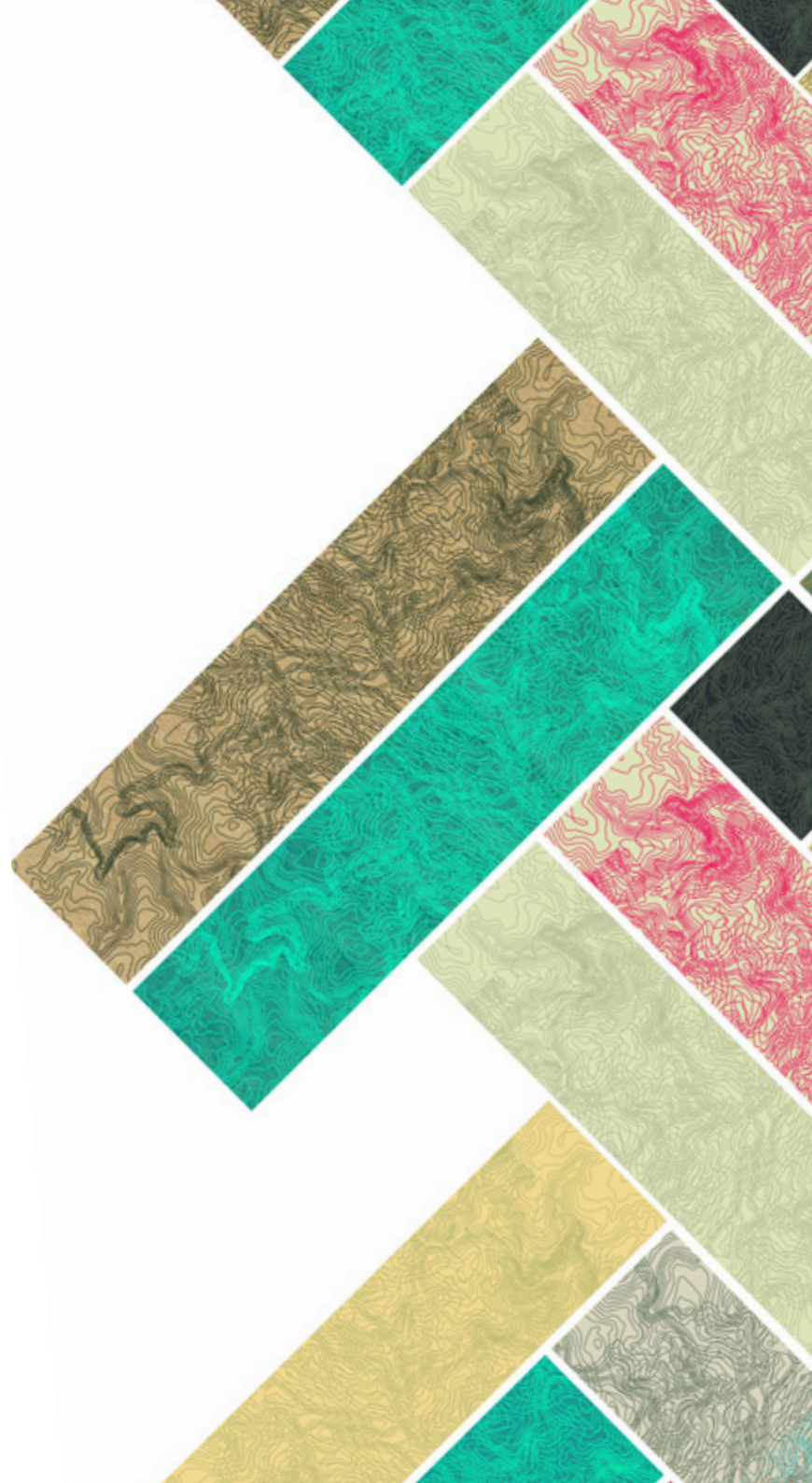


KIRKLEES ECONOMIC STRATEGY 2019-2025

DRAFT
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FOREWORD

We are committed to supporting the growth of an inclusive and productive economy that creates opportunities for everyone, and uses innovation to build local wealth. This strategy will help do that, weaving the power of the public, private and third sectors together around our vision.

Kirklees has a diverse and resilient business base, with enduring strengths in advanced manufacturing and engineering. We believe small is beautiful, and with our myriad of small and medium sized enterprises rooted in their local places, we value businesses for the wealth they create and are proud of the contributions they make to our communities. Working together we can create an environment that encourages greater productivity and raises incomes.

Strong communities and even stronger identities make up Kirklees. Our impressive industrial heritage and outstanding countryside, and our connections to major cities create a fantastic quality of life offer. This strategy will work for all our towns, villages and valleys across Kirklees. We will work to make the most of our location at the centre of the North of England and our connections across the globe.

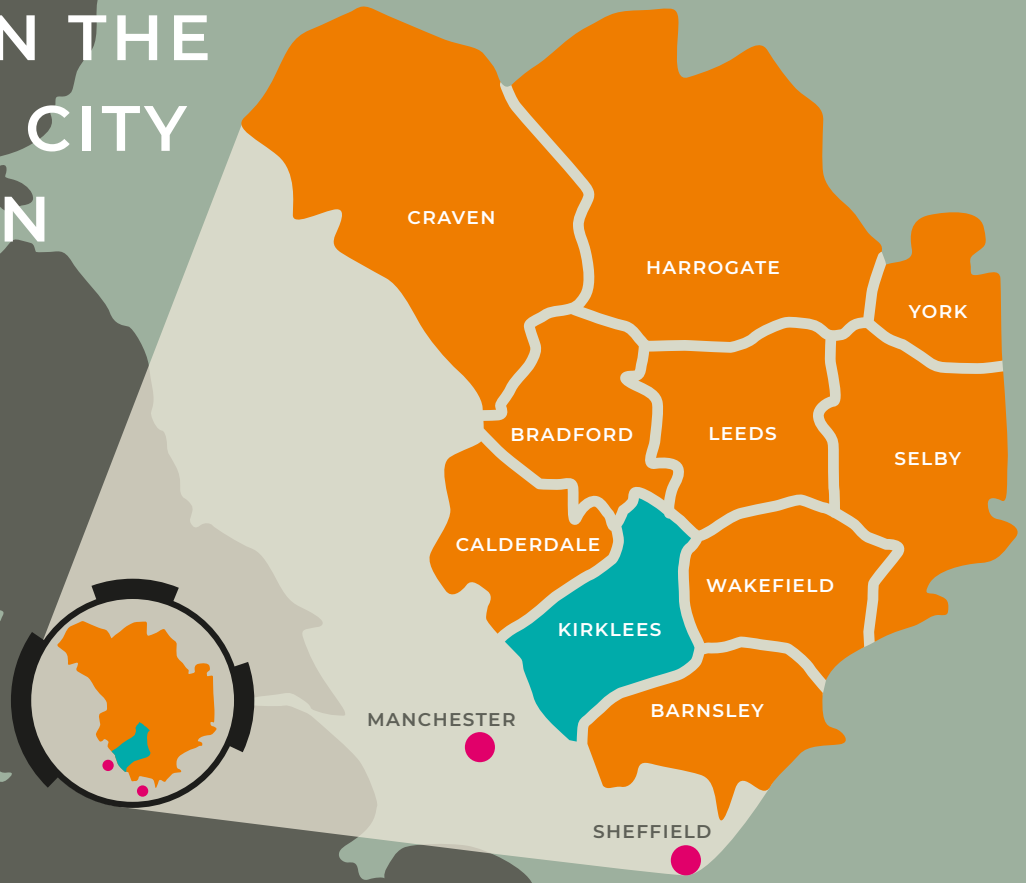
Kirklees has always been a place of innovation, and the way people live and work continues to change. The UK's exit from the European Union creates significant uncertainty for people and businesses. Here in Kirklees we are focused on building local wealth that supports the long term resilience of our economy and communities.

We know that we are stronger together, and are committed to building stronger partnerships across Kirklees and beyond. This strategy gives us the basis for joint action. Closer working within the Leeds city region, wider region and with cities and towns across the UK will help us deliver our commitments and contribute towards the nation's wider economic success.

Cllr Shabir Pandor, Leader of the Council



KIRKLEES WITHIN THE LEEDS CITY REGION



EXECUTIVE SUMMARY

In Kirklees we're turning a proud industrial heritage into innovation and entrepreneurship. From advanced textiles to turbo technologies, we supply everyone from the Ministry of Defence and aerospace sector to the motorsport industry. Our towns and valleys weave together vibrant, young and dynamic communities with breathtaking Yorkshire landscapes.

Our focus is on growing an inclusive and productive economy at the heart of the North. We are committed to building local wealth, creating an economy that is:

Inclusive: with every person realising their potential, through good jobs, and higher levels of skills, income and wellbeing.

Productive: with innovative, outward and forward looking businesses. Higher productivity creates more value per hour worked and can support good jobs and higher incomes.

These two pillars weave together: Skills, innovation, investment and the infrastructure needed for growth are the catalyst for driving productivity and also reducing inequality. Good work and good pay contributes to people's health and wellbeing and progressive future focused businesses recognise that how they support their staff and help them to progress also contributes to how they grow their bottom line.

Based on these two pillars and building on existing action, this strategy's five priorities focus on a concise set of action programmes that will make the biggest difference and take forward a co-ordinated approach to delivery. This will help to focus the efforts and impact of partners and investment, locally, in Leeds City Region and across the North. It will also provide the flexibility to plan for change and sustainability, respond to the impacts of Brexit and be positioned to benefit from the devolution of powers and responsibilities to Yorkshire. As catalysts for further action we will deliver five 'big wins' that will make a difference for people and businesses in Kirklees.

With a focus on a concise set of actions, we will know when we are successful when we can see improved productivity, more money in people's pockets, more people in work, higher skills levels and the regeneration of our key centres.

Priorities	Modern innovative businesses	Skilled and ambitious people	Active Partnerships	Advanced connectivity & infrastructure	Revitalised centres
12 Action Programmes	<p>Raising business ambitions and best practice</p> <p>Innovation uplift</p> <p>Growth and investment in engineering and advanced manufacture</p>	<p>Aspiration uplift (skills)</p> <p>Integrated health and care workforce development</p>	<p>Anchor institutions network, social value and supply chains</p>	<p>Transpennine upgrade & inclusive growth corridor</p> <p>The Big Build</p> <p>Digital infrastructure</p>	<p>Huddersfield</p> <p>North Kirklees & Dewsbury</p> <p>South Kirklees & rural areas</p>
5 'Big Wins'	Digital Innovation Zone	Integrated care workforce development initiative	Kirklees Anchors Network	Transpennine upgrade & Inclusive growth corridor	Revitalising Huddersfield and Dewsbury

1. OUR VISION – AN INCLUSIVE AND PRODUCTIVE KIRKLEES

This strategy builds on the strength of Kirklees' many distinctive places – from the large towns of Huddersfield and Dewsbury to a wealth of smaller towns, villages and valleys. This combination of assets, and our excellent location at the centre of the Leeds, Manchester and Sheffield city regions, add up to leading businesses, many skilled people, an excellent university, a strong leisure and tourism offer, a high quality of life and a diverse housing offer upon which to build.

But there is more to do and more that can be achieved. To get the best from our assets we must tackle the challenges that are holding parts of Kirklees back, spot and seize new opportunities, deliver on our investment plans to improve our infrastructure, and create change at pace. We will do this through a twin focus on inclusivity and productivity.

By keeping inclusivity and productivity at the heart of our economic strategy, and running through our priorities and programmes, we make sure we understand the way they are interrelated as well as the potential for tensions.

The strategy focuses on creating sustained economic growth and providing good employment for and with communities and businesses. It aligns to the Kirklees Local Plan and is supported by other strategies that have a fundamental impact on our economy, including the Digital Plan and Housing Strategy, and the forthcoming inward investment plan. It is also instrumental to the shared outcome of supporting people in Kirklees to have aspiration to achieve their ambitions through education, training employment and lifelong learning and it sets the context for the Learning and Post-16 Employment and Skills Plans.

INCLUSIVITY

with every person realising their potential, through good jobs, and higher levels of skills, income and wellbeing.

PRODUCTIVITY

with innovative, outward and forward looking businesses. Higher productivity creates more value per hour worked and can support good jobs and higher incomes.

Skills, innovation, investment and the infrastructure needed for growth are used as the catalyst for driving productivity and also reducing inequality. Good work and good pay contributes to people's health and wellbeing and progressive future focused businesses recognise that how they support their staff and help them to progress also contributes to how they grow their bottom line.

The Kirklees Economic Strategy and the Kirklees Joint Health and Wellbeing Plan reinforce one another as the two central strategies for Kirklees. Good health allows people to enjoy life to the full and be economically active. Meanwhile a strong, inclusive and sustainable economy has a positive influence on the determinants of health such as learning and skills, work, incomes and housing.

This strategy also responds to the UK Industrial Strategy and focuses on the Kirklees contribution to raising the nation's productivity. But it does it in a way that is distinctive to Kirklees – putting inclusivity at the heart of our approach to economic success.

2. KIRKLEES: THE STORY OF OUR PLACE

Kirklees weaves together vibrant, young, dynamic communities with breathtaking Yorkshire landscape, The forward thinking and innovation behind our history of textiles production endures in the innovation and entrepreneurialism that is in our genes. And we know that when we bring our urban centres, rural delights and talented people together, we realise our full potential.

Supported by its excellent location at the centre of the northern industrial corridor, from cloth production as a supplement to agricultural work (Shoddy & Mungo – Benjamin Law – Batley), to large scale textile manufacturing (The Heavy Woollen District – Dewsbury, Camira – Meltham) that spurred the development of the chemical (Syngenta – Huddersfield) and engineering sectors (David Brown – Meltham, Cummins turbo chargers – Huddersfield), and more recently the precision engineering (Reliance – Huddersfield) and medical technology industries (Paxman Coolers – Huddersfield) – Kirklees has a history of being the place to make it. These firms have had a lasting impact on the local and national economy, both in terms of the product and processes they developed, but also for the people, organisations and communities that led and shared in their growth.

We will make sure Kirklees continues to be the place to make it by ensuring that our places have the right conditions to enable future generations of innovators, and connect people and communities to wealth.

We have excellent assets for economic success

World-leading manufacturing and engineering businesses, the most pronounced high value sector in Kirklees, employs 25,000 people, double the national average at 16% of the economy. Leading areas of expertise include textiles and products such as gears, valves, pumps and turbo chargers.

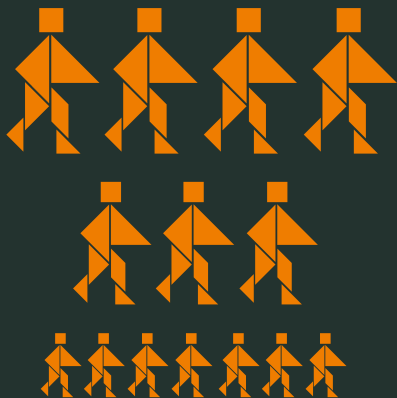
Innovation and training assets include the Textiles Centre of Excellence, the University's 3M Buckley Innovation Centre and the Kirklees College Process Manufacturing Centre.

Dynamic SMEs and microbusinesses spread across Kirklees, locating in our major towns as well as in attractive hubs for enterprise such as the Holme and Colne Valleys.

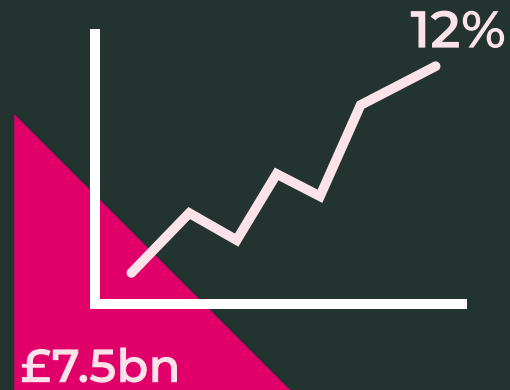
The **University of Huddersfield** has nearly 20,000 students, excels in innovation and won the first Global Teaching Excellence Award in 2017.

Some of the best schools and colleges in England. The outstanding rated Huddersfield New College is ranked number one in England for Equality and Diversity; Greenhead College has the best designated sixth form college A level results in Yorkshire; and Kirklees College has 18,000 students, links to 1,000 businesses and is in the top ten in England for apprenticeships.

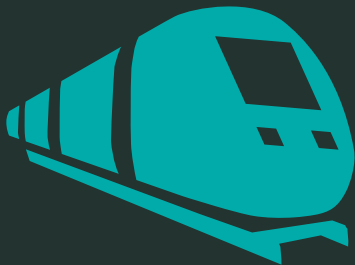
KIRKLEES IN 2019



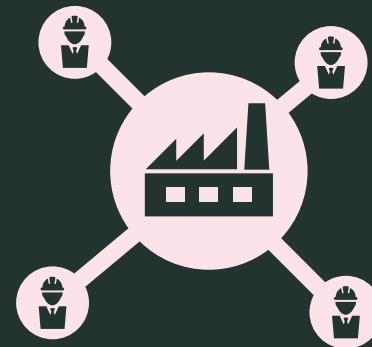
Population – with 437,000 residents living in Kirklees, it is the most populated district not classed as a city



GVA economy of £7.5bn per annum and growth of 12% between 2009 -15



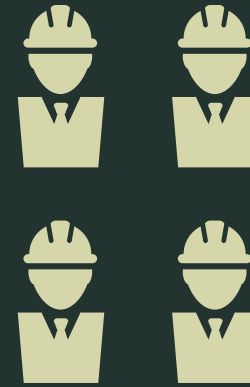
Connectivity – Kirklees sits at the heart of the north with fantastic connectivity via M1, M62 and fast TransPennine rail routes to a number of northern cities



Commuting – great local economy with workers from other districts finding high skilled manufacturing jobs in Kirklees and also provides a fantastic opportunity to work in Manchester, Leeds or Sheffield



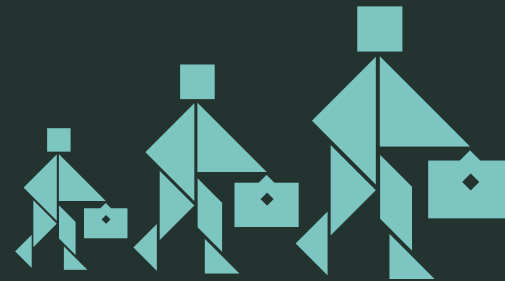
Number of businesses – 14,500 in Kirklees – with over 13 times the national average employed in textiles and nearly 3 times the national average employed in manufacturing and engineering businesses



Number of workers – over 200,000 in Kirklees with access to 4 million workers through its ideally placed location in the north of England



Skills Levels – home to the University of Huddersfield and some of the best schools and colleges in England, 300,000 skilled graduates on the doorstep and one third of the population qualified to NVQ level 4 +



Levels of deprivation are falling and the employment rate is rising, Kirklees is a place benefitting from turning a proud industrial heritage into innovation and entrepreneurship

OPPORTUNITIES AND CHALLENGES

- Our heart of the north location through access to the M62, M1 and fast TransPennine rail brings the potential of a 4 million workforce, 250,000 businesses, a £160bn economy and 15 Universities.
- There is a high level of net out-commuting (around 25,000 people)
 - especially to access higher skilled, higher paid jobs
- GVA growth is lower than the 14-17% achieved elsewhere in West Yorkshire and productivity is below UK and West Yorkshire averages
- Although unemployment is low at 5% and our employment rate (70.5%) has risen since the recession, that figure is below a previous peak of 73%, and private sector job growth of +5% also lags the +12% GB average
- There are fewer high value jobs than in some neighbouring districts and lower concentrations of higher pay/productivity sectors such as finance and insurance, ICT and Professional Services.
- A third of the population are qualified at NVQ level 4+ but 13% have no qualifications
- Kirklees residents' wages are around average for West Yorkshire, but wages from workplaces within Kirklees are the lowest in West Yorkshire at just below £460/week
- Only 9% of areas in Kirklees are in the most 10% deprived in England
 - down from 14% in 2010 and in contrast to rising deprivation in neighbouring areas. We aim to reduce deprivation further.



3. DELIVERING AN INCLUSIVE AND PRODUCTIVE KIRKLEES ECONOMY

Five priorities will help to deliver our vision for an inclusive and productive economy, building on existing foundations and putting Kirklees on a positive, long term trajectory that will deliver tangible change:

1. Modern Innovative Business

boosting business ambitions, best practice and innovation to drive productivity and good jobs.

2. Skilled and Ambitious People

equipping people with the skills, talents and confidence they need to access good, well paid jobs, contributing to and benefiting from economic success.

3. Active Partnerships

building high impact partnerships across private, public and voluntary sectors, with a focus on how 'anchor institutions' can use their employment, procurement, assets and service delivery to build local wealth and achieve better outcomes.

4. Advanced Connectivity and Infrastructure

securing and maximising benefits from the Transpennine rail upgrade, a Huddersfield-North Kirklees Leeds Inclusive Growth Corridor, 10,000 new homes and excellent digital and green infrastructure.

5. Revitalised Centres

using a forward looking, place based approach across Huddersfield, North and South Kirklees to celebrate our district's diversity.

Priorities	Modern innovative businesses	Skilled and ambitious people	Active Partnerships	Advanced connectivity & infrastructure	Revitalised centres
12 Action Programmes	<p>Raising business ambitions and best practice</p> <p>Innovation uplift</p> <p>Growth and investment in engineering and advanced manufacture</p>	<p>Aspiration uplift (skills)</p> <p>Integrated health and care workforce development</p>	<p>Anchor institutions network, social value and supply chains</p>	<p>Transpennine upgrade & inclusive growth corridor</p> <p>The Big Build</p> <p>Digital infrastructure</p>	<p>Huddersfield</p> <p>North Kirklees & Dewsbury</p> <p>South Kirklees & rural areas</p>
5 'Big Wins'	<p>Digital Innovation Zone</p>	<p>Integrated care workforce development initiative</p>	<p>Kirklees Anchors Network</p>	<p>Transpennine upgrade & Inclusive growth corridor</p>	<p>Revitalising Huddersfield and Dewsbury</p>

MEASURING SUCCESS

We will track progress against our central goals of productivity and inclusion and the regeneration of our key centres. We will use five headline success measures to do this, with specific indicators for each of these shown in the table, drawing from the JRF inclusive growth indicators framework.

We will compare ourselves against Leeds City Region/West Yorkshire, Northern and national averages. Where data allows, we will drill down to monitor the extent of inequalities and diversity across different places and groups within Kirklees.

We will also look to enhance our data and intelligence capabilities and communication, including through partner collaboration, open data and the ability to undertake horizon scanning analysis, particularly in relation to innovation, exports, quality of life, quality of place and culture.

Headline success measures	Indicators
Incomes	Household disposable incomes Median wages Incomes of the lowest paid 20%
Productivity and growth	GVA per worker per hour GVA per capita
Skills	% of population with NVQ level 4+ % of population with NVQ level 2+ (and other skills levels)
Employment	Employment rate Unemployment rate
Better Places	Town centre footfall and tangible regeneration in Huddersfield and Dewsbury

Data is for working age population where relevant

PRIORITY 1: MODERN INNOVATIVE BUSINESS

Boosting business ambitions, best practice and innovation to drive productivity and good jobs

The Long Term Outcome: Ambitious and confident businesses investing in best practice and growing as a result – leading to greater productivity and more private sector jobs.

Our priority is to create the best possible environment for businesses (including social enterprises) to grow and enable them to access the full range of support they need, including for small and medium-sized enterprises (SMEs) which make up the bulk of our economy. In the context of uncertain trading relationships as the UK exits the EU, we will help businesses to be more outward facing and dynamic, trade more internationally and build strong relationships to further embed them into the Kirklees economy.

Key assets and action to build on:

- The University of Huddersfield and its role in higher level skills, enterprise, innovation and international profile, including through the 3M Buckley Innovation Centre
- Specialised advanced manufacturing assets – including the Textile Centre of Excellence and the Kirklees College Process Manufacturing Centre
- A business support system including the Council, Local Enterprise Partnership and private bodies
- A new partnership approach to promoting Kirklees as a place to invest and start up a business, including joint work between the Chamber of Commerce, College, University and Council
- The Chamber of Commerce's Export Hub and work to help businesses to respond to Brexit





ACTION PROGRAMME 1: RAISING BUSINESS AMBITIONS AND BEST PRACTICE

We will work systematically across partners with a business-facing role, including Leeds City Region LEP and fronted by the private sector where possible to foster forward looking, ambitious business leadership and cultures, underpinned by sound businesses planning.

This will include:

- Fostering more networking and collaboration across business and sector types (including social enterprise), using advocates to make the case to others for action, creating more dense local supply chains and growing a spirit of enterprise
- Clearly communicating the range of available business support, particularly to SMEs, including public and private sector provision, online and in person (e.g. via a key account management approach and SME Growth Managers).
- Increasing awareness of business practice that drives productivity and good jobs – including innovation, exports, design, uptake of digital technology, use of quality apprenticeships, high level skills and staff progression, flexible working, resource efficiency and healthy workplaces

ACTION PROGRAMME 2: DELIVERING AN INNOVATION UPLIFT

We will help make innovation in its broadest definition real for many more businesses, so they can connect to innovation assets and apply creativity to drive their competitiveness and productivity.

This will include:

- Securing a Digital Innovation Zone in Huddersfield by 2021 connected to the district's strengths in precision engineering and advanced manufacturing, textiles, big data and analytics
- Targeted promotion of the innovation support available at local, Leeds City Region and national levels, and communication of innovation and creativity as core to modern business practice
- Enabling innovation networks that facilitate the exchange of practice and support better connections between business, the knowledge base and across value chains and sectors



ACTION PROGRAMME 3: GROWTH AND INVESTMENT IN ENGINEERING & ADVANCED MANUFACTURING

Recognising the engineering and advanced manufacturing strengths, unique breadth and concentration in Kirklees, we will work in depth to support businesses in high added value activities critical to automotive, energy and low carbon supply chains.

This will include:

- Facilitating further links to university/FE expertise and with other key sectors in Kirklees, Leeds City Region, and beyond e.g. creative and digital, construction, financial and professional services, health and low carbon
- Helping industry meet its labour and skills needs, and use this as an opportunity to create and fill both more quality apprenticeships (as routes into the sector) and high skilled, high value jobs
- Supporting trade and exports, attracting investment and developing supply chains post-Brexit

The Big Win: Secure a Digital Innovation Zone by 2021





**Case study:
Polyseam – investing in R&D,
winning exports**

Sealant and adhesive manufacturer Polyseam has hailed the benefits investment in a new 82,000sq ft Huddersfield site has had on the business. The £2.3m facility includes research and development (R&D), engineering, planning and storehouse space, as well as modern manufacturing units containing the latest technology. Chief Executive, Kjetil Bogstad, said “the new facility has helped boost exports, now accounting for 80% of sales, by enabling process efficiencies and R&D opportunities.” Polyseam is now focused on further growth and looking to recruit new employees in areas including R&D.



Advocate voice

Janet Bebb, Social Progress
“We work in the Kirklees area as this is our home. It means we don’t have long busy journeys daily but we are still able to travel to all the major cities around us – Leeds, Sheffield, Manchester – to meet with clients and deliver our services. We work with local businesses to help them with their social media marketing, and have benefited from funding via Kirklees Council’s Working Smarter Vouchers.”

PRIORITY 2:

SKILLED AND AMBITIOUS PEOPLE

Equipping people with the skills, talents and confidence they need to access good, well paid jobs and to contribute to the economy, so that sharing the fruits of prosperity is the norm

The Long Term Outcome: Improved skills at all levels and especially levels 4 and 5, boost in average weekly workplace wages, and reduced in-work benefit claimant rate.

We want every person to reach their potential. Kirklees benefits from a strong education and skills landscape, with high performing colleges and a world-class university. However, there remains too big a gap in education, skills and employment outcomes, between our out-commuting residents and those who are employed in the Kirklees economy. This means that too many people are not fulfilling their potential and therefore our economy is not either. We will work with individuals, providers and businesses to recognise the value of investment in personal and workforce development to create an upward cycle of higher level skills and wages, providing pathways into training and progression.

Key assets and action to build on:

- Superb infrastructure for learning, including high performing colleges and university with strong links to business, and a National Careers Hub working closely with schools
- A Learning Plan centred on giving our young people the best start in life, from quality childcare and early years settings (including to unlock barriers to work) through to learning and education and ensuring children achieve well and leave school ready for life and work
- A Post-16 Employment and Skills Plan to help people improve their skills and prospects across their working lives, with a focus on key sectors of manufacturing and engineering, health and social care, creative and digital, and construction
- Strong buy in and performance in apprenticeship delivery, with Kirklees College the top further education apprenticeship provider in West Yorkshire and 10th in England
- Increasing integration of the employment and skills offer which incorporates a strong Works Better employment programme, adult and community learning programmes and third sector led Community Learning Works programme



What we will deliver



ACTION PROGRAMME 4: DELIVERING AN ASPIRATION UPLIFT

Working across the district's education and skills system, we will deliver programmes that expand horizons, equip people with the confidence to unlock their ambitions, increase social mobility and tackle the exclusion and disadvantage that can curtail self-belief and limit opportunity. This will cover both under 25s and adults, and combine employability and 'soft' skills with specific qualifications and training (or retraining).

This will include:

- Prioritising excellent careers information, advice and guidance for all ages and points in working life, aligned to key skills sectors
- Strengthening business-education links with a focus on key sectors including work experience, mentoring, graduate placements, employability and STEAM skills
- Raising awareness of the value of investing in workforce skills linked to Action Programme 1
- Working to increase the number, range and quality of apprenticeships, including influencing provision and promoting uptake of higher and degree level apprenticeships

ACTION PROGRAMME 5: INTEGRATED HEALTH AND CARE WORKFORCE DEVELOPMENT

Filling vacant roles and enabling progression in the health and care sector will provide routes into work, create greater resilience in the face of changing labour markets as the UK exits the European Union, and enhance health and care outcomes. Led by the Kirklees Integrated Care Workforce Development Steering Group, we will support workforce planning and progression across a wide range of health and care roles, including community-based ones.

This will include:

- Improving and widening progression paths from less skilled and low paid roles into more highly skilled and better paid health and care careers – leading to higher recruitment and retention
- Working with the sector and education providers to address barriers that prevent uptake and mobility, e.g. historical organisational and professional boundaries, pay, perception and career structures, and improving the transferability of skills
- Supporting delivery of the Health and Wellbeing Plan by helping to recruit, train, and retain a workforce that can support more integrated ways of working and in particular Primary Care Networks and the wider integration of health and social care

The Big Win: An Integrated Care Workforce Development initiative that increases uptake of roles and progression in the sector, including by disadvantaged groups, and enhances care and support

Case study: Syngenta – jobs on our site in 50 years time

Syngenta is a crop science company which creates and manufactures crop protection products used by farmers around the world. The company has been established in Kirklees for over 100 years and in 2017 invested a further £23million for the future of the site with no signs of slowing down. The company is proactive in their recruitment of staff and are dedicated to sourcing local employees, providing upskilling opportunities and supporting the local supply chain. To maintain the skills base at their Huddersfield site, the company has introduced an advanced apprenticeship programme supporting skills in manufacturing and creating more high level jobs in the Kirklees economy. Alistair Conn, Site Manager, Syngenta said “our goal is ‘Jobs on our site in 50 years’ time’ and our company’s commitment to manufacturing in Huddersfield is demonstrated by the sustained investment in the site development.”



Syngenta

Adam Ali, DIGISEE

Advocate voice

Adam is a 22 year old young father from Birkby who runs DIGISEE, a start-up company providing digital signage solutions. In 2018, he was named National Entrepreneur of the Year by Dragons’ Den star Peter Jones and has appeared on Look North and in a BBC documentary. “I wanted to seize an opportunity to take a stake in a billion pound industry and provide for my family. With the help of the support I have received, I have been able to realise this and I would encourage other young entrepreneurs who want to set up their own business to do it, and to look for people who can help you make it happen. Through DIGISEE, I hope to bring more opportunities to our local area.”



Adam Ali

PRIORITY 3: ACTIVE PARTNERSHIPS

High impact partnerships and anchor institutions using their employment, procurement, assets and service delivery to build local wealth and achieve better outcomes for our district

The Long Term Outcome: Rising proportion of local spend in Kirklees and West Yorkshire (resulting in business growth and local employment), a more inclusive labour market and more good jobs.

Businesses, the public sector and voluntary and community organisations all have important roles to play in delivering an inclusive and productive economy. Our ambition is to maximise the opportunities of partnering together, whether that be strategically, on specific projects or with specific individuals, and whether that be at a community level, across Kirklees, in the Leeds City Region or the wider north. We want partnerships that will be active, productive and successful.

In Kirklees we are also committed to increasing the social value that we can achieve via the money we spend, and the Council has undertaken analysis on its procurement to understand its current position and help define its ambition. We believe there is significant opportunity to act differently, particularly across our 'anchor institutions' (large, locally invested organisations – including our colleges, university, hospital trusts, housing providers, large businesses and the local authority) to root wealth here and so achieve more for local business, people and places, and we will act accordingly using a focus on progressive procurement, employment and assets.



Key assets and action to build on:

- Working as part of the West Yorkshire Combined Authority and Leeds City Region Local Enterprise Partnership, delivering transport, business support and skills initiatives in Kirklees
- Kirklees Inclusive Growth Group and work underway to form a new economic partnership
- Committed and capable voluntary and community sector organisations – with potential for further contribution and growth
- Commitment by anchors to work together to maximising social value outcomes, and work carried out on local commissioning and procurement spend and supply chain analysis with a good practice toolkit and framework developed at a city region level

ACTION PROGRAMME 6:

ANCHOR INSTITUTIONS NETWORK, SOCIAL VALUE AND SUPPLY CHAINS

Our anchor institutions are rooted in our district, and through their spend, employment practices, services and use of land and assets can play a key role in improving local economic, social and environmental wellbeing. When large anchor institutions in Kirklees, and smaller 'community anchors' spend more money in local supply chains, employ more local people, support social mobility and lead the way on healthy workplaces, this leads to more contracts for businesses, more local people in good jobs and improved wellbeing. Building on work to date, Kirklees will adopt a focus on local wealth building via a partnership of anchor institutions committed to working together.

This will include:

- Maximising local and economic benefit from a Kirklees Anchors Network where each anchor is represented and can take leadership for driving change across procurement, workforce, land, property and assets
- Carrying out annual supply chain analysis and identification of influenceable spend and local opportunities within the Council
- Exploring the scope to increase and expand the voluntary, community and social enterprise sector's contribution to economic wellbeing via a co-commissioning framework with the public sector

The Big Win: Kirklees Anchor Network playing an active role in increasing local employment, supply chains and social value



Local Services 2 You



Paul Williamson

Case study: Local Services 2 You

Local Services 2 You manage several community buildings and an enterprise centre, own residential and commercial properties, run three nurseries, a library and a social club as well as putting on the Deighton Carnival. It's a group of social enterprises based in Deighton and Sheepridge, Huddersfield and they employ nearly 50 staff with over 80% living within a few miles. Andy Petrie, Chief Executive said "Our community businesses are run for the benefit of local people. Any profits we make are used to provide better, more affordable, services. We provide employment opportunities but also help people access advice or provide start-up business space. We find employing local staff and using very local businesses means people will often go the extra mile because they can see the positive impact it is having on their community. Our strong relationships and networks means we see the real benefits of retaining wealth in the local area."

Paul Williamson, TimberTight

Advocate voice

'We are a rapidly growing family ran business, that thrives in Kirklees. We show the position and staff resource advantages of operating in Kirklees in our corporate pitches. It really helps us win business. We work in Kirklees and we are passionate about keeping jobs in the district. Where we can we will always use local labour and supply chain if at all possible before reaching out further across the region.'

PRIORITY 4:

ADVANCED CONNECTIVITY AND INFRASTRUCTURE

Secure Transpennine rail upgrade, a Huddersfield-Dewsbury-Leeds Inclusive Growth Corridor, 10,000 new homes and excellent digital and green infrastructure

The Long Term Outcome: High-speed, reliable internet access and above average uptake; faster rail travel; more journeys by public transport and active travel; housing numbers and affordability.

To deliver an inclusive and productive economy we need to ensure all of Kirklees has the highest standards of connectivity and infrastructure. This includes not just road investment but public transport, active travel and modal shift to support the quality of our places, health, inclusion and air quality, safe, joined up cycling/walking routes and facilities and digital connectivity. We want to improve the speed and capacity of services on key corridors, especially those connecting Huddersfield and North Kirklees to each other and to Leeds and Manchester, and faster, more frequent services to Sheffield and directly to London.

Key assets and action to build on:

- Geographic position at the heart of the North, close to the M1 and M62
- Transpennine Rail services to Leeds and Manchester, with expected upgrade, and other schemes progressing through the West Yorkshire Plus Transport Fund
- A new Local Plan that sets out and supports housing and transport priorities, and an ambitious housing growth programme with a wealth of mills and listed buildings with potential for conversion to business and housing use
- A Digital Infrastructure Development Plan to further improve broadband coverage
- Superb green infrastructure and expertise and commitment to integrate it into development, including through a district heating network
- Local Walking and Cycling Infrastructure Plan and Strategic Framework



ACTION PROGRAMME 7:

DELIVER THE BENEFITS OF TRANSPENNINE RAIL UPGRADE AND THE HUDDERSFIELD-DEWSBURY-LEEDS INCLUSIVE GROWTH CORRIDOR

We will work to secure Transpennine rail upgrade from Manchester to Leeds via Huddersfield / Dewsbury to radically improve speed, capacity and reliability. This investment will be at the centre of a broader inclusive growth corridor that connects people in disadvantaged areas to jobs and opportunities, linked to a 'Smart Corridor' for Leeds Road.

This will include:

- Maximising local benefit from the Transpennine upgrade and using it in promoting Kirklees to investors
- An Inclusive Growth Corridor centred on Dewsbury/North Kirklees to help unemployed and low skilled people access jobs/training in Leeds and Huddersfield by public transport and active travel
- Securing commitment to mass transit stations in Cleckheaton and Heckmondwike and improved station and services from Mirfield and Ravensthorpe via station remodelling
- Defining and seeking resources for a 'Smart Corridor' network that combines transport improvements in key corridors with quality design, digital connectivity and green infrastructure, with a Leeds Road Smart Corridor from Huddersfield to Cooper Bridge as an exemplar

ACTION PROGRAMME 8: DELIVER THE BIG BUILD

We will deliver the Kirklees Housing Strategy and ambitious plans for more and better housing - creating construction industry, health, inclusion and wider benefits in the process.

This will include:

- Building 10,000 homes within 5 years in line with the Local Plan, 1,000 of them on Council land, with a focus on quality and distinctiveness and a mix of housing types and tenures that meet local and affordability needs and appeal to the skilled workers we want to attract into Kirklees
- High energy and green infrastructure standards to support health and reduce fuel poverty, digital connectivity that equips more properties for home working or running a microbusiness, and access to work, health and leisure facilities, including by cycle/walk routes and public transport
- Connecting people to construction jobs and procurement that supports local supply chains
- More housing within heritage and town centre buildings alongside business and wider uses

ACTION PROGRAMME 9: SECURE TOP CLASS DIGITAL INFRASTRUCTURE AND ITS APPLICATION

We will deliver the Kirklees Digital Plan and associated activity to support digital infrastructure and the digital economy more broadly in both our busiest towns and our most rural communities.

This will include:

- Maximising gigabit, Superfast, Ultrafast, Mobile and WiFi access across all geographical areas, including establishing free WiFi in Huddersfield, Dewsbury and Holmfirth
- Removing barriers to digital infrastructure investment and planning for infrastructure growth by determining sites for data centres, masts and aerial infrastructure in advance of demand
- Ensuring digital infrastructure expansion and provision is at the heart of planning applications and transport schemes
- Action to promote the use of digital as part of modern business practice; building digital skills and inclusion; and facilitating digital sector growth (linked to Action Programme 1)

The Big Win: Transpennine upgrade and an Inclusive Growth Corridor - together offering fast connections to Leeds and Manchester, and improved access to jobs and opportunities for those in disadvantaged areas of North Kirklees and Huddersfield



Case study: Huddersfield Heat Network – new investment, new opportunity

Kirklees Council has worked with AECOM with funding and support from the Department of Business, Energy and Industrial Strategy to develop proposals for a leading edge £16 million Huddersfield town centre heat network. Feasibility work has been completed and sets out the vision for developing a viable network that will distribute heat and electricity from energy generation to premises across the town centre. This will provide a genuine economic boost, cutting energy costs by 10-15% and reduce carbon emissions, increase energy security and create high-skilled construction jobs. Detailed project development will now follow and the ambition is to secure funding, build the network and have it up and running in 2023.

Debbie Crellin, Crellin Consulting

Advocate voice “Kirklees is a place to do business and thrive. Locating here has been the best decision for developing an effective and impactful business, thanks to being so well connected to transport links. We are really passionate about our local community and supporting organisations to have growth ambitions and to seek positive social impact.”



Debbie Crellin

PRIORITY 5: REVITALISED CENTRES

Using a forward looking, place based approach to revitalising and promoting centres across Huddersfield, North and South Kirklees to celebrate our district's diversity

The Long Term Outcome: quality environments including commercial space and residential units, improved perceptions leading to investment and greater footfall in town centres.

We want all places across Kirklees to thrive and be proud of their distinctive identities and assets. As Kirklees is the sum of the places within it, we will enable locally tailored approaches to the development of our places.

We want Huddersfield and Dewsbury to be vibrant and successful, meaning we need to face the challenges of a declining retail sector and the need to repurpose assets (including heritage and mill sites) and secure investment. We also want our small towns, villages and rural areas to be hubs for enterprise and magnets for tourism, meaning we need to face the challenges of accessibility and affordable housing, and the range of quality modern sites premises and enterprise hubs to support new and growing businesses.

Key assets and action to build on:

- In Huddersfield: the University of Huddersfield, the football and rugby teams and John Smith Stadium, distinctive and listed buildings, Transpennine rail, Kirklees College and the Waterfront development, the new leisure centre and Greenhead Park.
- In North Kirklees and Dewsbury: a heritage initiative helping to restore landmark assets, fast rail connections to Leeds and Huddersfield, a new learning quarter, a planned £15m Spen Valley Leisure Centre development; a masterplan in place and delivery of the North Kirklees Growth Zone underway.
- In South Kirklees and rural areas: attractive centres such as Holmfirth and the Holme Valley, Colne Valley and Denby Dale with visitor economy strengths, attractive environments and quality of life that draws in entrepreneurs, skilled workers and visitors.



ACTION PROGRAMME 10: HUDDERSFIELD

Huddersfield is one of the largest towns in England and has many of the features and assets of a city. We will look to deliver a sustainable, healthy and high quality centre with a widened and higher quality commercial, residential, cultural, leisure and retail offer, backed by strategic development and marketing.

This will include:

- Place branding that promotes Huddersfield and connects with a wider Kirklees story of place
- Delivering The HD One development and mutual benefits between it and the town centre
- Masterplan development and delivery including:
 - Major investment and transformations at key sites and areas
 - More business space including high quality offices and creative spaces
 - More town centre living including apartments (not only student accommodation)
 - Widened cultural offer including a mid-sized music venue, upgraded museum and art gallery and expanded event programme
 - High quality public realm and green infrastructure network
 - Investment by City Fibre planned to offer Gigabit speeds to premises across the town centre

ACTION PROGRAMME 11: NORTH KIRKLEES GROWTH ZONE AND DEWSBURY TOWN CENTRE

North Kirklees faces economic challenges but also presents significant opportunities for a bold new business, education and housing offer, with Dewsbury revitalised as a thriving market town. These are being seized by private and public sector partners working together across the North Kirklees Growth Zone.

This will include:

- Delivery of the North Kirklees Growth Zone
- Delivery of the Dewsbury Town Centre Strategic Development Framework and its three aims of:
 - Increasing activity through new residential, commercial and educational opportunities
 - Making the town centre more attractive, safe and welcoming and making the most of the town's heritage and public realm
 - Improving accessibility and access in and around the town centre via sustainable modes



ACTION PROGRAMME 12: SOUTH KIRKLEES AND RURAL AREAS

We will facilitate action that allows small towns, villages and rural areas to fulfil their potential, to promote themselves positively and to maximise connections between their success and that of Huddersfield and North Kirklees.

This will include:

- Using the Place Standard approach to engage with businesses and communities in individual places within South Kirklees to identify issues, opportunities and ways forward
- Improving digital connectivity (see also Priority 3) and exploiting opportunities in the sector
- Ensuring that there are small scale business premises and enterprise hubs to enable small businesses to start up and grow – with focus on use of vacant/underused buildings including mills
- Ensuring that green infrastructure and natural flood management contribute to Kirklees' goals on health and recreation, the environment, quality of place and flood prevention
- Promoting places individually and collectively through place branding work for South Kirklees

The Big Win: Revitalising Huddersfield and Dewsbury, by improved profile and town centre masterplans, leading to new investment and development progressing at key sites



Pioneer House

David Broadhead

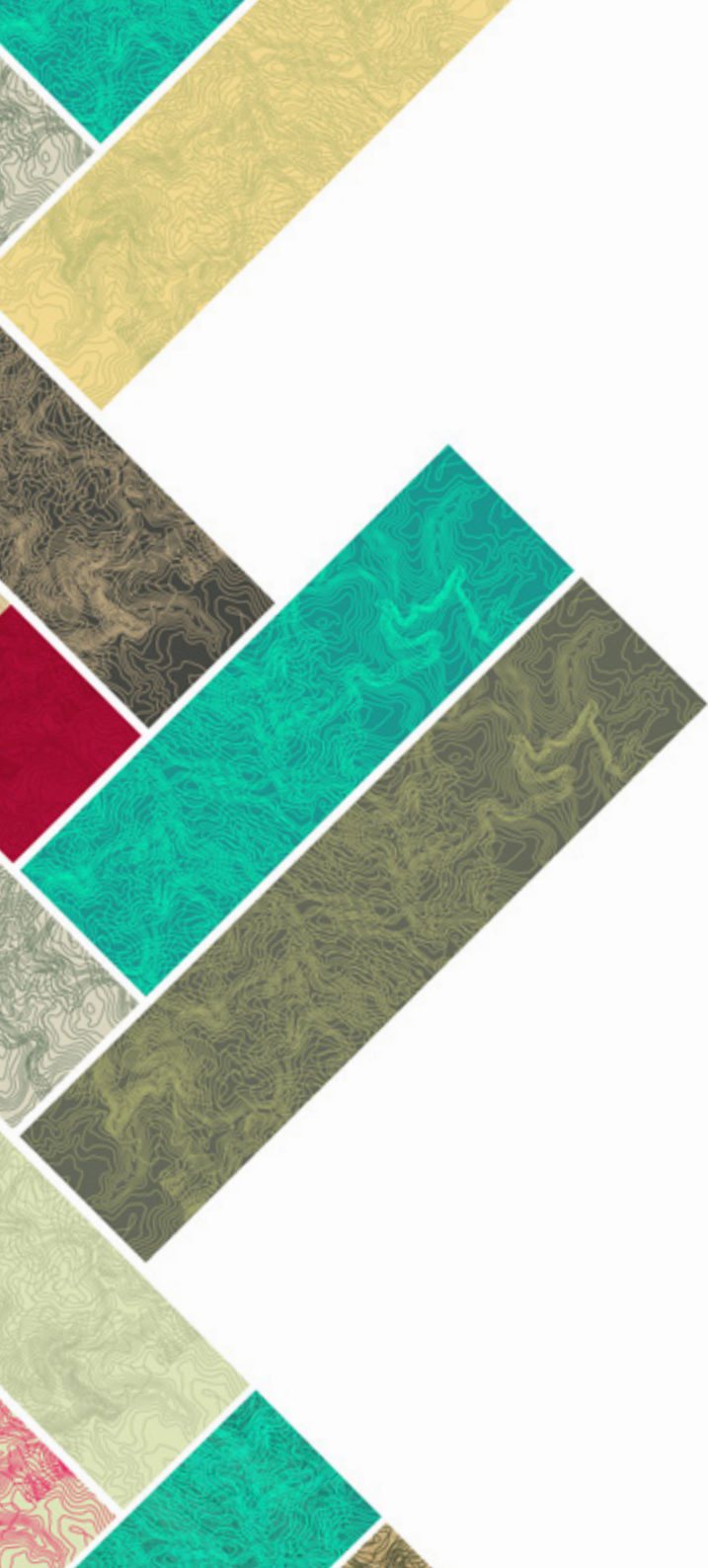
Case study: Pioneer House

Kirklees Council and Kirklees College are investing over £20 Million to improve the quality of further education facilities in North Kirklees. The first phase, the brand new Springfield Centre, opened in September 2018 and the second phase, the conversion of the Grade 2 listed former Dewsbury Pioneers building into a new learning centre is due to open in September 2020. The Council, using its own resources and grant support from the Townscape Heritage Initiative, has carried out landlord works on the Pioneer building. Following fit out by the College, a state of the art facility for over 1,000 students will be created in the heart of Dewsbury Town Centre.

Advocate voice

David Broadhead, Partners in Management
"Having travelled and worked extensively both nationally and internationally, I have yet to find anywhere offering my business lower operating costs, access to a huge number of diverse businesses within reasonable travelling distance, a healthy work/life balance environment and really friendly and supportive people."







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