

Kirklees Music Project Consultation Workshop Report

September 2019



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Preface

The following combined notes are drawn from the two consultation sessions jointly facilitated by Spirul Ltd and Bonner & Hindley, at the University of Huddersfield (11th June 2019) and Dewsbury Town Hall (18th June 2019).

The workshops were structured around the eight key themes that came from the Kirklees Music Policy outcomes and further desk research on how other areas developed music, led by the Creative Development Team, Kirklees Council: :

1. Building sustainable leadership, strategic partnerships and a focus for advocacy for the music sector in Kirklees
2. Creating and managing active and engaged music networks and communities
3. Developing a strong and safe night time economy
4. Enhancing Kirklees tourism offer and attracting visitors through festivals and music events
5. Ensuring that Kirklees has a world class music education provision that is widely accessible to all ages
6. Putting music at the heart of the wellbeing of our communities
7. Creating the tools and platforms to communicate Kirklees' music offer to the world
8. Establishing a strong sense of place through our music

Those involved in the workshops were asked to collectively discuss each theme in more detail, by addressing the tasks listed below and recording their responses:

- a. What are you and your organisation currently doing, in relation to this theme?
- b. It's now 2023, the Year of Music, what is now happening against this theme? How is this different from 2019?
- c. What is needed to turn the ambitions for the Year of Music 2023, into reality? (e.g. more of existing or new things)

Consultation Responses

The following section reflects the consultee responses to the three questions in relation to the eight themes. Where possible, there has been some synthesis of similar responses, for brevity and clarity.

It is important to acknowledge that the eight themes came through earlier consultation with the music community on music development as commissioned by Kirklees Council, the two reports by Fiona Harvey, *Kirklees Music Mapping* March 2017 and Sound Diplomacy's *Music Venue Ecosystem Report*, June 2017, informed the development of these, along with additional desk research. The eight themes are by no means mutually exclusive and as such, similar discussions, feedback and thoughts were often repeated during the consultation sessions and recorded feedback.

With regard to consideration of question b regarding what will be different in 2023, responses have been grouped into "strategic", "tactical" or "operational" categories.

Theme 1: Building sustainable leadership, strategic partnerships and a focus for advocacy for the music sector in Kirklees

a. What are you and your organisation currently doing, in relation to this theme?

- Significant evidence of the value and practice of partnerships, relationship development and collaboration locally, including the public sector (e.g. local authority; University), other "music" partners, local communities and individuals, in relation to events, festivals and programmes. There is evidence of partnerships with commercial businesses also
- Some evidence of strategic planning, advocacy and the development of local and national networks, focussed on supporting sustainability
- Some evidence of strategic leadership from local partners, in seeking to shape, influence and drive the sector generally and/or in relation to key components such as music education (e.g. Musica Kirklees; BASSment Unplugged)

b. What will be happening in 2023? (what will be different to 2019?)

Strategically – in 2023, music/the music sector in Kirklees, will:

- Be connected to and working collaboratively to address wider social outcomes (e.g. mental wellbeing) , in partnership with strategic partners (e.g. NHS; CCG's)
- Have senior level engagement, involvement and ownership of "music", across key non-music partners (e.g. CCGs; Education; Tourism; Transportation; Planning)
- Have a strong, effective "model" and "structure" in place to link "top to bottom". (e.g. strategic partners with community delivery).
- Have an independent music body in place (e.g. a CiC), to lead the sector from within, with strong partnerships and relationships across music genres
- Have in place a clear vision and strategy for cohesion and sustainability

Tactically – in 2023, music/the music sector in Kirklees, will:

- Ensure representation of different "voices" from within the music sector, in leading the sector
- Take advantage of geography, locations, infrastructure, history
- Understand local strengths, barriers, needs
- Demonstrate inclusivity (e.g. hard to reach groups) and the development of "pathways" for participation (e.g. young people's access to music)
- Optimise collaboration within the sector (e.g. to jointly develop audiences)

- Be “cool” – in terms of image, profile, awareness and “self-confidence”
- Have a strong marketing, promotion and communication “platform”

Operationally – in 2023, music/the music sector in Kirklees, will:

- Incorporate music as part of everyday learning in schools and special schools
- An infrastructure of Artistic Music Directors across Kirklees
- Communicate effectively across Kirklees (e.g. newsletters, website)
- Have an internship/apprenticeship programme to support events, festivals, programmes

c. What is needed to turn ambition to reality?

- Ambition
- An understanding of what currently works, what doesn’t
- A more “commercial mind-set” – with different thinking, to support sustainability
- Network “animateur” – to lead, drive, co-ordinate, influence, share information, to support the development of the sector. To be independent, unbiased, skilled, knowledgeable
- Structure – a representative group drawn from the music sector. To include an independent, respected Chairperson
- Capacity – available support from partners (e.g. Council able to support administratively? etc)
- Funding – a realistic, sustainable financial commitment
- Effective communication, marketing and PR strategy, platform with clear, new branding
- Greater collaboration and partnership working to “make the most of partners (e.g. University)

Theme 2: Creating and managing active and engaged music networks and communities

a. What are you and your organisation currently doing, in relation to this theme?

- Strong focus on networking and drawing together individuals and organisations (e.g. schools networks, community and business networks)
- Delivery – a strong and varied offer in a range of localities across Kirklees, in a broad range of community locations (e.g. schools, libraries, public buildings), including festivals, events, gigs, programmes, clubs etc
- Promotion – to raise awareness of opportunities and benefits

b. What will be happening in 2023? (what will be different to 2019?)

Strategically – in 2023, music/the music sector in Kirklees, will:

- Have clear links with and a joined-up approach to wider community strategy and issues (e.g. transport provision; town planning; the night time economy)
- Have an investment plan to support “realistic sustainable delivery”
- Have a “fit for purpose” network and infrastructure which is accessible and has profile
- Have collaborative and constructive partnerships – no silo working

Tactically – in 2023, music/the music sector in Kirklees, will:

- Commit to community engagement and involvement which reflects the composition and diversity of the borough
- Commit to excellence “of all kinds”
- Maximise learning from projects, people, places – to identify what works locally
- Build upon what currently exists – the strengths of the music sector (e.g. festivals; genres etc)

Operationally – in 2023, music/the music sector in Kirklees, will:

- Utilise technology to widen access (e.g. an internet Choir)
- Deliver a creative, collaborative event (e.g. Choirathon) and “awesome, diverse programme” (e.g. street studio offer; fringe festival of events - Hip hop?)
- Communicate effectively – clear messages, user friendly language; accessible information
- Take opportunities to communities to support and enhance engagement
- Strong links to other art-forms (e.g. film)

c. What is needed to turn ambition to reality?

- Understanding of local successes – what is working
- Stronger networks and networking
- A shared focus on increasing participation – “something for everyone”
- Infrastructure (e.g. cultural hub; music hubs, new music venue for Huddersfield)
- Engagement of people – “working with people – not doing things to people”
- Marketing and communications: campaign; brand
- Funding
- Transport infrastructure to support accessibility
- Originality (e.g. something different; playing original music etc)

Theme 3: Developing a strong and safe night time economy

a. What are you and your organisation currently doing, in relation to this theme?

- Varied offer including shows, events, bands, gigs, directly delivered by local organisations and supportive of local groups/performers
- Strong examples of good practice in venue management (e.g. safeguarding; security; safety, stewarding; training DBS etc)
- Lobbying - of the Council to “take a stronger hold” of town centres, public safety/crime, car parking, to improve the night time economy

b. What will be happening in 2023? (what will be different to 2019?)

Strategically – in 2023, music/the music sector in Kirklees, will:

- Have an infrastructure of viable venues and performance spaces – informal/formal - at the heart of the community, able to support all genres
- Have an integrated approach which incorporates the night time economy as part of the development of Kirklees as a destination with consideration also given to integrated transport, car parking, planning, accommodation etc
- Link to the wider development of a pathway for participation (e.g. music in schools, community opportunities and performance spaces)
- Have support from influential leaders, who understand the value and impact of music to the economy and society, which is supported by evidence and data
- Link the “day-time and night-time economies” – providing opportunities for older people, children and employees during the day

Tactically – in 2023, music/the music sector in Kirklees, will:

- Adopt an inclusive, community-based cross-cultural approach (e.g. all sectors of the community)
- Demonstrate commercial acumen (e.g. annual pass ticketing etc)
- Opportunities will be affordable and accessible
- Utilise complementary links with other art genres (e.g. film)
- Build positive perceptions of night-time opportunities, to address concerns regarding safety, crime
- Develop a creative, imaginative offer – doing “something different”
- Develop a “hub and spoke” approach of centrally based delivery with accessible local community activity – built around key venues and utilising local spaces

Operationally – in 2023, music/the music sector in Kirklees, will:

- Have a “reduced reliance on alcohol as a means of attracting customers”
- Deliver a broad, accessible night-time music offer (e.g. pop-up performances; family friendly festivals)
- Provide a welcome to everyone, from everyone
- Adopt and apply consistently high standards of venue management (e.g. searches; safety policy; safe zones etc) with targeted delivery to encourage particular groups (e.g. women; young people)

c. What is needed to turn ambition to reality?

- An improved night-time experience in general – developing key locations as safe, clean, friendly, fun destinations
- Improved, flexible infrastructure – existing and new venues
- A diverse, high quality, accessible, affordable offer (e.g. dry events: music in cafes; buskers)
- Stronger relationships to support awareness (e.g. venues/pubs links with public health, police etc) and improve customer experience
- Improved safety, policing, safe car parking (e.g. lighting)
- More and better trained staff and volunteers (e.g. to provide a welcoming experience)
- A complementary “day-time economy” (e.g. early evening?)
- Commitment to embrace technology (e.g. bracelet chips allowing cashless venues)

Theme 4: Enhancing Kirklees tourism offer and attracting visitors through festivals and music events

a. What are you and your organisation currently doing, in relation to this theme?

- Broad and varied range of events, festivals, projects and programmes in place, organised independently on a local and borough-wide level
- A range of national and international artists and engagement
- Creative Kirklees website in place, alongside a wide range of social media platforms
- Evidence of market development, either linked to genres of music (e.g. Jazz festivals) or targeting other potential customers (e.g. linking walkers, walking weekends and Friday night gigs)

b. What will be happening in 2023? (what will be different to 2019?)

Strategically – in 2023, music/the music sector in Kirklees, will:

- Be a central element of Kirklees Tourism strategy and approach, reflecting the uniqueness of the music heritage
- Be interwoven with economic regeneration, community development and plans for transportation - part of a “joined up approach”
- Have UNESCO “District of Music” support and recognition as a strong music location and a destination of choice for artists/tours etc
- Have funding will in place to support a wider range of genres on a larger scale
- Have an integrated approach to music, transport, education, accommodation, car parking etc
- Have new, accessible infrastructure and venues in place
- Have complementary relationships across the West Yorkshire City Region, in relation to other localities, venues and strategies (e.g. Leeds)

Tactically – in 2023, music/the music sector in Kirklees, will:

- Positively utilise “Kirklees” USPs – the environment, community, culture, diversity and heritage as a sales pitch
- Be fully focussed on customer experience and links to other socio-economic factors (e.g. food, accommodation, transportation)
- Optimise the benefits, strengths and opportunities to link with other genres and audiences
- Develop strong commercial relationships founded on CSR and sponsorship opportunities
- Utilise a baseline of evidence and data and ongoing monitoring which will demonstrate a “doubling of economic impact” generated by the music sector

Operationally – in 2023, music/the music sector in Kirklees, will:

- Develop a high quality, varied programme and offer (e.g. big gigs, intimate events, live music)
- Effectively publicise the offer through a clear marketing and communications strategy
- Ensure affordability through concessionary pricing to enhance community engagement
- Develop an approach which makes it easier for events, gigs etc to be put on (e.g. Kirklees Council processes?)
- Utilise public spaces (e.g. high streets; St George’s Square) as venues to support day-time and night-time economy
- Develop a co-ordinated, shared and collaborative approach to audience development
- Develop an approach to generate repeat visits and increased awareness
- Host / bid to host national events and competitions (e.g. Music for Youth)

c. What is needed to turn ambition to reality?

- Funding – with a stronger emphasis on CSR and commercial support/sponsorship
- Ambition to be noted/renowned nationally and internationally
- Passionate and committed people, officers, volunteers, leaders, politicians
- Positioning of music as integral to wider policies and strategies (e.g. tourism)
- Imagination and flexibility to utilise different “spaces”
- Imaginative digital strategy for promotion, information, ticketing, campaigns etc
- A clear focus on “non-attendees” and “non-participants”, building on an improved understanding of existing audiences
- Data, intelligence, insight and evidence of impact
- Public perception that town centres, venues are welcoming and safe, especially at night
- Linking heritage (e.g. blue plaque music trails) to current opportunities

Theme 5: Ensuring that Kirklees has a world class music education provision that is widely accessible to all ages

a. What are you and your organisation currently doing, in relation to this theme?

- Strong, diverse and proactive offer including early years, family, community activities, to raise awareness and provide introductory experiences
- Informal and structured “pathways” to progress from learning, to excellence and performance, including workshops, choirs, ensembles, acoustic sessions, teaching and tuition
- Strong and developing relationships with academic institutions (e.g. University of Huddersfield; Leeds College of Music), between public and private sector teachers/providers and I support of teacher training
- Strong evidence of community based support and delivery (e.g. Musica Kirklees music centres)
- Evidence of the use of cross-curricular links (e.g. music and history) and cross-cultural links (e.g. with black and ethnic minority cultures)
- Evidence of special school provision and the use of music in learning

b. What will be happening in 2023? (what will be different to 2019?)

Strategically – in 2023, music/the music sector in Kirklees, will:

- Music will be central to the whole curriculum from KS1 to 4: “Learning through Music”
- Develop participation which reflects the diversity and cultures of Kirklees
- Have a programme of free music lessons for all school children
- Have a pathway and appropriate remuneration, reflective of the Musicians Union recommendations, which supports career development for tutors, teachers etc
- Every school will have the opportunity to become a “music centre”

Tactically – in 2023, music/the music sector in Kirklees, will:

- Be known for its excellent and comprehensive music provision in schools
- Be focussed on outreach to communities, to raise profile and provide opportunities
- Be co-ordinated across genres
- Have the capacity and infrastructure to support the development of community music groups
- Be affordable and accessible
- Utilise role models, “local connections”, champions, celebrities from the area, to inspire and engage young people
- Develop and implement music training for “non-music specialists”

Operationally – in 2023, music/the music sector in Kirklees, will:

- Develop interaction, communication and collaboration between schools, festivals, events, choirs etc
- Establish adult “education” workshops in music
- Support intergenerational activity and learning
- Utilise publicly accessible and profile venues (e.g. libraries, town halls etc)
- Develop a comprehensive directory of opportunities
- Establish “drop-in” opportunities (e.g. open rehearsals etc)
- Support all events, festivals, gigs etc to have an educational component

c. What is needed to turn ambition to reality?

- New model of finance – merging public, private and income generation to support opportunities and talent development pathways
- Understanding and using what works (e.g. Lindley Junior School)
- Skills development and training to grow a skilled network of people to support and sustain participation within and out-with schools
- Music to be core to the curriculum, alongside a huge change in the approach of school leadership to support in and investment for music
- Talent development pathway – grass-roots to performance
- Access to instruments and tutoring
- Opportunities – especially for young bands to perform
- Linking organisations such as HCS with visits into schools
- Awareness, appreciation and commitment from parents to support their children regarding music
- Cultural ambassador programme
- Research – to evidence the beneficial impact of music on learning, behaviour and personal development
- Ambition – create a collaborative piece (e.g. music, art, film, poetry) for Kirklees (e.g. like a “Day in the Millennium Dome” in 2000)

Theme 6: Putting music at the heart of the wellbeing of our communities

a. What are you and your organisation currently doing, in relation to this theme?

- Audience opportunities through community based concerts, festivals, live music and programmes in accessible community locations and performance spaces
- Participatory opportunities across the borough (e.g. choirs, ensembles, teaching etc)
- Evidence of awareness of the wider personal, social and community impact of music on mental wellbeing, loneliness, self-esteem etc, especially vulnerable children and adults

b. What will be happening in 2023? (what will be different to 2019?)

Strategically – in 2023, music/the music sector in Kirklees, will:

- Have a strong, clear and embedded relationship with NHS, Public Health and CCG’s – through a resourced and accessible music on prescription, social-prescribing model
- Be a thought leader with regard to the development, use and implementation of music in support of community wellbeing and social care

Tactically – in 2023, music/the music sector in Kirklees, will:

- Collaboratively support audience development
- Create new and support the use of existing spaces, for community activity and performances
- Have a clear policy of affordability and accessibility
- Target traditional “non/low-participant” communities

Operationally – in 2023, music/the music sector in Kirklees, will:

- Implement a clear marketing and communications strategy to sign-post local people to local opportunities, using traditional and digital methods

- Seek to extend support to effective, successful partners (e.g. Musica Kirklees)
- Establish music in the workplace opportunities, to support team building, productivity and mental wellbeing
- Diversify its relationships, engaging more fully with VI groups, dementia organisations, disability groups etc)
- Utilise technology (e.g. streaming events)
- Develop community capacity through training, volunteer development (e.g. customer focus; use of social media etc)
- Increase accessibility through “open door” activities (e.g. HCS)

c. What is needed to turn ambition to reality?

- Evidence of social and economic impact
- Accessible, suitable venues
- Skilled community capacity
- An effective marketing and communications strategy, with capacity to deliver – to break down barriers, perceptions and promote “people like me”
- Funding support from public and private funding sources
- Strategic, supportive relationships with NHS, Public Health, CCGs etc
- Effective collaboration across genres to share capacity
- Self-help toolkits, to enable community groups to develop their own opportunities, gigs, festivals etc safely
- Access to resources and venues (e.g. music, instruments etc)

Theme 7: Creating the tools and platforms to communicate Kirklees’ music offer to the world

a. What are you and your organisation currently doing, in relation to this theme?

- Broad range of events, opportunities, gigs, sessions etc which generate profile, PR, “good news” and awareness
- National and international profile (e.g. orchestral visits to China; participation in/hosting national competitions)
- Strong use of social media/digital platforms (e.g. website; live streaming) to raise awareness
- Evidence of networking with wider community partners, businesses, professional and community groups
- Some evidence of market research, understanding customers and markets
- Evidence of ongoing use of traditional communication and marketing approaches (e.g. direct mailing; posters; press releases; leaflets etc)

b. What will be happening in 2023? (what will be different to 2019?)

Strategically – in 2023, music/the music sector in Kirklees, will:

- Adopt and apply a “whole systems approach”, where all partners understand, are “bought into” and share responsibility and accountability for the sector
- Have a clear, strong partnership approach with a clear, jointly owned, supported and applied Kirklees music “brand” and platform

Tactically – in 2023, music/the music sector in Kirklees, will:

- Utilise the heritage, quality and breadth of the local music offer, alongside targeted communication and marketing, to raise national and international awareness of Kirklees and the music sector
- Engage the wider business community, media and organisations such as University of Huddersfield, to raise awareness, profile and support via national/international operations
- Develop an offer which has an impact to local people, which is fun, inspiring, effective, high quality and successful in breaking down barriers and engaging everyone

Operationally– in 2023, music/the music sector in Kirklees, will:

- Develop a single co-ordinated booking system
- Utilise digital technology to extend reach nationally and internationally
- Develop strong partnerships and relationships with media, business to underpin raised awareness and profile
- Implement effective training to support infrastructure partners (e.g. use of social media; marketing plans etc)
- Develop ambitious programmes and individual “pieces” (e.g. Symphony for Kirklees)
- Build upon the strong sense of place in villages, towns and borough-wide

c. What is needed to turn ambition to reality?

- Funding for a professionally managed marketing and communications strategy, brand
- Clear and consistent strategy and “message”, values and principles
- Capacity – from local partners (e.g. administration; support; marketing)
- Greater use of elements that exist (e.g. Creative Kirklees)
- Celebrity endorsement
- Music sector to work collaboratively for the wider benefit of the community
- Data and information sharing across partners (within GDPR guidelines)

Theme 8: Establishing a strong sense of place through our music

a. What are you and your organisation currently doing, in relation to this theme?

- Strong sense of pride, history and respect for Kirklees musical heritage and the unique sense of place
- Sense of place is strong at all levels: villages, towns and borough-wide, founded on traditional, longstanding organisations and industrial heritage, reflected by a broad range of events and organisations (e.g. Marsden Jazz Festival; Huddersfield Choral Society)
- Commitment to supporting, engaging and profiling local people. Music for local people, by local people
- Strong national and international profile in certain genres (e.g. HCS)

b. What will be happening in 2023? (what will be different to 2019?)

Strategically – in 2023, music/the music sector in Kirklees, will:

- Develop and implement connectivity across all sectors – education, community, public, commercial and the voluntary sector – placing music at the heart of society and community

Tactically – in 2023, music/the music sector in Kirklees, will:

- Develop a clear brand and raise awareness of Kirklees and its musical heritage and offer, locally, regionally, nationally and internationally
- Kirklees Council will provide support and leadership as an equal partner, supporting the development and sustainability of the music infrastructure
- Schools will be vibrant, local music hubs
- Communities will be connected with music at an “everyday” level

Operationally– in 2023, music/the music sector in Kirklees, will:

- Map opportunities to understand what’s going on
- Utilise well-known local places and landmarks as venues (e.g. Castle Hill; St Georges Square)
- Develop and implement a Kirklees-wide programme, with a community, place based focus
- Utilise history and heritage to support the development of activity
- Be ambitious – to raise profile, awareness and engagement (e.g. setting a “world record”
- Showcase and commit to local talent
- Involve local alumni
- Collaborate to share and celebrate the richness of music, collectively

c. What is needed to turn ambition to reality?

- Collective leadership and ownership within the sector and across the wider community
- People power – involving people, to identify what’s needed, what works and to shape the offer
- Marketing and communication strategy
- Accessible, local, appealing opportunities – especially for young people
- Support for groups to “gear up to 2023” and develop sustainability beyond
- Imagination (e.g. Kirklees Radio station; Kirklees YouTube)
- Public and private sector collaboration, funding and support (e.g. CSR/ sponsorship)

Summary Learning

The consultation session enabled approximately 60 music sector representatives from community, commercial, charity and education organisations as well as individual musicians, to share their thoughts, recommended actions and proposals. There was a degree of overlap between the sub-groups at each session and between the two sessions; distilling these common areas from the eight themes, the can be summarised as follows:

- The need to understand the music community and ecology fully – what works?; heritage; what doesn’t work?; what exists etc
- To genuinely and meaningfully engage the community and local residents from initial consultation through to co-designing and co-owning the future of music across Kirklees
- The critical importance of collaboration, trusted partnerships and cooperation across and within the music sector locally
- Securing strategic, high level and political leadership support from key influencers and partners, to make sure that “everyone” is on board and “on the same page”
- Appointing independent, skilled and effective leaders – to both co-ordinate operationally and, via a Chair, influence tactically and strategically
- Identify and secure resource to transform and sustain the music ecology locally, in line with collective aspirations and ambitions for 2023 and beyond

- Develop the Kirklees music brand and support this with an effective, professional marketing, communications and PR strategy which is founded upon key principles of community focus, accessibility, affordability and awareness

Beyond the additional, specific and often highly detailed or localised responses generated within the consultation sessions, it has been possible to identify a number of key points, either of learning or for consideration, which are set out below. In order to address these points, a number of proposed actions/responses have also been outlined for consideration by MDG:

1. Whilst a small number of consultees questioned the extent to which the themes were based on the Council's aspirations, rather than, perhaps, the wider views of the local music ecology, those involved agreed that the eight themes were a "good place to start" in informing a sector-wide set of objectives/priorities or themes. The learning points here are that in all future communications and/or consultations, the fact that the themes have been drawn from research projects, studies and soundings taken from the music sector needs to be clearly articulated. Creating clarity – and transparency - around the future structure/role of MDG, leadership/membership of projects and the various music sub-groups is also a priority. Future consultations, conversations and actions must be mindful of the need to create wider ownership of the themes and programmes/projects to deliver them. Both communication and transparency will be improved with the launch of the MUSiK website in early November, which will include a who's who page detailing membership/roles of MDG along with the existing sub-groups, as well as contact information and opportunities/mechanisms for interested parties to get involved.
2. The workshops undoubtedly represented a positive start in the process of engagement, consultation, partnership working and collective ownership of music across Kirklees. This is now being continued by the Creative Kirklees team of Wes, Becky and Dianne, with the 'harder to reach' sectors, communities and individuals who are less likely to engage through a formal consultation process and will benefit from a more personalised approach – albeit within the overall structure/framework of the consultation process. All of the contacts from the two formal consultation sessions and subsequent engagements will be combined to help build and develop the wider music network.

The workshops undoubtedly represented a positive start in the process of engagement, consultation, partnership working and collective ownership of music across Kirklees, however many sectors, communities, organisations and individuals were not present and as such the steps taken, should be considered as merely the beginning of an evolving process which should ultimately seek to fully engage and involve everyone across the sector and Kirklees

3. Our experience from the workshops, is that there is no shortage of understanding, commitment, knowledge and desire to increase and improve the quality and quantity of opportunities and experiences relating to music, for all residents. And whilst there was a strong sense of what needed to change, in terms of infrastructure or process, participants in both workshops found it difficult to articulate ambitious, innovative or new ideas which would be transformative for the sector, via the Year of Music 2023. Consideration needs to be given to addressing this in future consultations and through events, workshops, sharing information, inspiration and case studies with the wider music sector. Defining and driving ambition will be key to success in creating a world class music eco system and offer in Kirklees; agreeing and employing the appropriate means and mechanisms for doing this, as well as harnessing and engaging a wide range of individuals and organisations in the process, should be a priority at this stage for MDG, for music champions/ambassadors and for the sub-groups.