

**Name of meeting: Economy and Neighbourhoods Scrutiny Panel**

**Date: 22<sup>nd</sup> November 2022**

**Title of report: Culture, Heritage and Tourism Strategies**

**Purpose of report:** This report is an update on the council's intention set out in the previous report to the Overview and Scrutiny Management Committee on 11<sup>th</sup> February 2021, to create three new inter-related strategies: a Cultural Strategy; a Heritage Strategy; and a Tourism Strategy. This report provides information about how the strategies are being developed and provides an opportunity for feedback from the Scrutiny Panel.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not Applicable
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u> ?	No Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable
Date signed off by <u>Strategic Director</u> & name	Colin Parr – Environment and Climate Change 09/11/2022
Is it also signed off by the Service Director for Finance?	Not Applicable
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Not Applicable
Cabinet member	Cllr Will Simpson – Culture and Greener

**Electoral wards affected:** All

**Ward councillors consulted:** None

**Public or private:** Public

**Has GDPR been considered?** Yes - Not applicable

## 1. Summary

- 1.1 This Scrutiny report is an update from the report presented to the Overview and Scrutiny Management Committee on 11<sup>th</sup> February 2021 that focussed on the Heritage Strategy and also introduced the Tourism and Cultural Strategies. This report brings additional information and an update on all three.
- 1.2 Kirklees has not had strategies for Culture, Heritage and Tourism for several years. With the heightened interest in these areas and recognition of their role in the economic and social regeneration of the district, the time is right to ensure we have a strategic approach to these areas with clear priorities agreed by the council and its partners with the support of its citizens.
- 1.3 What connects these three strategies is that they are all about telling the story of the district, its places and people. The Culture and Heritage strategies are about creating a sense of identity and belonging; telling the stories of Kirklees, its places and people in creative ways; and valuing our histories which have influenced who we are today. The Tourism Strategy is about how we promote our stories to our citizens and further afield in order to attract visitors to enjoy our landscape, towns, villages, businesses and attractions.
- 1.4 We have experienced a global pandemic and continue to see national issues such as the cost-of-living crisis impact Kirklees at a local level. These all have reinforced the need for a strategic approach to the development of culture, heritage and tourism. These sectors have been significantly impacted by these national and international events.
- 1.5 This report describes progress towards producing these strategies, the processes we have used to develop them and the key themes identified from the work done to date.

## 2. Information required to take a decision

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

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

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

- 2.11 To frame the Cultural Strategy conversation, a one-day symposium, *Culture Is Ordinary: developing a place-based cultural strategy for Kirklees*, is being held on Friday 11<sup>th</sup> November. The day will see keynote speeches from the Leader of the Council plus the Portfolio Holder for Culture and Greener Kirklees; Tracy Brabin, Mayor of West Yorkshire; Darren Henley, Chief Executive of Arts Council England; and John Holden, an academic and researcher specialising in cultural ecologies. The afternoon session will include nine breakout sessions that cover a range of areas such as: health and wellbeing; the voluntary and community sector; place-based working; children and young people; infrastructure; sports; heritage; and tourism. All the feedback from these sessions will be provided to the appointed consultants who will continue their engagement work as they develop and bring together a cultural strategy for Kirklees. In addition, to support this process, an online cultural strategy hub has been created. The digital hub will: provide links to wider strategies; host all the keynote speeches; provide extra detail such as maps of the district regarding place-based delivery plans; a news section to give updates on engagement sessions; and an online form for ongoing data collection and feedback. The online portal will be in place for the duration of the strategy development, then taken down afterward. The goal is to have the strategy completed by December 2023.
- 2.12 The benefits of producing the three strategies are:
- Communication with funders and potential investors about what is important to the district with the aim of attracting their investment
  - External funders seek clarity in our strategic approach. For example, National Heritage Lottery Fund have stated that any future funding needs to align with the Heritage Strategy. Some funders expect a clear plan and strategy – for example the new funding streams via Visit Britain, which would be addressed by the Tourism Strategy thus providing opportunity to lever investment in to deliver the cultural delivery plans. The Strategies also provide strategic context for wider regeneration bids to non-cultural bodies, who use Strategic Business Cases to assess bids.
  - Reputation management as we demonstrate duty of care and pre-empt recurring risks in the future planning for cultural venues, tourism attractions and heritage sites/buildings
  - Collaborative power as we work with partners and our citizens to increase cultural engagement, promote our cultural and visitor offer and find innovative ways to tell our stories and protect our heritage assets
  - Clarity about how culture, heritage and tourism supports economic and social regeneration leading to the identification of synergies and integration into other strategies and plans
  - Prioritisation about where resources are invested in the future.
- 2.13 The definition of culture being used in the Cultural Strategy is:  
“Culture is about who we are and what we want to be. It is about our ideas, traditions and social behaviours. Cultural activities such as the arts, museums, archives and libraries enable us to learn about our history which has made us who we are. They bring depth and meaning to our experience of a place and help us to celebrate what makes us proud to live in Kirklees. They help us to understand and empathise with other people’s stories. They provide opportunities to explore issues, understand the world around us and have shared experiences which help us to feel that we belong to a community. Most of all, they improve our lives by giving them colour, enjoyment and meaning. Through cultural activities we can express ourselves and tell the story of us.”
- 2.14 The definition of heritage being used in the Heritage Strategy is:  
“Our heritage is all around us. In our towns and cities and in our villages and rural areas. In historic buildings, places of worship, inspiring landscapes, ancient ruins and archaeological sites, statues and memorials. In places where great events happened, where famous figures of the past wrote their names in the history books and where countless ordinary men and women lived and worked. It speaks to us of

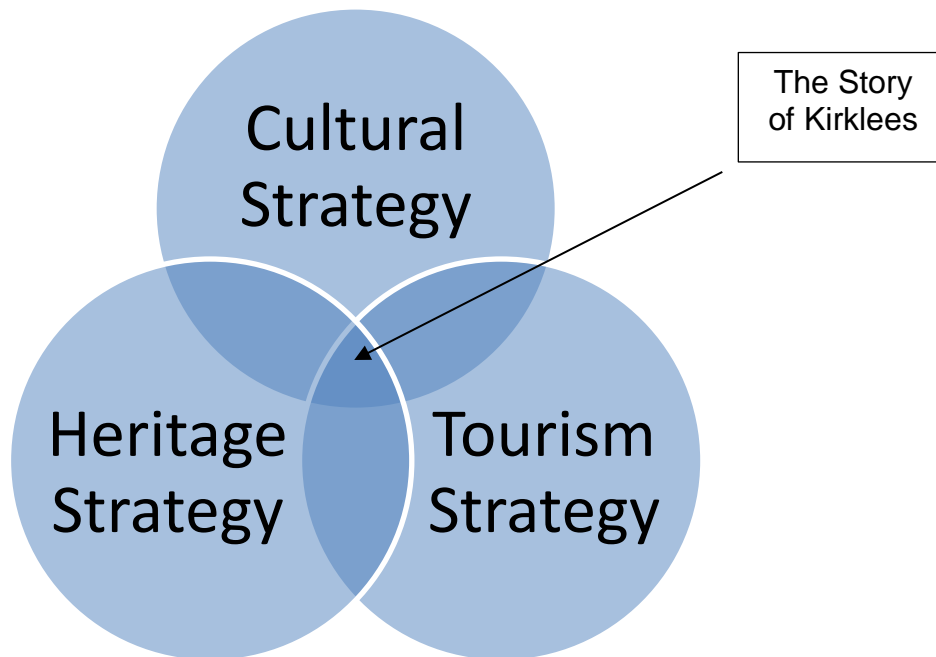
who we are and where we have come from, of how we came to be the people and the nation we are today.”

[DCMS The Heritage Statement 2017](#)

- 2.15 The definition of Tourism being used in the Tourism Strategy is:  
“Tourism is travel for pleasure or business; also the theory and practice of touring, the business of attracting, accommodating and entertaining tourists and the business of operating tours.”

The Oxford English Dictionary

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



- 2.17 Underpinning each strategy are the following key principles:
- Inclusion – ensuring we are developing opportunities to collect and celebrate the stories of all our citizens, geographic and interest communities plus developing cultural and visitor offers which appeal to a wide cross section of people and are accessible
  - Tackling inequalities – using cultural and heritage activities to tackle inequalities in the district in areas such as education, skills development and health and breaking down the barriers which prevent some people from being able to engage with culture and heritage and get involved with tourism activities
  - Reducing climate impact – ensuring that all projects and initiatives assess and reduce their impact on the environment plus seek ways to use cultural activities to influence citizens to reduce their impact on the environment
  - Collaboration between partners and communities – encouraging those in the cultural, heritage and tourism sectors to work together with each other and with communities to create projects together, share expertise and resources and find solutions to any challenges they face
  - Creating a family friendly environment – ensuring that clear offers are developed which enable families to engage with cultural, heritage and tourism activities and that businesses and organisations in these sectors plan for the needs of families.

- 2.18 The Cultural Strategy will build on Culture Kirklees, approved by Cabinet on 3<sup>rd</sup> October 2016. This was the plan to transform the council's arts, events and museums and galleries services. It was the first time that Kirklees' strongest cultural assets were identified i.e. music and textiles. Since then, there has been significant progress to develop these areas. For example, the WOVEN Festival has been established to promote Kirklees' textile heritage and its continuing innovation. This is not only a creative festival but one which promotes textile science and education and has made links between communities, creative professionals and the textile industry. In relation to music, the council is working with partners towards a Year of Music in 2023 which will celebrate and promote the district's musical heritage; provide opportunities for children, young people and communities to engage with music; and grow the music sector in Kirklees. We are also in the midst of making an application for UNESCO Creative City status in recognition of Kirklees' music heritage and developing a new music venue as part of the Huddersfield Blueprint.
- 2.19 As a result of the priorities identified in Culture Kirklees, various plans and policies were published including a Public Arts Policy and Music Development Plan. These will feed into the new Cultural Strategy.
- 2.20 Over the last year, the Service Director for Culture and Visitor Economy has been collaborating with cultural leads in the other West Yorkshire authorities plus officers at West Yorkshire Combined Authority and the Mayor to produce the West Yorkshire Culture, Heritage and Sport Framework. The Kirklees Cultural Strategy will complement this framework.
- 2.21 It is proposed that the Cultural Strategy will focus on:
- A strong creative ecology - supporting the cultural sector including cultural organisations, creative businesses, freelancers and voluntary and community arts organisations, to recover from the impact of Covid-19 and the cost-of-living crisis including business and skills development programmes; supporting them to develop new business and delivery models; generate more income; and work together to develop a strong infrastructure
  - Creative Communities - developing cultural programmes which achieve outcomes related to learning, health and well-being, cohesion, town centre vibrancy and youth employment and also enable communities to produce their own cultural activities
  - Creative Places - establishing a global reputation for Kirklees for its creative approach to music and textiles and using these assets to bring communities together and promote the district plus using cultural and heritage activities to create attractive places and integrate a cultural offer into non-traditional venues such as town and village streets, parks, community centres and markets to open up access
- 2.22 The Heritage Strategy's scope covers the following areas:
- Museums, art galleries, archives, libraries and their collections
  - The historic environment (including historic buildings and structures, archaeological sites, townscapes and landscapes, Scheduled Ancient Monuments, registered parks and gardens)
  - Parks and natural habitats
  - Public art, music and wider culture which make a place special
  - People and communities
  - 'Intangible' heritage, cultures and memories
  - Heritage related activities
  - Landscape Character Assessment
- 2.23 The Heritage Strategy recognises that heritage is not just about physical assets but also the history of Kirklees, its people, identity and stories and how we communicate these. It aims to change the way we approach heritage so that we focus on our strengths rather than liabilities. It also aims to ensure that we are more proactive in the way we protect, care for and sustain our heritage and encourages us to think in a much more innovative and creative way about how our assets can be used and thrive. The strategy identifies the council's role as one of leading 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.

- 2.24 The district has many attractions but we have not previously promoted Kirklees effectively. It is time to be proud of what we have – our landscape; diversity and quality of the independent food and drink offer; links to the Brontes; birthplace of Rugby League; diversity of music festivals etc – and shout about this. The Tourism Strategy identifies target markets of:
- Green Explorers
  - Social contemporary buzz seekers
  - Hyperlocal
  - Accessible Tourism
  - Multi-generational family

It is built on the six strengths of Kirklees:

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

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

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

#### **3.1 Working with People**

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

The drafts of each strategy will be published on-line to enable citizens to comment on them.

#### **3.2 Working with Partners**

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

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

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

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

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

#### **3.3 Place Based Working**

Each strategy takes a place-based approach to identify what is unique about Kirklees and how this will be communicated in the future through our cultural and heritage assets and the way we market the district and its cultural activities to citizens and visitors. They are about telling the stories of our

places, identifying what is shared across the district but also recognising the diversity across the district, its towns, villages and communities.

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

**3.4 Climate Change and Air Quality**

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

**3.5 Improving outcomes for children**

Kirklees Council is aiming to create a family friendly place and so all three strategies will have this aim in mind. Children, young people and families will be a key theme reflected in the strategies to ensure the culture, heritage and tourism offers engage children, young people and their families and support young people into employment.

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

With limited capacity, especially expertise, to develop a Tourism Strategy, this piece of work was commissioned externally. The Heritage Strategy has been drafted by officers in Museums and Galleries. The Cultural Strategy is being commissioned externally.

**4. Consultees and their opinions**

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

**5. Next steps and timelines**

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



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

## 6. Officer recommendations and reasons

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

## 7. Cabinet Portfolio Holder's recommendations

Not applicable

## 8. Contact officer

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

## 9. Background Papers and History of Decisions

[Culture Kirklees, Kirklees Council, Vision for Arts, Creative Industries, Heritage and Museum services at Kirklees Council](#) – approved by Cabinet on 3<sup>rd</sup> 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 18<sup>th</sup> October 2016

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

[Art in Public. A public art plan for Huddersfield town centre. \(kirklees.gov.uk\)](#) – approved by Cabinet on 1<sup>st</sup> 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 <a href="http://www.creativekirklees.com">www.creativekirklees.com</a>
2015	Economic Impact study of Creative Economy by BOP (Burns Owen Partnership)	Highlights that the creative industries contribute over £100m per annum to Kirklees' economy. It is a sector identified with regeneration and creation of new jobs
2016	Kirklees Public Art Policy: Postcards from the future - creatively engaging with residents across the district on their views of place and public art	Kirklees Public Art Policy
2017	Surveys with community and organisations on music mapping and infrastructure needs - Fiona Harvey Consulting and Sound Diplomacy	Kirklees Music Policy and decision to deliver a Year of Music in 2023
2018	Understanding market users and students' expectations on the future of culture and their experience of Temporary Contemporary, delivered by QA Research	Understood the project had changed people's perception of the role of culture and the market
2018	Economic Impact of Music Festivals (Hcmf//, MJDF, CFF delivered in 2017) - SPIRUL	To measure the impact of three music festivals assessed in 2009 in a wider economic impact study of broader festivals in Kirklees
2019	Growing Cultures Phase 1: to engage with residents to move from deficit mind of austerity to thinking about the future and the cultural life of Kirklees and Huddersfield. Asking people 'What is culture?'	Understanding that music and textiles is important to people of Kirklees and that they want to see a venue in Huddersfield.
2019	Growing Cultures Phase 2: Conversations about music, exploring what people would want from a music venue in Huddersfield	Information to support the development of a music venue
2019	Dewsbury Public Art Plan: Creative engagement with Dewsbury creative community and stakeholders	Dewsbury Public Art Plan and £200k investment
2019	Huddersfield Public Art Plan: Creative engagement with Huddersfield creative community and stakeholders	Huddersfield Public Art Plan and recognition of importance of public art and quality public realm within Huddersfield Blueprint projects

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