

# Public Document Pack



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Wednesday 9 September 2020

## Notice of Meeting

Dear Member

### Health and Wellbeing Board

The **Health and Wellbeing Board** will hold a **Virtual Meeting - online** at **2.30 pm** on **Thursday 17 September 2020**.

This meeting will be live webcast. To access the webcast please go to the Council's website at the time of the meeting and follow the instructions on the page.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft", on a light-colored background.

**Julie Muscroft**

**Service Director – Legal, Governance and Commissioning**

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

## **The Health and Wellbeing Board members are:-**

### **Member**

Councillor Viv Kendrick (Chair)

Councillor Musarrat Khan

Councillor Carole Pattison

Councillor Kath Pinnock

Councillor Mark Thompson

Mel Meggs

Carol McKenna

Dr Khalid Naeem

Dr Steve Ollerton

Richard Parry

Rachel Spencer-Henshall

Helen Hunter

Karen Jackson

# Agenda

## Reports or Explanatory Notes Attached

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**Pages**

**1: Membership of the Board/Apologies**

This is where members who are attending as substitutes will say for whom they are attending.

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**2: Minutes of previous meeting**

1 - 6

To approve the minutes of the meeting of the Board held on the 16 Jul 2020.

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**3: Interests**

7 - 8

The Board Members will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interest.

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**4: Admission of the Public**

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

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**5: Deputations/Petitions**

The Board will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

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## 6: Questions by members of the Public (Written Questions)

Due to current Covid-19 restrictions, Elected Members and members of the public may submit written questions to members of the Health and Wellbeing Board.

Any questions should be emailed to [jenny.bryce-chan@kirklees.gov.uk](mailto:jenny.bryce-chan@kirklees.gov.uk) no later than 5pm on Tuesday 15 September 2020.

In accordance with Council Procedure Rule 51(10) each person may submit a maximum of 4 written questions.

In accordance with Council Procedure Rule 11(5), the period allowed for the asking and answering of public questions will not exceed 15 minutes.

Members of the Board will provide an oral response to any questions received, or if they are not able to do so, a written response will be provided.

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## 7: Kirklees Economic Recovery Plan and Inclusive Economy

9 - 36

The purpose of this paper is to bring to the attention of the Board the draft Kirklees Covid-19 Economic Recovery Plan approved for consultation by the Council's Cabinet on 13 July.

**Contact:** Chris Duffill, Head of Business and Skills, Kirklees Council and Jonathan Nunn, Strategy Policy Officer, Kirklees Council, Tel: 01484 221000

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## 8: Covid-19 Update

The Board will receive a presentation at the meeting that will provide an update on Covid-19.

**Contact:** Rachel Spencer-Henshall, Strategic Director, Corporate Strategy, Commissioning and Public Health, Tel: 01484 221000

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**9: Stabilisation and Reset Phase 3 Planning**

37 - 44

The purpose of this paper is to update the Board on the approach being taken to 'stabilisation & reset' across the Kirklees health and social care system, informing the board of requirements of the system and the subsequent timeline.

**Contact:** Natalie Ackroyd, Senior Strategic Planning, Performance and Service Transformation Manager and Vicky Dutchburn, Head of Strategic Planning, Performance & Delivery

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**10: Update on the Kirklees Health and Wellbeing Plan**

45 - 52

The purpose of this paper is to seek Board approval for proposals to ensure the updating and delivery of the Kirklees Health and Wellbeing Plan, refocussing the Kirklees Joint Strategic Assessment and a timeline for developing a new Joint Health and Wellbeing Strategy.

**Contact:** Phil Longworth, Senior Manager – Integrated Support, Kirklees Council, Tel: 01484 221000

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Contact Officer: Jenny Bryce-Chan

## **KIRKLEES COUNCIL HEALTH AND WELLBEING BOARD**

**Thursday 16 July 2020**

Present: Councillor Viv Kendrick (Chair)  
Councillor Kath Pinnock  
Rachel Spencer-Henshall  
Richard Parry  
Dr Steve Ollerton  
Carol McKenna  
Dr Khalid Naeem  
Helen Hunter  
Mel Meggs

In attendance: Jacqui Gedman, Chief Executive, Kirklees Council  
Emily Parry-Harries, Consultant in Public Health, Head of  
Public Health Policy, Kirklees Council  
Owen Richardson  
Jane Close, Locala  
Cllr Habiban Zaman, Lead Member for the Health and Adults  
Social Care Scrutiny Panel  
Catherine Riley, Assistant Director of Strategic Planning  
Calderdale and Huddersfield NHS Foundation Trust  
Tim Breedon, Deputy Chief Executive South West  
Yorkshire Partnership NHS Foundation Trust  
Matt England, Associate Director of Planning and  
Partnerships Mid Yorkshire Hospitals NHS Trust  
Diana McKerracher, Chair, Locala  
Phil Longworth, Senior Manager, Integrated Support,  
Kirklees Council  
Natalie Ackroyd, Senior Strategic Planning, Performance and  
Service Transformation Manager  
Vicky Dutchburn, Head of Strategic Planning, Performance &  
Delivery

### **Membership of the Board/Apologies**

Apologies were received from the following Board members Councillor Carole Pattison, Council Musarrat Khan and Kathryn Giles

### **Minutes of previous meeting**

That the minutes of the meeting held on the 4 June be approved as a correct record, subject to the correction of the misspelling of a participant's name.

## **Interests**

No Interests were declared.

## **Admission of the Public**

All agenda items were considered in public Session.

## **Deputations/Petitions**

No deputations or petitions were received.

## **Questions by members of the Public (Written Questions)**

No questions were received.

## **Kirklees wide approach to inequalities**

The Board received a presentation which highlighted the latest available evidence around inequalities and the ongoing work to reduce inequalities in Kirklees. The Board was advised that addressing inequalities has been a Kirklees priority for a long time however, Covid-19 has brought this issue into sharper focus.

The presentation to the Board aimed to outline, for discussion, a set of short and long-term actions with the intention of forming a partnership-wide action plan.

In summary, key highlights from the presentation included:

- In early 2020, the Institute of Health Equity published a review of the evidence around changes in health equity in the 10 years since Marmot's initial report. The last decade has been marked by a deteriorating health and widening health inequalities
- Previous presentation to Health and Wellbeing Board (Jul 2019) demonstrated local health inequalities associated with place, deprivation, gender, age, ethnicity. The Kirklees Joint Strategic Assessment (KJSA) also highlights inequalities.
- The Public Health England Deprivation report (June 2020) highlights societal inequalities have been magnified by the impact of COVID-19. Highest risk and worst outcomes from COVID-19 for, older people, males, those living in more deprived areas and Black, Asian and Minority Ethnicities. Additional risk factors include where a person is born, certain occupations and people with pre-existing co-morbidities

The Board was reminded that the most important tools for dealing with Covid-19 continues to be, regular hand washing for 20 seconds or more with soap and warm water. If soap and warm water is not readily available, alcohol hand gel as a good second. Social distancing remains key and if people are symptomatic, they must get tested and have a good idea of who they have come into contact with to enable test and trace to be undertaken. The use of face coverings is also important.

The Board was advised that Kirklees was already on a journey to tackle inequalities, however the data has starkly highlighted that greater action is needed. There are a number of things to be conscious of in terms of the broader impact of the pandemic.



For example, there has been a very rapid move towards delivering services in a digital based way and for part of the population this is working very well, however, there are other parts of the local population who are digitally excluded. There are also major concerns about the mental health impact on young people and people who are lonely and socially isolated.

In terms of next steps:

- Community engagement will be key,
- Intelligence led - the data is getting better but still more work to do
- Communications is improving and making information available in a wide range of community languages
- Specifically focusing on five areas: health, economy, education, housing and environment

### **RESOLVED**

That the Board will champion the reduction of inequalities across the partnership and shape the response to this issue through discussion and ownership of key actions

### **Kirklees Outbreak Control Plan**

The Board considered a report which provided an overview of the Kirklees Outbreak Control Plan and the arrangements in place for dealing with Covid-19. Kirklees has strong outbreak management arrangements in place, with robust local governance under the leadership of the Director of Public Health.

The Board was informed that there was a requirement to publish a plan by the end of June, a target that was met. The plan covers seven key themes and addresses how local outbreaks will be managed, for example in schools and care homes and being preventative and not just reactive.

These well-established outbreak management arrangements are underpinned by the Kirklees Outbreak Plan endorsed by the Kirklees Health Protection Board. These arrangements are robust, effective, timely, and responsive, outlining clear roles and responsibilities of health and care services to manage outbreaks within a wide range of settings and population groups.

The Kirklees COVID-19 Outbreak Control Plan builds on the existing outbreak plan, scaling up and enhancing existing arrangements and services to meet the needs of local communities. The Kirklees Outbreak Control Board is currently being set up to oversee the plan and the public facing communication and engagement work.

### **RESOLVED**

That the Board notes the information within the report and plan

That the Board approves the Kirklees Outbreak Control Plan and associated governance

## **Progress on Establishment of Integrated Health and Care Leadership Board**

The Board received an update on progress in establishing the Integrated Health and Care Leadership Board. The Board was informed that one of the recommendations from the peer review in November 2019, was to bring together the work of the Integrated Provider Board and Integrated Commissioning Board. In response, steps were put place to bring together providers and commissioners into a single integrated board.

To support the implementation of this, an external organisation, was appointed to conduct face to face and email interviews with members of the two existing Boards. This found strong support for bringing the two Boards together. The Kirklees Health and Care Executive agreed that this single integrated Board should be established at the earliest practicable opportunity and the first meeting of the Board took place on 2<sup>nd</sup> July 2020.

## **RESOLVED**

That the Board note the content of the information within the report.

## **Stabilisation & Reset Across the Kirklees Health and Social Care System**

The Board received an update on the approach being taken to 'stabilisation & reset' across the Kirklees health and social care system, and the implications for the subsequent updating of the work programme to deliver the Kirklees Health and Wellbeing Plan.

The Board was informed that in December 2019, the five-year Finance and Activity Plans was submitted to West Yorkshire & Harrogate Integrated Care System. In March 2020, North Kirklees and Greater Huddersfield Clinical Commissioning Group submitted draft activity and finance plans for 2020/21 to NHS England and Improvement. This was an opportunity to refresh the 2020/21 plans and agree what the investment was before a level 4 incident was declared.

The Board was informed that as a result of the pandemic being designated a level 4 incident, all non-urgent and elective work was to be stood down as the focus was on critical care and building capacity to respond to Covid-19. The Board was directed to the evolving priorities during the Covid-19 incident, contained in the submitted report.

In summary:

Phase one – Supporting the exponential increase in critical care capacity and supporting the safe and effective discharge to communities to free up acute beds

Phase two - Continuing to provide critical and urgent care for Covid-19 patients, their recovery and rehabilitation. The real effort around phase two was about co-ordinating and resetting to a new normal that is referred to as stabilisation and reset process

Phase three – In the current phase 3 model the ICS has developed a 6 step framework with questions for each place to consider

## **RESOLVED**

That the Board

- Endorses the approach being taken to 'stabilisation and reset' in Kirklees

### **Learning and Evaluation - Shaping the future of public services in Kirklees**

The Board received a verbal update from the Director of Public Health on the initial thoughts around the learning from what has happened during Covid-19 as system rather than individual organisations. The Board was informed that the proposal is to ensure there is a robust and consistent approach to evaluation which builds on existing knowledge and activities and to be clear about what needs to be done to improve the seven shared Kirklees outcomes.

The proposal is to:

- Commission some activity that will help to understand the direct and indirect impact of Covid-19 on local communities, businesses and partners
- Assess the response at an organisation, system and population level to see if there are improvements that need to be made to work as a partnership
- Identify how learning can be gathered before, during and after, to identify the opportunities to transform what the system does and how the system works, which will include a mixture of qualitative and quantitative intelligence gathering

This will create a framework which will help partners understand what needs to be done differently and measured so that the system be more intelligence led.

## **RESOLVED**

That the Board supports the proposals as outlined by the Director of Public Health

### **Pharmaceutical Needs Assessment update**

The Board received, for information, an update report on the Pharmaceutical Needs Assessment.

## **RESOLVED**

That the Pharmaceutical Needs Assessment update be noted by the Board.

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<b>KIRKLEES COUNCIL</b>					
<b>COUNCIL/CABINET/COMMITTEE MEETINGS ETC</b>					
<b>DECLARATION OF INTERESTS</b>					
<b>HEALTH AND WELL BEING BOARD</b>					
<b>Name of Councillor</b>					
<b>Item in which you have an interest</b>	<b>Type of interest (eg a disclosable pecuniary interest or an "Other Interest")</b>	<b>Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]</b>	<b>Brief description of your interest</b>		

Signed: ..... Dated: .....

## NOTES

### Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

<b>KIRKLEES HEALTH &amp; WELLBEING BOARD</b>	
<b>MEETING DATE:</b>	<b>17 September 2020</b>
<b>TITLE OF PAPER:</b>	<b>Kirklees Economic Recovery Plan and Inclusive Economy</b>
<b>1. Purpose of paper</b>	<p>The purpose of this paper is to bring to the attention of the Board the draft Kirklees Covid-19 Economic Recovery Plan approved for consultation by the Council's cabinet on 13 July.</p> <p>As identified in the opening sentence of the Kirklees JHWS's prologue the state of our economy and the health of our residents are mutually reinforcing; the JHWS and the Kirklees Economic Strategy (KES) "cover different ground and do different things, yet are fundamentally connected". It is therefore essential that the H&amp;WB is able to participate in <i>crafting</i> the ERP and <i>championing</i> this and the wider inclusive economy agenda.</p>
<b>2. Background</b>	<p>The COVID-19 pandemic has affected the economy locally, nationally and globally in an unprecedented manner. The UK's GDP in Q2 was 22.1% lower than at the end of Q4 of 2019. While the supports provided by the Government significantly reduced short term impacts both on businesses and individuals, this effects of this recession are expected to be worse than those experienced during the financial crisis of 2008/9.</p> <p>The primary purpose of the ERP is to set out how the Council and other stakeholders across the public, private and third sectors can directly support the recovery. It is recognised that local health commissioners and providers contribute significantly to the local economy as employers and through their supply chains.</p>
<b>3. Proposal</b>	<p>The proposed initiatives are described within the Kirklees Economic Recovery Plan attached.</p>
<b>4. Financial Implications</b>	<p>There are no direct financial implications for the members of the H&amp;WB.</p>
<b>5. Sign off</b>	<p>Karl Battersby, Strategic Director Economy and Infrastructure - Signed off on 08/09/2020</p>
<b>6. Next Steps</b>	<p>Next steps include:</p> <ul style="list-style-type: none"> <li>• ongoing engagement/consultation on the ERP</li> <li>• development of short-term/quick win projects.</li> </ul>
<b>7. Recommendations</b>	<p>The H&amp;WB is asked to consider the ERP and specifically how member organisations may be able to contribute to its objectives particularly through inclusive employment, capital investments and social value procurement.</p>
<b>8. Contact Officer(s)</b>	<p>Chris Duffill, Head of Business and Skills, Kirklees Council <a href="mailto:chris.duffill@kirklees.gov.uk">chris.duffill@kirklees.gov.uk</a> Jonathan Nunn, Strategy Policy Officer, Kirklees Council <a href="mailto:jonathan.nunn@kirklees.gov.uk">jonathan.nunn@kirklees.gov.uk</a></p>

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# Kirklees Local Economic Recovery Plan 2020-2023

Consultation Draft

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Foreword by Cllr Shabir Pandor, Leader Kirklees Council (to follow)

Summary: plan on a page (to follow)

# 1. Introduction

## An unprecedented global event

The Coronavirus has resulted in the worst global health pandemic in living memory, requiring a national emergency response unprecedented since the Second World War. Tragically, there have been 288 COVID-19-related deaths in Kirklees over the period to 5 June 2020, and new cases continue to be reported.

COVID19 has tested our emergency services, communities, businesses and our way of life to the very limit. Yet the way in which our health, social care and other key workers; our voluntary and community organisations and their volunteers; and our local businesses have come together in response has been truly astonishing. Together they have cared for our most vulnerable residents; kept schools and other frontline services open; provided free school meals and food parcels; and operated community hubs across Kirklees. The local response provides much on which we can build as we enter the next phase of living with COVID-19.

The global economic impacts of COVID-19 have also been unparalleled in recent history. We describe some of the impacts on the Kirklees economy in Appendix 1.

## A local Economic Recovery Plan

The Secretary of State for Housing, Communities and Local Government, in his statement on coronavirus on 6<sup>th</sup> May, said:

*“As we look ahead to supporting businesses as they are able to re-open, my department will lead our work on how our local economies can adapt, evolve, recover and grow. I will continue to support mayors and local government leaders, who will play critical roles in this work. Every local economy now needs a plan to re-start and recover.”*

The Kirklees Local Economic Recovery Plan (ERP) covers the period from 2020 to 2023 – the likely timeframe for the local economy to return to pre-COVID-19 levels of employment and output. It has been developed by the Kirklees Economic Recovery Partnership which includes key public, private and voluntary sector stakeholders.

The purpose of the ERP is to set out how the Council and other stakeholders – including our key private sector employers, the University of Huddersfield; Kirklees College; and voluntary and community sector organisations – can directly support the recovery. Together, these ‘anchor institutions’ have a vital role to play in leading recovery efforts through our investment, procurement and recruitment decisions and use of key property and other assets. By optimising the impact of our spending on the local economy, we hope businesses and other organisations in Kirklees will follow this example.

The Council will kick start recovery efforts by assembling a £40m *Economic Recovery Fund* through repurposing our Property Investment Fund and Start Up and Retention Fund and prioritising other capital investments that will directly support the recovery.

Building on this, we will continue to seek funding support from Government, the West Yorkshire Combined Authority/Leeds City Region LEP and other sources to deliver our recovery plans.

COVID-19 has thrown into sharp focus some of the wider challenges – and opportunities – that Kirklees faced before the pandemic. The need for *inclusive growth* - an economy in which everyone can participate and benefit from – is more acute than ever. Black and minority ethnic groups are more likely to be in less secure, low wage jobs that will be most at risk during the coming months, so *racial equality* must underpin every aspect of our approach.

Similarly, whilst there have been significant improvements in air quality during lockdown in air quality, the Climate Emergency remains a very real threat. The lockdown has resulted in a number of changes in how we commute/work, shop and live.

As we move to the ‘new normal’ of living with the virus for the foreseeable future, we will intensify efforts to encourage walking, cycling and other sustainable behaviours to avoid locking in carbon and resource consumption; and promote a low carbon recovery. Rather than merely return to the situation before the virus, our recovery planning presents a vital opportunity to ‘*build back better.*’

## Our Plan to Rebuild

Our plans to kick start the local economy are set firmly within the framework of the Government’s strategy for exiting the lockdown.

The Government published ‘Our Plan to Rebuild<sup>1</sup>’ on 13 May, setting out a three step approach. Step 1 has been implemented. Step 2, involving the phased re-opening of primary schools for some year

groups; staging live sports events behind closed doors; and re-opening open air markets and car showrooms commenced on 1 June, with further non-essential shops opening on 15 June. The re-opening of hospitality, leisure and personal services businesses took place on 4 July.

Achieving these milestones is dependent on ongoing assessment of the rate of COVID-19 infection (the ‘r’ rate); the scaling up of the Government’s test/trace/isolate capability and society’s continued willingness to adopt social distancing and related measures. Other factors likely to influence the economic recovery nationally and locally will include:

- the duration of the Government’s financial support package and in particular the impact of scaling back the furlough scheme
- whether some shifts in working and shopping practices lead to long-term/permanent changes in behaviour
- the rate at which public transport services can be safely scaled up to facilitate commuting
- public attitudes to revisiting town/city centres for leisure and shopping post-lockdown.

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<sup>1</sup> <https://www.gov.uk/government/publications/our-plan-to-rebuild-the-uk-governments-covid-19-recovery-strategy>

## 2. Objectives and themes

### Introduction

The Economic Recovery Plan builds on the priorities and actions developed through the Kirklees Economic Strategy (KES), adopted by the Council in 2019, which sets out a vision for the Kirklees 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 supports good jobs and higher incomes.

The ERP also builds on the vision and shared outcomes set out in the Kirklees Corporate Plan for 2018/20, for Kirklees:

*“to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.”*

The vision is translated into eight outcomes which drive the work of the Council and its key public, private and voluntary sector partners:



### Aims of the Economic Recovery Plan

As detailed on page 1, the primary purpose of the ERP is to set out how the Council and other anchor institutions can directly support the economic recovery – through:

- our collective investment, procurement and recruitment decisions; use of key property and other assets;
- funding and support for business resilience and growth; and
- helping to mitigate the economic impacts of the virus on our most vulnerable residents.

The ERP will also

- be intelligence-led, driven by emerging evidence on local economic impacts and needs;
- integrate business and infrastructure investments with interventions to support vulnerable people and achieve inclusive growth; and,
- balance support for sectors with the potential to deliver growth during the recovery and those that need to strengthen their resilience.

### Recovery Plan themes

Building on our shared outcomes, the initiatives we will describe in the rest of this plan are grouped under the themes below:



In considering the economic and wider impacts of COVID-19 on Kirklees residents and businesses, stakeholders have identified four specific priorities for action which are emphasised throughout the remainder of the plan and

- the importance of a clear focus on *job creation* during the recovery period through enhanced support for the growth of our existing businesses; scaling up our business start-up programmes; a renewed focus on inward investment; and ensuring that our capital

projects and other procurement deliver more social value benefits for local businesses and residents;

- mitigating the economic impacts of the virus on the future learning, employment and progression prospects of *young people*; the recovery plan proposals include a Kirklees Youth Guarantee to address this challenge;
- tackling the *digital divide* between our most and least affluent communities and residents; the rapid shift to online working and learning and accessing services during the lockdown has exacerbated this issue; and,
- developing the role and contribution of the voluntary and community sector to each of the Recovery Plan themes, building on the effective, cross-sector partnership working which characterised the lockdown phase.

### Governance

This plan has been developed with the Kirklees Economic Recovery Partnership Group which includes representation from both large employers and SMEs; the University of Huddersfield; Kirklees College; the Department of Work and Pensions; key business representative organisations including the Mid Yorkshire Chamber of Commerce and Industry, the Federation of Small Businesses and Calderdale and West Yorkshire Manufacturing Alliance; and Third Sector Leaders, representing the Kirklees voluntary sector.

The Kirklees Inclusive Economy Group has been consulted on the draft ERP. The plan is also aligned with and complements the work of the Kirklees Tackling Poverty Group which will focus on optimising access to the benefits system, support for vulnerable families and communities and improving education standards.



The ERP has been developed in parallel with ongoing recovery planning led by the West Yorkshire Combined Authority and has both informed and been informed by this work. Whilst many interventions and best planned and delivered at local level, others will benefit from funding, economies of scale, geographical coverage or other advantages at city region level.

Implementation of the ERP will be overseen and guided by the Economic Recovery Partnership Group. Task and finish groups have been established to develop and implement discrete projects.

The Partnership Group will report progress on delivering the plan to the wider Kirklees Partnership.

### 3. Supporting business growth and enterprise

#### Overview

Kirklees is home to a diverse mix of businesses and social enterprises, with over 14,600 firms located in the district of which just under 84% are micro-businesses employing less than 10 people. At the other end of the scale, Kirklees has just 50 large employers with more than 250 staff, including Cummins, Thornton Ross, Syngenta and Wesco Aircraft.

Kirklees has a higher than average proportion of jobs in manufacturing (17.3% compared with just 8.1% for England as a whole) with the particularly high concentration of employment in textiles and engineering compared to the national average. Kirklees is also over-represented in wholesale and retail trade employment.

Prior to the virus, productivity remained a significant challenge for Kirklees businesses. GVA per head in Calderdale and Kirklees was just £18,827 in 2018 – just 64% of the England average.

The business stock in Kirklees increased by 24% between 2010 and 2019, less than the growth rate for England as a whole of 31% over the same period. Between 2015 and 2018 there were an average of 1,990 new business start-ups in Kirklees per annum; three year survival rates for start-ups match the England average.

#### The response to COVID-19

The Government put in place a wide ranging package of support for businesses following the imposition of the lockdown on March 23<sup>rd</sup>,

involving both grants, loans, business rates relief and payment holidays for VAT and income tax.

Nationally, 70% of businesses have furloughed some or all of their employees and over 970,000 firms have applied for Bounce Back or other loans from the British Business Bank, with a value of over £40bn. The recent Kirklees Business Survey highlighted that over 90% of local firms were impacted in some form by COVID-19; 51% had furloughed at least some staff; and 54% had only three months or less cashflow in reserve.

To date, Kirklees Council has made over 8,000 grant payments to local businesses with a value of over £90m – distributing one of the largest allocations of Government funding in the country. The Council has advised over 600 business on funding and other matters during the lockdown period, working closely alongside key partners including the Mid Yorkshire Chamber of Commerce and Industry, University of Huddersfield, Federation of Small Businesses and Leeds City Region LEP. The University has launched its Manufacturing Recovery Programme to help local manufacturers develop their resilience and unlock growth.

Encouragingly, developer interest in a number of the strategic employment sites across Kirklees (e.g. Moor Park 25, Interchange 26 and Lindley Moor East) continues to remain strong and the Council is managing a number of inward investment enquiries with the potential for significant job creation.

## Our proposals

As we move into 'living with COVID-19' we will shift our focus from business survival towards business resilience and growth. We will widen the sectoral focus of our business support activity, balancing support for high skilled/high innovation sectors (e.g. advanced manufacturing and engineering, med-tech, digital and creative) with those 'foundational' economic sectors with potential for sustainable job creation (e.g. health and social care, construction). We will also strengthen our support to develop the resilience and capacity of the voluntary and community sector in Kirklees.

We will:

- develop a new package of *grant support* for businesses and social enterprises with potential to deliver jobs growth, innovation and other social value outcomes, targeting both existing SMEs and inward investors; to be supported through the proposed Economic Recovery Fund, complementing existing support available through the LEP/WYCA
- working with key partners, scale up our support for *business start-ups and self-employment*, acknowledging that the recession may generate a significant increase both 'opportunity' and 'necessity' entrepreneurship; we will develop a major awareness raising campaign and link advice/support for start-ups with subsidised accommodation through our business centre network or town centre venues and a 'virtual office' offer
- *extend the reach of our business support offer* to a much wider client-base of SMEs by extending collaboration with the Mid

Yorkshire Chamber, FSB, University of Huddersfield and LCR LEP; this will ensure more businesses can access tailored advice and support to meet their needs and improve signposting and referral arrangements to ensure a 'no wrong door' approach

- extend the specialist support available for *social enterprises, co-operatives and other not-for-profit vehicles*, including those operating in key sectors including health and social care, to develop their resilience and support long-term, as part of wider support to develop voluntary and community sector capacity in Kirklees
- continue to implement measures to increase the proportion of the Council's procurement activity spent in Kirklees, including the proportion spent with local SMEs (see also section 7), and encouraging larger employers to develop local supply chains
- increase support for a range of 'Buy Local' initiatives like Totally Locally and Shop Appy to help local independent retailers and hospitality businesses during the critical re-opening phase following lockdown
- review access to finance and investment readiness support for businesses and social enterprises, including non-bank lending; to include testing the feasibility of a business mutual credit platform

## Key actions

	Intervention	Partners
Existing	Government financial support programmes inc. Small Business, Retail and Discretionary Grants	KC
	Awareness raising and signposting to above	KC/MYCCI/FSB/UoH
	Growth Manager advice/support (B2B firms only)	KC/LCR LEP
	Manufacturing Recovery Programme/Supply Chain	UoH/LCR LEP
	Ad:Venture start-up scheme	LCR LEP
	Business resilience	LCR LEP
	Chamber/FSB support for members	MYCCI/FSB
New	Grants programme targeting business growth/resilience and inward investment opportunities for key sectors, through Economic Recovery Fund	KC
	Business start-up programme including graduate start up	KC, Ad:Venture LCR LEP
	New business support concordat to improve signposting/referral and increase reach	MYCCI/FSB/UoH/LCR LEP
	Buy Local and other initiatives to support local businesses and increasing local online offer	BID
	Promotion of B2B mutual credit platform	KC

(Short-term/early phase projects highlighted in yellow)

## Success measures:

- Number of new business accounts/start-ups and survival rates
- Business confidence
- Productivity (GVA per head)
- Jobs created.

## 4. Supporting People: Skills & Employment

### Overview

Kirklees' diverse population has long been its most important economic asset. 20.9% of our residents were from a black or minority ethnic background in 2011, compared with 14.1% for England as a whole.

Our population grew more rapidly than that of Yorkshire and Humber as a whole between 2008-2018 and this trend is forecast to continue over the next 20 years, with particular increases in the number of younger children and adults aged 64 and over.

In recent years academic attainment for our young people at Key Stage 2 has been below the England average but the gap has narrowed by Key Stage 4; attainment at A level stage is consistently above the England average. Just 3.1% of young people in Kirklees were Not in Education, Employment or Training (NEET) in March 2020, well below the regional and national average, as a result of effective partnership working between schools, the Councils and our delivery partner C&K Careers.

In terms of the adult workforce, Kirklees has a lower proportion of residents aged 16-64 who are economically inactive (75%) than the regional (77.2%) or England (79%) averages and employment rates are also correspondingly lower. Kirklees occupational structure is under-represented in higher level skills occupations (managers/directors, professional occupations and associate professional/technical) than England as a whole; conversely it is over-represented in 'mid-level' skills occupations (administrative

and secretarial, skilled trades and caring, leisure and other service occupations).

Our adult population have lower skills levels than the England average. 9.4% of Kirklees adults (25,300) have no qualifications - more than the region (8.5%) and more than England (7.5%); qualifications lag the regional and national average at NVQ Levels 1 to 3. At Level 4, just 33.1% of residents have a degree level qualification or better, compared with 39% for England.

Low skill levels is one of the factors impacting on productivity and in turn wage levels. Gross weekly pay for Kirklees residents was just 89.6% of the England average in 2019; wages growth lagged that of England as a whole between 2015-2018.

18% of Kirklees households are workless - more than in the Region (16%) and England (14.3%). Unemployment, based on the ILO definition, has remained above the England some average but the gap has narrowed significantly since 2018; between January-December 2019 the Kirklees rate was 4.2% of those aged 16 and over and 3.9% for England. Appendix 1 presents further details of more recent changes in unemployment and Universal Credit claimants as a result of COVID-19.

### The response to COVID-19

The impact of the widespread closure of schools, the College and University during lockdown on the learning and progression of young people may take some years to fully evaluate.

During lockdown, the Council, Jobcentre Plus and its other partners have continued to provide support for both young people and adults to secure Apprenticeships, re-enter the labour market or re-engage with learning. Much of this support is focused on vulnerable residents with complex needs, and has had to shift online during this period.

### Our proposals

Although over 25% of the local workforce has been supported via the Government's furlough scheme, there are very real concerns about the potential impact of the recession on young people and the lowest paid, with women and BAME residents likely to be most affected. The capacity of employers to sustain Apprenticeships is also a significant risk.

The ERP will prioritise support for young people to remain in learning, access pre-Apprenticeships support, Apprenticeships or employment, with a particular focus on supporting care leavers or other vulnerable groups. Those adults who are furthest from the labour market or have multiple barriers to regaining work will continue to need support.

We will:

- implement a *Kirklees Youth Guarantee*, complementing any further Government initiatives that may be announced following publication of the ERP; the Youth Guarantee will support all 16-18 year olds retain access to full-time education, pre-apprenticeships support or Apprenticeships, and support 19-24 year olds into Apprenticeships or employment, through

the expansion of the *Employment Hub programme* delivered in partnership with Leeds City Region LEP and our delivery partners;

- develop a *Kirklees-wide Apprenticeship Strategy* to underpin support for employers to retain existing and recruit new Apprentices, underpinned by transfer of unallocated Apprenticeships Levy by the Council and our anchor institution partners to fund training costs and wage subsidy to incentivise employer take-up; to include piloting a Council-backed Apprenticeship Training Agency to support the construction and social care sectors
- scale up our *Works Better* programme and other employment and skills initiatives to continue to support adults furthest from the labour market to regain sustainable employment and secure progression in work, including an extended package of wage subsidy support for employers and utilising our tried and tested, community-based delivery model
- work with Jobcentre Plus, the National Careers Service and other partners to provide an integrated response including rapid online support for people who have been made redundant as a result of the pandemic but need less intensive support to re-enter and remain in work
- gear-up towards devolved commissioning and delivery of the Adult Education Budget from September 2021, optimising opportunities for training/re-training for the unemployed, progression towards Level 3 qualifications and community learning

- continue to deliver our community-based Adult and Community Learning and English for Speakers of Other Languages programmes to help re-engage residents in learning and develop progression towards work or other outcomes
- develop and implement a Digital Citizenship basic skills programme for adults, building on the Government Level 1 entitlement, to enable Kirklees residents to access services, shopping and other online opportunities.

### Success measures

- Local unemployment rate;
- Percentage of young people not in education, employment or training (NEET);
- Gross disposable household income;
- Female pay gap (Median female gross weekly pay as percentage of male pay)
- BAME pay gap.

### Key actions

	Intervention	Partners
Existing	Support for unemployed- Works Better/LEP Employment Hub	KC/LCR LEP
	Jobs brokerage	NCS
	IAG for young people (schools)	Schools/ C&K
	Skills Service (LEP)	College/ LCR LEP
	Apprenticeships (College and private providers)	
	Adult Education Budget activity	College/KC
	Project Search	KC/College
New	Kirklees Youth Guarantee – ensure 16-18 year olds retain access to full-time education, pre-Apprenticeships or Apprenticeship	KC/ LCR LEP/ VCS C&K/ employers
	Development of a Kirklees Apprenticeship Strategy; to include transfer of unspent Levy to support employers	KC/ College/ anchor institutions/ Employers
	Scale-up Employment & Skills support for furthest from labour market including through online delivery	KC/VCS
	Support other unemployed or furloughed employees	National Careers Service
	Gear up for devolved commissioning of Adult Education Budget	KC/College
	Accelerate digital citizen basic skills roll out	KC/College/VCS

## 5. Supporting our distinctive places

### Overview

The character of each part of Kirklees is defined by the distinctive local landscape and townscape (buildings, open spaces and trees) and the presence of historic buildings. Kirklees is a varied district which includes the open farmland of the Holme and Colne Valleys, Denby Dale and Kirkburton areas, the central urban area of Huddersfield and the towns of Dewsbury, Mirfield, Cleckheaton, Batley, Heckmondwike and Liversedge.

The Council's priorities for supporting the regeneration and growth of these communities, as set out in the adopted Local Plan, include:

- accelerating the regeneration of *Huddersfield Town Centre*; the Blueprint, adopted by the Council, details ambitious proposals to develop a modern, thriving town centre with a vibrant culture and leisure offer, enhanced public spaces and a new town centre living offer, focused on six key areas of the town and underpinned by capital investment by the Council and Future High Streets Fund
- transforming the role of *Dewsbury*, which lies at the heart of the strategic North Kirklees Growth Zone (NKGZ) which has the potential to serve the wider Leeds City Region as a location for housing and employment growth; the Dewsbury Blueprint, published in 2020, seeks to develop the role of the town centre through encouraging leisure, cultural and residential use alongside a consolidated retail offer
- supporting rural regeneration through support for development of our rural towns and villages
- developing *strategic employment sites* along the M62 Corridor and other key locations including at Whitehall Road, Lindley Moor East, Cleckheaton and Chidswell focused on attracting investment in manufacturing, engineering, logistics and other key sectors
- accelerating *housing growth* to deliver over 31,000 new homes over the period to 2031, including large sites at Bradley, Chidswell and Dewsbury Riverside, with the potential to deliver vital infrastructure and community facilities
- delivering *major infrastructure projects* to improve connectivity, reduce congestion and unlock growth including the TransPennine Upgrade project to provide faster rail journeys between Leeds and Manchester including station improvements; roll out of full fibre broadband by CityFibre and Fibre Nation; major highway schemes on the A629, A62 Leeds Road and at Cooper Bridge; and new bus interchanges in Huddersfield and Dewsbury supported through the *Transforming Cities Fund*

### The response to COVID-19

Following the dramatic decline in footfall in both Huddersfield and Dewsbury Town Centres following the lockdown, the Council, Huddersfield BID and other partners are undertaking a wide range of activity to support the safe re-opening of both centres, including:



- advice/support for retailers and other town centre businesses on how to re-open securely
- an enhanced street cleaning regime
- re-allocation of road space to allow social distancing and enable some cafe's/bars to utilise spaces for outdoor seating including temporary closures or widening of key town centre streets
- a public art programme to support public health messaging.

### Our proposals

We will review and where possible accelerate our major capital projects and other place-based initiatives to support the economic recovery and create a local economic stimulus. We will utilise funding from the Economic Recovery Fund and other capital programme commitments to leverage private investment, further investment from WYCA and Government programmes including the Future High Streets Fund (Huddersfield) and Towns Fund (Dewsbury).

We will:

- seek to accelerate key Blueprint projects, including St George's Quarter (building on the exciting catalyst of the recently announced National Rugby League Museum) and Southgate, and the Arcade in Dewsbury, utilising Council assets to kick start the regeneration process
- utilise other Council assets (town centres, libraries, business centres) to support start-ups and other 'meanwhile' uses on a

subsidised basis and support the regeneration of our major centres

- pilot town centre regeneration programmes in Batley, Cleckheaton and Holmfirth, working with key community and business partners to develop and implement proposals that will support the economic diversification and revitalisation of these communities through re-use of public assets, public realm improvements and other initiatives
- accelerating delivery of our major housing sites, including Dewsbury Riverside and other Council-owned sites, to support the contribution of the construction sector to the recovery
- working with Network Rail, the Transpire Alliance and other key partners to optimise the social value benefits of the TransPennine Upgrade, including the development of construction and engineering skills training facilities, Apprenticeships and local recruitment and supply chain opportunities.

### Success measures

- Average house prices;
- Resident satisfaction.
- Town centre vacant floorspace.

## Key actions

	Intervention	Partners
<b>Existing</b>	Existing WYCA/LTP highways and infrastructure schemes;	KC, WYCA
	TransPennine Upgrade;	Network Rail
	Ongoing town centre management activity.	KC, BID
	Social distancing measures for Huddersfield and Dewsbury town centres, including public spaces and public buildings;	KC,BID
<b>New</b>	Acceleration of key Blueprint projects – St Georges Quarter, Southgate, Dewsbury TBC inc FHSF/Towns Fund schemes	KC, private sector
	Use of Council assets (town centres, libraries, business centres) to support start-ups and meanwhile uses	KC
	Batley, Cleckheaton and Holmfirth regeneration programmes	KC, VCS, private sector
	Accelerate delivery of Council housing growth programme including social/affordable, self-build	KC, KNH, private sector

## 6. Environment: Build Back Greener

### Overview

The UK is seeing very real climate change, with the 10 warmest years all occurring since 2002 while over the last decade summers have been 13% wetter and winters 12% wetter and 2018 saw 10 named storms batter the UK. At the same time long-term exposure to poor air quality in the UK leads to an estimated 28,000 to 36,000 deaths per year.

In this context, Kirklees Council declared a Climate Emergency in 2019 and has proposed an ambitious programme of activity to address the emergency. This will require significant societal changes to how we all live and work, with an urgent need to dramatically reduce our emissions and to adapt locally to a changing climate.

Our vision is to make Kirklees completely carbon neutral by 2038. To do that we have already committed to setting a carbon budget, increasing the number of charging points for electric vehicles and increasing the number of electric vehicles within the Council's own fleet, planting more trees through the White Rose Forest Partnership and considering the environmental impact of all Council decisions. We are clear however that we must go further.

The COVID lockdown has demonstrated that previously unimaginable changes in air quality can be achieved rapidly. Another recent change is the significantly heightened interest in active leisure and travel as people sought to take advantage of quieter roads and to avoid public transport. The challenge as we

move to a 'new normal' is not to return to or even surpass the levels of poor air quality and carbon emissions experienced prior to COVID-19 or lock in carbon and resource inefficiency in our production practices and lifestyles.

Kirklees Council wishes to rise to this challenge and be a leader to achieve this change with our local partner organisations, businesses and residents with the help and support of the national government and regional partners and aligned to our corporate ambitions for People, Places and Partners.

### The response to COVID-19

As public health measures have been relaxed the Council has introduced a range of measures in our town centres that facilitate walking and cycling as well as promoting social distancing.

### Our proposals

The extent of support being provided to businesses and training that will occur as we rebuild from this crisis provides a once in a generation opportunity to make a step change in the sustainability of our local economy. We will:

- advance the work of the Kirklees White Rose Forest Group delivering reforestation and green streets; a Leeds City Region bid has been made for £25m from the Nature for Climate fund to support this work; as well as making a significant contribution to reducing emissions accelerating delivery of the White Rose Forest will create opportunities for walking and cycling, tourism and volunteering

- deliver on the Air Quality Strategy which includes major transportation schemes, redesigning and making new roads to move vehicles more efficiently, improve active travel and reduce emissions; and reducing emissions at existing junctions by improve technology on our traffic signals to prioritise certain vehicles and move vehicles through junctions in an efficient way;
- connect more Kirklees businesses to ReBiz and other resource efficiency support to achieve reduced emissions and generate business cost savings.
- promote the circular economy model to businesses, particularly within the manufacturing sector, returning Kirklees to the forefront of the Green revolution.
- accelerate implementation of the Huddersfield Heat Network to provide lower carbon and lower cost heat and power to businesses, partners and council premises in the town centre. The Network will provide a genuine economic boost to the town by cutting energy costs for partners that can connect and create high-skilled construction and maintenance jobs as well as making the town more resilient for the future
- include environmental sustainability requirements within the Council's Procurement Strategy ensuring we maximise the impact of the levers available to us;
- working with energy providers, Kirklees Neighbourhood Housing partners and private sector landlords, accelerate home energy efficiency retrofitting and renewable energy generation reducing fuel poverty and energy consumption and increasing resilience at both the household and community levels, whilst

creating significant local supply chain and employment opportunities;

- ensure that all skills interventions prepare residents with skills for 'Green' jobs providing a workforce ready for firms looking to adopt sustainable technologies and practices;
- seek to reallocate road space for walking and cycling to capitalise on shifts to active travel and leisure during the pandemic and reducing pressure on public transport services.

#### Success measures

- Proportion of journeys by car/walking/cycling
- Air quality measures (particulate matter measures)
- Reduced emissions
- Renewable energy production.

## Key actions

	Intervention	Partners
Existing	Kirklees White Rose Forest Group including reforestation and Green Streets;	KC, LCR LEP, Woodland Trust
	Air Quality Strategy including major road redesign schemes to increase efficient traffic flow and safer active travel as well as promotion of low emissions and electric vehicles;	KC
New	Ensure business support offer also achieves reduced emissions and better resource efficiency;	KC/LCR LEP
	Inclusion of environmental sustainability requirements within procurement strategy;	KC, anchor institutions
	Accelerate home energy efficiency retrofitting and renewable energy generation;	KC, KNH, private sector
	Reallocation of roadspace for walking and cycling;	KC
	Focus on providing residents with skills for 'Green' jobs through skills interventions;	KC, KNH, Kirklees College
	Promotion of circular economy model to businesses	KC/LCR LEP

## 7. Inclusive Economy

### Overview

The Kirklees Economic Strategy set out a vision for an inclusive and productive economy at the heart of the North a vision that is now more necessary and more urgent. We remain 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; and productive: with innovative, outward and forward looking businesses.

The 2019 English Index of deprivation placed 12% of Kirklees neighbourhoods within the 10% most deprived in England. While this is lowest proportion of any West Yorkshire district – varying from Wakefield and Calderdale at 16% and Bradford at 24% - it illustrates that the experience of deprivation within our district varies according to ethnicity, gender, age and geography.

It is well recognised that economic outcomes are a key driver of health and well-being with female life expectancy having fallen for women in the poorest areas in the last 10 years. Good Work – having a satisfying level of challenge, some say in how you do your work, feeling part of a team and of course pay and conditions – is also important with insecure employment and zero hours contracts resulting in increased stress.

Residents without access to or the skills or equipment to use the internet have suffered greater limitations and isolation as a result of public health restrictions. This has particularly been true of the education of children in low income families.

We also know that community businesses and local voluntary sector organisations play a key role in serving their communities and increasing community resilience as well as the VCS being responsible for around 4% of jobs.

### COVID-19 Response

The response to the COVID-19 pandemic has been characterised by local action by residents of our towns, villages and rural areas who have worked together through Mutual Aid Groups, in partnership with local third sector anchor organisations and the Council as well as other partners and local businesses.

The Council also more than doubled our ward members' budgets from £20,000 to £50,000. This has helped councillors address problems at a neighbourhood level with proactive support for food banks, meal deliveries to vulnerable people, direct support for residents in hardship, and support for the mutual aid groups. This money has supported our local economy.

### Our proposals

As we emerge from the COVID crisis the Kirklees Inclusive Economy Group will continue to drive improvements in the local economy seeking to ensure that residents from all communities have access to Good Work particularly for young people and school leavers particularly at risk from the impacts of this recession. Local community groups will have a key part to play in providing this support.

We will:

- develop a Procurement Strategy and Social Value Strategy that allows to scale up social value benefits of Council spend;
- continue to pursue the transfer of Council assets to community organisations allowing local communities to take greater control of the spaces and services that shape their local area while permitting sub-letting to community businesses;
- develop a programme of support for alternative business models including social enterprises (e.g. Community Interest Companies) and co-operatives, raising awareness of these options in our business support offer and with professional services providers, as these are recognised to provide inclusive jobs and enhance community resilience;
- develop a Good Work Charter that sets out the minimum employment standards that we aspire to for residents of Kirklees and work with our anchor institution partners to implement it;
- ensure all residents have access to affordable, high quality broadband and the skills to use it so no one is prevented from working from home by digital infrastructure and no child is excluded from online learning.

## Key Actions

	Intervention	Partners
Existing	Seeking to increase social value benefits (e.g. local recruitment) and local spend through Council procurement	KC/Anchor Institutions
	Asset transfers to community organisations permitting letting to community businesses	KC/VCS
New	Social enterprise and co-operative support programme;	KC/VCS
	Development of a Good Work Charter	KC/Anchor Institutions/VCS
	Ensure broadband and data affordability	KC/telecoms providers

## Success Measures

- Total social value achieved (Council and system wide)
- Percentage of Kirklees Council procurement budget spent within local economy
- Percentage of workers in secure work
- Percentage of residents with 1 Gb broadband coverage.

## Appendix 1: The economic impact of the virus in Kirklees

### Introduction

Economic forecasts by the Organisation for Economic Cooperation and Development (OECD), Bank of England and other institutions all indicate that lockdown will result in the largest global economic shock since the Second World War. OECD forecast that the UK may see Gross Domestic Product (GDP) fall by at least 11.5% this year - more than any other developed country<sup>2</sup>; monthly falls of 5.8% (March) and 20.4% (April) have already been recorded by ONS.

In this context it is widely acknowledged that the UK economy will fall into recession later in summer 2020 following two consecutive quarters of contraction in GDP. Whilst some hope of a rapid return to economic growth remains, many commentators accept that a long, slow climb out of recession is much more likely.

The Office for Budget Reform and others forecast that unemployment will increase by at least 2 million during 2020, from 4% to 10% of the working age population. The occurrence of a 'second wave' of COVID-19 infection would also have significant economic as well as health consequences.

### Local economic impacts

The speed at which the pandemic has impacted on the economy and the Government's unprecedented financial response to the

crisis make it difficult to fully quantify the local economic impact of the virus at this stage.

A wide range of research and analysis has sought to predict the likely impact of the virus on local/city-regional economies and to identify the factors which make areas more vulnerable/less resilient. Analysis by the Leeds City Region LEP suggests that just under 17% of employees in Kirklees work in industries most directly affected by the lockdown, matching the England average<sup>3</sup>. Similarly, the Centre for Cities<sup>4</sup> recently ranked Huddersfield in the least impacted 1/3<sup>rd</sup> of the 63 largest UK cities and large towns that it monitors on an ongoing basis.

On a less positive note, the Centre for Progressive Policy<sup>5</sup> (CPP) forecasts that *economic output* (Gross Value Added, or GVA) in Kirklees may decline by up to 41% during q2 2020, making our area the 66<sup>th</sup> most impacted of 382 English local authority areas and the 2<sup>nd</sup> in Yorkshire and the Humber. Other local economic headlines to date include:

- 50,400 Kirklees workers had been furloughed by the end of May 2020, representing just under 25% of Kirklees residents in employment (just below the UK average of 27%)
- some 14,200 self-employed residents of Kirklees had received support through the Government's Self-Employment Income

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<sup>2</sup> <http://www.oecd.org/economic-outlook/>

<sup>3</sup> Leeds City Region COVID-19 Monitor April 16 2020

<sup>4</sup> <https://www.centreforcities.org/blog/what-does-the-covid-19-crisis-mean-for-the-economies-of-british-cities-and-large-towns/>

<sup>5</sup> <https://www.progressive-policy.net/publications/which-local-authorities-face-biggest-immediate-economic-hit>



Support Scheme by the end of May, representing just under 50% of those eligible to receive support compared with UK take-up of 70%.

- the claimant count for Kirklees (the number of people claiming Universal Credit and other out of work benefits because they are unemployed) increased from 10,225 at the end of March 2020 to 18,870 by the end of May, representing an increase of almost 85%; in comparison, during the financial crisis of 2008/9 there was a 72% increase in the number of residents on out of work benefits.
- youth unemployment in Kirklees stood at 3,910 or 10.4% of the population aged 18-24 (cf England 8.9%) in May 2020, 900 higher than in April and over 2,000 higher than in May 2019.
- to date no large scale redundancies have been announced by larger employers in Kirklees although the Council continues to monitor the position closely.
- the number of live vacancies posted on recruitment websites in Leeds City Region is over 60% lower than pre-crisis levels.
- town centre footfall in Huddersfield and Dewsbury fell to just 25% of normal levels.

Analysis<sup>6</sup> suggests that groups at particular risk in this recession are likely to be young people and the lowest paid, with women more adversely affected than men. Other research<sup>7</sup> has highlighted the potential impact of the recession on the employment prospects and wages of those young people leaving education during this period, based on evidence from the previous recession. BAME

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<sup>6</sup> <https://www.ifs.org.uk/publications/14791>

residents have been disproportionately affected by COVID-19 due to socio-economic risk factors – and those in low paid, less secure jobs are also likely to be severely impacted during the anticipated recession.

It will take some months for a full picture of the economic impact of the virus on Kirklees to emerge. The scaling back of the Government's furlough scheme, in August 2020, is likely to result in a further, significant increase in redundancies as employers are required to contribute to the scheme.

The Council will continue to assemble data and evidence on the economic effects of COVID-19 and this will inform our recovery plans. We will continue to publish this information on the Kirklees Data Observatory.

<sup>7</sup> <https://www.resolutionfoundation.org/app/uploads/2020/05/Class-of-2020.pdf>

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<b>KIRKLEES HEALTH &amp; WELLBEING BOARD</b>
<b>MEETING DATE: 17<sup>th</sup> September 2020</b>
<b>TITLE OF PAPER: Stabilisation and Reset Phase 3 Planning</b>
<p><b>1. Purpose of paper</b></p> <p>The purpose of this paper is to update the Board on the approach being taken to ‘stabilisation &amp; reset’ across the Kirklees health and social care system, informing the board of requirements of the system and the subsequent timeline.</p>
<p><b>2. Background</b></p> <p>At the June Board meeting all of the key organisations with a major role to play in delivering the Board’s aims and ambitions presented a high-level summary of</p> <ul style="list-style-type: none"> <li>• how their organisation has responded so far and the current challenges</li> <li>• what they have learnt and their plans for the future.</li> </ul> <p>The Board noted that the ‘emergency response’ phase was being managed through organisational and partnership resilience structures. Therefore, the focus for the Board should be on the next phase of our local response. In light of that the Board agreed that</p> <ul style="list-style-type: none"> <li>• The vision, outcomes and principles set out in the Kirklees Health and Wellbeing Strategy and the Health and Wellbeing Plan are still valid, and that these key strategic documents provide a useful framework for reviewing organisational and partnership responses to the Covid-19 Pandemic</li> <li>• The Integrated Health and Care Leadership Board review the Health and Wellbeing Plan and present an updated work programme to deliver the Plan to a future Health and Wellbeing Board meeting for approval.</li> </ul> <p>The West Yorkshire &amp; Harrogate Health and Care Partnership Board agreed a high-level approach and process for supporting system stabilisation and reset at its June Board meeting. The intention is to use this process to both develop a coherent approach for West Yorkshire and the 6 places including Kirklees. This will also provide the basis for the response to the planning requirement for the NHS which have now been published by NHS England/Improvement. The timetable for a response to the NHS planning requirement is normally short and often does not allow for sufficient partnership engagement. The proposed approach mitigates the potential negative impact of this. The attached slides set out how we have further developed the plan for Kirklees, the planning requirements and subsequent timeline.</p>
<p><b>4. Financial Implications</b></p> <p>None at this stage, however, the implications of delivering a system plan that is compliant with the NHS requirements, will undoubtedly require further financial resources. The source of the finance is yet to be identified and agreed.</p>
<p><b>5. Sign off</b></p> <p>Carol McKenna, Accountable Officer, NHS Greater Huddersfield CCG &amp; NHS North Kirklees CCG.</p>
<p><b>7. Recommendations</b></p> <p>That the Board</p>

FORMAT FOR PAPERS FOR DISCUSSION AT THE HEALTH AND WELLBEING BOARD

- endorses the approach being taken to 'stabilisation and reset' in Kirklees.
- comments on the planning requirements and the proposed timeline for the subsequent updating of the work programme to deliver the Kirklees Health and Wellbeing Plan.

**8. Contact Officer**

Natalie Ackroyd, Senior Strategic Planning, Performance and Service Transformation Manager  
Vicky Dutchburn, Head of Strategic Planning, Performance & Delivery

NHS Greater Huddersfield CCG & NHS North Kirklees CCG



Kirklees Place  
**Stabilisation & Reset Phase 3**  
**Kirklees Health and**  
**Wellbeing Board Meeting**

Natalie Ackroyd  
Vicky Dutchburn





## The Phase Three letter sets out:

NHS EPRR response moving from Level 4 incident to Level 3 (regionally led with national oversight);

## Priorities from August 2020:

- A. Accelerating the return to near-normal levels of non-Covid health services, making full use of the capacity available in the 'window of opportunity' between now and winter.
- B. Preparation for winter demand pressures, alongside continuing vigilance in the light of further probable Covid spikes locally and possibly nationally.
- C. Doing the above in a way that takes account of lessons learned during the first Covid peak; locks in beneficial changes; and explicitly tackles fundamental challenges including: support for our staff, and action on inequalities and prevention.





## Process:

Well established planning team in GH and NK CCGs working with NHS England/Improvement, 2 Acute Trusts, Mental Health, Kirklees Council, Locala, Primary Care, Calderdale CCG and Wakefield CCG

## Assumptions:

**Mid Yorkshire Hospitals Trust** - First submission will submit a plan compliant with the national ask;

**Calderdale & Huddersfield Foundation Trust** - will submit a plan that is realistic and deliverable;

**South West Yorkshire Mental Health** - will submit a plan that is compliant and deliverable.





**Both MY & CHFT are working on phased implementation plans to meet the planning requirements;**

**Cancer:** Restore full operation of **all cancer services**. September 2020 to March 2021 to reduce 62-day and 31-day waiters to pre-pandemic levels

**Non Elective Activity:** Anticipated to be back to pre-covid levels

**Mid Yorkshire:** Redesigning elective pathways

**Calderdale and Huddersfield:** Re-established Elective Care Board and Outpatient Working Group.

**Both CHFT and MY** are Evaluation the waiting list and working with Primary Care to review and reduce.







### Mental Health:

The trust have looked at each Service by Referral and contact to do a detailed analysis of pre/post covid impact

No Services were stopped during CV19 pandemic, they were maintained and service delivered differently, continued to see urgent cases

All services fully staffed in line with pre-covid levels

Activity has increased from August, anticipate an increase of 20% on pre covid activity, suport by national projections

MH Investment is required to meet the demand

The trust continues to adapted services to meet the need of the service users and new restrictions, good practice adapted will be retained (eg) use of technology through non face to face consultations.





Task	Lead	Date	Complete
Phase 3 letter issued	NHS E/I	31 July 2020	<input checked="" type="checkbox"/>
Implementing Phase 3 guidance and templates issued	NHS E/I	7 August 2020	<input checked="" type="checkbox"/>
Kirklees Place planning stocktake meeting with NHSE/I and ICS	NHS E/I	25 August 2020	<input checked="" type="checkbox"/>
Submission of draft place templates and commentary to ICS	<b>Natalie Ackroyd</b>	27 August 2020	<input checked="" type="checkbox"/>
Submission of draft aggregate ICS templates and commentary to region	NHS E/I	28 August 2020	<input checked="" type="checkbox"/>
Feedback on draft submissions	NHS E/I	w/c 7 September	
<b>Kirklees Place planning stocktake meetings with NHSE/I and ICS</b>	<b>Vicky Dutchburn</b>	<b>11 September</b>	
<b>Submission of final place templates and commentary to ICS</b>	<b>Natalie Ackroyd</b>	17 September	
Submission of draft aggregate ICS templates and commentary to region	NHS E/I	18 September	
<b>Submission of local people plan</b>	<b>Steve Brennan</b>	<b>18 September</b>	



<b>KIRKLEES HEALTH &amp; WELLBEING BOARD</b>	
<b>MEETING DATE:</b>	<b>17 September 2020</b>
<b>TITLE OF PAPER:</b>	<b>Update on the Kirklees Health and Wellbeing Plan</b>
<b>1. Purpose of paper</b>	<p>The purpose of this paper is to seek Board approval for proposals to ensure the updating and delivery of the Kirklees Health and Wellbeing Plan, refocussing the Kirklees Joint Strategic Assessment and a timeline for developing a new Joint Health and Wellbeing Strategy.</p>
<b>2. Background</b>	<p>The refreshed Kirklees Health and Wellbeing Plan was signed off by the Board in September 2018. The Plan has subsequently been endorsed by key health and care partners across Kirklees. As the Plan is the Kirklees ‘place based plan’ and sets out the Kirklees element of the West Yorkshire Health and Care Partnership, it is now available through the Partnership website <a href="#">here</a>.</p> <p>The Plan provides an overview of the work across Kirklees to deliver improvement in the health and wellbeing of the population, referencing and drawing upon the wide-range of existing strategies and plans at an organisational, place or system level supporting this delivery.</p> <p>In order to better communicate the outcomes and priorities that the plan is seeking to deliver a one-page summary was been developed and approved by the Health and Wellbeing Board in March 2019. The summary also highlighted key areas of partnership activity during 2019/20 – see Appendix 1. This ‘plan on a page’ is now often referred to as ‘the wheel diagram’</p> <p>As part of the West Yorkshire and Harrogate Partnership ‘sector led’ approach to improvement a Peer Review was undertaken in November 2019. As reported at the July Health and Wellbeing Board a key outcome of the Peer Review was the creation of the Integrated Health and Care Leadership Board. The Board met for the first time on 2nd July and is now meeting monthly.</p> <p>A key role for the Board is to help to oversee the Kirklees Place approach to the delivery of health and care as we begin to emerge from the initial stage of Covid-19, the immediate response to this having been overseen by the Kirklees system Gold and Silver arrangements. In addition to this the original intention that this Board would bring together and oversee the work programmes of the two previous Boards, many of which were similar, remains valid and important. The development work to support the establishment of the Board confirmed support for an integrated delivery plan to enable the implementation of the Health and Wellbeing Strategy and Plan. The emphasis for this being on those things which individual stakeholders cannot do separately.</p> <p><b>2.1 Refreshing the Plan</b></p> <p>Discussions at the Integrated Health and Care Leadership Board and other partnership fora have recognised that the current Health and Wellbeing Plan vision, values and behaviours, leadership principles, outcomes and benefits remain valid.(see Appendix 2 a, 2b, 2c). Similarly, the high-level priorities for 2018-2023 are also valid, but the approach (see Appendix 2c) needs to be updated to reflect the progress we have made, for example</p> <ul style="list-style-type: none"> <li>• Establishing Primary Care Networks</li> <li>• Developing the local community response including anchor organisations</li> </ul>

- Development of local alliances for mental health and end of life
- Bringing together commissioners and providers in the Integrated health and Care Leadership Board.

However, the areas of focus, the outer ring of ‘the wheel’, and the key steps for 20/21 (see Appendix 1) need to be reviewed and a revised set of areas of focus agreed, each with a programme of action. These programmes would supersede the existing, separate Integrated Commissioning Strategy and Integrated Provider Board Action Plan

Development of these programmes will need to reflect:

- learning from our shared experiences – before and during Covid.
- clarity around how programmes relate to other major programmes including West Yorkshire and Harrogate ICS Ambitions and delivery programme and the local Stabilisation and Reset Plan.
- that there are lots of pre-existing plans - this is not about rewriting those plans, nor making a patchwork of plans or restating the actions covered in other plans, but we need to be clear what those plans are, and which part of the system is responsible for leading them out.
- a focus on those things that can only be delivered through partnership action.

## 2.2 Emerging areas of focus

The Kirklees Partnership has recognised that inequalities have been brought to the fore through Covid-19. Consequently, the Partnership is committed to tackling inequalities being at the heart of everything that we do. The Board received a report on the Kirklees wide approach to inequalities at the July 2020 meeting, and agreed an update on the Plan should be presented to a future Board meeting. Work is underway across a range of areas, including:

- Kirklees inequalities action plan
- Tackling poverty
- Inclusive growth
- Digital inclusion

All of these are directly linked to the Health and Wellbeing Plan. As such it will be crucial for partners across the health and wellbeing system to contribute to shaping and implementing these programmes, and for the Health and Wellbeing Plan led programmes to work alongside them.

Initial discussion at the Integrated Health and Care Leadership Board have confirmed the importance of concentrating on a limited number of strategic programmes, recognising that there are already partnership groups working on a wide range of programmes that contribute to the delivery of the Health and Wellbeing Plan. The emerging areas of focus are set out below.

Health & Wellbeing Plan Priority	Area of focus
Tackling the underlying causes	<ul style="list-style-type: none"> <li>• Building on the success of the community response developed throughout the pandemic</li> </ul>
Improving outcomes and experience	<ul style="list-style-type: none"> <li>• Tackling inequalities in access and outcomes in health and care service</li> <li>• Implementing the integrated (out of hospital) care interventions model</li> </ul>
Using our assets to best effect	<ul style="list-style-type: none"> <li>• Developing a range of Provider Alliances across Kirklees Council</li> </ul>

## 2.3 Developing the Joint Strategic Assessment and a new Joint Health and Wellbeing Strategy

The Health and Wellbeing Board has a duty to publish a joint strategic (needs) assessment and a joint health and wellbeing strategy.

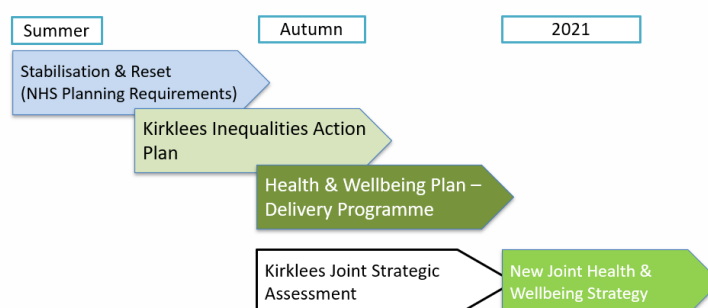
The Kirklees Joint Strategic Assessment (JSA) is updated on an ongoing basis. The current overview was approved by the Board in November 2019, and is available [here](#).

In light of the increased focus on inequalities the content of the current JSA needs to ensure the inequalities issues in each section are clearly visible to inform strategic and operational planning. Similarly, the JSA overview needs to focus on inequalities.

The current Kirklees Joint Health and Wellbeing Strategy ([here](#)) was approved by the Board in 2014 and runs until 2020. The vision and ambitions in the Strategy have informed all our local plans since then, including the Health and Wellbeing Plan. However, the Strategy does need to be reviewed and updated to reflect our current context and ambitions.

## 2.4 Timeline

The indicative timeline is set out below.



## 3. Proposal and next steps

- a) Continue to work through the Integrated Health and Care Leadership Board to develop the areas of focus and associated programmes to ensure the Health and Wellbeing Plan can be implemented effectively.
- b) At the November Health and Wellbeing Board present for approval by the Board
  - the revised 'plan on a page'
  - the updated Joint Strategic Assessment overview
  - Kirklees Inequalities Action plan
- c) In early 2021 start work on the process for developing a new Joint Health and Wellbeing Strategy, and present proposals for the process to the Board for approval in March 2021, with an aim of a new Strategy being in place by September 2020.

## 4. Financial Implications

None at this stage.

## 5. Sign off

Richard Parry, Strategic Director Adults and Health, Kirklees Council

## **7. Recommendations**

The Kirklees Health and Wellbeing Board is asked to:

- Comment on the emerging areas of focus set out in section 2.2
- Request the revised Health and Wellbeing Plan 'plan on a page' be presented to the Board on November for approval.
- Approve the proposed focus for the Kirklees Joint Strategic Assessment and overview.
- Approve the proposed timescale for developing a new Joint Health and Wellbeing Strategy.

## **8. Contact Officer**

Phil Longworth, Senior Manager – Integrated Support, Kirklees Council

[phil.longworth@kirklees.gov.uk](mailto:phil.longworth@kirklees.gov.uk)

Appendix 1: Kirklees Health and Wellbeing Plan high level summary (March 2019)

# Kirklees Health and Wellbeing Plan 2018-2023

## Shared outcomes with Kirklees Economic Strategy

Our shared outcomes are the pillars that support our overall vision for Kirklees to be a place that combines a strong, sustainable economy with a great quality of life. Our shared outcomes are:

-  Children have the **best start** in life
-  People in Kirklees are as **well** as possible for as long as possible
-  People in Kirklees **live independently** and have control over their lives
-  People in Kirklees live in **safe, cohesive communities** and are protected from harm
-  People in Kirklees have aspiration and **achieve their ambitions** through education, training, employment and lifelong learning
-  Kirklees has **sustainable economic growth** and provides good employment for and with communities and businesses
-  People in Kirklees experience a high quality, **clean, and green environment**



# Kirklees Health and Wellbeing Plan 2018-2023

## Vision

*No matter where they live, people in Kirklees live their lives confidently and responsibly, in better health, for longer and experience less inequality*

### Our shared values and behaviours

We commit to behave consistently and considerately as leaders and colleagues in ways which model and promote our shared values:

1. We are leaders of our organisation, our place and of the West Yorkshire and Harrogate health and social care system
2. We support each other and work collaboratively
3. We act with honesty and integrity, and trust each other to do the same
4. We challenge constructively when we need to
5. We assume good intentions
6. We will implement our shared priorities and decisions, holding each other mutually accountable for delivery.

### Our leadership principles

We have agreed a set of guiding principles that shape everything we do through our partnership:

1. We will be ambitious for the people we serve, the staff we employ and volunteers
2. The partnership belongs to its citizens and to commissioners and providers, the council and NHS, so we will build constructive relationships with individuals, communities, groups and organisations to tackle the wide range of issues which have an impact on people's health and wellbeing
3. We will do the work once – duplication of systems, processes and work should be avoided as wasteful and potential source of conflict
4. We will undertake shared analysis of problems and issues as the basis for taking action
5. We will apply subsidiarity principles in all that we do – with work taking place at the appropriate level and as near to local as possible





# Benefits and Outcomes



## Children

Children have the **best start in life**



## Healthy

People in Kirklees are **as well as possible** for as long as possible



## Independent

People in Kirklees **live independently** and have control over their lives



## Safe & Cohesive

People in Kirklees live in **cohesive communities, feel safe and are protected** from harm



## Economic

Kirklees has **sustainable economic growth** and provides good employment for and with communities and businesses



## Clean & Green

People in Kirklees experience a high quality, clean, and **green environment**



## Achievement

People in Kirklees have aspiration and **achieve their ambitions** through education, training, employment and lifelong learning



✓ **Quality of services**  
(included achievement of local and national standards)

✓ **Cost and service efficiency**

✓ **Equality and equity**

- ensuring service change does not discriminate or disadvantage people

✓ **Sustainability**



# Kirklees Health and Wellbeing Plan 2018-2023

## Kirklees priorities

### Tackling the underlying causes

1. Create communities where people can start well, live well and age well

### Improving outcomes and experience

2. Create integrated person centred support for the most complex individuals

### Using our assets to best effect

3. Develop our people to deliver the priorities and foster resilience
4. Develop estate to deliver high quality services which serve the needs of the local communities
5. Harness digital solutions to make the lives of people easier

## Our Approach

### Primary care networks

- Working with **nine** local communities of **30,000 – 50,000 populations** across Kirklees, bringing together **NHS, social care, wider council services**, and **voluntary and community sector** organisations tailored to the needs of those diverse communities and building **resilience and connectedness** within those communities which with our residents identify

### Prevention and early intervention

- A focus on **prevention** and **early intervention** and tackling the underlying cause of poor health and wellbeing

### Independence and community focussed

- Empowering people to stay independent and providing **more support in the community or at home**

### Collaboration

- Delivering high quality **acute and specialist** services for our whole population working with a **single group of hospitals**, the West Yorkshire Associate of Acute Trusts and a **single group of mental health providers**, the West Yorkshire Mental Health Services Collaborative

### Integrated commissioning and provision

- A Kirklees approach to commissioning services once across the Council and two Clinical Commissioning Groups (CCGs) through a single **integrated commissioning board**
- A single Kirklees **integrated provider board** to ensure services are delivered in a coordinated and integrated way with local communities and across Kirklees

### Involvement

- A commitment to **openness, transparency and involvement** of our communities and workforce in our conversations and decisions to deliver our ambition