partnership and responsibilities

**West Yorkshire LVEP Governance Board** oversees the activities of the LVEP and the delivery of this DMP. Chaired by West Yorkshire's Mayor Tracy Brabin, the Governance Board brings together members from the public, private and third sector with practical experience and insight into the region's visitor economy.

We are establishing several working groups to co-ordinate specific activities and agendas (refer to the organogram on page 35).

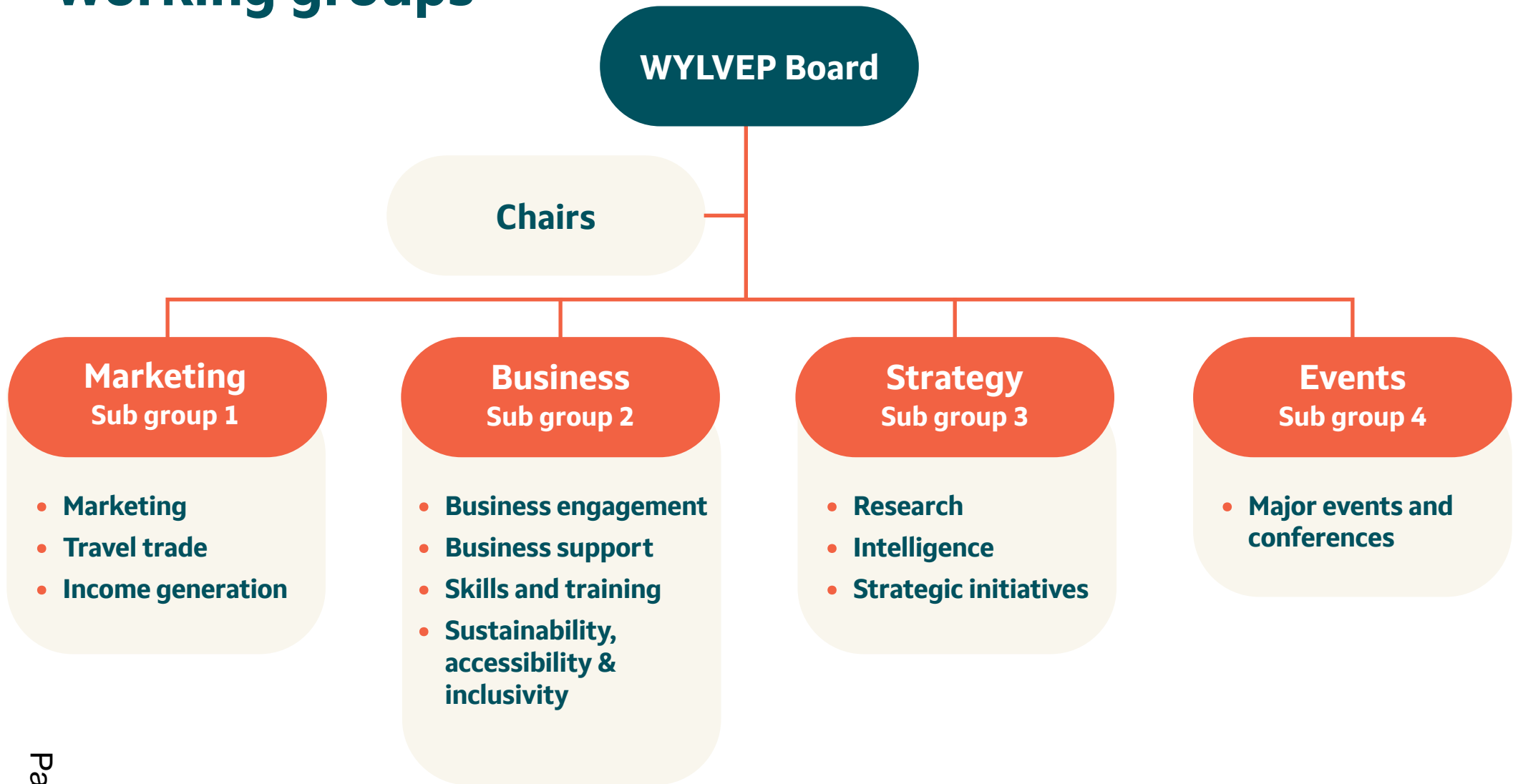
These working groups will report to the board through the co-ordinator and the combined chairs. Our partnership is relatively new, experience will dictate the eventual structure.

Each group will be chaired by the most appropriate partner, with representation from all local authorities within the region. We will investigate attracting private sector attendance, supplemented by specialist advice from key public sector agencies such as the Growth Hub.

## Initial responsibilities

- **The Chairs** will concentrate on developing the agenda for, and ensuring strong two-way communication with, the LVEP Governance Board
- **Marketing: sub group 1** will have a remit that is largely promotional and outward facing, it will lead on all marketing aspects, excluding conferences/business tourism, and also consider income generation opportunities to support marketing activity
- **Business: sub group 2** will lead on business engagement including an eventual awards programme. It will work with partners to advocate, develop and signpost appropriate business support, skills and training initiatives for visitor economy businesses. The Group will also consider the critical agendas around sustainability, accessibility and inclusivity
- **Strategy: sub group 3** will lead on a coordinated approach to research and data across West Yorkshire, ensuring consistent and comparable evidence to support the LVEP's work. The Group will also take an overview of strategic initiatives e.g. the accommodation development programme, heritage and cultural projects
- **Events: sub group 4** will concentrate on two key priorities: Major events (i.e. those that take place and/or generate impacts at a WY level) and business tourism/conferences. It will also maintain a major events clash diary and work with key partners e.g. the Cultural Leads, Sports bodies, on developing the event programme for the region

# Working groups



# Investment and funding

The initial 2-year phase of the West Yorkshire LVEP is funded by the Combined Authority. In the medium term, the LVEP partnership will develop a commercial strategy to secure the additional investment that is essential to grow West Yorkshire's Visitor Economy.





West  
Yorkshire  
Combined  
Authority

Tracy  
Brabin  
Mayor of  
West Yorkshire

Local Visitor  
Economy  
Partnership

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**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – WORK PROGRAMME 2024/25**

**MEMBERS: Councillors; Cahal Burke (Chair), Itrat Ali, Zarina Amin, Andrew Cooper and Jo Lawson**

**SUPPORT: Sheila Dykes, Principal Governance and Democratic Engagement Officer**

<b>FULL PANEL DISCUSSION</b>		
<b>THEME / ISSUE</b>	<b>APPROACH / AREAS OF FOCUS</b>	<b>OUTCOMES / ACTIONS</b>
<b>1. Leader's Priorities 2024/25</b>	The Leader will attend to set out her portfolio priorities for 2024/25.	<p><u>20 September 2024</u> The Leader set out her priorities for 2024/25 for the Committee's information. She would be invited to attend to update on progress at an appropriate point.</p> <p>Informal meetings with the Chair and the Leader take place on a bi-monthly basis throughout the year.</p>
<b>2. Finance Portfolio Holder's Priorities 2024/25</b>	The Portfolio Holder will attend to set out his priorities for 2024/25.	<p><u>20 September 2024</u> The Portfolio Holder set out his priorities for 2024/25 for the Committee's information. He would be invited to attend to update on progress at an appropriate point.</p> <p>Informal meetings with the Chair and the Portfolio Holder take place on a bi-monthly basis throughout the year.</p>
<b>3. Corporate Portfolio Holder's Priorities 2024/25</b>	The Portfolio Holder will attend to set out his priorities for 2024/25.	<p><u>20 September 2024</u> The Portfolio Holder set out his priorities for 2024/25 for the Committee's information. He would be invited to attend to update on progress at an appropriate point.</p> <p>Informal meetings with the Chair and the Portfolio Holder take place on a bi-monthly basis throughout the year.</p>

<p>4. <b>Corporate Financial Management</b></p>	<p>To provide oversight of:</p> <ul style="list-style-type: none"> <li>• Quarterly Corporate Financial Monitoring Reports</li> <li>• Medium Term Financial Plan</li> <li>• Budget 2025/26</li> </ul>	<p><u>20 September 2024</u>  Updates provided in respect of the Quarter 1 Corporate Financial Monitoring Report and the Medium-Term Financial Strategy.</p> <p><u>13 December 2024</u>  Update provided in respect of the Quarter 2 Corporate Financial Monitoring Report.</p> <p><u>17 January 2025</u>  Pre-decision scrutiny of the draft budget:  The Committee considered the draft budget proposals for 2025/26, taking a strategic approach focussing on the extent to which the budget proposals fit with the Council’s desired outcomes, the national picture, had taken account of engagement and evidence and addressed the challenges of delivery.  Members made a number of comments and recommendations for consideration in taking the budget forward including:</p> <ul style="list-style-type: none"> <li>• The improvements made in terms of the approach to pre-decision scrutiny were welcomed and that engagement with scrutiny be undertaken at the earliest possible stage of decision-making or policy formulation.</li> <li>• The proposals to support and assist communities to undertake activities and minimise barriers were welcomed.</li> <li>• Stressing the importance of ward budgets, and, whilst recognising the need for monitoring, recommending that a review of the complexity of the governance arrangements be undertaken.</li> <li>• The importance of the principle of developing resilience in the approach to budget development be highlighted.</li> <li>• Consideration be given to how the budget is presented, with the recommendation that additional detail should be provided for context and to help understanding of the</li> </ul>
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		<p>impacts and risks associated with the key pressures and savings, and how they would be addressed.</p> <p><u>4 April 2025</u> Quarter 3 report</p> <p>The Chair is briefed by the Service Director, Finance on a regular basis throughout the year.</p>
5. <b>Corporate Performance</b>	To provide oversight of the Quarterly Performance Management Reports	<p><u>20 September 2024</u> Quarter 1 Report - Update provided to allow Lead Members to identify any issues for consideration by their Scrutiny Panel</p> <p><u>13 December 2024</u> Quarter2 Report - Update provided to allow Lead Members to identify any issues for consideration by their Scrutiny Panel</p> <p><u>4 April 2025</u> Quarter 3 report</p>
6. <b>Corporate Risk</b>	To provide oversight of the Quarterly Corporate Risk Reports	<p><u>20 September 2024</u> Quarter 1 Report - Update provided to allow Lead Members to identify any issues for consideration by their Scrutiny Panel.</p> <p><u>13 December 2024</u> Quarter 2 Report - Update provided to allow Lead Members to identify any issues for consideration by their Scrutiny Panel</p> <p><u>4 April 2025</u> Quarter 3 report</p>
7. <b>Council Plan</b>	Pre-decision scrutiny in respect of the latest version of the Council Plan	<p><u>17 January 2025</u> Pre-decision scrutiny of the Council Plan 2025/26. The Committee made a number of comments and recommendations for consideration in taking the Council Plan forward including:</p>

		<ul style="list-style-type: none"> <li>• Welcoming the intention to undertake an in-depth review and recommending that it should more explicitly cover a longer timeframe than one year.</li> <li>• That, in light of third sector partners and local community organisations being able to access external funding that is not available to the Council but could be used to help achieve Council objectives, recommending that the enablement approach be further strengthened to support them to take advantage of such funding opportunities.</li> </ul>
8. <b>Kirklees Communities Partnership Plan (Crime and Disorder) and Domestic Abuse Strategy</b>	<ul style="list-style-type: none"> <li>• Annual pre-decision scrutiny of the refresh of the Kirklees Communities Partnership Plan, in accordance with statutory requirement under Section 19 of the Police and Justice Act 2006.</li> </ul>	<u>4 April 2025</u>
9. <b>Government Policy / Legislation</b>	To maintain an overview of potential and forthcoming changes relevant to local government and to consider the potential impact on the Council at an early stage, with specific focus on any changes in respect of financial settlements and the approach to funding.	<u>20 September 2024</u> Noted and Lead Members to identify any areas of interest for their Panel.  Briefing Notes provided to Lead Members on an ongoing basis throughout the year.
10. <b>Libraries and Customer Service</b>	<u>Libraries:</u> Pre-decision in respect of <ul style="list-style-type: none"> <li>• Consultation design</li> <li>• Early findings and implications for the model/strategy</li> <li>• Post-decision in respect of the plans for implementation</li> </ul> <u>Customer Service:</u>	<u>20 September 2024</u> For information presentation in respect of the proposed future delivery model for the Libraries Service and planned consultation noted. The Committee welcomed the positive engagement with scrutiny on this issue and noted the proposed arrangements for further consultation.  <u>Informal – 1 November 2024</u> Re Consultation design and process

	<p>The Committee will review the information provided from the first stage of implementation of the integrated Libraries and Customer Services Centre functions in Dewsbury and Huddersfield, with a view to providing feedback in respect of:</p> <ul style="list-style-type: none"> <li>• Learning from the integrated approach to access information and implications for how citizens access services from the Council</li> <li>• Advise on what role other partners do, and need to, play in supporting people in communities with information, support, and advice</li> </ul> <p>(This will include a visit to the Huddersfield Centre)</p>	
<p><b>11. Corporate Safeguarding Policy</b></p>	<p>Update report following the rollout of the refreshed policy (adopted by Cabinet 8 March 2022 / Council 13 July 2022)</p>	<p><u>2nd August 2024</u> The Committee:</p> <ul style="list-style-type: none"> <li>• Asked that the points raised be taken on board in the future development of this work.</li> <li>• Welcomed the Safeguarding Champion role as an excellent initiative, with the added value it provided being well illustrated by the examples given.</li> <li>• Requested that a progress update be placed on the Work Programme further to the Organisational Safeguarding Assessment in 2025.</li> </ul>
<p><b>12. Inclusion and Diversity</b></p>	<p>Monitor work in relation to inclusion; including:</p> <ul style="list-style-type: none"> <li>• Pre-decision scrutiny of the revised Inclusion and Diversity Strategy.</li> </ul>	<p><u>2nd August 2024</u> The Committee asked that the points and feedback raised, including the recommendations set out below, be taken into account in taking the Inclusion and Diversity Strategy forward:</p> <ul style="list-style-type: none"> <li>• Detail should be provided in respect of the Key Performance Indicators, including the reporting mechanisms.</li> <li>• Reference should be made to the important role of Elected Members and how they could contribute and add value in terms of delivery of the objectives of the strategy.</li> <li>• The statistics in respect of social isolation and loneliness and fuel poverty should be updated.</li> </ul>

		Note: The Inclusion and Diversity Strategy 2024-27 was approved by Cabinet on 10th September 2024. The comments made by the Committee, and the amendments made in response, were detailed in the report to Cabinet.
<b>13. Final Report – Scrutiny of Social Connectivity in Kirklees</b>	Scrutiny work in relation to social isolation and loneliness, with specific reference to the impacts of the Covid-19 pandemic: <ul style="list-style-type: none"> <li>Submission of Final Report</li> </ul>	<u>20 September 2024</u> The Committee received an Action Plan to respond to the recommendations in its report on social connectivity in Kirklees. The positive response to the recommendations from the Cabinet Member was welcomed.
<b>14. People Strategy</b>	<ul style="list-style-type: none"> <li>Progress report in respect of Phase 3 and outcomes from Phase 2</li> <li>Update re revised strategy 2025 onwards.</li> </ul>	<u>28 February 2025</u>
<b>15. Armed Forces Covenant</b>	Update on the work of the Armed Forces Covenant Board	<u>9 May 2025</u>
<b>16. Procurement</b>	Report further to the implementation of the Procurement Act 2023 to provide an update in respect of how the work is progressing and an assessment of its impact.	<u>9 May 2025</u>
<b>17. Opportunities</b>	<p>How the Council seeks to identify opportunities for supporting outcomes, including relationships with local/regional/national partners, learning from other councils, and monitoring government activity.</p> <p>Overview of the work being undertaken in respect of the Council's external funding framework, including how opportunities for funding are identified (to include those in partnership) and the work to improve the way this is done.</p> <p>To cover:</p> <ul style="list-style-type: none"> <li>Horizon scanning opportunities</li> <li>Examples of successes</li> <li>How the Council works with partners through this process</li> <li>How the Council is building relationships with key funders</li> </ul>	<u>13 December 2024</u> The Committee considered information in respect of the Council's approach and activities associated with identifying and pursuing partnership and funding opportunities to support the Council priorities. Lead Members made a number of comments for consideration by officers and undertook to support the 'think funding' mindset through ensuring that external funding possibilities were considered where appropriate and relevant to the issues being covered by their respective Panel.

	<ul style="list-style-type: none"> <li>Corporate coordination activity to ensure the above is efficient and effective</li> </ul>	
<b>18. Tourism Strategy</b>	Pre-Decision Scrutiny of New Strategy	<u>28 February 2025</u> Background, current position and next steps with feedback invited from the Committee.
<b>19. Overview of Scrutiny Work Programmes</b>	Maintain an overview of the Work Programmes of the four Panels: <ul style="list-style-type: none"> <li>Children's</li> <li>Environment and Climate</li> <li>Growth and Regeneration</li> <li>Health and Adult Social Care</li> </ul>	<u>2nd August 2024</u> Initial Work programmes agreed.

**LEAD MEMBER BRIEFING ISSUES**

THEME/ISSUE	APPROACH / AREAS OF FOCUS	NOTES
Inclusive Economic Strategy	Pre-decision scrutiny	This has been considered previously by the Growth and Regeneration Panel and the final strategy was considered by this Panel in December prior to submission to Cabinet.
Culture and Tourism Strategies	Pre-decision scrutiny of: <ul style="list-style-type: none"> <li>Culture Strategy (10 year) prob go to Cabinet</li> <li>Tourism Strategy (3 year) – 28 Feb meeting</li> </ul>	Timescale TBC
Communications Strategy and Business Plan	Update on activity	Timescale TBC
Technology Strategy	<ul style="list-style-type: none"> <li>Update on activity</li> <li>Pre-decision scrutiny of revised strategy</li> </ul>	Timescale TBC
Asset Management Strategy	Pre-decision scrutiny	Timescale TBC
Corporate Landlord	Overview of the operation of the Corporate Landlord function	Chair's Briefing 18-10-24

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