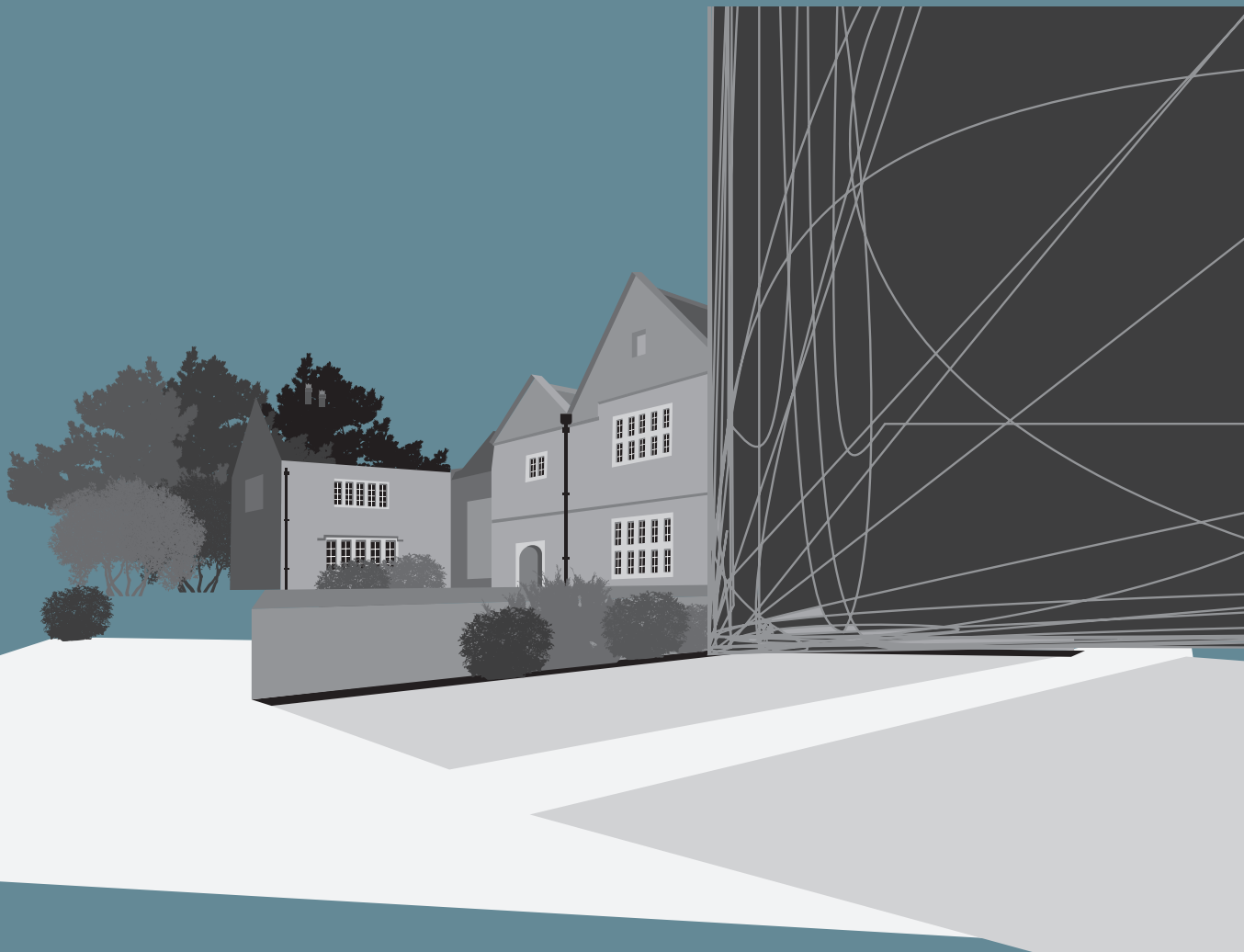




WE ARE MAKING HISTORY

A HERITAGE STRATEGY FOR KIRKLEES
APRIL 2024



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*Huddersfield
Railway Station*

Section 1 Foreword

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

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

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

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

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

03

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

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



Councillor Cathy Scott, Leader of Kirklees Council

Section 2 Introduction

This strategy provides a set of objectives and key principles to help deliver our vision for heritage in Kirklees from 2024 -2033. It is underpinned by a **Strategic Heritage Action Plan** for 2024-2027 (see Section 10), which includes the development of an online **Heritage Hub** as a central point for connectivity, coordination, collaboration and showcasing of heritage activity across Kirklees, also supplemented by other non-digital communication.

What is a Heritage Hub?

The Heritage Hub will be an online platform that will showcase the amazing heritage offer in Kirklees, acting as a gateway for people to get involved in activities across the region and help us to collaborate and connect our region's heritage.

This action plan covers priorities for the whole of Kirklees

04 A fundamental part of the action plan is through the creation of local **Cultural Delivery Plans** (CDPs). These delivery plans will explore unique aspects and the identity of Kirklees through heritage activity. We recognise that one size doesn't fit all and so we will aim to create these Cultural Delivery Plans by developing them with communities, partners, businesses, and local councillors. They will focus on coordinating localised priorities for the delivery of culture, heritage, and tourism in line with the Heritage Strategy and the soon to be published Tourism and Cultural Strategies¹. We refer to this approach, working with people, partners and place, as 'place-based' working in Our Council Plan².

What is a Cultural Delivery Plan?

A Cultural Delivery Plan (CDP) is a collaboratively designed action plan for key areas of cultural development, including heritage, created by local communities to ensure that the plans are fit for purpose in each Kirklees district.

This Heritage Strategy encourages inclusive opportunities for everyone to understand, enjoy and share our common heritage

Whilst the focus of the strategy is the heritage that is managed by Kirklees Council, it also provides a vision and support for the work of the local voluntary heritage sector by creating the conditions for collaboration and growth which will support individuals and communities to tell their stories. It will also offer a strategic approach for private sector organisations to care for the heritage assets in their ownership.

Section 2 Introduction (continued)

Kirklees has a remarkable story to tell

We have the greatest number of Listed Buildings in Yorkshire³ – more than tourist centres like York and Harrogate. But heritage is not just a question of physical assets such as Listed Buildings, Conservation Areas and significant landscapes. It is the story of our area, its people and identity, which have formed the communities we live, work, and learn in today.

Heritage In Action

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

05

The heritage sector has faced a number of challenges in recent years, such as Covid-19 recovery and financial pressures, which this strategy seeks to address. Kirklees Council takes the responsibility of being the guardian of heritage in the area seriously and will lead by example in the management of its own heritage assets, including the built heritage and landscapes of the area as well as the portable heritage of museum, gallery, library and archival collections. This is already seen in the Blueprints for Huddersfield and Dewsbury⁴ town centres and will be developed in the future as this strategy framework for heritage is adopted. Lead heritage sector bodies, such as Arts Council England, the National Heritage Lottery Fund and Historic England, have supported and funded recent major place-based developments in Kirklees such as the Huddersfield High Street⁵ and Dewsbury Living Market Town⁶ Heritage Action Zones (HAZ). They have also welcomed the development of a heritage strategy for Kirklees and provided support to develop its vision.

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

Section 2 Introduction (continued)

Key objectives of this strategy

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

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This Heritage Strategy links closely to new Cultural and Tourism Strategies and complements existing key local, regional and national policies and plans⁷. Heritage is a key theme in the new Cultural and Tourism Strategies and all three strategies continue a journey started in 2016 with the publication of Culture Kirklees⁷. This vision document identified music and textiles as initial priorities for development, as they are part of the fabric of what makes Kirklees special, and placed culture and heritage at the core of major town centre regeneration programmes such as Huddersfield's Our Cultural Heart⁹. These strategies will provide clarity about what we want to do, why and how and prioritise the areas in which resources will be invested and for which external investment will be secured. And they complement other strategies and frameworks such as the West Yorkshire Culture, Heritage and Sport Framework¹⁰, Kirklees Council's Economic Strategy¹¹, the Joint Health and Well-being Strategy¹² the Inclusive Communities Framework¹³, and Kirklees Local Plan¹⁴.

Section 2 Introduction (continued)

Our connected strategies



07

Section 2 Introduction (continued)

The Outcomes set out in the Heritage Strategy will also support the delivery of Kirklees Council's Shared Outcomes set out in Our Council Plan², which are:



**SHAPED
BY PEOPLE**



BEST START



**CLEAN
AND GREEN**



INDEPENDENT



**ASPIRE AND
ACHIEVE**



**SUSTAINABLE
ECONOMY**



**SAFE AND
COHESIVE**



WELL



**EFFICIENT AND
EFFECTIVE**

08

The story of Kirklees

Our intention for the Heritage, Cultural and Tourism strategies is that they will all be centrally linked through telling the story of Kirklees. Our heritage is our story; cultural activities enable us to explore those stories and tell them creatively; and tourism enables us to promote these stories and attract people to learn more about them.

Section 3 Context

Kirklees Council recognises the need for a Heritage Strategy to explore opportunities created by ambitions for regeneration and place-based working and the important economic benefits which a focus on heritage can bring to the district. The Council also recognises that there is much to gain through heritage programmes which support communities to recover from global upheavals such as the Covid-19 pandemic and cost of living crisis, which can readily deliver positive impacts for wellbeing, aspiration and skills development.

Given the challenges our children and young people face, there are particularly strong benefits through heritage learning outside the classroom and this can apply to informal learning throughout all stages of life. Heritage also has a significant role to play in bringing diverse communities together to share individual experiences, cultural traditions and hopes for the future.

09 The strategy has been developed with support from a key heritage partner, the National Lottery Heritage Fund (NLHF) and peer assessment from sector organisations; Arts Council England, Historic England and Museum Development Yorkshire. Funding from NLHF enabled engagement to be carried out as part of the ‘Bringing out the Best’ programme. One of the aims of this programme was: ‘The provision of a holistic strategy for heritage within the place-making agenda in Kirklees, demonstrating cross-Council support and full external stakeholder commitment.’

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

- **Government Guidance for the Historic Environment¹⁶**
- **National Planning Policy Framework¹⁷**
- **Public Libraries and Museum Act 1964¹⁸**
- **Public Records Act 1958¹⁹**
- **UK Archive Service Accreditation²⁰**
- **Arts Council England Museums Accreditation²¹**
- **Arts Council England Investment Principles²²**

The strategy also aims to acknowledge, strengthen and continue existing heritage programmes active in Kirklees as well as enabling and supporting heritage partnerships and the ongoing excellent work of heritage groups and other organisations in the district including the voluntary community sector.

Section 3 Context (continued)

Where and what is Kirklees?

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

Kirklees' strength is in its diversity.

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

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

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

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

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

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

The district's shared culture and creativity has also been shaped significantly by a diverse range of communities migrating to the area's towns to work in industry over several centuries and, more recently, to study. This has created a strong and varied culture which is the heart and soul of our people and places.

Section 3 Context (continued)

Where and what is Kirklees?

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Section 4 Definition of heritage and scope of this strategy

What is ‘heritage’?

“

Our heritage is all around us. In our towns and cities and in our villages and rural areas. In historic buildings, places of worship, inspiring landscapes, ancient ruins and archaeological sites, statues, and memorials. In places where great events happened, where famous figures of the past wrote their names in the history books and where countless ordinary men and women lived and worked. It speaks to us of who we are and where we have come from, of how we came to be the people and the nation we are today...

Department for Digital, Culture, Media and Sport, The Heritage Statement, 2017²³

”

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The scope of this Heritage Strategy

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

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

Section 4 Definition of heritage and scope of this strategy (continued)

What is important?

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

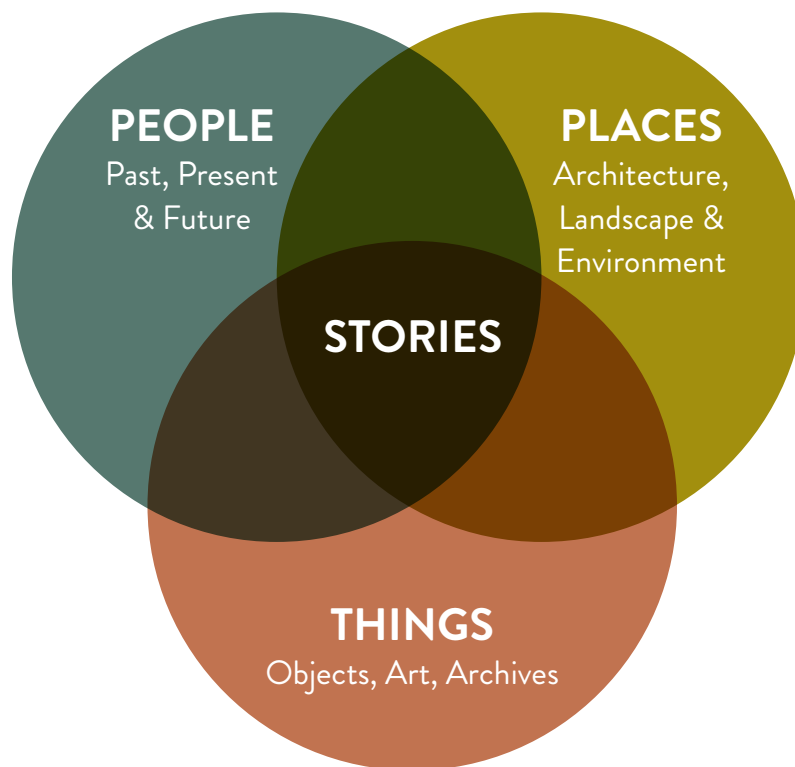
- Museums, art galleries, archives, libraries and their collections
- The historic environment (including historic buildings and structures, archaeological sites, townscapes and landscapes, Scheduled Ancient Monuments, registered parks and gardens and conservation areas)
- Parks, natural habitats and rural heritage, including areas of the district within the Peak District National Park, South Pennines Park and areas of Ancient Woodland
- Historic transport infrastructure such as canals, waterways, and railways
- Mills and other industrial heritage which is unique to the landscape, history and culture of the area
- Public art, music, festivals, events, sport and the wider culture, which make a place and its people distinctive and special
- People and communities and their personal archives and collections
- ‘Intangible’ heritage such as oral history, craft skills, stories, cultures and memories

As well as the types of heritage listed above, Kirklees benefits from a number of distinctive and important heritage assets, including the Emley Moor transmitter, the tallest freestanding structure in the UK, and part of the Adwalton Moor Registered Battlefield²⁴. Kirklees is also home to important historic structures associated with the Pennine transport gateway, such as Huddersfield’s grand Grade I Listed railway station and the incredible engineering masterpiece of the longest, highest, and deepest canal tunnel in the UK, Standedge Tunnel.

Section 4 Definition of heritage and scope of this strategy (continued)

People, places and things

Heritage is the unique story of people, places and things.



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Heritage as Theatre

If we take the People, Places and Things approach one step further, we can imagine heritage as ‘Theatre’.

Kirklees is the stage where stories of our history and people are performed for an audience of those in our local communities, tourists, and investors. Our landscapes become backdrops to these shows – with moors and mills, historic houses and villages that help to inspire and intrigue those who live and visit here.

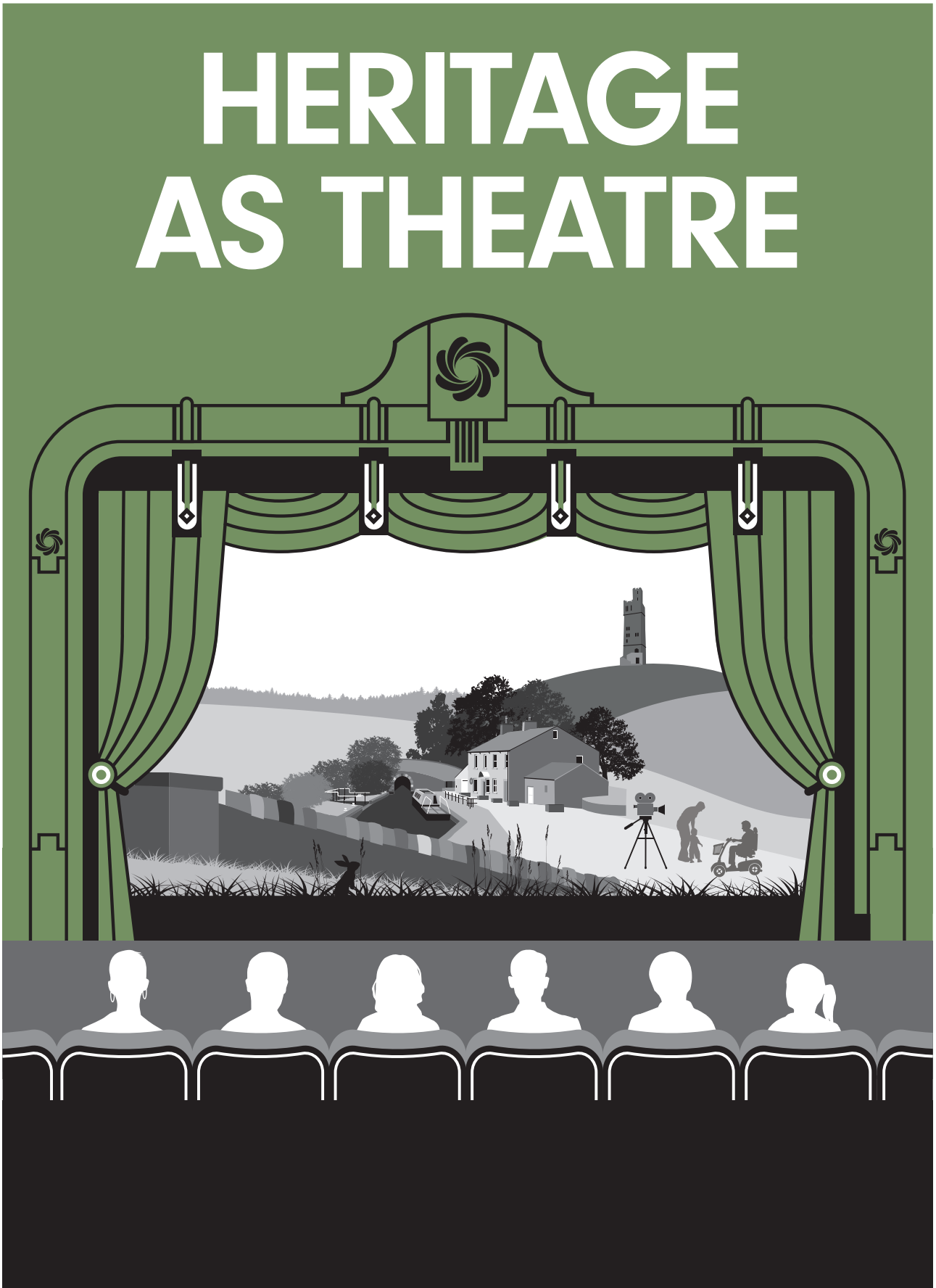
We also have ‘props’ in our objects and art collected in museums, galleries, archives and libraries, and through community collections, that will capture the imagination of those audiences and demonstrate the stories that we want to tell.

And finally, we have our people – the writers and directors of these shows, sharing their experience of and connection to Kirklees in their own words.

In this way we can share a huge range of amazing stories across many different types of show, presenting the past and present of our place to support and inspire the future.

HERITAGE AS THEATRE

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Section 5 Key principles

We have developed a set of principles which will lead to improved creative solutions to challenges and problems. Together with the Council's approach of working with people, partners and place, as set out in Our Council Plan 2024-2025, the key principles which inform the Strategic Heritage Action Plan and its delivery are:

Perception

We see heritage as an asset

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

Preservation, innovation and sustainability

How we care for our heritage is important

We will find ways to protect, care for and sustain our heritage which will continue long into the future. To do this, we will think creatively about future use, working with partners and local communities, so that together the heritage of our district will not only be sustained but thrive, in a financially and environmentally sustainable way, supporting Climate Emergency ambitions.

Place-based collaboration and inclusion

Heritage should reflect our shared cultural history

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

Regeneration and celebration

Our unique heritage can attract economic benefits

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

Section 6 Vision

What difference will this make for people and heritage in Kirklees in the future?

A vision for heritage in Kirklees

By 2033 in Kirklees, we will have a strong sense of where we have come from and how this has shaped the shared heritage of our families, communities and places. We will have built on strong foundations to create an aspirational future based on understanding, pride and identity. Our extraordinary stories will be known to the world in creative, contemporary ways so that Kirklees is recognised and celebrated globally.

Kirklees' heritage will be an undeniable reason to visit, live, invest, study and work here and is a catalyst for regenerative change.

By creating the conditions for heritage in all its forms to thrive and be sustained and enhanced in innovative and relevant ways, the health and vibrancy of our citizens and communities will be positively impacted.

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Because heritage is readily visible and accessible digitally and in communities, local places, town centres, historic buildings and landscapes, opportunities to get involved will include everyone. As a result, our heritage collections will be valued as fully reflective of the strong character and diversity of our area, telling the stories of all our communities and making us feel at home.



Section 6 Vision (continued)

With our regional partners, we will have created an award-winning heritage offer in the North of England. This shall benefit our citizens and businesses by attracting inward investment, creating jobs and bringing skills and talent to the area, while also attracting visitors from around the world who are assured a warm welcome and wide choice of heritage experiences and activities.



Section 7 Outcomes

If the Heritage Strategy is successful, through the things we do together, we will see a number of positive benefits or ‘outcomes’. Through adopting the strategy, we will deliver the following Outcomes:

- **Confidence** - Increased confidence in the Council’s long term strategic approach to its heritage, which will lead to increased investment
- **Sustainability** - Heritage assets will be adequately protected through appropriate uses, delivering financial and environmental sustainability for those assets
- **Duty of Care** - Heritage assets are preserved, protected and enhanced to improve the visitor and community offer or for other appropriate uses
- **Ambition & Opportunity** - Economic and visitor growth in Kirklees is delivered through heritage led regeneration programmes
- **Engagement** – There will be an increased aspiration and a sense of identity and belonging amongst Kirklees’ residents
- **Participation** – There will be improved awareness of and engagement with heritage by residents and visitors leading to increased well-being and enabling residents to make decisions about their heritage.

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The Outcomes will contribute to the achievement of Heritage Strategy Objectives (Section 2) and create the following outputs:

- A Heritage Partnership Group
- An Online Heritage Hub
- A Local Heritage List
- Localised Cultural Delivery Plans
- Investment Strategy for heritage
- Fabric condition Risk Assessment of all statutorily designated (Listed and Scheduled) Council owned buildings/monuments
- A long-term Heritage Commercial Investment Plan

Section 7 Outcomes (continued)

Development of Success Measures

Success will be measured by a range of performance and benchmarking indicators, some of which are already in existence; others will need to be established and implemented through the delivery of the Strategic Heritage Action Plan. Kirklees Council will actively seek to identify opportunities within existing community research and partnership working to demonstrate the outcomes set out, such as through Arts Council England National Portfolio Organisation reporting and similar methods. This will ensure outcomes can be demonstrated and feed into the long-term sustainable development of the strategy. Wherever possible, measures are to be designed and agreed in partnership with communities as part of the Cultural Delivery Plans and heritage partnerships to ensure stakeholder buy-in, local ownership and collaborative commitment to the outcomes outlined.

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Lawrence Batley Theatre, Huddersfield

Section 7 Outcomes

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HERITAGE STRATEGY OBJECTIVE	OUTCOMES	HOW WE WILL MEASURE SUCCESS
<p>1. To demonstrate clarity in the Council's approach to heritage.</p>	<p>CONFIDENCE</p>	<p>Increased investment levels for Kirklees heritage from external funders and other investors.</p>
	<p>SUSTAINABILITY</p>	<p>Reduced number of heritage at risk assets.</p>
	<p>ENGAGEMENT</p>	<p>Increased numbers of heritage related partnership projects initiated and complete. Numbers of partners and Council Services involved in Heritage Partnership Group.</p>
<p>2. To contribute to an ambitious approach to heritage, culture and tourism in Kirklees – which will better tell the story of our communities.</p>	<p>AMBITION & OPPORTUNITY</p>	<p>Increased visitor attendances at key heritage sites and participation in programmes. Increased number of diverse community attendance at heritage sites and taking part in heritage programmes.</p>
	<p>PARTICIPATION</p>	<p>Increased number of people participating in heritage engagement programmes and involved in the development of local Cultural Delivery Plans (CDPs).</p>
	<p>DUTY OF CARE</p>	<p>Increased numbers of heritage related partnership projects initiated and complete.</p>

Section 7 Outcomes

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HERITAGE STRATEGY OBJECTIVE	OUTCOMES	HOW WE WILL MEASURE SUCCESS
<p>3. To connect heritage assets and people so that they can best benefit their communities.</p>	<p>PARTICIPATION</p>	<p>Increased levels of use for heritage wellbeing programmes such as social prescribing.</p>
	<p>DUTY OF CARE</p>	<p>Increased number of heritage assets being used by communities. Increased percentage of unused heritage assets with secured appropriate future.</p>
	<p>ENGAGEMENT</p>	<p>Increased levels of satisfaction in heritage programmes by a greater range of under-represented groups. Number of partners and Council Services involved in CDPs.</p>
<p>4. To adopt a creative, collaborative and innovative approach to heritage sustainability.</p>	<p>CONFIDENCE</p>	<p>Increased percentage of heritage sites are achieving awards and standards such as VAQAS and Green Flag.</p>
	<p>SUSTAINABILITY</p>	<p>Increased percentage of unused heritage assets with secured appropriate future. Reduced climate impact of heritage assets in line with Council Climate Change Action Plan²⁵.</p>
	<p>PARTICIPATION</p>	<p>Number of partners and Council Services involved in CDPs and Heritage Partnership Group.</p>

Section 7 Outcomes

HERITAGE STRATEGY OBJECTIVE	OUTCOMES	HOW WE WILL MEASURE SUCCESS
<p>5. To improve collaboration in planning, to ensure that heritage assets and activity in the district are well connected.</p>	<p>CONFIDENCE</p>	<p>Increased percentage of unused heritage assets with secured appropriate future.</p>
	<p>AMBITION & OPPORTUNITY</p>	<p>Increased levels of economic benefits including employment opportunities created through heritage led regeneration programmes.</p>
	<p>PARTICIPATION</p>	<p>Number of partners and Council Services involved in CDPs and Heritage Partnership Group.</p>
<p>6. To support place-making and the delivery of the Council's ambitions.</p>	<p>DUTY OF CARE</p>	<p>Increased levels of positive feedback from residents and stakeholders about heritage assets in the district.</p>
	<p>SUSTAINABILITY</p>	<p>Increased investment levels for Kirklees heritage from external funders and other investors.</p>
	<p>AMBITION & OPPORTUNITY</p>	<p>Increased levels of economic benefits including employment opportunities created through heritage led regeneration programmes.</p>

Section 8 What does success look like?

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

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

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

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



*Huddersfield
Railway Station*

Section 9 How will we do this?

Governance

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

The Museums and Galleries team (part of a wider Culture and Tourism Service) is the custodian of the Heritage Strategy on behalf of the sector, working with the Council's Conservation Planning, Corporate Landlord, Regeneration and Corporate Policy teams and other cross-Council services as required. The Council (through the Museums and Galleries team) will oversee the implementation of the Heritage Strategy. Any initiatives within the Strategic Heritage Action Plan specifically led by the Council and requiring resources will be presented for approvals using the Council's usual governance processes.

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Dewsbury Town Hall

Section 9 How will we do this? (continued)

How will the Heritage Strategy be implemented?

Resources will be required and sought to deliver the ambitions in the Heritage Strategy and connect them to the objectives set out in other key regional and Council strategies and policies (Section 2).

One key strand of delivery will be through contribution to the creation of Cultural Delivery Plans implemented in key areas and developed in collaboration with relevant stakeholders and local communities to ensure appropriate care, use and sustainability of both physical and intangible heritage.

Another strand will consist of the development of the Heritage Hub, which will become a central place for this activity to be recorded online and shared by other means, providing connectivity and collaboration across the Kirklees district.

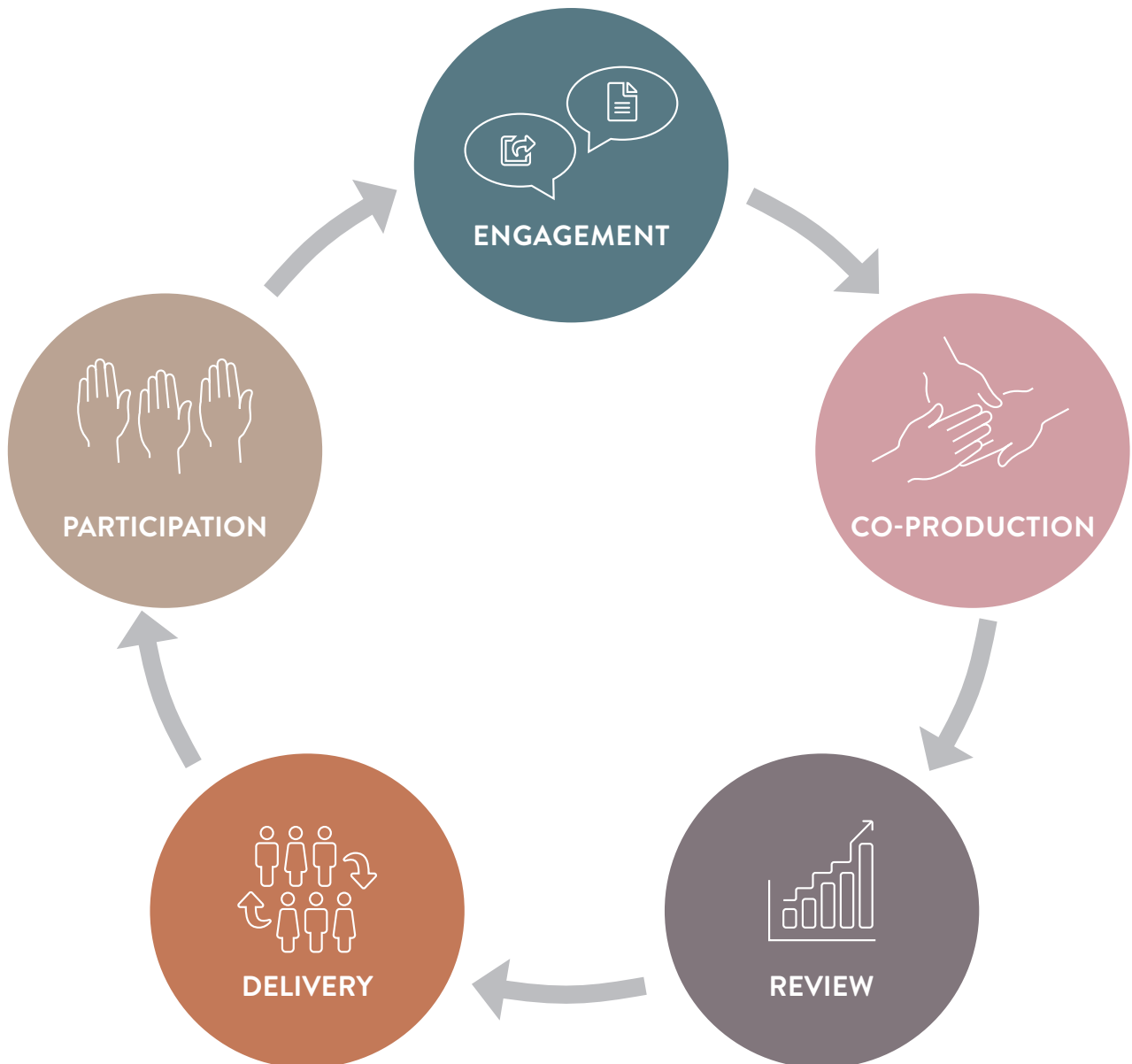
26 Lead officers from the Museums and Galleries service will work with the Council's Corporate Policy team to ensure that the Strategic Heritage Action Plan is updated annually, with appropriate levels of member, public and sector engagement. They will also work with the Planning Policy and Conservation Planning teams to ensure that the strategy considers changes in associated policies and statutory planning needs, for example, taking account of the Heritage Strategy in future planning policies, guidance and design codes/ guidance as well as requirements to produce new documents such as Conservation Area Appraisals and an audit of Non-Designated Heritage Assets and to inform the context of the next Kirklees Local Plan.

Officers working on the implementation of the Heritage Strategy are also involved in the implementation of the Cultural and Tourism Strategies and the Historic England funded Huddersfield and Dewsbury High Streets Heritage Action Zones⁴ and their legacy, which will ensure that these various strands of work are complementary.

Section 9 How will we do this? (continued)

The Council will build on existing heritage and culture related networks and, working with key stakeholders, explore options for developing a Heritage Partnership Group for Kirklees establishing how this could best connect with creating local place-based Cultural Delivery Plans. This group will operate as a subgroup of a proposed Kirklees Cultural Partnership and will feed back plans and activity through relevant Council officers, who will communicate this information through the usual Council reporting processes.

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Section 10 Strategic Heritage Action Plan - 2024 - 2027

Scope of this Action Plan

A Strategic Heritage Action Plan will sit alongside the Heritage Strategy for the duration of the strategy. Each plan will cover a three-year period. The first plan will cover 2024 - 2027 and focus on key actions for that period.

It is recognised that some actions will not be completed within a three-year action plan and therefore will continue through to the next three-year plan. This approach to long-term planning is necessary to achieve truly transformational results.

Resourcing the Action Plan

Funds and capacity will be sought both externally, internally and with partners to deliver the actions set out in this plan for its duration. This programme of work will form a major heritage development focus for the Kirklees district which is additional to current Council services' capacity.

Local Cultural Delivery Plans

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An immediate focus for this Strategic Heritage Action Plan will be to identify key resources needed to contribute to local Cultural Delivery Plans (CDPs), which will be developed by the Council as a new approach to place-based co-production for cultural activity.

As part of the Kirklees Cultural Strategy development, community engagement will take place in order to pilot the approach to the CDPs in localised areas in Kirklees. Once adopted, CDPs will be the main driver for heritage development across the district. Local engagement and co-production will be at the heart of the CDPs to ensure that they are rooted in community need.

The CDPs will coordinate more detailed and localised heritage, culture and tourism related actions in specific localities across the Kirklees district in collaboration with local communities and organisations. For example, actions at Castle Hill will be included in the CDP relevant to the Huddersfield area and actions for Oakwell Hall will be included in the CDP relevant to the Spen Valley.

CDPs will incorporate planning for the future of Kirklees's leading heritage assets, linked to local need and any existing plans. They will include significant Council managed assets such as Oakwell Hall and Country Park, Bagshaw Museum, Tolson Museum and Castle Hill; heritage parks such as Greenhead, Beaumont; Heritage Action Zones such as those in Huddersfield and Dewsbury; Town Halls; community heritage assets; and others identified as the CDPs are developed.

OBJECTIVE 1: To demonstrate clarity in the Council’s approach to heritage

OUTCOMES	KEY ACTIONS	TIMESCALE	COUNCIL PRIORITY
<p>CONFIDENCE</p> <p>SUSTAINABILITY</p> <p>ENGAGEMENT</p>	<p>Establish and deliver a long-term communications plan for the Heritage Strategy to promote and raise awareness of Heritage across Kirklees and more widely.</p>	<p>Start 2024</p>	 
	<p>Establish an externally funded heritage development team to co-ordinate the delivery of this action plan, to build capacity to improve the collation of data and intelligence around heritage and develop strategic partnerships.</p>	<p>Start 2024</p>	
	<p>Improve auditing of existing performance management information in relation to statutory heritage duty of care including heritage at risk assets.</p>	<p>Start 2025</p>	






OBJECTIVE 2: To contribute to an ambitious approach to heritage, culture and tourism in Kirklees – which will better tell the story of our communities

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OUTCOMES	KEY ACTIONS	TIMESCALE	COUNCIL PRIORITY
<p>PARTICIPATION</p> <p>AMBITION & OPPORTUNITY</p> <p>DUTY OF CARE</p>	<p>Adopt and deliver marketing of Kirklees district as a visitor destination, based upon the Heritage, Tourism and Cultural strategies, supporting growth and investment.</p>	<p>Start 2024</p>	 
	<p>Embed heritage themes strongly into the district’s cultural programmes and their legacy including Kirklees Year of Music 2023 and textiles festival, WOVEN.</p>	<p>Throughout duration of Heritage Strategy</p>	
	<p>Create and implement a Workforce Development Plan for heritage, which takes account of the need for inclusion in opportunities, recruitment and training.</p>	<p>2027</p>	
	<p>Complete delivery of the Historic England funded Huddersfield High Street⁵ and Dewsbury Living Market Town⁶ Heritage Action Zone programmes, and determine their legacy programmes.</p>	<p>Start 2024</p> <p>Complete 2025</p>	

OBJECTIVE 3: To connect heritage assets and people so that they can best benefit their communities




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OUTCOMES	KEY ACTIONS	TIMESCALE	COUNCIL PRIORITY
<p>PARTICIPATION</p> <p>DUTY OF CARE</p> <p>ENGAGEMENT</p>	<p>Develop Phase 1 of an online Heritage Hub to provide a central point for connectivity, co-ordination, collaboration and showcasing of heritage activity across Kirklees.</p>	<p>Start 2024</p>	
	<p>Work with partners to develop programme of heritage interpretation across Kirklees linked to Blueprints for our towns and other key local developments and gateways and linked to Tourism and Cultural Strategy actions.</p>	<p>Throughout duration of Heritage Strategy linked to timescales for key development programmes.</p>	 
	<p>Create and integrate community co-production approaches into future plans for heritage development.</p>	<p>Throughout duration of Heritage Strategy.</p>	 
	<p>Through cross Council co-ordination, integrate heritage opportunities into the Council's Inclusive Communities Framework and Kirklees Futures Strategy for Learning resulting in education, skills development and health improvements.</p>	<p>Throughout duration of Heritage Strategy linked to timescales for Council strategy implementation.</p>	

OBJECTIVE 3 (continued): To connect heritage assets and people so that they can best benefit their communities

OUTCOMES	KEY ACTIONS	TIMESCALE	COUNCIL PRIORITY
<p>PARTICIPATION</p> <p>DUTY OF CARE</p> <p>ENGAGEMENT</p>	<p>Work with partners and communities and through CDPs to develop further heritage led learning opportunities for all ages, ensuring they are accessible and their impacts can be evaluated.</p>	<p>Throughout duration of Heritage Strategy</p>	 
	<p>Increase heritage partnerships delivering wellbeing activity and make them sustainable.</p>	<p>2027</p>	  

OBJECTIVE 4: To adopt a creative, collaborative and innovative approach to heritage sustainability

OUTCOMES	KEY ACTIONS	TIMESCALE	COUNCIL PRIORITY
<p>CONFIDENCE</p> <p>SUSTAINABILITY</p> <p>PARTICIPATION</p>	<p>Develop and implement an Investment Strategy for heritage in partnership with partners and funders.</p>	<p>Start 2025</p> <p>Complete 2027</p>	  
	<p>Maintain links with Planning Service functions to ensure future guidance documents including conservation and design, and planning policies such as the Kirklees Local Plan, take into account the outcomes of the Heritage Strategy and help to manage the requirements of the National Planning Policy Framework.</p>	<p>Throughout duration of Heritage Strategy</p>	
	<p>Establish and manage a Local Heritage List (by which locally cherished and significant assets will be assessed and added to Kirklees' local list of Non-Designated Heritage Assets), including procedures and mechanisms to manage and maintain the list.</p>	<p>2026</p>	




OBJECTIVE 4: (continued): To adopt a creative, collaborative and innovative approach to heritage sustainability

OUTCOMES	KEY ACTIONS	TIMESCALE	COUNCIL PRIORITY
<p>CONFIDENCE</p> <p>SUSTAINABILITY</p> <p>PARTICIPATION</p>	<p>Collate a fabric condition risk assessment of all statutorily designated (Listed and Scheduled) Council owned buildings/monuments to inform future management options.</p>	<p>2026</p>	  
	<p>Explore the re-establishment of a Kirklees Building Preservation Trust as a means to deliver key heritage priorities.</p>	<p>2027</p>	
	<p>Continue to maintain Arts Council England Museum Accredited status via application every five years.</p>	<p>2024</p>	
	<p>Continue to maintain UK Archive Service Accreditation for West Yorkshire Archive Service (Kirklees) by making substantive progress towards meeting the ‘Required Action’ for the next Accreditation to provide improved storage for the Kirklees archive collections.</p>	<p>2024</p>	
	<p>Create a long-term Heritage Commercial Investment Plan with a multi-site commercial focus, where appropriate, to support the sustainability of heritage assets managed by the Council.</p>	<p>Complete 2027</p>	

OBJECTIVE 5: To improve collaboration in planning, to ensure that heritage assets and activity in the district are well connected

OUTCOMES	KEY ACTIONS	TIMESCALE	COUNCIL PRIORITY
<p>CONFIDENCE</p> <p>AMBITION & OPPORTUNITY</p> <p>PARTICIPATION</p>	<p>Set up a Heritage Partnership group, comprising Council officers, key heritage partners, relevant organisations and community representatives, to report to a newly formed Cultural Partnership Board/ Compact for Kirklees.</p>	<p>2024</p>	
	<p>Support the district’s heritage sector to recover from challenges such as Covid-19 and cost of living crisis through collaboration, sharing resources and expertise, and linked to Tourism and Cultural Strategy actions.</p>	<p>Throughout duration of Heritage Strategy</p>	 
	<p>Develop systems to enable collaborative reporting to the Kirklees Cultural Partnership Board/Compact on a range of heritage sector benchmarking information (See Section 9).</p>	<p>2025</p>	

OBJECTIVE 6: To support place-making and the delivery of the Council's ambitions

OUTCOMES	KEY ACTIONS	TIMESCALE	COUNCIL PRIORITY
<p>CONFIDENCE</p> <p>AMBITION & OPPORTUNITY</p> <p>PARTICIPATION</p>	<p>Make links with the Tourism Strategy and Cultural Strategy to ensure heritage plays a key role in increasing the Visitor Economy and is promoted and supported accordingly in the long term.</p>	<p>Throughout duration of Heritage Strategy</p>	  
	<p>Support the heritage sector to create climate emergency plans for their organisations.</p>	<p>Throughout duration of Heritage Strategy</p>	
	<p>Create opportunities through heritage related programmes and activity to raise awareness of climate change and integrate climate control measures into the delivery of heritage projects.</p>	<p>Throughout duration of Heritage Strategy</p>	
	<p>Complete and further develop approaches for appropriate repurposing and renewal of significant heritage assets across the district e.g., Kirklees Blueprints, Huddersfield Cultural Heart, Dewsbury Arcade, The George Hotel Huddersfield.</p>	<p>Throughout duration of Heritage Strategy and linked to relevant regeneration project timescales</p>	

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Section 11 Thanks and acknowledgements

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



References

- 1: [Culture, Heritage, Tourism Strategy; Kirklees Council Overview and Scrutiny Management Committee Report](#)
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- 3: [Listed Buildings in Kirklees](#)
- 4: [Huddersfield Blueprint & Dewsbury Blueprint Kirklees Council](#)
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- 8: [Kirklees Council: Our Vision](#)
- 9: [Kirklees Council Our Cultural Heart](#)
- 10: [West Yorkshire Culture, Heritage and Sport Framework](#)
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- 15: [Bringing Out the Best Huddersfield Museum Public engagement report](#)
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[19: Public Records Act 1968](#)

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[23: Department for Digital, Culture, Media and Sport, The Heritage Statement, 2017](#)

[24: Historic England: Registered Battlefield](#)

[25: Kirklees Council's Climate Change Action Plan](#)

[26: Kirklees Policies and Strategies](#)



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