

Steering Group Meeting

Thursday 9th April 2026

Microsoft Teams

Attendees:

Zulfi Karim	ZK	Chair
Richard Middleton	RM	Secretary
Ulrike Knox-McConnell	UKM	Saltaire Village Society
Ros Garside	RG	Salt Foundation
Cllr James Roberts	JR	Shipley Town Council - Ward
Cllr Anna Watson	AW	Shipley Town Council – Ward
Cllr Michael Brannon	MB	Baildon Town Council - Ward
Jonathan Ainsworth	LA	SWHEA
Emma Clarke	EC	NHS
Helen Woodhouse	HW	HE Regional Rep
John Flatery	JF	Shipley College
John Henkel	JH	Saltaire Community Festival
Roland Clark	RC	Saltaire United Reformed Church
Andrew Wilson	AW	University of Bradford
Les Brook	LB	Saltaire History Club
Pete Brown	PB	Saltaire History Club

1. New Chair welcomed by UKM on behalf of the Steering Group

1.1. Zulfi Karim brings over 25 years of experience in cultural tourism and place-making across the region. He has held a number of influential roles, including Non-Executive Director at Welcome to Yorkshire, contributing to the UK City of Culture bid team, and serving as Founding Director of UNESCO City of Film. He has also advised government on intercultural relations and counter-terrorism, and is the founder of the World Curry Festival.

In recognition of his service, Zulfi was appointed Deputy Lieutenant for West Yorkshire in 2018, and went on to serve as High Sheriff of West Yorkshire in 2023 and 2024.

Zulfi lives in Saltaire with his family and has long been inspired by the remarkable regeneration of Salt's Mill, first encountering it during his time at Yorkshire Forward. He currently serves on the Council of the Yorkshire Agricultural Society, supporting the Great Yorkshire Show, and is also a board member of the West Yorkshire Local Visitor Economy Partnership.

2. ***Declarations of Interest to be Made*** - JR is on the steering group of Saltaire History Club
3. ***Apologies [ZK]:*** Saltaire WHS Officer [BHC], Cllr Kevin Warnes [retired], & Robert's Park [ID], Cllr Alex Ross-Shaw [Former Chair/Bradford Council], Saltaire Inspired [GM], SWHEA (MS)
 - 3.1. AW to confirm to future role of KW
4. ***Adoption of October 2025 & February 2026 meetings Minutes:*** Adopted
5. ***Vote to Co-opt Saltaire History Club:*** Adopted
 - 5.1. Clarification will be sought on the use of the phrase 'co-opting' and how this relates to the Steering Group Terms of Reference and day to day governance.
 - 5.2. LB was invited to join the meeting
6. ***Appointment of Deputy Chair:***
 - 6.1. ZK proposed the creation of Deputy Chair. AW/RG supported the proposal to increase resilience. Expressions of Interest in the role to be sent to WHS@bradford.gov.uk by June 15th
7. ***25th Anniversary of UNESCO designation:***
 - 7.1. An outline proposal has been drafted by JH and was shared with the meeting agenda. JH stated postcard project for World Heritage Day will start the celebrations.
 - 7.2. EC asked can the celebrations also support local school curriculum delivery.
 - 7.3. JR suggested that the 25th Anniversary is promoted through existing events. Particularly linking Saltaire Living Advent Calendar. UKM suggested that co-ordination and promotion of events could be an action taken on the Saltaire Collaboration Group. AW suggested that Shipley Town Council could utilise their

communications team to support this work. BHC is looking at the future Bradford Council's Saltaire website, but the Visit Bradford website is the opportunity for promoting events. ZC will discuss this with the Visit Bradford team and the WYCA Local Visitor Economy Partnership.

- 7.4. UKM suggested that Bradford Village Society may be a suitable vehicle to bid for money as an alternative to JH setting up a CIC.
- 7.5. Council's funding resources are not currently assigned to celebrating 25th Anniversary and may be challenging to secure. AW/EC suggested looking to other funders. BHC is pursuing some funding to support the Management Plan review. The Council is unable to bid to many funds which will only support charities or not for profits. The priority to look to alternative sources of funding including crowdfunding or from the business community. RM committed to look at the Grantfinder database to explore potential sources of funding. Suggestion of a sub-group being created/led by JH to look at options.
- 7.6. Branding & Guidance: Everyone has been sent the new brand and accompanying guidance. Please use these to show your support for the WHS and to provide an understanding of an organisation's partnership in the Saltaire WHS Steering Group.

8. **Management Plan:**

8.1. **Objectives** adopted at the February 2026 meeting

- 8.1.1. **Protect & sustain** (Conservation, climate action, sustainability, advise/guidance, enhancing, fabric & setting, regeneration, stewardship)
- 8.1.2. **Engage & empower** (Community, inclusivity, education, identity/interpretation, living heritage)
- 8.1.3. **Promote & connect** (Outreach, collaboration, tourism, communication, awareness, inclusivity, fundraising)

8.2. **Methodology:**

The Management Plan is being developed through a combined methodology that merges Historic England's evidence based, statutory management framework with ICOMOS's rights based, community centred approach, ensuring both strong

governance and meaningful participation. Workshops funded through external grants will engage communities, support an inclusive planning process, inform the new WHS website, and contribute to activities marking the 25th anniversary of Saltaire's World Heritage inscription.

The Management Plan uses a **combined two-tier approach**, bringing together:

Historic England's Standards (National Compliance)

A practical, operational foundation ensuring the Plan is aligned with UK heritage expectations. This includes:

- Clear governance and accountability
- Evidence-based conservation management (character assessments, HIAs, monitoring)
- Integration with planning policy and statutory systems
- Transparent documentation for future review and consistency

ICOMOS Rights-Based, People-Centred Approach (International Best Practice)

A methodology that ensures communities are active partners and rights-holders in managing the WHS. This includes:

- Inclusive, participatory governance
- Recognising lived experiences and diverse community histories
- Embedding equity, representation, and social value
- Ensuring long-term sustainability through community involvement

Why the Combined Approach?

- Meets UK statutory requirements
- Aligns with UNESCO expectations
- Embeds community voice and social sustainability
- Recognises Saltaire as a **living** heritage place
- Ensures transparency, fairness, and shared responsibility

8.3. Workshops (Engagement & Delivery Component)

Workshops form part of the **engagement and implementation programme** that accompanies the Management Plan.

They are designed to:

- Support community participation
- Build understanding of the site's OUV
- Develop shared priorities for the new management cycle
- Embed rights based, people centred principles
- Inform the new dedicated WHS website
- Contribute to the 25th anniversary activities in 2026–27

8.4. Next steps

16th July 2026: Saltaire WHS SG Day will consist of working out the vision of the website and workshops.

Wider workshops to come in Autumn 2026.

Pulling together the draft Management Plan content into material suitable for publication would begin early 2027 to be followed by ICOMOS technical review. Adoption of the plan is then made by this group in Autumn 2027.

The approach is for the new Management Plan to be a living document that reflects progress against actions and how external changes such as revised planning policy are noted. HW confirmed that this approach follows recent guidance published by Historic England.

Initial focus for BHC will be on the technical aspects of the Management Plan surrounding what UNESCO designation means, the statutory framework of a designation and formal matters such as a planning policy. These elements are quite formal and technical.

UKN identified the need to create quality baseline data about Saltire against which progress for the Management Plan can be both assessed during preparation and monitored once adopted.

AW noted that scope exists for the University of Bradford to build on previous work the Saltaire People Heritage and Place project which included a fabric/condition survey. UKRI may have funding opportunities that could be relevant to securing resources for the management plan.

UKN suggested that the development of a Local Listed Building Development Order should be considered as a management plan action.

Funding will be needed to cover workshop cost, website development and print copies of the adopted Management Plan required for statutory reasons. Sourcing funding is an ongoing issue that also links to the 25th Anniversary programme

8.5. A.O.B.

8.5.1. UKM asked about observers at the Steering Group. A check against the terms of reference is needed. Steering group is not an open/public meeting for anyone to attend. Minutes are published. Requests for observers should state the case for participation in advance. This separate to those who are deputising for participants. This should be discussed further at a future date.

8.5.2. JR states Shipley Town Council have allocated a small sum of money to support management plan delivery.

8.6. Date of next meetings:

- a. **1st October 2026** from 10-12pm
- b. **8th April 2027** from 10-12pm