

Name of meeting: Overview and Scrutiny Management Committee

Date: 11th February 2021

Title of report: Culture, Heritage and Tourism Strategies

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

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

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? Yes - Not applicable

1. Summary

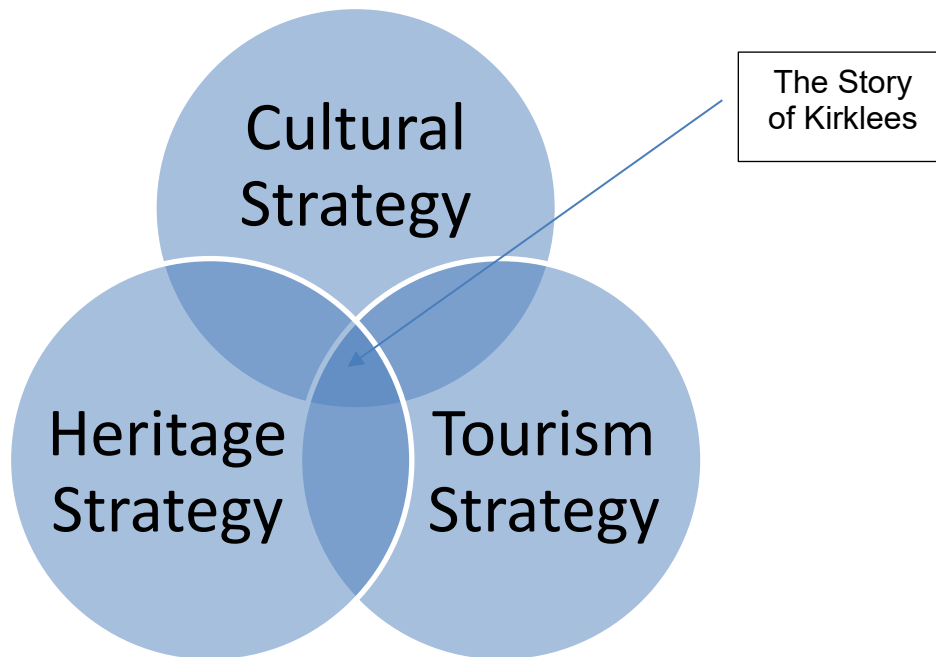
- 1.1 Kirklees has not had strategies for Culture, Heritage and Tourism for several years. With the heightened interest in these areas and recognition of their role in the economic and social regeneration of the district, the time is right to ensure we have a strategic approach to these areas with clear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

2. Information required to take a decision

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

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

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



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

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

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

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

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

3. Implications for the Council

3.1 Working with People

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

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

3.2 Working with Partners

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

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

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

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

3.3 Place Based Working

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

3.4 Climate Change and Air Quality

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

3.5 Improving outcomes for children

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

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

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

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

4. Consultees and their opinions

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

5. Next steps and timelines

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

6. Officer recommendations and reasons

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

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

7. Cabinet Portfolio Holder's recommendations

Not applicable

8. Contact officer

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9. Background Papers and History of Decisions

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

The Music Development Plan - [Music Policy, Kirklees Council, 2016](#)

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

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

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

10. Strategic Director responsible

Colin Parr – Strategic Director for Environment and Climate Change

APPENDIX 1 – Community and Sector Engagement

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

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

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

Appendix 2 – The West Yorkshire Cultural Recovery Plan

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

Background and context

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

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

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

The Covid Impact on the Creative Sector

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

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

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

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

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

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

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

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

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

A region rich in culture and creativity

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

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

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

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

West Yorkshire Cultural Framework

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

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

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

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

Ask of Government

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

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

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

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

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

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

Maximising Creative Business Potential

Outcome

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

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

Rationale

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

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

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

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

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

Employment and Skills

Outcome

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

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

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

Rationale

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

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

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

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

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

Visitor and Citizen Experience

Outcome

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

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

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

Rationale

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

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

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

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

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

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

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

Summary of the Ask

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