

CULTURE

Kirklees

Our Vision for Arts, Creative Industries, Heritage
and Museum services at Kirklees Council

Introduction

Between 2011- 2016, we, Kirklees Council, have had to make savings totalling £106 million and we still need to find a further £67 million over the 2016 – 20 period. We also expect that during this period, our revenue support grant from central government will be heavily reduced. As part of these financial challenges, our Museums and Galleries and Creative Economy services face over 50% reductions in core funding.

During 2014 – 16, we have been transforming our cultural offer. This is not just because of the financial challenges we face but because we want to offer our residents and visitors appealing and modern services and activities which contribute to creating vibrant and thriving places, a strong economy and excellent quality of life. **Culture Kirklees** is the result of this transformation process.

Our Cultural Vision

At the centre of the North of England, the towns and villages of Kirklees have a culture that is rich, diverse and down-to-earth. Born from a striking landscape, a proud industrial heritage and our people - our cultural offer is the heart and soul of our communities and the economy.

The Kirklees district is a place of creativity and experimentation. We create the conditions for the arts, creative industries, events and heritage to thrive and to be the catalyst for change. Cultural organisations are entrepreneurial and innovative. They create happy moments and treasured memories but they also challenge and stimulate our thinking and beliefs.

Our Museums and Galleries help everyone to learn, explore and feel good. They tell the unique story of how our area grew and prospered: the stories of our towns, villages, communities, landscape and nature. They are the stories of how people lived and worked and the textiles they produced, causes they believed in and the art and culture that shaped them, here and around the world. They connect local people to their heritage so they feel a sense of belonging and are thus inspired to invest personally in Kirklees' future and communities.

Cultural activities are always on view digitally or in shared spaces – outdoors, work places, community centres and cultural venues. They shape our places, tell our stories and enable Kirklees to be part of a world class cultural offer in the North of England.

Our Outcomes

Cultural

- More people engaging with the collections, heritage and the arts in Kirklees
- Kirklees cultural activities recognised as significant contributors to regional, national and international cultural programmes

Economic

- More visitors spending more money in the local economy
- More businesses choosing to stay or relocate to Kirklees because of the cultural scene
- Vibrant, innovative urban centres created by cultural businesses and groups working with and inspiring others
- A strong sense of place established through our cultural assets

Health and Well-being

- Residents feeling more connected to their heritage leading to a sense of belonging and desire to be involved in their communities
- An enhanced learning offer enabling more transferable and creative skills to be developed
- Improved health and well-being through engagement with cultural activities

How does this link to New Council?

Culture Kirklees is about ensuring that the new cultural offer contributes to the district's priorities as outlined in the Kirklees Economic Strategy and Joint Health and Well-being Strategy. It is also about adopting the principles of New Council:

- **A different relationship with our communities** – working more with communities and volunteers to care for our collections and buildings and jointly curating exhibitions which reflect the interests of our communities and tell their stories. We will enable communities to plan and deliver their own cultural activities and events rather than provide for them
- **A continued focus on using scarce resources well** – doing less but better. Increasing the income we generate from our activities plus attracting more external investment
- **Greater collaboration with public sector partners, businesses and community organisations** - sharing resources with partners locally, regionally and nationally. Developing a strong commissioning culture and marketing and leading together
- **Building a modern, flexible and emotionally intelligent workforce** – being customer focused, intelligence led and communicating appropriately with 21st century audiences

Creative Kirklees

Why is the creative sector important to Kirklees? Nationally the Creative Sector is the fastest growing economic sector which has continued growing and creating jobs during the recession. In October 2015, the think tank, Centre for Cities, published a report demonstrating that the UK cities with the highest numbers of small firms in creative and digital sectors are also the most successful places in terms of overall jobs growth, productivity and average wages. A successful, resilient economy is synonymous with a strong creative economy. Therefore Kirklees needs to maximise the potential of its creative sector.

Our purpose is to make arts and culture everybody's business.

Our future approach to supporting the creative sector is much more enabling and involves commissioning rather than directly delivering events and grant aid. We will co-ordinate local, regional and national partnerships to attract investment and commission programmes which increase residents' and visitors' engagement with the arts either as participants or audiences. We will promote Kirklees as a creative place and link artists and designers with other sectors such as manufacturing.

Our approach involves:

- Research and intelligence gathering about the creative sector to inform commissioning priorities and funding bids
- Co-ordinating bids for external investment
- Marketing and audience development to promote the creative sector and Kirklees as a creative place including developing the World Class Music brand and attracting creative industries to be based in the district
- On-line information, advice and guidance services
- Advocacy to encourage and support other sectors to include arts activity as part of their commissioning processes thus extending the marketplace for creative businesses
- Working with developers and others to improve the public realm and commissioning the animation of public spaces through events, temporary installations and public art

The diagrams on the next three pages demonstrate which products will contribute to our outcomes. The priority sectors are based on present intelligence about the strengths of Kirklees' creative sector and their potential for growth.

Outcome:

More people engaging with the arts

Research and intelligence

To inform commissioning, strategic and investment decisions; to make the case for investment

Audience and participation development

Commissioning audience/participation development programmes including Lawrence Batley Theatre and outreach activities; prototyping audience/participation development approaches

Advocacy and training

Influencing and training non-cultural service to use an arts based approach within their commissioning

Partnership development

Brokering partnerships to attract investment and commission or deliver programmes

Outcome:

A strong sense of place established through our creative assets

Marketing and branding

Developing strategy; branding the creative sector; co-ordinating partnership campaigns; delivering small scale promotional campaigns; co-ordinating joint commissioning of large scale marketing campaigns; managing creativekirklees.com

World class music offer

Development and marketing of the music brand; delivery of lunchtime and orchestral programmes in town halls; support for key music festivals; development and promotion of music venues; support for the development of commercial operating models; securing external investment and sponsorship; delivery of the Music Club, a membership and volunteering scheme; advocacy to reduce red tape

Public realm

Advocacy, particularly with planners and developers; production of guidance re public realm design and artist development; securing investment for public realm programmes; co-ordination of Arts Placemaking programmes with regional and national partners; commissioning of programmes to animate public spaces

Outcome:

A strong creative economy

Partnership co-ordination

Bringing together agencies working with creative industries to plan jointly, attract external investment and share resources, expertise, research, intelligence and information.

Sector development

Developing the conditions whereby the digital, music and textile sectors can thrive and grow; facilitating connections between the creative sector and manufacturing

Marketing

Co-ordination of marketing campaigns to attract creative industries to locate in Kirklees

Museums Kirklees

What is a museum?

“Museums enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artefacts and specimens which they hold in trust for society”
The Museums Association.

This vision therefore concentrates on the opportunities to engage with the Kirklees collections in a variety of ways. **Our purpose is to share amazing stories of past and present to inspire the future.**

Why are museums and galleries important to Kirklees?

Understanding our heritage through engaging with collections helps us to develop a sense of belonging and pride which in turn inspires us to give back to our communities. Museums make a significant contribution to well-being as they provide a safe, happy and neutral environment in which people can experience the *Five Ways to Well-being*. They offer spaces for people to be active; learn new things; look at the world differently; make friends; and give something back.

Museums and galleries are also contributors to tourism. They attract visitors to the area who usually spend during their stay thus contributing to the local economy. They also tend to generate positive media coverage which helps to create a positive image of an area which appeals to investors and businesses.

Why do our museums and galleries need to change?

“Leisure, recreation, tourism and culture were once seen as ‘discretionary spend items’. Today, however, they are viewed by many consumers as essential. Consumers vote with their feet, spending time and money only at venues that provide quality and value for money. They want to be assured that their precious time and limited cash will be spent at a venue that represents excellent value for money and provides an excellent experience.”

The Oakwell Masterplan produced by AEDAS and Amion Consulting.

It is therefore important that our museums deliver high quality experiences for audiences to compete with other leisure attractions. However, museums are unique in that they also offer educational and lifelong learning opportunities.

The diagrams on the next few pages demonstrate which products will contribute to our outcomes. Over the last two years, we have tested a number of approaches such as pop-up museums, displays in community venues, and new events. Our products are based on what has worked, will have the most impact and ensure that we can provide a variety of experiences for our audiences.

Outcome:

More people engaging with heritage, our collections and art in Kirklees

The Travelling Museum

Exhibitions in community venues and businesses; a mobile unit to visit schools, community venues and events

Exhibitions

Telling stories of our towns and villages, our communities, landscape and nature, how people lived and worked and the textiles they produced, the causes they believed in and the art and culture that shaped them, here and around the world; exhibitions curated with community groups and partners

Events

Special events, historical re-enactments, workshops and talks planned and delivered with Friends' groups and volunteers

The 3R visitor experience

Retail, refreshments and recreation - every museum site to provide a high quality customer experience involving shopping, eating and drinking and things to do and see

Support to heritage groups

Online information and guidance; co-ordination of joint marketing campaigns and festivals

Outcome:

A strong sense of place established through our collections

The Kirklees Story

Collections rationalised to tell the story of Kirklees, especially in relation to textiles, engineering, music, sport and world cultures which represent the diverse communities who live in Kirklees

Marketing and audience development

Collections, sites and activities used to promote Kirklees

Local, regional, national and international cultural programmes

Exhibitions and events which contribute to partnership programmes and tell the Kirklees Story in a wider context and tell regional, national and international stories through a

Outcome:

Improved health and well-being through engagement with cultural activities

Museums in a Box

Themed objects and learning packs loaned to health and residential care settings

Volunteer programmes

Volunteers trained and involved in supporting and enhancing all aspects of museums and galleries including front of house activities, events, collections management, land management, marketing, fundraising, guided tours and talks

Targeted programmes

Special projects which involve vulnerable people enjoying our sites, for example dementia cafes

Outcome:

More transferable and creative skills developed through an enhanced learning offer

Museums in a Box

Themed objects and learning packs loaned to schools, other learning providers and community groups

Online resources

Learning packs for teachers and group leaders so that they can lead self-service visits to our sites

On-site learning programmes

Workshops and tours of our sites for Key Stage 1 and 2 pupils, specialist public lectures; partnerships with learning providers to deliver their classes at our sites using our collections; family learning activities; guided tours by volunteers

The Travelling Curator

Curators and volunteers who lead workshops and talks in schools and to community groups based on the collections

The Digital Museum

Innovative and enterprising ways to access the collections online

The Future Offer

The core council funding plus potential to generate income means that we are only able to continue managing three sites. In 2016, there are presently six sites. Alternative uses will be found for the sites from which Museums and Galleries withdraw. Our remaining sites will transform in to visitor attractions better able to tell the Kirklees' story and meet the expectations of 21st century audiences. They will offer an improved customer experience with the 3 R's – retail, refreshments and recreation – being offered at all of them.

The future offer is a mix of outreach activity and site based activity which offers a range of experiences and choices for our audiences. The three remaining sites ensure that there is a geographic spread of provision i.e. one historic house, a museum in North Kirklees and a museum and art gallery in South Kirklees. Other factors which have influenced the decision to continue providing museum and gallery services at these sites include potential to generate income; council priorities such as the regeneration of Huddersfield town centre and tourism; and the strengths of Kirklees' story. Masterplans will be developed for these sites and implemented over a 10 to 15 year period as resources are secured.

Alternative uses will be developed for the sites from which the museum service will withdraw. These sites are Dewsbury Museum, Red House Museum, Tolson Museum and Huddersfield Art Gallery.

The Collections

We presently look after over 500,000 objects on behalf of the people of Kirklees. They comprise of objects collected in the 19th & 20th centuries. The majority of objects were acquired before 1974 by seven museum institutions (Tolson Memorial Museum, Huddersfield Art Gallery, Bagshaw Museum, Batley Art Gallery, Dewsbury Museum, Oakwell Hall and Red House) as well as the town halls of the constituent boroughs. Also represented are particular collections of individuals such as Francis Buckley, Walter Bagshaw and Seth Lister Mosley and institutions such as Huddersfield Technical College. Some of these collections were donated; others bequeathed or purchased; or collected by museum staff.

There will be a rationalisation of our collections so that care can be focused on those items which enable the service to tell the Kirklees story (for example our towns and villages, landscape and nature; how people lived and worked; textiles; social and political causes; art and culture) and maintain significant world class collections (e.g. Egyptology, world cultures collection) which widen the horizons of our residents and visitors.

Focusing on our strengths and maximising our unique selling points will enable storage needs to be reduced. Objects will be disposed in line with the Museums Association's guidelines on ethical disposal. This approach has been agreed at Cabinet and operating within these guidelines is a condition of Arts Council England Museum Accreditation.

After ownership has been established, collections owned by us which are not part of the Kirklees' story or duplicate objects will be transferred to other institutions and items which cannot be transferred will be sold or disposed of if not in a reasonable condition and of no historical significance. For example, the Image Archive has been transferred to Heritage Quay at the University of Huddersfield which has better access, storage and environmental controls than our facilities. It will be followed by the transfer of the

Sound Archive. We will retain ownership and rights to this collection which comprises around 250,000 objects.

We will only collect and accept objects which tell Kirklees' past story or enable the present Kirklees' story to be told in the future. We will also work with other local authorities to explore joint storage solutions.

Most importantly, we will involve local people in developing the stories they want to be told about Kirklees and choosing the objects which will tell these stories.

The Role of Volunteers

Most of the museums already have thriving Friends groups. Our relationship with these groups will strengthen so that there is an improved partnership approach and clear understanding about each other's roles. The Friends will continue to be our ambassadors, fundraise and contribute to the event and activity programmes at each site.

In addition, we will develop the role of volunteers to enhance our offer. Volunteering opportunities will be offered: in a range of areas, for example to improve the visitor experience by providing expert guides; in collections management to increase capacity to rationalise and care for objects; to care for the land and countryside centre on the Oakwell estate; to provide talks to community groups; and to market and promote our activities and sites. Volunteers will bring us additional skills and experience so that we can offer a special experience to our visitors.

Our Audiences

For this vision, our audiences have been split in to three 'key' categories defined by their motivations by English Heritage:

- Child Pleasers – those looking to entertain their children
- Experience Seekers – those seeking new, unique and/or exhilarating experiences
- Culture Vultures – those who enjoy art and heritage.

We recognise that not all our activities and sites will appeal to all groups but as a whole, we aim to offer a variety of experiences from which they can choose. By defining our target audience for each activity and site, we will be able to develop an offer which appeals to that segment rather than trying to offer something for everyone and failing to please anyone. As we develop further, we will start to use the Audience Finder audience segmentations so that we can develop much more sophisticated methods of targeted communications.

We will work with our Friends' organisations, volunteers, audiences and local communities to shape the stories we tell in our museums and community displays. Together we will create places which provide opportunities for learning and social interaction and which are valued by residents and visitors.

Opening Hours

Opening hours will reduce but these will be arranged around customer visiting patterns, for example open at weekends, bank holidays and in school holidays. This will enable us to be able to provide more income generating activities during public closure times such as weddings and filming and offer value added visits for private group visits and schools. These visits during public closure times will be offered at prices which cover the full cost of providing the activity.

The Sites

The three sites from which we will provide museum and gallery services are Oakwell Hall and Country Park; Bagshaw Museum and a new museum and art gallery in Huddersfield town centre at a location still to be identified.

Oakwell Hall and Country Park

A masterplan has been produced for the site by AEDAS and Amion Consulting. Our vision for the site is based on this masterplan.

Vision

Oakwell Hall and Country Park is one of Kirklees' key tourism attractions offering a choice of heritage and outdoor activities appealing to Child Pleasers and Experience Seekers. The site is valued and regularly used by the local community. It is a centre of learning and recreation providing opportunities for social interaction, physical activity and fun. It has a reputation as a centre of excellence for the English Civil War period, countryside management and period gardens as well as telling the story of the Brontes' connection to Kirklees. The food and retail offers are of a quality that they attract visitors to the site. The site offers facilities

providing a unique high quality experience for weddings, other social functions, meetings and events.

Activities and facilities offered include:

- Tours of the Hall
- Special happenings in the Hall to tell its story and to mark calendar events such as Easter and Christmas
- Play facilities for all ages including a range of children's playgrounds, outdoor and adventure activities
- Opportunities for walking, cycling and horse riding
- On site accommodation
- Restaurant, café and mobile ice cream units
- Museum shop, artisan and craft fayres
- Improved facilities for weddings and other social functions
- Large scale events – e.g. historic re-enactments, music festivals, regional and national celebrations
- Classrooms in which schools and community groups are able to access a range of historical, environmental and STEAM (Science, Technology, Engineering, Arts and Mathematics) subject workshops
- Opportunities for memorials through the planting of trees and erection of furniture on site.

Investment Required

Most of these activities and facilities will generate surplus income after a number of years which can be invested back in to Museums and Galleries to develop our offer and over time reduce the core council funding contribution. To achieve the vision, capital investment from the council and other funders will be required.

Bagshaw Museum – The Museum of Variety

Vision

A gothic mansion surrounded by parkland and ancient woodland, Bagshaw includes a variety of objects from around the world collected by Walter Bagshaw, the first curator of the museum. This collection enables the stories of our diverse communities to be told including the stories of migrant communities now living in Kirklees. The Museum pays homage to Batley Variety Club, Batley's claim to worldwide fame, and the town's people.

Attractive to Child Pleasers, the Museum offers a range of activities, indoors and outside, for families including those which celebrate key calendar and cultural events. It also has a strong learning offer for schools including one of the North's leading Egyptian exhibitions. Bagshaw is also a learning centre for adults with a programme of seminars and workshops.

The Museum contributes to the Wilton Park offer ensuring there is a wide choice of activities for families to experience a 'great day out'.

Development Needs

The fabric of the building does not require capital investment but the display rooms do require a redesign to make them more interesting to visitors, more interactive to meet visitor expectations and to ensure that stories are clearly told. These re-displays will be funded through donations, sponsorship and external funding.

With a small amount of investment and redesign, tower tours can be opened to visitors to enhance their experience of the building.

A café needs to be developed to encourage longer dwell times and more spend plus improve the visitor experience.

The Museum needs to relate more to Wilton Park and to attract visitors from the bottom end of the park by creating trails between the two areas.

Huddersfield Museum and Gallery

Vision

Huddersfield Museum and Gallery tells the history of Huddersfield and surrounding areas through the stories of its people. It focuses on the area's strengths especially related to the textile industry, engineering, music and sport. It tells the stories of the causes in which Kirklees people were interested and showcases the area's history of innovation and creativity. The displays are created with the people and businesses of the area.

The Gallery exhibits late 19th and 20th century art from the Kirklees permanent collection. This is complemented by a programme of temporary exhibitions by nationally renowned contemporary artists and regional and local artists, craftspeople and community groups, providing them with showcasing opportunities.

The venue is a space for Culture Vultures and Child Pleasers. It is a centre for debate, learning and the sharing of ideas. It is a cultural centre which offers creative workshops and small scale performances. It is a space for social interaction which also provides a high quality retail and refreshment offer. It is the centre of the transformation of Huddersfield town centre.

Location and Investment

The Huddersfield Museum and Gallery will be developed as part of the revitalisation of Huddersfield town centre, one of the key ambitions within the Kirklees Economic Strategy. It will contribute to creating a vibrant town centre with a mix of retail, recreation and housing by attracting more footfall in to the town centre.

Until the new venue has been created, Tolson Museum and Huddersfield Art Gallery will remain open. Alternative uses will then be developed for these buildings.

The Travelling Museum

Museums and Galleries will develop more activities out in communities, displaying items from the collections in community venues and businesses and loaning resources to schools and community groups. The Museum in a Box, a range of boxes with themed objects which encourage research and discussion, is a resource previously used in residential care homes. It will be extended for use by schools, hospitals and community groups.

Subject to attracting funding, we aim to develop a unit with displays and objects which can tour to school playgrounds, town and village centres and community events. These outreach activities will enable more people across the district to access the collections and mitigate for the loss of some sites. They will also be tools to build audiences for the remaining sites.

The Learning Museum

“Learning is a core purpose for museums. They use collections and associated information for exhibitions and learning opportunities.

[Our] museums must:

- exhibit the collections using a variety of interpretative methods
- provide access to the collections and associated information for research purposes and other forms of engagement
- provide effective and stimulating learning and discovery experiences focused on the collections”

Arts Council England Accreditation Scheme

The focus of our learning packages for children will be on Key Stage 1 and 2 pupils. Schools will be able to choose from a menu of subjects which include historical and creative themes as well as the use of the collections for other subjects such as Science, Technology, English and Mathematics.

In response to schools being less able to organise visits, we will provide the **Travelling Curator**, a curator and volunteer led offer to schools and community groups. The Travelling Curators will visit schools and community groups with the handling collection or mobile unit and deliver workshops in the school or community venue. On-line resources will be available to teachers so that they can lead visits to our sites or use resources such as the Museum in a Box thus reducing the need for us to provide specialist staff and reducing the cost to the school.

Guided visits by volunteers and lectures will be available for groups especially during the times when the museums are closed to the public. Schools and groups will be charged full cost recovery for visits and access to resources. Those from targeted areas will be offered subsidised opportunities if sponsorship or funding is attracted.

Our museums will not only enhance the learning of children and young people. Partnerships will be maintained and developed with learning providers such as the Workers Education Association (WEA) and the University of the Third Age so that they deliver learning programmes for adults within our venues, using our collections to enhance their programmes.

Family learning activities will continue to be offered at all the sites during school holidays and some weekends. These will be chargeable activities to ensure that they are self-financing.

To increase learning from the collections, a **digital museum** will be developed which comprises images and information which can be accessed throughout the world. Young people will be engaged in the development of innovative digital applications, building technical and creative skills for the future.

Financial Model

From 1st April 2017, the core budget for Museums and Galleries will be £577,000. This will be enhanced by income generated through ticket sales at Oakwell Hall; charges for workshops, lectures and family activities; school and group visits; retail; product development from our collections; refreshment sales; venue hire; weddings; parties; licensing of our objects to manufacturers; and film hire.

We will need to seek additional funding to deliver anything other than core functions (i.e. operation of sites and care of collections).

The core budget only covers a minimum level of service. All visits, events, activities and so on will have to be self-financing and charge at levels which meet the full cost of providing the activity including additional staffing and a contribution to overheads. If sponsorship or funding has been secured, these charges will be subsidised especially for those from targeted areas.

External funding, sponsorship and donations will be sought for capital and revenue projects. Most funders though require the fabric of the building to be water tight and it is expected by them that the council will be responsible for ensuring this. Partners able to contribute capital and revenue will be sought for the development of all the sites. A culture of philanthropic giving will also be cultivated.

This financial model requires a long term planning cycle and that any budget surplus at year end be carried forward to the next financial year in order to facilitate investment in revenue or to support prudential borrowing. By doing this, a more sustainable business model can be achieved which will ensure the service is more resilient if it receives further budget cuts from the council.