

# Public Document Pack



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Monday 2 January 2023

## Notice of Meeting

Dear Member

### **Economy and Neighbourhoods Scrutiny Panel**

The **Economy and Neighbourhoods Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **1.00 pm** on **Tuesday 10 January 2023**.

This meeting will be webcast live and will be available to view via the Council's website.

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 Economy and Neighbourhoods Scrutiny Panel members are:-**

### **Member**

Councillor Yusra Hussain (Chair)

Councillor Aafaq Butt

Councillor Tyler Hawkins

Councillor Matthew McLoughlin

Councillor Martyn Bolt

Councillor John Taylor

Chris Friend (Co-Optee)

Jonathan Milner (Co-Optee)

Jane Emery (Co-Optee)

# Agenda

## Reports or Explanatory Notes Attached

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### Pages

**1: Membership of the Panel**

To receive apologies for absence from those Members who are unable to attend the meeting.

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**2: Minutes of the Previous Meeting**

1 - 12

To approve the Minutes of the meeting of the Panel held on 22<sup>nd</sup> November 2022.

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**3: Interests**

13 - 14

The Councillors 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 interests.

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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 Panel 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: Public Question Time**

The Panel will hear any questions from the general public.

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**7: Grounds Maintenance Current Position**

15 - 20

The Panel will consider a report highlighting the work undertaken by the Councils ground maintenance teams.

Contact:

Maryke Woods, Group Leader – Greenspace Operational Delivery

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**8: Trees Team Capacity and Tree Policy Review**

21 - 62

The Panel will consider a report giving an update on Trees Team Capacity and Tree Policy Review.

Contact:

Joe Robertson, Woodland Development Manager

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**9: Overview of Post 16 Skills , Training and Apprenticeships**

63 - 150

The Panel will consider a report setting out an Overview of Post 16 Skills, Training and Apprenticeships.

Contact:

Gillian Wallace , Head of Employment and Skills

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**10: Work Programme 2022/23**

151 -  
156

The Panel will consider its work programme for 2022/23.

Contacts:

Jodie Harris, Principal Governance and Democratic Engagement  
Officer

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## **Economy and Neighbourhoods Scrutiny Panel Tuesday 22<sup>ND</sup> November 2022 at 1.00pm**

### **Present:**

Councillor Tyler Hawkins  
Councillor Matthew McLoughlin  
Councillor John Taylor  
Councillor Martyn Bolt

### **Co-optees:**

Chris Friend (Co-optee)  
Jane Emery (Co-optee)

### **Attendees:**

Councillor Will Simpson, Cabinet Member for Culture and Greener Kirklees  
Paul Howard, Acting Head of Housing, Policy and Strategy  
Michelle Anderson-Dore, Head of Partnerships, Growth and Regeneration, Homes and Neighbourhoods  
Naz Parkar, Service Director, Homes and Neighbourhoods  
Mark Scarr, Head of Highways  
Graham West, Service Director, Highways and Streetscene  
Adele Poppleton, Service Director, Environment and Climate Change – Culture and Visitor Economy  
Kath Wynne-Hague, Head of Culture and Tourism, Environment and Climate Change – Culture and Visitor Economy

### **Apologies:**

Councillor Yusra Hussain (Chair)  
Jonathan Milner (Co-optee)

### **1. Membership of the Committee**

Apologies were received from Councillor Yusra Hussain and Jonathan Milner Co-optee.

The Members of the committee nominated Tyler Hawkins as Chair in Councillor Hussain's absence.

### **2. Minutes of the Previous Meeting**

The Minutes of the meeting held on 18<sup>th</sup> October 2022 were agreed as a correct record.

Chris Friend, Co-optee highlighted page 7, item 6 and asked for some clarity in relation to the recruitment of external climate champions in the 'longer term'.

**RESOLVED:** That the Minutes be approved as a correct record.

### **3. Interests**

No Interests were declared.

### **4. Admission of the Public**

All items were considered in the public session.

#### **5. Deputations/Petitions**

No deputation or petitions were received.

#### **6. Public Question Time**

No questions were received from the public.

#### **7. Kirklees Housing Allocations Policy Review 2022:**

Paul Howard, Acting Head of Housing, Policy and Strategy, provided a verbal summary in relation to the updates to the Housing Allocations Policy, and advised the Panel that:

- It was a Legal requirement of the Council to have a Policy in place relating to Housing Allocations.
- The current Policy had not been reviewed since 2011 and there was a need to ensure it was compliant.
- The Housing Quality Network were appointed to consider the Policy and identified that the existing policy was broadly compliant, and following consultation, it was agreed that minor amendments be made.
- The amendments included new guidance in relation to domestic abuse and a new Band (B9) relating to home loss which supported existing tenants to secure alternative accommodation.
- The main consideration of the Housing Quality Network was the number of people on the housing register which varied between 19,000 and 20,000 and the number of properties available to people within bands A to E.
- There were around 30 properties that became available each week which highlighted that there were a number of people on the register who would not secure a property within the near future.
- People on lower bands were signposted to other areas of housing.
- It was decided that all housing bands would remain and also the register of people with varying housing needs.
- There was a lack of age designation, but the tools within the existing Policy (Local Lettings Plan) would ensure greater flexibility and address the issues.
- A further consideration of the Housing Quality Network was for the Local Authority to make better use of Management lets, to address it's responsibilities in relation to better meeting the needs of children leaving the care system.

The Panel noted the update and asked a question in relation to military families and veterans highlighting that they should not be disadvantaged by the allocation of housing.

Paul Howard, Acting Head of Housing responded to advise that information relating to Military families and Veterans was covered within the existing Policy and remained compliant, so no changes were required.

In the discussion to follow the Panel highlighted the following concerns:



- That if a tenant died, there was no policy in place that allowed other family members to remain in the property.
- That consultation had taken place with Cabinet Members / relevant Portfolio Holders but not with Ward Councillors.
- That age designation caused problems, especially in areas that were originally designed for the elderly and vulnerable, and that careful consideration needed to be given in terms of location and property type.

Paul Howard clarified the point regarding consultation and confirmed that Officers had made the decision in conjunction with Cabinet Portfolio Holders. In response to a question in relation to a discrepancy in the figures on page 18 regarding lettings, he further advised that this was because of the time the figures were recorded as this data varied day to day.

Michelle Anderson-Dore, Head of Partnerships, Growth and Regeneration, advised in relation to age designation that there were areas across Kirklees where it applied, and that the challenge was identifying suitable applicants based on their age whilst not leaving properties unoccupied.

The Panel highlighted that the consultation figure on page 20 was less than 2 residents per Ward and that there was a need to talk to people beyond those who were already part of the system. The Panel questioned the confidence in the consultation responses and suggested it would be useful to fully understand consultation requirements to ensure correct decisions were being made.

Paul Howard responded and advised that the amendments were shared with stakeholder consultation groups, and that consultation was done with individual stakeholders during the COVID-19 Pandemic which affected the availability of some people.

Naz Parkar Service Director, Homes and Neighbourhoods added that the requirements to consult the public were not as crucial given the changes were minor and that wider public consultation, including with those not on the register, would occur for each policy change.

Councillor Elizabeth Smaje highlighted the Local Lettings Plan, and that the perspective of tenants was important. Councillor Smaje suggested conversations were undertaken with the people living in sensitive letting accommodation in relation to the use of the Local Lettings Plan, how it was applied and the process that was followed if someone did not abide by it.

Naz Parkar, noted the importance of the tenants' perspectives and advised that there had been a large body of feedback regarding sensitive and local letting plans, which would help strengthen the plans. It was further advised in relation to tenants not abiding by the Policy, that if a tenant had secured tenancy rights, consideration would be given to the tenancy agreement and the Councils contractual obligations and legal processes would be followed to resolve the issues.

Paul Howard responded to a question regarding a robust review of the Local Lettings Plan and shared that more work needed to be undertaken in relation to identifying

particular areas of sensitive lets, to be able to talk to the people within those areas and build background information that would inform the plan.

Naz Parkar responded to a question from the Panel regarding the number of people in emergency accommodation and if they would be placed in banded properties. Naz advised that there were around 300 people in emergency accommodation, 89 of which were in bed and breakfast. It was noted that the Council had a duty to house these people permanently which included placing some people in mixed communities.

In response to a question in relation to the current housing stock, Naz Parker shared that there were 21,500 homes across the district but there was a particular shortage of 4-bedroom homes and 3-bedroom homes did not become available very often. Naz further advised that there were a further 1,000 homes managed on behalf of others and a further 6,000+ for which the Council had accommodation rights.

The Panel acknowledged the situation was far worse than anticipated and that there were not many more houses than the 19,000 people on the housing register and questioned if the public were aware of the housing stock in order to ensure they had realistic expectations.

In response, Naz Parkar further advised that only 1700 to 1800 homes became available each year and that the turnover rate was average across the district.

The Panel highlighted the recent tragedy relating to mould in social housing and suggested that information was included in the policy to address the issue of mould and how the Council would ensure that this was dealt with.

**RESOLVED:** The Panel noted the Kirklees Housing Allocations Policy Review 2022 and recommended that:

1. Careful consideration be given to age designation in relation to location and property type.
2. The perspectives of tenants living within local and sensitive lettings be reflected in the Local Lettings Plan.
3. For a briefing to be held with the Panel, to provide advice and clarification relating to the Councils approach to public consultation.
4. Consideration be given to wider public consultation, to include people who were not on the housing register.
5. Information be included in the policy in relation to the Councils response to dealing with mould in properties within a timely manner.
6. A briefing be shared with the panel in relation to the Council response to dealing with mould in social housing.

## **8. Highways Safety Presentation**

The Panel received a presentation in relation to Highways Safety presented by Mark Scarr, Head of Highways. It was highlighted that:

- The Council had statutory responsibilities set out by the 1988 Road Traffic Act which included:
  - The monitoring of all collisions reported to the police.

- Analysing and investigating circumstance and contributory factors.
- Developing yearly programmes of work and interventions.
- Undertaking road safety audits.
- Developing education and training packages.
- Revenue funding was available from the Council to address road safety concerns on a priority basis
- This was the first year of a five-year City Regional Sustainable Settlement of £900k per year, with an additional Council Capital borrowing of £250k per year and Highway Safety revenue funding of £577k per year.
- The total capital and revenue was £1.7 million per year.
- An additional bid had been put forward to the West Yorkshire Combined Authority for the outcome of the speed limit review.
- Data presented showed an increase in incidents for 2021 across West Yorkshire but there were no indications why.
- Data showed there had been a dip in 2020 but this was during the COVID - 19 Pandemic when fewer cars were on the roads.
- Kirklees Serious Injuries (KSI's) matched in comparison to West Yorkshire in relation to all severities but were higher in relation to motor vehicles but lower in relation to children up to the age of 16.
- The Vision Zero ambition was to eliminate road deaths and serious injuries (KSI's) to zero by 2040 and improve road safety for everyone using a safe systems approach.
- The five pillars to a safe system approach were:
  - Safe vehicles
  - Safe speeds
  - Safe roads
  - Safe behaviours
  - Post collision learning and care.
- Kirklees was just one of the internal road safety stakeholders involved in the Kirklees Road Safety Partnership.

The Panel highlighted the trends and benchmarking and suggested it would be helpful to be presented with the numbers. The Panel also shared their concerns regarding the 'vision zero' highlighting that the largest cause of accidents was driver behaviour. The Panel questioned how individual choices and behaviours could be changed and that more emphasis was needed in relation to enforcement, the actions being taken by the Council and making sure that this was a priority of the Police.

Mark Scarr, Head of Highways responded to agree that individual's behaviour was an important aspect and should be supported, influenced, and encouraged through partnerships. In relation to funding for school crossing patrols, Mark Scarr advised that funding was available but there had been issues with recruitment.

Graham West Service Director, Highways and Streetscene further advised that a review of each location would need to take place to check it met the criteria and to identify the type of crossing required.

The Panel highlighted the Community Partnership Strategy and the limited information relating to road safety and suggested it would be useful to understand in more detail what the Community Partnership Board did and its priorities.

Graham West responded to advise that road safety was a partnership and although there had been a reduction in road policing, regular meetings took place with the Chief Officer, as well as local communities, to share the Councils ambitions on how to improve road safety.

Graham West responded to the concerns regarding Vision Zero and advised that the ambition was challenging but that the Council would continue to promote, persuade and influence driver behaviours. Graham agreed that enforcement was key and that speed cameras would be deployed in a more proactive approach rather than a reactive approach. The Panel acknowledged the deployment of speed cameras and asked if more information in relation to their deployment could be shared.

Graham West responded to a concern raised by the Panel regarding White Lee Road and Norristhorpe Lane and agreed to contact the relevant Ward Councillors directly regarding the issues.

Graham West responded to a question from the Panel regarding the 900k regional settlement and the impact of the investment and advised that it was important to prioritise the resource to make sure the right interventions and areas were targeted, to ensure improvement.

The Panel asked a question in relation to the role poor-quality road surfaces and the re-instatement by Statutory Undertakers played in relation to accidents and asked if it could be monitored to understand if this was a contributing factor. The Panel also wanted to know if the number of fixed penalty notices that had been issued for poor re-instatement.

Graham West responded to advise that all work was focused on road safety and suggested that an update be given to a future meeting of the Economy and Neighbourhoods Scrutiny Panel to expand on the number of openings, fixed penalty notices and what work had been done in relation to street work.

In respect of the issue of good quality road lines, Mark Scarr agreed that better lining contributed to safer roads and standards would rise across the borough.

**RESOLVED:** The Panel noted the Highway Safety Presentation and recommended that:

1. Figures in relation to trends and benchmarking be shared with the Panel.
2. More emphasis be placed on enforcement and actions taken by the Council.
3. Partnership working with the Police and others continued and be developed to ensure road safety was prioritised and enforcement taken.
4. Information be shared with the Panel in relation to the Community Partnership Board and its purpose.
5. The Council continued to promote, persuade and influence driver behaviours.

6. Information be shared with the Panel regarding the deployment of Speed Cameras.
7. Consideration be given to funding schools to provide their own in-house Crossing Patrol Service.
8. Consideration be given to making school routes safer and more attractive.
9. Consideration be given to extending the ring way.
10. Consideration be given to extending Modeshift training to level 3.
11. A conversation takes place between Officers and the relevant Ward Councillors in relation to concerns regarding White Lee Road and Norristhorpe Lane.
12. Officers to present to a future Economy and Neighbourhoods Scrutiny Panel to expand on a number of openings, fixed penalty notices and what work had been done in relation to street work to provide confidence to the Panel.

## 9. Culture, Heritage and Tourism Strategy

The Panel considered a report setting out an update on the creation of three new inter-related strategies: a Cultural Strategy, a Heritage Strategy and a Tourism Strategy presented by Adele Poppleton, Service Director, Culture and Visitor Economy.

Councillor Will Simpson, Cabinet Member for Culture and Greener Kirklees was also in attendance and introduced the Strategy as being new, clear and ambitious, and would help to bring additional funds to Kirklees. Adele Poppleton, shared with the Panel a presentation and highlighted that:

The Cultural Strategy:

- The Cultural Strategy would be developed over the next 12 months and the focus of the Strategy was on arts, museums, archives and libraries.
- The Cultural Strategy was the overarching Strategy which provided clarity on what was to be achieved, why and how, and included:
  - The Heritage Strategy.
  - The Tourism Strategy.
  - The Libraries Plan.
  - Everybody Active Strategy.
- The Strategy had involved collaborative planning with partners and citizens and provided clarity regarding how Culture, Heritage and Tourism supported economic and social regeneration.
- Reputation management was important and identified that buildings at risk were being cared for and re-purposed.
- The strategies fed into other key strategies such as health and well-being, inclusive communities' framework etc.
- The Strategy complemented the Mayor of West Yorkshire's Culture, Heritage and Sport Framework.
- 50k had been funded from West Yorkshire Combined Authority and the Art Council to support the development of the Cultural Strategy and the delivery.

Heritage Strategy:

- The Draft Heritage Strategy had been produced and the consultation period would continue until the 8<sup>th</sup> January 2023.

- The Strategy reflected the Council’s ambitions for Regeneration in relation to the town centre Blueprints, the Cultural Heart, and the vision and outcomes for improving people’s lives in Kirklees.
- Kirklees were the only Local Authority within West Yorkshire who had developed a Heritage Strategy.
- The National Lottery Heritage Fund requested the production of the Heritage Strategy and provided funding through the Bringing out the Best Programme 2019-2021.
- Engagement had already taken place with local communities and underrepresented groups, and further engagement was planned.
- The museums and galleries service were a National Portfolio Organisation for Arts Council England for the next three years which brought in additional funding each year.
- The vision of the Strategy was a strong sense of identity, high positive profile, to raise conditions for heritage to thrive, support community needs, be inclusive and provide an award-winning heritage offer.
- It was important to take a confident approach, have strong business plans in place to ensure sustainability, be ambitious and engage with communities to find out what was important to them.
- Further funding was also being sought for the Strategic Action Plan (3 years initially).
- The Strategy was scheduled to go to Cabinet for approval in 2023.
- The Tourism Strategy was at a Draft stage, and external Consultants had identified that:
  - There was a need to define the produce base and the national positioning of Kirklees.
  - Revenue needed to increase year on year from tourism.
  - There was a need to reduce seasonality and provide an all-year round offer.
  - An increase in community-based tourism was needed.
  - An increased awareness of tourism within communities was needed in relation to economic and income benefits.
  - Kirklees offer was considered within the broader Yorkshire offer.
  - Trends nationally identified five key themes in relation to why people visited Kirklees, which included:
    - Visiting friends and family.
    - The history - industrial heritage and cultural events.
    - The villages, valley scenery, canals and filming locations.
    - Food and drink.
    - Walking and cycling.
  - 6 key strengths in Kirklees were identified and included:
    - Music festivals and culture.
    - Sport.
    - Food and drink.
    - Screen tourism.
    - Heritage.
    - Landscape and well-being.
    - It was important to maximise visitor interests in those aspects.

- The Tourism Strategy also supported the delivery of the Heritage Strategy, the Cultural Heart and work developed through Creative Kirklees.

The Panel highlighted the success in relation to Kirklees as an area being considered second in the world of Tourism and in the discussion to follow raised a number of questions.

Responding a question from the Panel in relation to the number of heritage risk assets and what was being done to save them, Adele Poppleton advised that there were 31 assets on the at-risk register, but the Council would seek to reduce that number.

The Panel highlighted the communication plan and the development of a heritage hub online and asked if this could also be used to make bookings. The Panel also suggested a Kirklees Heritage ticket be considered that would encourage people to visit various places across Kirklees.

Adele Poppleton noted the idea regarding the Kirklees Heritage ticket and advised in relation to bookings that this was separate to the Heritage Strategy, but the process was being looked at.

Responding to a question from the Panel about the future of the Toulson Museum (as an important part of Kirklees's heritage) Adele Poppleton advised that the Toulson Museum would not be a museum in the future and that services would be withdrawn, but that consideration was being given to other purposes for the building.

Adele Poppleton also acknowledged and agreed to the Panels request to add more detail in to the Strategy with regards to the variety of sporting activities within Kirklees.

The Panel shared that it would be useful to work with other experienced communities in relation to place based actioning planning and improving pathways and towpaths, and that consideration should also be given to suitable accommodation.

Responding to a question from the Panel regarding the National Coal Mining Museum being listed in Wakefield, Adele Poppleton advised that work was ongoing with the National Coal Mining Museum to claim it as a visitor centre within Kirklees.

Responding to a question the Panel regarding the Councils financial investment in John Smiths Stadium, Adele Poppleton explained that there were some limitations in relation to the outdoor use and proximity to residents.

The Panel noted the Library Plan and highlighted the importance of libraries bringing together cultural events outside of town centres and suggested it would be useful to know more.

The Panel highlighted that consultation was open and shared that it would be useful to have some information that could be shared on social media platforms to get more people involved and engaging. The Panel also raised concerns in relation to communication and engagement and asked what plans were in place to increase the engagement and get people more involved?

Councillor Will Simpson, responded to the Panels concerns and agreed that strategies needed to be developed in relation to communication and digital communication that represented Kirklees as good, but that resource limitation was a Council wide issue.

Adele Poppleton responded to a query from the Panel regarding the Council's unique selling point for tourists and advised it was the Cultural Heart, and the development of a new museum and gallery within the town centre.

Kath Wynne-Hague, Head of Culture and Tourism responded to a question in relation to woollen mills and advised that there was a woven festival biannual and that there was no visitor attraction mill but that Colne Valley had an historic site.

Adele Poppleton further added that the aim was to be able to show the history of the textile industry, not just the past, but the innovation that was influencing the textile industry across the world.

Adele Poppleton responded to a query from the Panel regarding alternative funding streams and advised that having the Heritage Strategy in place made funding stream more accessible and that the Arts Council were keen to increase their investment in Kirklees as they were impressed with the leadership and direction the Council were taking. Adele also shared in terms of levelling up that the Arts Council would be consulted, and in turn, that would help attract government funding.

Councillor Will Simpson shared that Kirklees was identified by the Arts Council as a priority place due to its ambition and would be much closer to the top of the list for investment, and that having the strategies in place would deliver for Kirklees.

**RESOLVED:** The Panel noted the Culture, Heritage and Tourism Strategy and thanked officers for their work. It was recommended that:

1. More detail in relation to different sporting activities across the borough be included in the Strategy.
2. Careful consideration be given to the future of Toulson Museum and the importance of it being part of Kirklees Heritage.
3. Information be provided to the Panel in relation to the Library Plan.
4. Partnership working with other experienced communities in relation to place based actioning planning and improving pathways would be useful.
5. Consideration should be given to identifying suitable accommodation.



6. Information be shared with Councillors in relation to the consultation that can be shared through social media platform in an effort to increase engagement.
7. An effective communication and marketing strategy be developed around Culture Heritage and Tourism.

#### **10. Work Programme 2022/23**

**RESOLVED:** The Panel noted the work programme 2022/23 and agreed that:

1. Arrangement be made for further information to be shared with the panel in relation to public consultation.
2. The item in relation to bus patronage be considered at a future Economy and Neighbourhoods meeting within the 2022/23 municipal year.

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<b>KIRKLEES COUNCIL</b>			
<b>COUNCIL/CABINET/COMMITTEE MEETINGS ETC</b>			
<b>DECLARATION OF INTERESTS</b>			
Economy & Neighbourhoods Scrutiny Panel			
<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.



**Name of meeting: Scrutiny Panel**

**Date: 10<sup>th</sup> January 2023**

**Title of report: Grounds Maintenance Current Position**

**Purpose of report:** To highlight the work undertaken by the councils ground maintenance teams and the challenges that we are facing.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes/ no or Not Applicable If yes give the reason why
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u> ?	Key Decision – No Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	N/A If no give the reason why not
Date signed off by <u>Strategic Director</u> & name  Is it also signed off by the Service Director for Finance?  Is it also signed off by the Service Director for Legal Governance and Commissioning?	Colin Parr , Strategic Director – Environment and Climate Change – 21/12/2022  n/a  n/a
Cabinet member <a href="#">portfolio</a>	Give name of Portfolio Holder/s

**Electoral wards affected: All**

**Ward councillors consulted: N/A**

**Public or private: Public**

**Has GDPR been considered? Yes**

## **1. Summary**

The Grounds maintenance team for the council carries out horticultural maintenance and management to all Parks and Recreation Grounds in Kirklees and provides a contracted service to a range of clients including Kirklees Homes and Neighbourhoods, Highway, Bereavement, Corporate Facilities Management, SPIE (Schools), Academy Schools, KAL.

The team maintain the majority of greenspaces within Kirklees carrying out tasks such as grass cutting, strimming, shrub pruning, hedge trimming and sports pitch maintenance.

The team is small with 70 full time employees supported by seasonal staff in the summer months, and we run an apprenticeship training scheme.

## **2. Information required to take a decision**

### **2.1 Added value of the work that Grounds Maintenance undertake**

As well as providing a management and maintenance service we work across the district to bring added value to our sites and for the citizens of Kirklees. We work with people and groups to help them gain skills and to help them develop the spaces that mean something to them. Examples include:

- Work with local 'In Bloom' groups to help small towns and villages flourish
- Work alongside 'Friends of groups' in many of parks to ensure working for a common goal
- Work with many local groups including Transformers North, Support to recovery (S2R) to provide them with practical work experience and also add benefit to the work that we undertake.

We have been successful in achieving the prestigious green flag award for 6 of our sites including our primary parks and country parks and we continue to work with fellow colleagues to ensure that we strive to manage our parks to the highest standards despite a growing list of challenges that face us.

All of Kirklees' open spaces provide citizens of Kirklees with free and openly accessible green spaces for them to enjoy which have proven positive impacts on people's mental health and wellbeing which has shown its huge benefits over the last couple of years as people couldn't leave the areas where they lived.

We work with partners to create networks for biodiversity and look to increase the connectivity and opportunities wherever we can. This work has helped towards the councils Climate Change Agenda but also brings huge benefits to our local ecosystems and nature as a whole.

### **2.2 Challenges faced**

- Recruitment
  - Ability to attract and recruit new trained staff is decreasing.
  - We have an aging workforce and there is a need for successional planning.
  - Current vacancies are at 20% of the workforce
  
- Budgets
  - No central budget to support Parks and Open spaces maintenance
  - Income generated through SLA's covers all GM works regardless of client
  - Clients' expenditure with grounds maintenance could reduce in future
  
- Machinery
  - Budgets within transport services are stretched which is leading to delays in the purchase of new fleet and machinery
  - Currently looking at future options to ensure we have the correct and suitable machines to carry out all the work required as part of our service standards
  
- Gap between Expected and resourced Service Standards
  - Expectation of work carried out has increased with more ask to increase standards from agreed standards
  - Gap between the scheduled work and the expected work is that of 33 FTE's during March – October.
  - Due to climate change, we are now experiencing longer growing season and therefore increased maintenance required

### **2.3 Service Standards – Closing the Gap**

A gap has opened up between agreed standards and the expected standards since they were last agreed in 2015. At this time all sites were given a category of Gold, Silver, Bronze or Natural as part of a service budget reduction of £1.3m. These standards were agreed but as time has gone on people expect or demand a higher service level so there has been creep and our resources do not allow for this increased service delivery and teams are now stretched beyond capacity.

Alongside this we are being asked to maintain new areas of land or maintain areas in a new way for example wildflower verges. These requests and additions are added to our portfolio with no additional revenue to maintain them and regardless of our capacity or tools available. We have also seen a decline in S106 revenue contributions.

As an interim measure we are looking to continue to work to the agreed standards but combine the silver and bronze categories into one standard. This will mean that all silver and bronze sites will get grass cut on a 3-4 weekly cycle on average. This will allow for some flexibility in our service but also mean that we can continue to provide a level of service to all agreed areas and clients.

Additional and ad hoc work will be looked at and prioritised to limit the impact on our cyclical operations. Some requests may be denied if the resource cannot be found or if the priority level is assessed as being low.

### **2.4 Future**

### ➤ **Initiatives/Improvements**

- Network mapping our spaces to link in with other initiatives to create a wider network of increased biodiversity and habitat creation
- Investment in more efficient machinery to carry out a wider variety of maintenance tasks
- Improvement in back-office systems to allow for a greater knowledge base for future decision making

### ➤ **Enabling and Empowering Communities and Sports Groups**

- We will continue to support the many community groups across the district as well as looking to promote more groups across the district.
- We will seek to empower and enable community groups and sports clubs to take more ownership of the land they use and add an over and above standard to the work we already undertake. Examples include planting areas, sports pitch renovations and litter picking.

### ➤ **Re-alignment of service standards and budgets**

- We will look to re-align how we maintain our spaces in line with the budgets and resources that are available to us. This will be done gradually and using data and knowledge to shape a new service standard. This work will come back to scrutiny in future months to update on progress and direction.
- We will work within the parameters of the emerging Parks and Greenspaces Vision

## **3. Implications for the Council**

### **3.1 Working with People**

The GM teams will continue to work with groups and individuals to help them to improve their spaces and their skills. This is a key part of the role that we provide and getting people to help love their spaces and care them is a key message that we would like to promote. We also help to support a range of sports clubs and provide over 100 sports pitches for community grass roots sports to take place.

### **3.2 Working with Partners**

We work with a number of partners internal and external to the council to help improve the offer that we can provide. These include national sporting bodies to help groups to bring in external funding as well as helping to support the councils' wider ambitions towards climate change and improving the lives of its citizens.

### **3.3 Place Based Working**



Are teams work on set routes across the district and know there areas well. They are able to link in with residents and adapt to the needs of the people who live and use our spaces.

### **3.4 Climate Change and Air Quality**

We are linked into the council's climate change action plan and consideration on how and where we maintain greenspaces is always linked to the impact it will have on this. By providing and maintaining greenspaces, planting and trees we can help to improve air quality and create biodiversity linkages.

### **3.5 Improving outcomes for children**

By maintaining over 100 sports pitches, we create a platform for local grass roots sports to take place which many children are a part of. We also provide well maintained greenspaces for children to access and use in a variety of ways, often local to their homes.

### **3.6 Financial Implications for the people living or working in Kirklees**

N/A

### **3.7 Other (e.g. Integrated Impact Assessment (IIA)/Legal/Financial or Human Resources) Consultees and their opinions**

N/A

## **4 Next steps and timelines**

A new service standard will be drafted over the coming months in line with the budgets and resources that will be available to us. As this work develops, we will bring an update back to scrutiny to seek a direction and plan a way forward.

## **5 Officer recommendations and reasons**

## **6 Cabinet Portfolio Holder's recommendations**

## **7 Contact officer**

Maryke Woods  
Group Leader – Greenspace Operational Delivery  
maryke.woods@kirklees.gov.uk

## **8 Background Papers and History of Decisions**

### **9 Service Director responsible**

Graham West  
Service Director for Highways & Streetscene



**Name of meeting:** Economy and Neighbourhoods Scrutiny Panel

**Date:** 10/01/2023

**Title of report:** Trees Team Capacity & Tree Policy Review

**Purpose of report:** To brief scrutiny panel and seek comment

<p><b>Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards? Decisions having a particularly significant effect on a single ward may also be treated as if they were key decisions.</b></p>	<p><b>Yes/ no or Not Applicable</b></p> <p>If yes give the reason why</p>
<p><b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b></p>	<p><b>Key Decision – /No</b></p> <p><b>Private Report/Private Appendix – No</b></p>
<p><b>The Decision - Is it eligible for call in by Scrutiny?</b></p>	<p><b>Yes/No or Not Applicable</b></p> <p>If no give the reason why not</p>
<p><b>Date signed off by <u>Strategic Director</u> &amp; name</b></p> <p><b>Is it also signed off by the Service Director for Finance?</b></p> <p><b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b></p>	<p><b>Colin Parr, Strategic Director Environment and Climate Change – 21/12/22</b></p> <p>n/a</p> <p>n/a</p>
<p><b>Cabinet member <a href="#">portfolio</a></b></p>	

**Electoral wards affected:** all

**Ward councillors consulted:**

**Public or private:**

**Has GDPR been considered?**

## 1. Summary

The report sets out the current position of the Council's Trees Team (forestry), in terms of its capacity challenges, and provides an overview of the ongoing tree policy review. Including the new draft policy document emerging from this review process. By way of briefing the Panel, to allow comments and feedback to be provided.

## 2. Information required to take a decision

The Health and Safety at Work Act, and the Occupiers Liability Act place a duty on the Council to manage its trees to reduce any risk they may pose to an acceptable level. The Highways Act also places a duty on the Council, as the Highways Authority, to ensure the safety of road users and to clear obstructions to the highway network.

Research has shown that trees provide valuable benefits to a district, ranging from:

- **Wellbeing and mental health:** example, signs of stress are measurable and reduce within 3-4 mins of a person moving into a green tree'd environment.
- **Biodiversity:** example, trees and woodlands are one of the top habitats in terms of the breadth of ecology they support.
- **Pollution absorption, carbon capture:** example, research shows that a single tree can reduce air pollution particulate matter by 15-20% and that in a year 100 mature trees can capture up to 53 tonnes of carbon
- **Beautification- economic uplift:** example, research shows a 20% house price increase in streets with views of trees and a 40% foot fall increase in retail areas with a well-planned treescape.

Aerial survey data estimates that there are approximately 190,000 trees on Kirklees owned land (including highway verges, open spaces, woodlands etc). Using the Capital Asset Valuation for Amenity Trees (CAVAT) methodology. The Council stock of urban street trees alone, has an estimated value as an asset, of £51,000,000. The majority of the management works to council trees are undertaken by the Council's trees team, comprising fifteen members of staff, the core of which is made up of:

- Four Tree Inspectors, who carry out:
  - Repeat inspections, as a core part of their role, undertaking a cycle of safety assessments, to meet the adopted policy and industry best practise
  - Processing ad hoc requests, mainly matters submitted by members of the public relating to low level nuisance from trees, leaf litter, shade, bird faeces and seasonal debris, seeds, fruits etc.
- Eight Arborists undertaking the practical operational tree works:
  - Emergency call out, 24/7 standby
  - Safety works to dead/dangerous trees

- Statutory functions, highways clearances etc
- Act as an internal contractor.

The team holds no budgets for management of council trees, instead operates as a trading account, generating income internally.

Currently the team is experiencing challenges relating to attracting and retaining staff, with vacancies running at 30% across the team.

The team is also experiencing a progressive rise in ad hoc complaints mainly relating to low level nuisance from trees. Which appears to be driven by an imbalance between expectations and the reality of the resource capacity available. This increasing burden is impacting on the team's ability to carry out the core safety aspects of its role, ensuring the council's duties are discharged properly to a defendable level.

The Health and Safety Executive (HSE) states that there is an average of 6 deaths a year from falling trees or branches and 50% of these occur in public spaces. This is a lower level of risk than some other areas, such traffic incidents, therefore the risk is deemed "broadly acceptable". However, in relation to risk from trees, the HSE is clear that:

*"There is a duty to do all that is reasonably practicable to ensure that people are not exposed to risk to their health and safety."*

In terms of trees this must include a cycle of inspections to identify, and respond to any obvious hazards, disease, or significant defects that develop.

Should an incident occurred causing death, injury or property damage resulting from the Council's failure to meet the duties placed on it, including failure to undertake the necessary cycle of tree inspections. The council would be open to:

- Legal action, prosecution under the Health and Safety at Work Act and Corporate manslaughter.
- Associated financial penalties, fines, and compensation. As an example, nationally the most recent Local Authority tree involved case, resulted in that Authority being prosecuted by the HSE and ordered to pay a fine of £300,000
- Reputational damage, including interest from the national press.

In 2020 the council adopted a Tree Policy, a Tree Risk Framework, and a Tree Management Guidance document. Which, as a suite of documents, sets out the council's proposed method of managing its trees to discharge its duties, including a cycle of safety inspections.

This document suite now requires reviewing, updating and strengthen to bring it in line with current best practice, to help focus service delivery, to help close gaps that have become apparent in our inspection coverage and to allow more effective utilisation of existing resources.

To begin to address the above, officers have been working on a new emerging draft document suite, a copy of which is included in the supporting papers. As a redevelopment of the existing adopted documents, this new draft will set out the council's position on the management of its trees. With the following wider objectives:

- Give greater control over service delivery
- Allow efficient use of resources.
- Provide a stronger defensible position

The review and realignment of the policy documents will also provide a key messaging opportunity to aid the management of expectations and allow clear information for customers to be signposted to.

In general, the emerging draft document is made up of the following key sections:

- Revised policy statements, to provide a scaffold for the wider document and a foundation for the council's management principles.
- A revised and updated risk framework, aligned with current industry best practise, taking account of recent case law and legislation. Setting a system of inspections and operational methods that meet the legal requirement, but which utilise current resources more effectively. To provide a robust defensible position.
- Management standards setting the council's position on the maintenance and management of its trees. The situations where the council will undertake work and those areas where it can not carry out works.
- Service standards setting out priorities, response time for enquiries received and timeframes for works to be completed in different situations. Along with setting proformas to be used for submitting enquiries, to ensure that they can be processed and priorities effectively and efficiency.

Once the emerging draft has been finalised, on completion of the review process. Officers intended to start the process of progressing the document suite through to cabinet, with a view to it being adoption later in the year.

### **3. Implications for the Council**

#### **3.1 Working with People**

XXX

#### **3.2 Working with Partners**

XXX

### **3.3 Place Based Working**

XXX

### **3.4 Climate Change and Air Quality**

XXX

### **3.5 Improving outcomes for children**

XXX

### **3.6 Financial Implications for the people living or working in Kirklees**

XXX

### **3.7 Other (eg Integrated Impact Assessment (IIA)/Legal/Financial or Human Resources) Consultees and their opinions**

As well as considering other implications, you should add in here a paragraph making appropriate reference to the IIA.

## **4. Consultation**

XXX

## **5. Engagement**

XXX

## **6. Next steps and timelines**

XXX

## **7. Officer recommendations and reasons**

That the Panel note the ongoing tree policy review and provide comments, as required, to aid the review process prior of finalising the documents

## **8. Cabinet Portfolio Holder's recommendations**

XXX

## **9. Contact officer**

Joe Robertson, Woodland Development Manager

01484 221000

[joe.robertson@kirklees.gov.uk](mailto:joe.robertson@kirklees.gov.uk)

## **10. Background Papers and History of Decisions**

XXX

## **11. Service Director responsible**

Name and job title



# Council Owned Trees and Woodlands

**Policy**  
**Risk Framework**  
**Management Standards**  
**Service Standards**



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## 1.0 INTRODUCTION

Trees are a hugely important component of the landscape in both the urban and rural parts of the Kirklees district. Trees, whether appearing as individuals, groups or as woodlands, have a very significant effect on our quality of life by providing a range of ecological, aesthetic, social and health benefits. As such the Council is committed to maintaining – and where possible increasing – the level of tree cover across its land portfolio.

Kirklees Council is responsible for the management of all trees growing on its land including street trees, trees on public open spaces and in woodlands. By law, the Council has duty of care with respect to tree related risk. In order to discharge this duty a programme of inspection and maintenance works is in place aimed at keeping staff and the public safe from harm and preserving the health and future wellbeing of the Council's tree stock.

### District Statistics:

- In population terms Kirklees is one of the larger local authority districts, covering 150 square miles, with a population in excesses of 440,000 (1).
- The Council is responsible for the maintenance of all the trees that are located on land that it owns, which includes areas such as: parks, open spaces, woodlands and highway verges.
- Information from the Blue-sky data set suggests that there are approximately 190,000 trees on council owned land. The Kirklees District has an approximate canopy cover of 15%
- Using the Capital Asset Valuation of Amenity Trees (CAVAT) methodology, suggest that as an asset, the council's urban highways trees have a monetary value in excess of £50,000,000

## 2.0 STATUTORY OBLIGATIONS-LEGISLATION

The Health and Safety at Work Act, and the Occupiers Liability Act place a duty on the Council to manage its trees to reduce any risk they may pose to an acceptable level.

The Highways Act also places a duty on Kirklees, as the Highways Authority, to ensure the safety of road users and to clear obstructions to the highway network.



Under section 40 of the Natural Environment and Rural Communities Act 2006 (NERC Act) Local Authorities have a statutory obligation to have regard to the conservation of biodiversity, including restoring habitats and species populations, while exercising their functions.

Further statutory protection to species associated with trees and woodlands are conferred by the Wildlife and Countryside Act 1981 and European Protected Species legislation. Of particular note is legislation relating to bats and their roosts, badgers, and nesting birds.

### **3.0 BENEFITS OF TREES**

The benefits of trees have been widely researched and documented, and include:

- Landscape character: contributing to the physical attractiveness of the district and providing screening for less attractive development, thereby also attracting local investment
- Local environment: mitigating air and noise pollution, providing shelter, stabilising soils thereby reducing erosion, and mitigating flood risk by absorbing water and slowing the flow of water into watercourses
- Climate change: carbon capture and sequestration
- Biodiversity: supporting a multitude of other species of flora and fauna and provide habitat connectivity.
- Physical health: significantly improving air quality through trapping of particulate matter, offering shade, offering opportunities for physical activity
- Mental health and well-being: contributing to attractive green spaces which are well documented to have a positive effect on mental health and well-being
- Education and culture: providing an educational resource e.g. for Forest Schools; many specific trees and woodlands have important historic and cultural significance.



## Examples:

### 3.2 (a) Economy:

- I. A study by Garrod and Willis suggested that 20% tree cover can increase property values by 20%, (3)
- II. Well planned public spaces can boost commercial trading by up to 40% and small business' choosing a new business location, rank open space, parks and recreation as a number one priority (4).

### 3.2 (b) Climate Change:

- I. Adding 10% green cover is projected to keep maximum surface temperatures in high density residential areas and town centres at or below the 1961-1990, levels up until the 2080s (5)
- II. A single young small tree planted in a small pit over an impermeable asphalt surface can reduce run off by around 60% (6)
- III. In a year, 100 mature trees can remove 53 tons of carbon dioxide and 430 pounds of pollutants from the air, and catch 538,000 gallons of rainwater. (7)

### 3.2 (c) Health:

- I. Physical signs of stress such as muscle tension and pulse rate are measurably reduced within as little as 3 to 4 minutes of a stressed person moving into leafy green surroundings. (8)
- II. Sitting in a room with tree views promotes a rapid decline in diastolic blood pressure over sitting in a viewless room (9)
- III. It has been estimated that a single tree can reduce particulate matter air pollutant concentrations by 15-20% (10).
- IV. A Forestry Commission study estimated that net pollution absorption by woodland resulted in the saving of 65 to 89 lives per year (11)





#### 4.0 AIMS

The aim of the Council's tree Policies, Risk Framework, Management Standards and Service Standards are to set out how the Council will effectively manage and enhance trees and woodlands under Council ownership, ensuring that they:

- positively contribute to the area, the achievement of the Council's corporate priorities and the local response to the Climate Emergency
- maximise benefits for citizens and the wider environment
- meet legal obligations; and
- minimise conflict with the public and other landowners.

The Policies, Risk Framework, Management Standards and Service Standards are intended to provide a structure for decision-makers across the Council and for the general public, in terms of the management of the council owned trees stock and how requests/complaints will be dealt with.



# Council Owned Tree and Woodland

Policy  
Statements

DRAFT



## **5.0 POLICY STATEMENTS FOR THE MANAGEMENT OF TREES AND WOODLAND UNDER THE COUNCIL'S OWNERSHIP**

### **5.1 Tree Risk Management:** Kirklees Council will:

- a) Manage tree-related risk in a proportionate, consistent, and effective manner through the implementation of the Kirklees Council Tree Risk Management Framework.

### **5.2 Tree and Woodland Management:** Kirklees Council will:

- a) Manage its tree stock and proprieties works, in accordance with the Kirklees Tree Risk Management Framework and the Council's Tree Management Standards.
- b) Prioritise the maintenance of Council owned trees to reduce the actual risk of harm to people and property to an acceptable level and to discharge the Council's statutory duties.
- c) Work to industry best practise, and the current British Standard, BS 3998- Tree Work Recommendations (and any amendments to, or replacement for, this document) when undertaking any tree works.
- d) Will not agree to the removal of healthy trees from the environment unless the removal is deemed necessary under the Kirklees Council Tree Risk Management Framework, the Kirklees Tree Management Standards, or is otherwise required under other legislation
- e) Continue to ensure that its staff, are appropriately trained to the current nationally recommended levels.

### **5.3 Highway Trees-** Kirklees Council will:

- a) Meet its statutory duties under the Highways Act with regards to trees
- b) Require that any utilities works within the highway is carried out in accordance with National Joint Utilities Group, Volume 4 (and any amendments to, or replacement for, this document).





#### **5.4 Conflict and Complaints-** Kirklees Council will:

- a) Deal with requests and complaints from third parties in relation to Council trees in accordance with the Council's Complaints Procedures where relevant.
- b) Seek compensation in the form of remedial work to rectify damage and/or full replacement cost values from any organisation or individual(s) responsible for significant damage to, or removal of, any Council owned tree(s). According to the value as calculated by the Capital Asset Valuation of Amenity Trees (CAVAT) methodology.
- c) Tree works will not be carried out at the Council's expense on behalf of private tree owners; where essential works are undertaken to rectify damage to Council land or property sustained through the failure of the whole or part of third-party trees, the costs of such works will be recharged in full to the owner of the tree or trees in question.

#### **5.5 Woodland Management-** Kirklees Council will:

- a) Where practicable, seek to bring its woodlands back into active management in line with best practice as set out in The UK Forestry Standard (and any amendments to, or replacement for, this document).
- b) Work to increase woodland cover on its land, wherever practicable and sympathetic to local topography, ecology, and landscape character. Taking into account the avoidance of future conflict with other landowners and users. While considering enhancement of connectivity within the Kirklees Wildlife Habitat Network and the Strategic Green Infrastructure Network.

#### **5.6 Tree Planting-** Kirklees Council will:

- a) Will seek to proactively increase tree cover on its land. Maximising opportunities to plant trees wherever practicable. Enhancing connectivity within the Kirklees Wildlife Habitat Network, the Strategic Green Infrastructure Network and in conjunction with the White Rose Forest.
- b) Ensure that its tree planting is in accordance with Bs 8545: 2014, Trees from nursery stock to independence in the landscape-Recommendations and the UK Forest Standard (and any amendments to, or replacement for, this document).
- c) Will continue look for opportunities and funding, where available, to facilitate new tree planting across the district.



# Council Owned Tree and Woodland

## Tree Risk Management Framework

DRAFT



## 6.0 TREE RISK FRAMEWORK

The risk management framework sets out a system of inspection for trees. Which will enable the Council to have a system that considers the risks to which people and property may be exposed and to guide decisions regarding what level of inspection or assessment is reasonable in each situation.

The framework aims to assist Kirklees Council in exercising its duty of care to both its employees and the public with regards to the safety of trees, and proactively manage risk to land and property

In line with HSE Document- ‘Management of the risk from falling trees or branches’ and the National Tree Safety Group guidance ‘Common sense risk management of trees’. Kirklees Council trees will be categorised into a number of “zones” for the purposes of prioritising inspections according to the following dimensions of tree related risk:

- the likelihood of failure of the tree or part of the tree (e.g. presence of known structural faults);
- the value of the targets (persons, property etc.) present and frequency of presence within falling distance; and
- the severity of impact should failure occur (e.g. size of tree or part that fails).

Council owned trees and groups of trees will be assigned one of four zones with an associated inspection frequency

Zone	Zone Definition <i>(Carriageway categories are based on Kirklees Highway’s Safety Instructions Manual 2018- section 4 network Hierarchy see appendix 1)</i>	Minimum inspection frequency
1	<ul style="list-style-type: none"> <li>• All trees within falling distance of category 3 or 4 carriage ways (unless other factors such as tree size mean the trees should be in zone 2, 3 or 4).</li> <li>• All trees in places where there is significant frequent public access e.g. in and around picnic areas, children’s playgrounds, main pedestrian access points (unless other factors such as tree size mean the trees should be in zone 2, 3 or 4, or inspected on a bespoke frequency).</li> </ul>	18 months



	<ul style="list-style-type: none"> <li>• Trees in places where failure would cause damage to high-value property (unless other factors such as tree size mean the trees should be in zone 2, 3 or 4).</li> <li>• Trees with known structural faults where a decision has been made to retain the tree in question due to its importance for habitat, landscape, cultural or amenity reasons.</li> <li>• Tree species or groups of trees affected by known pests or diseases which would otherwise fall into zone 2.</li> </ul>	
2	<ul style="list-style-type: none"> <li>• All trees within falling distance of category 5, 6, 7, or 8 carriageways. (Unless other factors such as tree size mean the trees should be in zone 3 or 4).</li> <li>• Areas with public access but less frequent than category one, open spaces, paths, trees beside private gardens (unless other factors such as tree size mean the trees should be in zone 3 or 4).</li> </ul>	3 years
3	<ul style="list-style-type: none"> <li>• Trees within low usage public areas (unless other factors such as tree size mean the trees should be in a higher or lower zone).</li> </ul>	5 years
4	<ul style="list-style-type: none"> <li>• Private trees as per section 7.4</li> <li>• Trees in sites with very limited access.</li> <li>• All young trees, generally below 5 m high and planted in the last 10 years.</li> </ul>	No routine inspection

Inspectors may recommend adjustments to the inspection frequency for a tree or group of trees on completion of each inspection. In some circumstances inspections may be recommended on a much more frequent basis, in particular in the case of trees with known defects where a decision has been made to retain them due to their importance for habitat, landscape, cultural or amenity reasons.

For urgent and emergency situations. An inspection will take place as soon as is reasonably practicable and, if the required work cannot be completed immediately areas at risk such as roads, footpaths, or public spaces will be cordoned off until resources are available. Where emergency situations are reported, inspections and works relating to these situations will take priority over scheduled inspections and tree works.

All inspections will be undertaken by trained and experienced staff who hold a recognised award/certificate such as the Professional Tree Inspection award. Best practice will be maintained through training and other ongoing continual professional development.

In the context of inspections, a defect is defined as a structural, health or environmental condition that could predispose a tree to failure. Such inspections will comprise a general assessment of the tree cover within the area from ground level, generally by passing along existing footpaths or access routes, or along the perimeter of the site where it is accessible. Any trees requiring works will be recorded and any trees exhibiting signs of decline, disease or structural instability will be subject to a closer visual assessment.

Minimum inspection for highways will be via vehicle based inspection, followed by manual inspection where potential risk has been identified. With the aim of assessing the general condition and level of risk within an area of trees whilst identifying obvious hazards that exist.

Trees that appear to present no unreasonable hazard during their inspection may under normal circumstances, not be documented in detail. However, a record that they have been subject to an inspection will be made. Any omission from the detailed record therefore implies that their hazard level is considered negligible. Trees that are considered to pose an unreasonable hazard and therefore requiring remedial works, or those requiring further investigation, will be documented. All remedial works recorded will be actioned accordingly.

In cases where potential defects are suspected but the inspector feels that further investigation is required before making a decision on the required action, details of the tree will be recorded and recommended for further assessment or monitoring which could include:

- re-inspecting the tree at a later date, such as during a different season.
- carrying out a climbing inspection.
- asking for a second opinion from another member of the team.

Any further investigations undertaken will be recorded

Out of normal office hours (Mon-Fri 9am-5pm) all tree related emergencies should be reported to the out of hours team on 01484 225664



# Council Owned Tree and Woodland

## Management Standards

Management, Maintenance  
And  
Discharge of Legal Duties



## **7.0 TREE AND WOODLAND MANAGEMENT STANDARDS- MAINTENANCE AND DISCHARGE OF LEGAL DUTIES**

### **7.1 Maintenance of Council Trees**

Kirklees Council owned trees will be maintained in order to reduce the risk of harm to people and property to an acceptable level and to discharge the Council's duties under law. In exceptional cases tree maintenance may on occasion be undertaken for other reasons, but this will be a balanced decision at the discretion of the Council. The Council is committed to increasing tree cover across the district and as such the retention of trees will always be the preferred course of action unless there is a clear justification otherwise.

For work which is not required to be undertaken by law. The Council will adopt a common sense approach with regards to requests it receives for relevant, justifiable and necessary tree works; all requests will be considered individually and the circumstances of the request will be balanced against any environmental impacts and the council's policies before a decision is made. Where the decision is not to the satisfaction of the customer, the customer has the right to appeal against the action or decision, to which the Council will respond in writing. Requests received in the form of complaints will be dealt with in accordance with the Council's complaints procedures which can be viewed at <https://www.kirklees.gov.uk/beta/contact-the-council/complaints-procedure.aspx>.

### **7.2 Tree Felling**

Tree removal is regrettable but necessary under a number of circumstances. The decision to remove a tree is not taken lightly. Tree removal will be supported when it is required:

- To reduce the risk of harm to an acceptable level (e.g. dead or dying trees).
- The tree removal is required to facilitate the implementation of a development that benefits from a grant of full planning permission
- The removal is required under other legislation





Such decisions will always be made with reference to the Kirklees Council Tree Policy, Risk Management Framework and Management Standards.

Other circumstances where trees may be felled extend to situations where it can be evidenced that the tree's removal is required due to.

- A tree has been proven to be causing subsidence
- The tree removal would benefit surrounding trees
- It is the requirement of a management plan to enhance the development of neighbouring trees.

The decision to fell on the above grounds will be at the discretion of the Council based on the council's management standards, level of evidence and justification available. Balanced against the value of the tree and potential impact resulting from its loss.

### **7.3 Tree Pruning**

Substantial pruning of a tree can allow decay pathogens to enter exposed and vulnerable tissues and can also often weaken the structure of the tree. Pruning of a healthy tree may cause it to respond by producing vigorous new growth. Older trees do not tolerate pruning as well as younger ones and any substantial pruning can pose significant risk to the survival of a tree particularly in species which are not naturally tolerant of cutting. Pruning should therefore be avoided for reasons other than for undertaking statutory functions or for reducing risk of harm to people and property. Pruning for any other reasons would be exceptional and at the discretion of the Council in line with the management standards.

### **7.4 Hazardous Trees**

#### **Council Trees:**

If a Council owned tree is in such a condition that it (or part of it) is at risk of imminent failure in the vicinity of people or property, the Council will attend the site as an emergency as soon as is reasonably practicable in line with its Tree





Risk Management Framework. If work cannot be completed, areas at risk will be cordoned off until resources are available.

**Private trees – not threatening the public:**

Hazardous trees in private ownership, but that are not within falling distance of a public highway or public space, are principally a matter for the private parties to resolve. Private parties should take care of their own responsibilities and hence, as a civil matter, the Council is not to be considered as the first point of contact in attempting to resolve concerns about the danger posed by trees in private ownership. Kirklees Council does, however, have the power to require a private individual to make safe a tree which poses an imminent danger via the Local Government (Miscellaneous Provisions) Act 1976. The Council may, therefore, intervene according to the powers given in the Act if evidence is presented that show an owner of such trees has failed to act in a reasonable timescale (timescales depend upon the degree of risk presented), and the Council may recover from the tree owner the expenses reasonably incurred by it in so doing.

**Private trees – threatening the public:**

If a private tree WITHIN falling distance of a public highway or public space is reported to the Council and assessed as posing a danger to the public. The landowner will in the first instance be contacted and instructed to make the tree safe. The Council may intervene according to the powers given in the relevant Acts if an owner of such trees fails to act in a reasonable timescale (timescales depend upon the degree of risk presented), and may recover from the tree owner the expenses reasonably incurred by it in so doing.

**7.5 Adopted Highways- Street Trees**

Street trees are trees which are growing in pavements and road verges along the district's highway network. Such trees are a valuable part of our urban landscape, and the Council will maintain and enhance this urban forest for the benefit of present and future generations.

The Council will endeavour to protect street trees from threats such as loss of and damage to verges, the activities of statutory undertakers and other excavations. Where utility works are being undertaken within close proximity to highway trees, contractors will be obliged to undertake works in accordance



with NJUG 10 v.4 or any amendments to that document, as per the Council's tree policy.

The Council will not support the removal of trees for vehicle drop crossings unless the tree is of limited life expectancy, or a suitable mitigation scheme is agreed. All trees removed will be replaced with suitable specimens and all costs for removal and replacement will be borne by the person applying for the drop crossing, calculated using the Capital Asset Valuation of Amenity Trees (CAVAT) methodology.

Where practicable the Council will always seek to replant new trees to reverse the decline of our urban tree population – more often in grassed verges which are more suited to tree growth. Careful consideration will be given to the species selected and to the placement of trees so as to minimise conflict with other uses of the highway.

### **Tree obstructing the highway or pavement**

Kirklees Council will undertake work to trees owned or managed by the Council to maintain a minimum clearance over the highway or pavement, as follows:

- 5.2 metres height over the carriageway (associated with a street, road or highway) or at a height deemed suitable by the Highway Authority for the road conditions.
- 2.5 metres height clearance over a pavement associated with a street, road or highway
- 3 metres where there are cycling rights, as per statutory requirements
- 4m as required, where there is a bridleway.

If a privately owned tree is causing an obstruction to a Highway, road or pavement, powers exist under the Highways Act to make the owner of the tree remove the obstruction. If they do not, the Council could enforce this work and recharge the owner.

Any works necessary to prevent an obstruction to the width of a pavement associated with the highway due to the presence of a Council owned tree will



be considered on a case-by-case basis. Where a pavement is deformed or damaged owing to a tree or trees the preferred course of action will be remedial works to the pavement to enable the tree(s) to be retained, unless the tree needs to be removed owing to age or condition.

### **Sight lines, signals, signage, and street lighting obscured by trees**

Where trees are associated with an adopted street, road or highway. Kirklees Council will undertake work to trees owned or managed by the Council to maintain:

- sight lines for traffic and pedestrians at junctions.
- clear lines of sight for traffic signals and street signage
- to ensure that streetlight glow is not substantially blocked by the presence of trees.

Standards for visibility vary according to the class of the road and the speed limit in force. If a privately owned tree is causing an obstruction to visibility at a road junction (sight line), is causing an obstruction to streetlight or is causing an obstruction to a traffic signal or street sign. Powers exist under the Highways Act to make the owner of the tree remove the obstruction. If they do not, the Council may undertake this work and may subsequently recharge the owner of the tree.

## **7.6 Parks and Public Open Spaces**

Trees in parks and public open spaces are managed to reflect the context of the site and their type, age and condition. Trees in parks generally have more room to grow compared to street trees and usually grow to their full height and spread.

Ongoing maintenance includes removing dead wood, formative pruning (to remove problems in tree form when the tree is young, thus avoiding expensive problems later), removing low branches from pathways and removing trees when they come to the end of their safe and useful life.

Available resources will be used to plant new trees where a need has been identified. Where management plans do not exist, trees will be selected and sited to complement and enhance the park or green space and to maintain tree cover in these areas.



## **7.7 Vandalism to trees**

Kirklees Council will investigate any reports of vandalism to any tree owned or managed by the Council and use enforcement and legal action to bring about the prosecution of offenders.

Vandalism includes wanton damage of newly planted trees and any unauthorised pruning, felling or similar work to mature trees.

Third parties are not allowed to remove living material from Council land without consent and unauthorised persons are not allowed to use tools of any type in parks, public open spaces or on other Council land.

## **7.8 Anti-social behaviour and trees**

Where any tree owned or managed by the Council is associated with criminal activity or anti-social behaviour, measures to reduce the problem will be considered on a site by site basis.

Where a tree is associated with criminal activity and/or anti-social behaviour, steps to reduce the problem will typically require the coordination of a number of agencies including the police. Pruning or felling a tree is not always the answer to the problem. Neglected spaces with overgrown trees and untidy areas can, on occasion, encourage criminal activity and/or anti-social behaviour and the Council's tree and grounds maintenance programme tries to improve these areas by making the local environment cleaner, greener and safer.

## **7.9 Claims of property damage or subsidence caused by trees**

Kirklees Council will not prune, fell or cut the roots of a tree that is owned or managed by the Council due to subsidence or property damage. Unless sufficient evidence is provided to show that the tree is the main cause of the damage and that, on balance, remedial work to the tree out weights the tree's value and any adverse impact on it. Kirklees Council will rigorously identify and defend any claim of property damage or subsidence, which are presumed to be false.



If it is believed that a tree owned by Kirklees Council has damaged property, an assessment of the evidence that has been provided, will be made to determine if the tree is the cause of the substantial damage. If so, reasonable action will be taken to mitigate further damage. Kirklees Council will only perform work on land for which the council is responsible for and will not carry out remedial work on private property.

The Council is committed to increasing tree cover across the district and as such the retention of trees will always be the preferred course of action unless there is a clear justification otherwise.

Civil law permits land owners/occupiers to trim roots or branches that are within the curtilage of their property, however if their actions render a tree to be unsafe, they may be liable for any subsequent damage that results from tree failure.

### **Subsidence**

To evidence that a council tree is causing subsidence, and work to the tree is deemed necessary on subsidence grounds, the Council requires that the following evidence is provided to support all requests, from internal and external parties:

#### **Subsidence – minimum evidence requirements for all parties, internal and external:**

In line with industry best practise, reports will be supported by technical analysis from appropriately qualified experts. These reports must include the following information:

- A description of the property, including a description of the damage and the crack pattern, the date that the damage first occurred/was noted, details of any previous underpinning or building work, the geological strata for the site identified from the geological map
- Details of vegetation in the vicinity and its management since discovery of the damage. Include a plan showing the vegetation and affected building
- Measurement of the extent and distribution of vertical movement using level monitoring. Where level monitoring is not possible, crack-



monitoring data will be provided. Data provided must be sufficient to show a pattern of movement consistent with the presence of the implicated tree(s)

- A profile of a trial/bore hole dug to identify foundation type and depth and soil characteristics
- The sub-soil characteristics including soil type (particularly that on which the foundations rest), liquid limit, plastic limit, and plasticity index
- The location and identification of roots found. Where identification is inconclusive, DNA testing should be carried out
- Proposals and estimated costs of options to repair the damage

#### **Subsidence – additional evidence requirements for external claims:**

- In addition to the above for external claims, a report from an arboriculturist to support the tree work proposals, must be provided which includes arboricultural options for avoidance or remediation of indirect tree-related damage.

If it is believed that a property is legitimately suffering subsidence damage due to the action of trees owned or managed by the Council (or there is concern about potential damage) the parties involved are advised to contact their property insurer (private ownership) or Homes and Neighbourhoods (Council Tenants) in the first instance to discuss the concerns and agree an appropriate course of action. Should those parties, or those acting on their behalf, wish to make a claim for damages against the Council, alleging that a Council owned/managed tree is causing subsidence damage, then they will be required to submit an independent report to the Council's Insurance Department.

#### **Other structural damage including drains – evidence requirements**

Technical evidence in respect of other property damage (e.g., garden walls, drains, paving, surfaces) should be provided by a relevant engineer, building/drainage surveyor or other appropriate expert. To show that alternative remedial actions and construction solutions, which may allow trees and structures to co exist, have been investigated, and exhausted, before deciding on removal of the tree, as last resort.





### 7.10 Private work on Council trees:

In some situations, the Council may agree to third parties/volunteer groups undertaking works to trees on its land in order for them to help resolve their own specific issue or as part of a management plan, provided that those works do not compromise the structural integrity of the tree in question. In such situations all works would need to have prior agreement in writing from the Council and all such works would need to be funded by the third party in question.

Details would also need to be provided of the contractor to undertake the work including:

- An up to date copy of their public liability insurance.
- A copy of qualifications relevant to the work proposed - if climbing two operatives trained for rescue and LOLER; if the proposal is a reduction we would need a pruning qualification and if lowering is involved we would need lowering qualification; and
- Risk assessments and method statements for the work.

Work should not take place until written consent is granted in response to the request. Any works completed without prior written consent may result in the Council seeking compensation from those responsible in the form of remedial work to rectify the damage and/or full replacement cost values as calculated by the Capital Asset Valuation of Amenity Trees (CAVAT) methodology.

### 7.11 Tree planting

Kirklees council will ensure that any tree planting on its land or associated with its operation will be carried out in line with BS 8545: 2014, Trees from Nursery Stock to Independence in the Landscape-Recommendations and the UK Forest Standard (and any amendments to, or replacement for, these document).

**Standards** (individual large trees ranging from 1m- 4m in height at planting)

- Preference will be given to planting root balled or container grown tree stock, dependant on availability and site constraints.
- Suitable above ground or underground support will be provided for young trees, dependent on site factors and design. Ordinarily this will consist of double stakes with ties or underground guying.



- Trees pits should be mulched, or a suitable permeable surface provided over the tree pit area, appropriate to the site's intended usage.
- Installation of irrigation systems will be considered on a case by case basis, taking account of site conditions, ground make up and site usage.
- Where tree planting is planned close to infrastructure or within the built environment, all tree pit designs will include appropriate underground infrastructure for each situation, to ensure the tree's survival and avoid long term conflict with surrounding built structures. This may include a combination of root barriers, root deflectors, integrated SUDs, soil cells or structural soils. Tree pit designs will be based on the intended type of tree planting, the nature of the planting site, it's usage and surrounding environment.
- Where tree planting is planned within hard surfaces or within the built highway network, including constrained grass verges, the following minimum soil volume must be accounted for within the tree pit design.
  - Soil volume calculation: 6 cubic metres of soil/ 1 square metre of projected mature crown area <sup>(12)</sup>
- Aftercare maintenance will be provided for 2-3 years after planting. This will consist of regular visits to:
  - water
  - check tree condition, stakes, ties, mulch
  - weed and litter pick,
  - formative prune as necessary.

Level of visit frequency will be based on weather conditions and site factors. Watering quantities and frequency will be sufficient to meet the needs of the tree and site specific ground conditions and carried out throughout periods of dry and or hot weather.

#### **Whips** (young saplings normally 18 months old)

- Preference will be given to the use of cell grown whips dependant on availability and site conditions.
- The trees will be from UK seed source, following Forestry Commission Advice on provenance. Produced using suitable biosecurity measures, as set by Plant Health Management Standards.
- Protection; shelters, guards, fencing etc will be specified on a case by case basis taking account of site conditions and the proposed project.



Dependent on availability and site factors, preference will be given to the use of plastic free shelters or guard products. Followed by biodegradable plastic products or other environmentally friendly products such as recyclable or reusable.

- Dependant on site factors and design, mulch matts will be considered for use with whips. Where mulch mats are being utilised, these should be plastic free and biodegradable, dependent on availability.

## 7.12 Woodland Creation and Management

It is important to note that woodlands are a diverse ecosystem, not just a group of trees, they include open spaces, a range of habitat types and different layers of vegetation growth. All of which are important, right down to the makeup of the soil. This will be a key consideration when designing new woodlands for Kirklees owned land or management plans for existing council woodlands. The aims and objectives of Kirklees council woodland creation designs and woodland management plans will be:

- Contribute to long-term carbon storage and mitigating the effects of climate change
- Contribute to reversing biodiversity decline
- Provide communities with opportunities to access quality green spaces.
- Contribute to flood alleviation where possible

Woodland creation Schemes and woodland management plans will be designed in accordance with The UK Forestry Standard. Designs and management plans will consider the following principles:

- Climate change and adaptation
- Biodiversity
- Local and wider landscape
- Historic landscape
- Local and wider communities
- Soils, water and utilities



# Council Owned Tree and Woodland

## Management Standards

General Inconvenience- Nuisance  
None-Safety Works  
Works Not Required by Law



## **8.0 GENERAL INCONVENIENCE- NUISANCE CASES, NONE SAFETY WORKS, WORKS NOT REQUIRED BY LAW**

### **8.1 Trees touching a building**

If a tree that is owned or managed by the Council is touching private property (dwelling, house, garage etc.) the Council will take action to remove the nuisance by the most appropriate means. In many cases the solution will be for the Council to prune the tree, but in some circumstances, it may be more appropriate to fell the tree. If pruning is appropriate, we will endeavour to undertake works to stop the problem recurring within three years.

### **8.2 Tree overhanging property**

Kirklees Council will not prune or fell a tree that is owned or managed by the Council to alleviate the nuisance or inconvenience of branches overhanging private property. Non-statutory nuisance caused by overhanging branches may be considered as part of our general tree work programme. However, this programme is discretionary and subject to the availability of funding.

### **8.3 Trees blocking natural light or views**

Kirklees Council will not prune or fell a tree owned or managed by the Council to improve natural light to private property unless it is required by a court order to do so. Kirklees Council will not prune or fell a tree, or group of trees, owned or managed by the Council to improve the view from private property

Where trees growing naturally within the environment are blocking light into a property there is no legal “right to light”. The tree owner is not by law obliged or required to carry out work to the tree(s) for the benefit of level of light to a third party, unless the third party has brought a successful action through the courts demonstrating that a “right to light” exists.

If natural light is being blocked by the growth of a predominantly evergreen hedge, then there may be a case under the High Hedges legislation, Part 8 of the Antisocial Behaviour Act, 2003. Further information can be found on the Planning Trees web page [www.kirklees.gov.uk/trees](http://www.kirklees.gov.uk/trees)



#### **8.4 Debris drop related to trees- leaf fall, sap (honeydew), blossoms, bird droppings, nuts, fruits, seeds**

Kirklees Council will not prune or fell a tree owned or managed by the Council in relation to complaints regarding natural debris drop.

Leaf fall, blossoms, fruits, nuts, and seeds are natural seasonal events and as such should be considered as part of routine property maintenance.

The sticky residue falling from trees that is commonly referred to as 'Sap' is Honey Dew and is caused by Greenfly (Aphids) feeding on the tree's sap. Honeydew is a natural and seasonal problem. Where new trees are planted, Kirklees will explore the use of trees that are less likely to have this problem. Where honeydew affects cars or surfaces, warm soapy water will remove the substance, particularly if the car or surface is washed as soon as possible.

Bird droppings may be a seasonal nuisance, but the problem is not considered to be a sufficient reason to prune or remove a tree. Nesting birds are protected under the Wildlife and Countryside Act 1981 (and other related wildlife law). Warm soapy water will usually be sufficient to remove the bird droppings.

#### **8.5 Satellite, television, and other communications reception blocked by trees**

Kirklees Council will not prune or fell any tree owned or managed by the Council to enable or ease installation or improve reception of satellite or television receivers. It may be that the satellite or TV provider will be able to suggest an alternative solution to the problem, for example relocating the aerial/dish or means to boost the signal. Kirklees Council will not reimburse costs associated with relocating a TV aerial or satellite dish.

#### **8.6 Security cameras/sensors blocked by trees**

Kirklees Council will not prune or fell any tree owned or managed by the Council to improve the range or vision of security cameras or similar sensor equipment unless requested to do so by an appropriate statutory authority, e.g. the Police, on the grounds of public safety. Security of premises is the responsibility of the owner, and any system should be installed in such a way as to avoid interference from or with adjoining trees.



### **8.7 Solar collectors and panels obscured by trees**

Kirklees Council will not prune or fell any tree owned or managed by the Council to improve the performance of solar water heating collectors or solar panels such as photovoltaic cells.

Whilst the Council appreciates that there is a need to provide renewable energy resources, trees have an important role in maintaining and improving local amenity, in addition to contributing to local and national targets in tackling climate change. The presence of trees must be fully considered when selecting a suitable location for the placement of solar collectors and panels.

### **8.8 Telephone wires and trees**

Kirklees Council will not fell any tree owned or managed by the Council to remove or reduce interference with telephone wires. However, there may be instances where the Council will undertake works to prune trees and reduce interference where pruning would be an effective measure.

The telephone service provider may be able to suggest an alternative solution to the problem. However, wires do and can run through trees with little or no effect. Service providers will often install the wires after the tree has been planted. For further advice please contact your service provider

### **8.9 Trees considered too large**

Kirklees Council will not prune or fell any tree owned or managed by the Council because it is considered to be 'too big' or 'too tall'.

A tree is not dangerous simply because it may be considered too big for its surroundings. Other problems would need to be present, such as those described in earlier sections, in order for the Council to consider it to be dangerous. Kirklees Council does not recognise, "lopping", "topping" or "pollarding" as a general form of management of its trees. Such work can be detrimental to the health and future safety of trees and will only be undertaken in exceptional cases.



# Council Owned Tree and Woodland

Service Standards

DRAFT



## 9.0 SERVICE STANDARDS

Kirklees Council will work to the following target service delivery standards, ensuring that Council tree management resources are prioritise on safety critical works:

### 9.1 Work Completion Timeframes

Priority Level	Definition	Completion time	Policy Areas
<b>Emergency</b>	Dangerous, immediate	As soon as practicable	Risk Framework
<b>Urgent</b>	Important, critical	Within 7 days	
<b>High Priority</b>	Important task	Within 2 months	Maintenance, Legal Duties
<b>Medium Priority</b>	Core Task	Within 8 months	
<b>Low Priority</b>	Low level nuisance	No action	None-Safety, Not Required by Law

### 9.2 Enquiry Response Timeframes

Enquiry Response	Response Time	Definition
<b>Emergency and Urgent</b>	As soon as practicable	Enquires of a dangerous, important, critical nature
<b>Confirmation of receipt</b>	Within 7 days	Response sent to confirm receipt of enquiry
<b>Acknowledgement</b>	With 28 days	To outline proposed response and process to expect
<b>General enquiry</b>	Within 2 months	Case assessed and actions proposed

To ensure that enquiries can be dealt with in an efficient and timely manner all reports or requests, from members of the public or internal parties, are required to be submitted on one of the following forms.

### 9.3 External request submission proforma

Customer Enquiry Form- Council Owned Trees			
Customer Details			
Title		Full Name	
Contact details			
Tel			
Email			
Address			
Post code			
Tree Enquiry Type (tick as appropriate)			
Dead, dying or dangerous tree	<input type="checkbox"/>	Interfering with a highway or public path	<input type="checkbox"/>
Concern over the health of a tree	<input type="checkbox"/>	Property Damage (Evidence required in support of the enquiry, see Management Standards)	<input type="checkbox"/>
Other	<input type="checkbox"/>	Tree causing issues; overhanging branches, blocking light, aphid sap, leaf fall	<input type="checkbox"/>
<b>Before progressing, please read our policy document and management standards, detailing when and why Kirklees Council undertakes works to trees and note where the council can not take action.</b>			
Tree Location Description Please give a detailed description of the tree(s) location and where possible nearest post code or grid ref			
Enquiry Description Please give details of the situation you are reporting or the works that you are requesting			
Supporting Documents Tick as appropriate			
I have attached supporting photos			<input type="checkbox"/>
I have attached the required expert evidence Required to support reports of property damage, see Management Standards section 7.9			<input type="checkbox"/>



## 9.4 Internal request submission proforma

Internal Request Form- Council Owned Trees			
Customer Details			
Reporting Officer Name			
Contact details			
Tel			
Email			
Service Area			
Tree Enquiry Type (tick as appropriate)			
Dead, dying or dangerous tree	<input type="checkbox"/>	Interfering with a highway or public path	<input type="checkbox"/>
Concern over the health of a tree	<input type="checkbox"/>	Property Damage (Evidence required in support of the enquiry, see Management Standards)	<input type="checkbox"/>
Other	<input type="checkbox"/>	Tree causing issues; overhanging branches, blocking light, aphid sap (Before progressing please read our policy doc detailing when and why Kirklees Council works on trees)	<input type="checkbox"/>
Tree Location Description			
Please give a detailed description of the tree(s) location and where possible nearest post code or grid ref			
Request Description			
Please give details of the situation you are reporting or the works that you are requesting			
Supporting Documents			
Tick as appropriate			
I have attached supporting photos		<input type="checkbox"/>	
I have attached the required expert evidence		<input type="checkbox"/>	
Required to support reports of property damage, see Management Standards Section 7.9			
Cost Code			

## 10.0 APPENDIX 1, EXTRACT- KIRKLEES SAFETY INSPECTION MANUAL 2018

Table 4.1 Hierarchy – Carriageways

Carriageway Hierarchy			
Category	Hierarchy Description	Defined by	Road Description
1	Motorway	DFT	Limited access, motorway regulations apply
2	West Yorkshire Key Route Network (WYKRN)	Defined by West Yorkshire Transport Committee	Regional routes which have a 'strategic' function such as connecting the key towns and cities in the county, linking to the motorway network or to Leeds Bradford Airport.
3	Main Distributor	A Roads connecting larger towns	Heavily trafficked routes and busy freight routes including Resilient Network e.g. roads linking towns to the WYKRN. The resilient network is under review and any roads falling into this category will be introduced in the next hierarchy review/update.
4	High Traffic Local Network	B and C class roads and/or one or more high key feature	Heavily trafficked local roads which have one or more high traffic volume generators e.g. important links in the network connecting towns and larger villages.
5	Medium Traffic Local Network	Locally important routes and/or one or more medium key feature	Medium trafficked local roads which have one or more medium traffic volume generators or metalled through roads with no footways
6	Low Traffic Local Network	Roads with one or more low key feature	Low trafficked local roads which have one or more low volume traffic generators
7	Local Road	Roads serving limited numbers of properties carrying access traffic and have no key features	Local roads with no traffic generators present eg serving residential properties  In rural areas serve small settlements and provide access to individual properties and land  In urban areas they are often residential loop roads or cul-de-sacs
8	Minor Access Road	Byways/Tracks Lanes Unmade and have no key features	Minor routes and low use un metalled tracks- some may already be unsuitable for motors and maintained in character only

## 11.0 CONTACTS:

Email: [foresty@kirklees.gov.uk](mailto:foresty@kirklees.gov.uk)

Telephone: 01484 414700

Web site: <https://www.kirklees.gov.uk/beta/leisure-and-culture.aspx>

**Out of normal office hours: 01484 225664**

## 12.0 MONITORING AND REVIEW

This document will be subject to a biennial review and update. The review will include:

- Checks against industry best practise, industry standards, national legislation, and guidance
- Check against local adopted policies and guidance
- Resource & capacity
- Operational feed back

Reviewer Name and Job Title	Comments	Date Reviewed

### 13.0 REFERENCES:

- (1)- Kirklees District Factsheet 2014: <https://www.kirklees.gov.uk/beta/information-and-data/pdf/fact-2014.pdf>
- (2) Forest Research <https://www.forestresearch.gov.uk/research/i-tree-eco/uk-urban-canopy-cover/>
- (3) Natural Economy Northwest (2008) The Economic Benefits of green Infrastructure
- (4). CABE, 2005, The Value of Public Open Space
- (5) Natural Economy Northwest (2008) The Economic Benefits of green Infrastructure
- (6) Bartens, J., S.d., Harris J.R., Dove J.E. & Wynn, T.M. (2008) Can Urban tree roots improve infiltration through compacted subsoils for storm water management? Journal of Environmental Quality 37, 2048-2057
- (7) Virginia Outdoors Plan, Chapter IV. Green Infrastructure, 2007.
- (8) Trees Matter, NUFU, 2005
- (9) Van Den Berg, A., hartig, T. & Staats, H. (2007) Preference for Nature in Urbanized Societies: Stress Restoration, and the Pursuit of Sustainability. Journal of Social Issues, 63, 79-96
- (10). Trust, (2015) Residential Developments and Trees
- (11) The Woodland Trust, 2004, Making Woodland Count – its contribution to our quality of life,
- (12) Lindsey and Bassuk, (1991)





**Name of meeting: Economy and Neighbourhoods Scrutiny Panel**

**Date: 10<sup>th</sup> January 2023**

**Title of report: An Overview of Post 16 Skills , Training and Apprenticeships**

**Purpose of report:**

- To present overview of Aspire , Achieve, and Include : Kirklees Employment and Skills Plan 2022 - 2025.
- To summarise the role of the Skills Advisory Panel and Local Skills improvement plans in shaping Adult Skills Activity.
- To provide and present an overview of Adult Skills , Apprenticeships and Training provision in Kirklees.
- The report invites the Economy and Neighbourhoods Scrutiny Panel for any comments, feedback or areas they would like further information on in future session .

<p><b>Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards? Decisions having a particularly significant effect on a single ward may also be treated as if they were key decisions.</b></p>	<p><b>Not Applicable</b>  If yes give the reason why</p>
<p><b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b></p>	<p><b>No</b>  <b>Private Report/Private Appendix – Yes/No</b></p>
<p><b>The Decision - Is it eligible for call in by Scrutiny?</b></p>	<p><b>No</b>  If no give the reason why not</p>
<p><b>Date signed off by <u>Strategic Director</u> &amp; name</b></p> <p><b>Is it also signed off by the Service Director for Finance?</b></p> <p><b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b></p>	<p><b>David Shepherd , Strategic Director , Growth and Regeneration 21/12/2022</b></p> <p><b>N/A</b></p> <p><b>N/A</b></p>

Cabinet member [portfolio](#)

Cllr Graham Turner Growth and  
Regeneration

**Electoral wards affected: All**

**Ward councillors consulted: n/a**

**Public or private: Public**

**Has GDPR been considered? YES**

## 1. Summary

- 1.1 Our economy is changing rapidly. Making sure that people have the right skills to get a job and progress in work is key to economic growth through ensuring employers have access to people with the right skills.
- 1.2 Despite improvement in recent years in Kirklees our adult population have lower skills levels than the England average. 8.6% of Kirklees adults (23,200) have no qualifications - more than the region (7.8%) and more than England (6.6%); qualifications lag the regional and national average at NVQ Levels 1 to 3. At Level 4, just 35.3% of residents have a degree level qualification or better, compared with 43.6 % for England.
- 1.3 Low skill levels are one of the factors impacting on productivity and in turn wage levels. Gross weekly pay for Kirklees residents was -4.5 % of the English average in 2022 ; wages growth lagged that of England as a whole between 2015-2022. See Appendix A for details.
- 1.4 The Adult Skills landscape is complex and made up of local , regional and national policy and programmes with funding managed by at least nine Whitehall departments . In West Yorkshire the approach is a combination of Local and Regional. Local Authorities are closer to their communities. As the labour market fluctuates and behaves differently in each Local Authority this requires a flexible response to support individuals to retrain, upskill and progress towards employment or self-employment. Regional coordination provides the opportunity to build upon best practice from local 'hubs' and provides economies for scale.
- 1.5 The report offers a top line introduction and overview of skills policy and programmes available in Kirklees for both businesses and individuals to support with skills development.
- 1.6 The report also offers an overview of 'Aspire, Achieve, Include' is the 2022-2025 Post-16 Employment and Skills Plan for Kirklees. It explains how the Local Authority , working closely with partners across the borough, will support and invest in the local employment and skills system over the next three years. The full plan can be found in Appendix B.
- 1.7 The Employment and Skills plan is design to inform and work alongside the current Skills Advisory Panel which operates at a West Yorkshire level and the forthcoming employer led Local Skills and Improvement Plan ( LSIP ) referenced in The Skills and Post-16 Education Act 2022. The report offers and introduction to the Local Skills Improvement Plans and an update on progress to date .
- 1.8 The report also offers an update on Apprenticeships in the district and Apprentice Levy activity .

## 2. Information required to take a decision

*Aspire ,Achieve and Include :Employment and Skills Plan 2022 -2025*

- 2.1** Adopted by Cabinet 'Aspire, Achieve, Include' is the 2022-2025 Post-16 Employment and Skills Plan for Kirklees. It explains how the Local Authority, working closely with partners across the borough, will support and invest in the local employment and skills system over the next three years. See Appendix B for a copy of the plan
- 2.2** A plan draws on feedback from over 250 local businesses and education providers as well as key stakeholder engagement.
- 2.3** It details a series of partnership-based actions and explains how we will measure success and is overseen by a partnership board which has representation from further and higher education, work-based learning providers, employers from sectors of local strategic significance, business representative organisations, the voluntary sector, the local authority, and local government agencies.
- 2.4** 'Aspire, Achieve, and Include' is designed to align with the West Yorkshire Combined Authority investment priorities as detailed in the West Yorkshire Investment Strategy (2021 – 2024) which identifies Good Jobs and Skills and Training as key investment priorities and the Combined Authority Employment and Skills framework. This is necessary in order to ensure we are well placed to maximise on any future funding opportunities which will present themselves via the West Yorkshire Investment Strategy.
- 2.5** The plan will help us to maximise the opportunities arising from the UK Government's Levelling up White paper, Devolution, and the Mayoral pledges. It highlights priorities to be tackled by increased local investment and the co-design of local, regional and government programmes and feeds in the West Yorkshire Combined Authority led Skills Advisory Panel through a shared membership.
- 2.6** The plan is structured around four priority areas with an agreed list of actions and priorities which we are working on in collaboration with our partners:
- Empowering our Young People*
  - Digital Inclusion.*
  - Supporting our communities to Learn and Progress*
  - Skills for the Future*
- 2.7** The Employment and Skills partnership boards oversee the agreed list of actions and priorities. It will monitor the data on employment and skills and respond accordingly. The partnership also oversees local and regional provision - monitoring performance and seeking to exert strategic influence and direction to ensure all provision has the impact required.



*Regional Skills Advisory Boards and LSIPs ( Local Skills Improvement Plans )*

- 2.8** Since 2018, Skills Advisory Panels (SAPs) have been bringing together employers, skills providers and key local stakeholders to better understand and resolve skills mismatches at a regional level.
- 2.9** SAPs are part of Mayoral Combined Authorities and Local Enterprise Partnerships and there are thirty-six in total across England. The Department for Education (DfE) has supported SAPs with grant funding primarily to produce high-quality analysis of local labour markets and publish Local Skills Reports, which set out the local skills strengths and needs. The last Local Skills plan for West Yorkshire was published in January 2022 see Appendix C.
- 2.10** In West Yorkshire the Combined Authority's Employment and Skills Committee serves as the Skills Advisory Panel for Leeds City Region . Bringing employers together with Local Authorities and Education and Training providers at a West Yorkshire level . Under its terms of reference the Committee provides local leadership that drives improvements in skills and employment by overseeing development of policies and projects to address skills gaps in the City Region.
- 2.11** The Kirklees Employment and Skills partnership ensures alignment with the SAP via a shared membership representation ensuring the voice of Kirklees is heard and reflected in policy and programme development.
- 2.12** Local Skills improvement plans( LSIPS ) are part of a suite of reforms launched in DfE's "Skills for Jobs" White Paper that aim to put employers more firmly at the heart of the skills system.
- 2.13** Led by designated Employer Representative Bodies , LSIPs will set out a clear articulation of employers' skills needs and the priority changes required in a local area to help ensure post-16 technical education and skills provision is more responsive and flexible in meeting local labour market skills needs. The product will be a report setting out those key priorities, but the process to develop the report, i.e., bringing together employers and providers to understand skills needs and provision, is as important as the report itself.
- 2.14** A call for expressions of interest from Employer Representative Bodies ( ERBs) closed on 6 June. Local Authorities ,MCAs and LEPs were not eligible to apply. In West Yorkshire, the Chambers of Commerce submitted an expression to cover West and North Yorkshire – with a separate plan for each area this was approved, and funding was awarded to develop a delivery plan.
- 2.15** The expression of interest was supported by a number of other ERBs (including CBI, FSB, IOD West Yorkshire, Make UK along with the CITB, Tech UK and Yorkshire Asian Business Association) in the Region and

sets out how the Chamber will engage with the Local Authorities , The Combined Authority and the LEP.

- 2.16** In December 2022 the Chamber of Commerce received their funding agreement and work on the West Yorkshire LSIP work has commenced an initial meeting of the LSIP Strategic board is due to take place in January 2023.
- 2.17** The DFE has confirmed funding for the Skills Advisory Panel for 22/23 with the stated aim of this year's funding is for SAPs to produce high quality, local level skills analysis to support the successful implementation of Local Skills Improvement Plans (LSIPs). The Government's aim is that the majority of areas will have an LSIP developed and signed off by the Secretary of State by summer 2023.
- 2.18** In order to ensure Alignment a member of the Chamber of Commerce will sit on The Employment and Skills Committee at the Combined Authority and act as the Strategic link. .

#### *Current Skills Programmes in Kirklees*

- 2.19** A large number of programmes supporting Kirklees employers and people who live in Kirklees exist. This paper will give a top line summary those which the Employment and Skills partnership are involved in delivering and monitoring for performance in Kirklees. These are detailed in Appendix D.
- 2.20** It is important to note this is not a complete list of all provision - research by the Local Government association has recently identified over 49 national programmes delivered across 9 Whitehall departments which state skills in their activity. As our ability to monitor and influence these is limited, we have not covered these for the purposes of this report.

#### *Programmes for individuals*

- 2.21** The Adult Skills landscape is complex with a wide range of support on offer for adults ( 19 plus )looking to upskill or reskill with various funding streams support at different levels.
- 2.22** The wider adult skills infrastructure includes (but is not limited to): apprenticeship funding and levy, Higher Education loans, careers funding, adult learner loans, employer investment, individual investment, ESIF/UKSPF interventions, National Skills Fund interventions, and, for devolved areas, Gainshare funded interventions.
- 2.23** In recent years in Kirklees funding for Adult Skills Programmes has primarily been managed by the West Yorkshire Combined Authority working in partnership with Local Authorities. Whilst come of this funding is devolved

not all of it is and some is delegated or has been won as part of a competitive process.

**2.24** West Yorkshire has also benefitted from access to European Social Investment funding ( ESIF ) - however as we enter into the final year of access to these funds many of these programmes have completed or are due to complete this year.

**2.25** In response the funding gap created by the UKSPF People and Skills strand not being available until March 2024 and ESIF funding finishing in 2023 Local Authority officers have been working with The Combined authority alongside other partners to develop a pipeline of projects to address Employment and Skills challenges. This includes programmes to specifically linked to Mayoral pledges on Digital and Green Skills , a Graduate programme aimed at SMEs and specific support for young people.

#### *Programmes supporting Employers*

**2.26** Employers play a central role in developing the skills that the economy needs, although many acknowledge that they under-invest, and the evidence suggests that the trend in job related training is static at best.

**2.27** The key to tackling this issue is to encourage employers to adopt talent management systems that enable them to identify their skills needs and to deploy those skills effectively in the workplace to achieve business objectives.

**2.28** Working with the Combined authority a number of programmes exist to support employers with this ( see appendix D) - however the landscape is sporadic, and it is often reported confusing for employers with no one single access point available and funding for training focused on the individual rather than the employer.

**2.29** It has been identified by Local authority officers working with the Combined authority that this is gap and there is a need to develop a programme to support employers with Skills support. Development work for these will commence in Autumn.

#### *Apprenticeships in Kirklees*

**2.30** The Kirklees Employment and Skills plan 2022 - 2025 *Aspire, Achieve* , Include references several actions linked to Apprenticeships under its priority areas , *Empowering our young people* , *Digital Inclusion* , *Supporting our Communities and Skills for the Future*. Apprenticeships provide excellent career pathways and help develop core competencies for work and life

- 2.31** Apprenticeship starts have fallen due to introduction of reforms (2016/17) followed by pandemic .Apprenticeship starts in Kirklees have fallen by 41% since their peak in 2015/16 (national average fall -37%)
- 2.32** Some subject areas that are linked to sectors and occupations with a bigger exposure to the Covid 19 crisis have been particularly hard-hit. There is a concern that technical and work-based routes could see lasting damage as a result with implications for efforts to support the economic recovery.
- 2.33** The latest annual figures we have for take-up of Apprenticeships is for 2020/21 academic year. It shows that overall starts during the year were still 23% below pre-pandemic level in 2018/19 with the Intermediate level worst hit.
- 2.34** Provisional figures for first three quarters of 21/22 show an 11% improvement compared with the same period of 20/21 but there is still a significant gap.
- 2.35** Take-up of higher apprenticeships has been resilient in the face of the COVID-19 crisis, partly reflecting the fact that the majority are funded through the levy, and many are provided to existing staff rather than new recruits.
- 2.36** This shows that the levy is a powerful mechanism for driving the development of higher-level skills. However, higher apprenticeships remain narrowly focused in subject terms and there are few starts in subject areas associated with the most acute skill shortages such as engineering, construction and ICT.
- 2.37** This raises the issue of the sustainability of apprenticeships for SMEs and for the types of apprenticeship that are less likely to be levy funded, including those for the under nineteen and intermediate apprenticeships
- 2.38** It is important that apprenticeships provide an entry point for young people and those with lower level skills.
- 2.39** Apprenticeship achievement rates over the same period have also fallen – more steeply than starts. Much of the evidence around this is anecdotal with employers and apprentices expressing dissatisfaction with the End Point assessment system introduced as a result of the reforms which has been subject to delays in implementation meaning many have not been completed.
- 2.40** The Kirklees Apprenticeship for All project aims support and growth apprenticeships across the district and delivers a range of activities to increase the uptake of apprenticeships across large and small employers in the Kirklees district.

- 2.41** The project is part funded by ESF (European Social Fund) which are funds that help local areas stimulate their economic development by investing in projects which will support innovation, businesses, skills development, job creation, social inclusion, and local community regenerations.
- 2.42** The programme provides employers with access to a skills gap analysis and identifying training solutions via apprenticeships . It also provides a programme of enrichment support for Apprentices and access to unspent levy funding for SMEs.
- 2.43** IT also works with local Levy payers and encourages them to commit their unspent levy to the LEP Levy Transfer scheme to ensure the funding can be accessed by local SMEs employers.
- 2.44** The programme also works along the Councils Works Better programme to provide Information, advice and guidance around apprenticeships for people who live in Kirklees aged 15 and above - regardless of employment status.
- 2.45** Whilst having success engaging businesses and with objectives associated with Levy transfer and increased interest in Apprenticeships the Kirklees Apprenticeships for All programme is not currently hitting its ESF profiles targets and a change request to reduce the amount of funding and the associated outputs and results is required and will be submitted in November of this year . This is not unexpected due to the programmes late start and its nature of being a pilot project .
- 2.46** A requirement of the Kirklees apprenticeships for All programme is for a fully funded evaluation to take place - this will start in February of 2023. The findings of this will inform and shape future Apprenticeship activity as detailing the in Employment and Skills plan for Kirklees
- 2.47** As a levy payer Kirklees Council has committed £100 000 of its own levy to the Levy transfer scheme to support SMEs in Kirklees to recruit new apprentices up to level 4 to cover the training costs.
- 2.48** To date approximately £ 70 000 of its initially allocation has been allocated and work is now underway with People Services to see if more can be released without undermining the councils' own ambitions as an Apprentice employer.
- 2.49** To stimulate interest in Apprenticeships , employers in Kirklees can also access an Apprentice grant as part of the Kirklees Economic Recovery Programme of support . Grants of up to £ 3000 are available to support apprenticeship costs for qualifying employers in priority sectors.

### **3. Implications for the Council**

#### **3.1 Working with People**

Our skills work considers the impacts of people in everything it does. By its nature, we are seeking to ensure that the skills offer the district has will enable everyone who lives in Kirklees , regardless of their background to have a thriving future.

#### **3.2 Working with Partners**

We recognise that we cannot operate in isolation and that creating the conditions for local growth requires intense collaboration across the public, private and third sector. From its inception, Aspire , Achieve, and Include has been co-produced and developed through collaboration and engagement with Stakeholders. The Employment and Skills Partnership Board has been established to oversee the delivery of this plan and skills related programmes . The Board has representation from Further and Higher Education, Work-based learning providers, Employers (from sectors of local strategic significance), Business representative organisations, the Voluntary Sector, the Local Authority, and Local Government Agencies.

#### **3.3 Place Based Working**

Where Kirklees residents live shapes their experiences and outcomes and has an impact on their personal economic and social circumstances. Places and neighbourhoods are important and influential to both everyday experience and to longer-term outcomes for individuals including their health, economic footprint, and employability.

Transparent sharing of data will continue to enable all partners to be responsive to the changing demographics and their changing needs within Kirklees, and our internal place-based analysis will shape future interventions.

Our understanding of Place will continue to influence the way we work with partners, providing the aspiration and challenge to local people, appropriate to their needs.

#### **3.4 Climate Change and Air Quality**

The information contained within this Cabinet Report and the appended Employment and Skill plan do not directly impact on the climate and air quality. However, many of the key priorities and actions contribute towards a cleaner and greener future for the people of Kirklees.

The growth of the green economy and the need for individuals with the skills to support this transition is a growing theme of skills development and is reflected in project pipeline activity related to the mayoral pledges.

### **3.5 Improving outcomes for children**

The information contained within this Report and the appended Employment and Skill plan do not directly impact on improving outcomes for Children . However, many of the key priorities and actions contribute indirectly towards improving outcomes of Children in Kirklees .

### **3.6 Financial Implications for the people living or working in Kirklees**

Low skill levels are one of the factors impacting on productivity and in turn wage levels. Gross weekly pay for Kirklees residents was -4.5 % of the English average in 2022 ; wages growth lagged that of England as a whole between 2015-2022. By improving skill levels of people who live and work in Kirklees there is the potential to increase gross weekly pay and contribute toward the shared outcome of Sustainable Economy

### **3.7 Other (e.g. Integrated Impact Assessment (IIA)/Legal/Financial or Human Resources) Consultees and their opinions**

There are no direct legal/ financial implications in associated with this report .

## **4. Consultation**

N/A

## **5. Engagement**

N/A

## **6. Next steps and timelines**

The report invites the Economy and Neighbourhoods Scrutiny Panel for any comments or feedback on content.

Work on Skills is ongoing and 2023 is a key year with the development of the Local Skills improvement plan and work of the Employment and Skills partnership continues.

Development of regional programmes detailed in the skills pipeline will commence to business case development at which point further information can be provided.

## **7. Officer recommendations and reasons**

The report invites the Economy and Neighbourhoods Scrutiny Panel for any comments or feedback on content.

## **8. Cabinet Portfolio Holder's recommendations**

That the Committee notes content of the report and agrees to receive regular progress reports on the delivery of the employment and skills plan and Skills programmes.

Our economy is changing rapidly, this poses both challenges and opportunities for Kirklees. Making sure that people have the skills to get a job and progress in work and employers have people with the right skills they need for growth is a key priority.

## **9. Contact officer**

Gillian Wallace , Head of Employment and Skills , 01484 221000 ,  
[gillian.wallace@kirklees.gov.uk](mailto:gillian.wallace@kirklees.gov.uk)

## **10. Background Papers and History of Decisions**

**Kirklees Employment and Skills plan 2022 - 2025 - adopted June 2022.**  
[Kirklees Economic Strategy - Kirklees Council 2019 - 2025](#) - Kirklees Council  
[Kirklees Economic Recovery Plan](#) - Kirklees Council 2020  
[Our Kirklees Futures :Our Approach to Learning 2019 - 2030 - Kirklees Council](#)  
[West Yorkshire Employment and Skills Framework](#)  
[West Yorkshire Investment Strategy 2021 - 2024](#) - West Yorkshire Combined Authority  
[Levelling Up the United Kingdom White Paper 2022](#)- Department for Levelling Up, Housing and Communities

## **11. Service Director responsible**

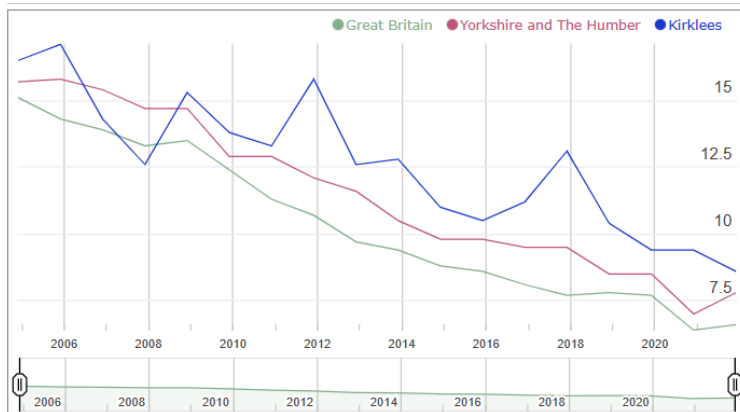
Edward Highfield , Service Director Skills and Regeneration



## Appendix A - Key statistics for Skills in Kirklees

### Adults in Kirklees with No Qualifications

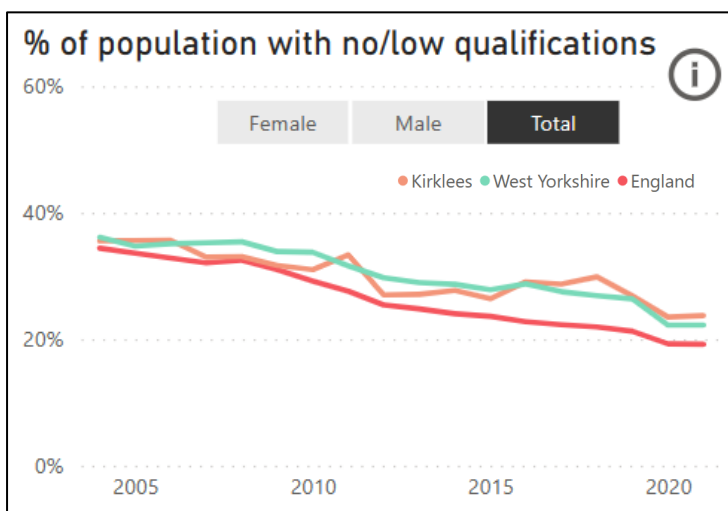
The most recent Annual Population Survey (2021) shows that 23,200 adults in Kirklees (8.6% of the population) have no formal qualifications. This rate is higher than the Yorkshire & Humber rate of 7.8% (0.8% difference), and the England rate of 6.6% (2% difference).



### Adults in Kirklees with No or Low Qualifications

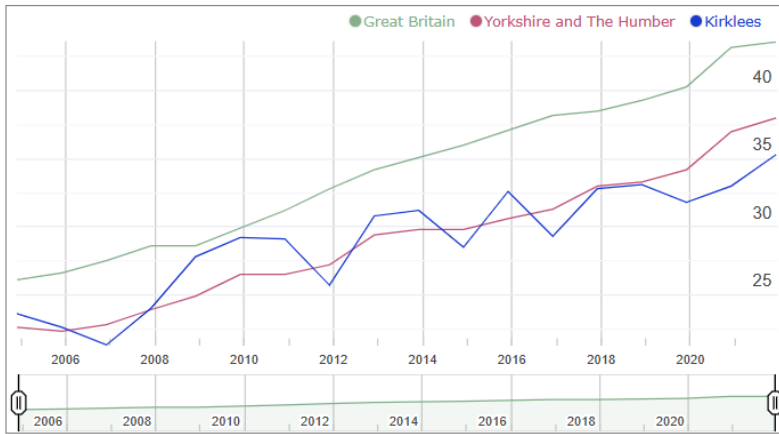
Looking at adults in Kirklees with no qualifications or qualifications below Level 2, shows that 23.7% of adults aged 16-64 fall into this group, compared to 22.2% in West Yorkshire\* and 19.2% in England. Over a quarter of males in Kirklees have low / no qualifications (26.1%), compared to over a fifth of females (21.4%).

\*Please note that this section takes data from WYCA's 'State of the Region' report for 2022, and therefore the West Yorkshire comparison group is given rather than the wider Y&H comparison group. The underlying data is taken from the 2021 APS, so is consistent.



### NVQ Level 4+

Over a third (35.3%) of adults in Kirklees have a Level 4+ qualification, compared to 38.0% in Yorkshire & Humber and 43.6% in England (Annual Population Survey 2021).

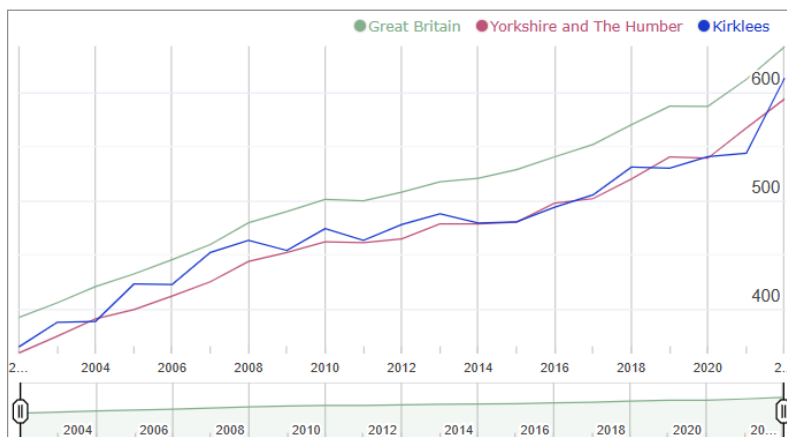


At all NVQ Levels below Level 4, Kirklees has a rate of achievement that is lower than the regional and national rates in 2021.

### Gross Weekly Pay – Full Time Workers

The ‘ONS annual survey of hours and earnings - resident analysis’, shows that in 2022 the gross weekly pay in Kirklees (median) was £613.40, compared to £594.10 in Yorkshire & Humber (+3.2%) and £642.20 in England (-4.5%).

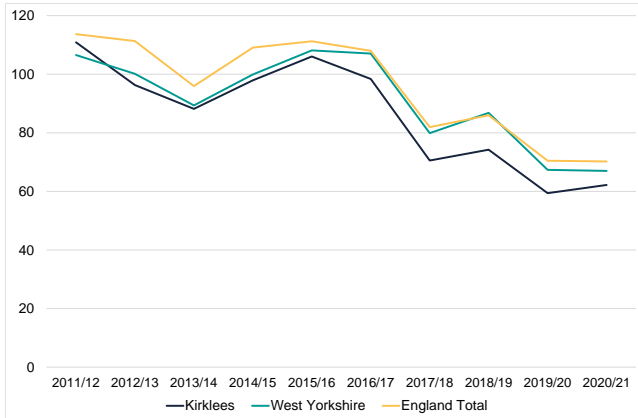
Male full time gross weekly pay rates are considerably higher than female pay rates in Kirklees, with males earning £665.00 per week and females earning £528.30 per week in 2022.



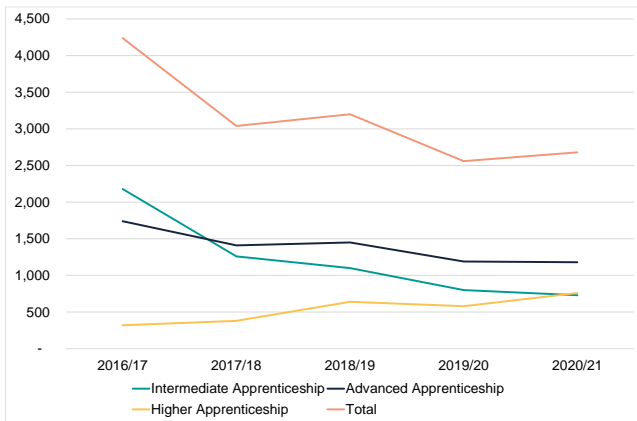
### Apprenticeship Starts

Apprenticeship starts have fallen due to introduction of reforms (2016/17) followed by pandemic. Apprenticeship starts in Kirklees have fallen by 41% since their peak in 2015/16 (national average fall -37%) with only higher level apprenticeships showing growth ( source Department of Education )

### Apprenticeship starts in Kirklees



### Starts by apprenticeship type



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**Aspire, Achieve, Include:**

**The Kirklees Post-16 Employment and Skills Plan  
2022-2025**

## Foreword

Our economy is changing rapidly, this poses both challenges and opportunities for Kirklees. Making sure that people have the skills to get a job and progress in work and employers have people with the right skills they need for growth is a key priority.

As employers grapple with Skills shortages and inability to recruit, residents are facing challenges around exclusion and loneliness. The solution lies in sustained and significant investment in skills, at all levels, underpinned by aspiration, achievement and inclusion.

We need an approach that is sufficiently nimble to successfully respond to local needs with a focus on outcomes and impact. We recognise that we cannot operate in isolation and that creating the conditions for local growth requires intense collaboration across the public, private and third sector.

'Aspire, Achieve, Include' is the 2022-2025 Post-16 Employment and Skills Plan for Kirklees. It explains how the council, working closely with partners across the borough, will support and invest in the local employment and skills system over the next three years.

It will ensure we are well placed to support the Mayoral Combined Authority with the delivery of its Employment and Skills related Mayoral pledges and maximise the opportunities arising from the UK Government's Levelling up White paper and its ambition to put local employers at the heart of skills provision.

The plan proposes a series of new partnership-based actions, and a new Collaborative approach to oversee the delivery of those actions. It provides an agreed list of actions and priorities, the details and delivery of which will then be worked on by local stakeholders.

Aspire, Achieve and Include does not exist in isolation, it sits alongside and builds upon the Our Kirklees Future Learning Strategy and Kirklees Economic Strategy and will work alongside the forthcoming employer lead Local Skills and Improvement Plan.

It is the key link between these key long term strategies allowing Kirklees to harness the economic benefits from the quality of learning Kirklees Futures will deliver and ensuring the Skilled and Ambitious people strand of the Kirklees Economic strategy is achieved.

It seeks to tackle not only issues brought forward as a result of the Covid 19 Pandemic but also lay the foundations for future success in our key sectors .

Improving residents' skills and careers, whilst being clear about our role and the role of our partners will be critical to our success.

# Introduction

'Aspire, Achieve, Include' is the 2022-2025 Post-16 Employment and Skills Plan for Kirklees. It explains how the council, working closely with partners across the borough, will support and invest in the local employment and skills system over the next three years. It will contribute to the delivery and achievement of the Council Plan – in particular, the 'sustainable economy' and 'aspire and achieve' themes – and will play an important part in our ambitions for economic growth. It will also help us to maximise the opportunities arising from devolution, both in terms of increased local investment and the co-design of government programmes.

The plan draws on feedback from over 250 local businesses and education providers. It proposes a series of new partnership-based actions, a new commission to oversee the delivery of those actions and explains how we will measure success.

**Aspire:** we want our young people and adults to aim high, to be proud of where they're from and to take advantage of the many opportunities that exist in Kirklees, both now and in the future. We will ensure that the necessary learning pathways, wraparound support and opportunities to experience the world of work are in place to help them do that.

**Achieve:** we want Kirklees to be a place where everyone can fulfil their potential in education, in work and in life. This means making good quality learning available to everyone, supporting people to progress or to retrain, and working with our businesses to invest in the development of the local workforce.

**Include:** as our local economy grows and evolves, a wide range of new jobs and careers will become available, many of which don't yet even exist. We are committed to ensuring that local people are in the best place to take advantage of these opportunities, regardless of their background or starting point.



## The Local Context

Kirklees is a great place to live, learn and work. We have three high performing colleges, a world-class university and renowned innovation and training assets such as the 3M Buckley Innovation Centre and the Textiles Centre of Excellence. GCSE and A-level results have been improving, high proportions of our learners progress into higher education and apprenticeship participation rates have historically been strong.

<b>University of Huddersfield</b>	20,000 students
	Work experience opportunities for all undergraduates
	Best University Employability Strategy Award 2021
	Queen's Award for Enterprise for International Trade, and Queen's Anniversary Prizes for the Centre for Precision Technologies and the Institute of Railway Research
<b>Greenhead College</b>	In the top three designated sixth form colleges in the country based on A-level results.
<b>Huddersfield New College</b>	Ranked number one in England for equality and diversity
<b>Kirklees College</b>	Links to over 1,000 businesses
	In the top ten colleges in England for apprenticeships

Our diverse business base includes world-renowned textiles manufacturers, precision engineering firms and a fast-growing creative sector. In fact, web design is now the area's leading export. Evidence gathered in 2021 shows that most local businesses intend to grow or stay the same size over the next three years (only 4% expect to reduce their headcount) and many tell us they are interested in working with the education sector to help ensure that Kirklees has the right talent pipeline for the years ahead.

Kirklees is an attractive location for inward investment, with a strategic location and a competitive labour market that is well placed to build on the skills of the workforce and graduate talent. But we also have a number of important learning, skills and employment challenges that require a concerted, partnership-based effort if they are to be addressed. For example:

- Too many jobs in Kirklees still pay below the Real Living Wage.
- An above average proportion of jobs in Kirklees are, or will be, at risk of automation.
- Local employers continue to voice concerns about the technical and employability skills of the young people and adults that apply for vacancies.
- A below average proportion of our young people achieve good GCSE grades in English and Maths, which can impact on their employment and earning potential as adults.
- Black and minority ethnic groups are more likely to be in less secure, low wage jobs that will be most at risk.

Before COVID-19, more local people were achieving higher level qualifications while the number of people without the basic skills needed for employment was falling. We are committed to getting back on that trajectory as soon as possible and to closing the gaps between Kirklees and the rest of the country. At the time of writing, 34% of our working age residents are qualified to Level 4 – an impressive improvement on the 2016 figure of 29%, but still some way below the national figure of 43%. We also need to reduce the number of working age adults without any formal qualifications (currently 9% in Kirklees compared with an England average of 6%) and increase the number of people qualified to at least Level 2 (currently 74% in Kirklees against an England average of 78%).

Unemployment in Kirklees has been low in recent years, but COVID-19 has affected the types of jobs that are available and the capacity of Kirklees businesses to invest in training for some time to come. With some sectors reporting high numbers of hard-to-fill vacancies, it is essential that we support local people to develop the skills and attributes they need to thrive, whether that means helping them to return to the labour market after a period of unemployment, brokering apprenticeship opportunities or supporting them to achieve higher level qualifications.

COVID-19 has also accelerated the rate at which employers (and society as a whole) have become more reliant on digital skills and interaction. While many of us take this for granted, for some it is a significant barrier to employment or progression. A Kirklees-wide commitment to digital inclusion for all is therefore very much within our plans.

This skills and employment plan celebrates our past, acknowledges the challenges of the present but, most importantly, looks boldly ahead to a bright future. It is structured around four priority areas:

- Empowering our Young People
- Digital Inclusion
- Supporting our Communities to Learn and Progress
- Skills for the Future

Each of the priority areas includes actions that are designed to augment and complement the great work taking place every day in education and training providers across Kirklees. Together with Kirklees Futures and the forthcoming Local Skills Improvement Plan, they will help us achieve our vision for Kirklees: where aspiration, achievement and inclusion are the norm.

## Empowering our Young People

The actions in this priority area are designed to help the young people of Kirklees – regardless of their personal circumstances or background – find good quality employment and progress in work.

The pandemic has accentuated local inequalities and has affected the employment prospects of some young people in Kirklees (10% of local employers say it is ‘very likely’ they will recruit an apprentice over the next two years, compared with 17% who employ one now). We also know that young people without good qualifications in English and maths can find it much harder to access employment opportunities and apprenticeships, or to progress once in employment, and can become drawn into a low skill/low wage equilibrium.

We must therefore take a partnership-based approach to creating an inclusive jobs market for young people in Kirklees, building on our existing offer that includes Works Better 15-25 and borough-wide provision from C&K Careers. The actions below are an important part of that and sit alongside those proposed under ‘Supporting Our Communities to Learn and Progress’.

### We will continue to:

<p>Help young people find and secure the apprenticeships they want.</p>	<p><b>Why?</b> Apprenticeships provide excellent career pathways and help develop core competencies for work and life.</p>
<p>Ensure that good quality pre-apprenticeship provision is available in Kirklees and that the additional capacity made available.</p>	<p><b>Why?</b> Many young people need a stepping stone, in the form of pre-apprenticeship provision, to progress into the industry of their choice. This is particularly the case at a time when the job market is more challenging and the risks of higher youth unemployment have risen.</p>

**We will also:**

<p>Make it easier for local employers to recruit apprentices at all levels, from intermediate to degree.</p>	<p><b>Why?</b> It is not always easy for employers to recruit apprentices and there is evidence that higher and degree level apprenticeships don't yet have the profile they deserve.</p>
<p>Ensure that young people in Kirklees have access to meaningful, high quality employer encounters involving real-life assignments and ongoing assessment.</p>	<p><b>Why?</b> Meaningful employer encounters improve young people's knowledge of jobs and careers, develop enterprise and work readiness skills and increase earning potential. They also significantly reduce the risk of young people becoming unemployed.</p>
<p>Work with local employers to identify the work readiness and employability attributes that are most important to them. These will then be shared across the full spectrum of education providers and employment support agencies.</p>	<p><b>Why?</b> Having the right work readiness and employability skills is essential, especially for young people entering the labour market for the first time. Only half of our local employers say the work readiness of new starters is good or better, so there is still work to do on this topic.</p>
<p>Support young people who do not achieve good GCSEs in maths and English at Key Stage 4 to achieve those qualifications by age 19 (this is a long-term action that will continue beyond the life of this strategy).</p>	<p><b>Why?</b> Achieving at least GCSE grade 4/C in English and maths is linked to better further and higher education opportunities, employment prospects, earning potential and health. It is therefore essential that young people in Kirklees are given high quality post-compulsory support to achieve at this level by age 19.</p>
<p>Support young people to progress to higher education, including degree apprenticeships, preparing them for the higher skilled jobs in great demand including those in health, care and digital.</p>	<p><b>Why?</b> Achieving degree-level qualifications and above will empower young people to access higher level jobs, achieve higher earnings and meet local skills needs from employers.</p>

Develop practical actions to improve graduate utilisation by businesses in Kirklees . Enabling more graduates to achieve career success in Kirklees.

**Why ?** For university towns, retaining the students that have studied there after graduation means adding talented young minds into the local workforce. This in turn will address high level skills shortages and improve productivity .

# Digital Inclusion

Employers in Kirklees tell us that skills gaps in IT and digital competencies are more prominent than any other type of skills gap, impacting on both competitiveness and growth. Around half the workforce does not have the right digital skills, despite digital technology having transformed nearly every aspect of modern life. While many of us now take digital skills and digital confidence for granted, for some it remains a very daunting area.

Demand for digital skills at all levels – from introductory to higher level – is increasing and has been accelerated by the pandemic. It is now estimated that 95% of jobs will need some level of digital skills in the future. As such, it is important that our people and our businesses can access and develop the right digital skills for modern life and work and that we take the necessary steps to remove digital skills as a barrier to employment, progression and productivity.

We will do this as an active member of the West Yorkshire Local Digital Skills Partnership as well as providing accessible support and interventions that are tailored to the specific needs of Kirklees residents and businesses.

## We will continue to:

<p>Implement Kirklees Council's Digital Work Forward Programme, through which we will improve digital training facilities, develop a new digital skills strategy and develop a Young Digital Citizen model.</p>	<p><b>Why?</b> Digital skills will play an important role in the post-pandemic reshaping of the Kirklees economy. A programme of work dedicated to improving the digital skills of our citizens is therefore very important.</p>
<p>Provide Digital Hubs and Digital Champions, helping more residents to improve their digital confidence and access digital services in a safe and secure way.</p>	<p><b>Why?</b> Improved digital confidence can help people to better manage their money, health, housing and more. It also makes them more employable (which in turn benefits our businesses), helps them to feel more independent and be less isolated.</p>

**We will also:**

<p>Support SMEs in Kirklees to improve their digital productivity, from everyday digital competencies and selling online, to more advanced digital skills, using the cloud and back office functions.</p>	<p><b>Why?</b> Digital technology offers fantastic opportunities for growth and diversification. But smaller businesses can be vulnerable to digital change and it is therefore important they are supported to help take advantage of the opportunities that are available.</p>
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<p>Promote and encourage the take-up of free-to-access digital skills qualifications via the Lifetime Skills Guarantee.</p>	<p><b>Why?</b> Evidence consistently points to the growing importance of digital skills for employment and progression. The Lifetime Skills Guarantee enables people to access digital qualifications at all levels up to and including Level 3.</p>
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<p>Promote higher level digital skills access including Digital Boot Camps and digital degrees via the University of Huddersfield</p>	<p><b>Why?</b> We need more young people, especially females and those from disadvantaged backgrounds, to see the attraction of digital roles and to see routes for them to secure the skills needed to secure the many opportunities available.</p>
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# Supporting Our Communities to Learn and Progress

Kirklees has a high quality employment and skills offer that engages residents from disadvantaged groups and reconnects them with the labour market. The offer includes the suite of Works Better programmes, English for Speakers of Other Languages (ESOL) provision, Adult and Community Learning (Rated 'Good' by Ofsted in 2019) and is supported by effective pre-engagement activity through First Steps.

Whilst participation in adult and community learning fell by almost a half nationally during the COVID-19 lockdowns, Kirklees recorded an increase. Provision was quickly refocussed to help with home schooling, with mental health and wellbeing, and to support people that had become unemployed as a result of the pandemic.

The University of Huddersfield attracts a high proportion of commuter students who live at home and travel in from the local area. Nearly half of the students are from ethnic minorities, while 57% are first generation students.

The foundations for an expanded employment and skills offer in Kirklees are therefore strong. We are well placed to support more local people of all ages, characteristics and backgrounds, be it to re-engage with learning, to improve their confidence and work readiness, to progress in work or to develop the new skills needed for a change of direction.

We know that this kind of provision has a multitude of benefits for learners and for the economy. It can improve health and wellbeing, raise aspirations and achievement and make people more employable. It can also increase the supply of skills to support our key sectors, reduce the number of residents without any formal qualifications and increase the number qualified to higher levels.

Working with partners across the West Yorkshire Combined Authority area, we are therefore committed to Kirklees being seen as a recognised place of excellence for employment and skills.

**We will continue to:**

<p>Work closely with colleagues at the West Yorkshire Combined Authority to ensure that activity commissioned through the devolved Adult Education Budget addresses local need in Kirklees.</p>	<p><b>Why?</b> The West Yorkshire devolution deal provides more local control and accountability for adult skills delivery. This will allow us to target local priorities such as supporting the unemployed, making learning more inclusive and addressing prominent skills gaps.</p>
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<p>Expand the offer of support for people that have been out of work for a long time, young people that are unemployed and older unemployed residents, to help them progress towards and into employment, including self-employment.</p>	<p><b>Why?</b> The longer people are out of work, the harder it can be to find employment. For young people, this can mean reduced life chances in the future, while over 50s are almost three times more likely to be long-term unemployed than other age groups.</p>
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<p>Maintain a high quality ESOL offer, delivered in safe, supportive environments and covering the real-world English skills that local employers expect.</p>	<p><b>Why?</b> A good grasp of the English language can improve communication skills and job opportunities. Students on ESOL courses can gain real-world experience and enterprise skills that help them successfully engage with the world and people around them.</p>
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**We will also:**

<p>Seek further funding to expand the adult and community learning offer in Kirklees, aligning with local employer need and increasing participation amongst under-represented groups.</p>	<p><b>Why?</b> It is important that we reduce the number of people in Kirklees without formal qualifications and increase the number qualified to at least Level 2. An expanded adult and community learning offer is a</p>
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	key mechanism through which we can achieve that.
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<p>Enable access to good quality training and progression programmes in numeracy and literacy for people whose skills in these areas prevent them from securing the job or career they would like.</p>	<p><b>Why?</b> People without basic numeracy and literacy skills are twice as likely to be unemployed. Where local people in Kirklees are struggling to find work because of their numeracy and literacy, they should have access to the right training to help them overcome that challenge.</p>
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<p>Stimulate the development of intermediate and higher level skills through a range of routes including apprenticeships, higher education, employer investment and the Lifelong Loan Entitlement.</p>	<p><b>Why?</b> Higher level skills drive up productivity and carry a wage premium. We need more people in Kirklees with higher level skills, but to achieve that they must be able to learn in a flexible way. The Lifelong Loan Entitlement gives them the opportunity to do that.</p>
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## Skills for the Future

We know that different industry sectors will recover from the effects of the pandemic at different rates. Construction, IT, professional services and green technologies are likely to show strong growth. Health and social care sector remains a priority and will continue to employ a large number of local people (the new National Health Innovation Campus in Huddersfield is a flagship opportunity to grow the health sector). Other sectors have been harder hit and will take longer to recover, giving the potential for an increase in the number of insecure, low-paid jobs.

Approximately one third of all working time in Kirklees is spent on tasks that are at high risk of automation, which is more than across England as a whole. This risk is particularly pronounced in lower skilled occupations and in manufacturing, both of which are heavily represented in our local economy. Kirklees also has a concentration of migration-sensitive production roles which may see higher levels of churn as the effects of Brexit unfold.

Most companies recognise the importance of improving leadership, management and innovation skills to remain competitive in global markets, yet very few have a skills plan, particularly smaller companies. It is important that we have high quality provision available with support from government, including Help to Grow for SMEs, to ensure our local leaders are well prepared and aware of the importance of investing in the workforce.

These are significant challenges. But with challenge comes opportunity and we are committed to ensuring that our people can obtain the skills and attributes they need to succeed and thrive. How we will do that is explained below.

**We will continue to:**

<p>Build on the success of national and regional reskilling initiatives by supporting Kirklees residents to acquire important transferable skills that are valued by employers across a range of industries.</p>	<p><b>Why?</b> COVID, automation and Brexit will mean that some of our residents need to change job and work in different industry sectors. Employers tell us that transferable skills such as communication, teamworking and numeracy are very important to them, in many cases more so than job-specific or technical skills.</p>
<p>Work with employers to make it easier for them to understand the local training offer, provide apprenticeship opportunities for staff of all ages, invest in workforce development and raise job quality.</p>	<p><b>Why?</b> Less than half of local employers say they 'definitely' know where to find information about local training and that they find it easy to understand.</p>
<p>Take forward plans for a new construction skills training facility, linked to the Council's capital investment programme, the Transpennine Route Upgrade rail improvements and significant residential housing developments planned in North Kirklees. The facility will include on-site working and will be delivered in conjunction with employers.</p>	<p><b>Why?</b> Kirklees (and the wider region) has a shortage of skilled construction workers, especially given our ambitious capital programme. The new facility will provide a talent pipeline, raise awareness of the wide range of careers in construction, increase apprenticeship numbers and enable us to leverage more social value from large capital schemes.</p>

**We will also:**

<p>Support individuals and businesses to develop 'green skills'<sup>1</sup> and to take advantage of opportunities associated with green industry.</p>	<p><b>Why?</b> The council has a vision to make Kirklees carbon neutral by 2038 and there is a Combined Authority mayoral pledge to build 5,000 sustainable homes. Achieving this will require a significant growth in 'green skills' and much wider use of green technologies.</p>
<p>Work with the Kirklees Top 100 Companies and those sectors experiencing significant local recruitment and retention challenges to help ensure that career opportunities are widely promoted and understood, that they are available to local people and that we address outdated perceptions about working in those sectors.</p>	<p><b>Why?</b> Some of our largest employing sectors are facing a recruitment and retention crisis. Health and care, for example, suffers from misunderstandings about the nature of the work, high turnover and a mass of unfilled vacancies (amidst ever growing demand). Working collaboratively across the education and skills system to address this has never been more important.</p>
<p>Help people to develop the enterprise and leadership skills they need to become high quality employers and leaders, and to start and grow new businesses in Kirklees.</p>	<p><b>Why?</b> Enterprise skills and an entrepreneurial spirit are central to the growth of our economy and to the progression of our people into positions of leadership and management. We must ensure these qualities are well embedded across our area.</p>
<p>Ensure that Kirklees residents can benefit as much as possible from West Yorkshire-wide employment and skills offers in adult re-training, careers, school engagement, business support and start-up provision.</p>	<p><b>Why?</b> There is a strong and varied employment and skills offer in West Yorkshire, with evident efficiencies and savings to be had in the local deployment of those elements that will most benefit Kirklees residents.</p>

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<sup>1</sup> Defined as the knowledge, abilities, values and attitudes needed to live in, develop and support a sustainable and resource-efficient society.

# Summary of Actions

<b>Empowering our Young People</b> <b>We will:</b>	<b>Digital Inclusion</b> <b>We will:</b>	<b>Supporting our Communities to Learn and Progress</b> <b>We will:</b>	<b>Skills for the Future</b> <b>We will:</b>
<p>Help young people find and secure the apprenticeships they want.</p>	<p>Implement Kirklees Council's Digital Work Forward Programme, improving digital training facilities, developing a new digital skills strategy and developing a Young Digital Citizen model.</p>	<p>Work closely with colleagues at the West Yorkshire Combined Authority to ensure that activity commissioned through the devolved Adult Education Budget addresses local need in Kirklees.</p>	<p>Build on the success of national and regional reskilling initiatives by supporting Kirklees residents to acquire important transferable skills that are valued by employers across a range of industries.</p>
<p>Ensure that good quality pre-apprenticeship provision is available and that the additional capacity made available through Kickstart is continued.</p>	<p>Provide Digital Hubs and Digital Champions, helping more residents to improve their digital confidence and access digital services in a safe and secure way.</p>	<p>Expand the offer of support for people that have been out of work for a long time, young people that are unemployed and older unemployed residents.</p>	<p>Work with employers to make it easier for them to understand the local training offer and to invest in workforce development.</p>
<p>Make it easier for local employers to recruit apprentices at all levels, from intermediate to degree.</p>	<p>Support SMEs in Kirklees to improve their digital productivity, from everyday digital competencies and selling online, to more advanced digital skills, using the cloud and back office functions.</p>	<p>Maintain a high quality ESOL offer, delivered in safe, supportive environments and covering skills that employers expect.</p>	<p>Take forward plans for a new construction skills training facility, linked to the Council's capital investment programme, rail improvements and residential housing developments.</p>
<p>Ensure that young people in Kirklees have access to meaningful, high quality employer encounters involving real-life assignments and ongoing assessment.</p>	<p>Promote and encourage the take-up of free-to-access digital skills qualifications via the Lifetime Skills Guarantee.</p>	<p>Seek further funding to expand the adult and community learning offer in Kirklees, aligning with local employer need and increasing participation amongst under-represented groups.</p>	<p>Support individuals and businesses to develop 'green skills' and to take advantage of opportunities associated with green industry.</p>
<p>Work with local employers to identify the work readiness and employability attributes that are most important to them.</p>	<p>Promote higher level digital skills access including Digital Boot Camps and digital degrees via the University of Huddersfield.</p>	<p>Enable access to good quality training and progression programmes in numeracy and literacy.</p>	<p>Work with the Kirklees Top 100 Companies and those sectors experiencing significant local recruitment and retention challenges to help ensure that</p>

			career opportunities are widely promoted and understood.
Support young people who do not achieve good GCSEs in maths and English at Key Stage 4 to achieve those qualifications by age 19.		Stimulate the development of intermediate and higher level skills through a range of routes including apprenticeships, employer investment and the Lifelong Loan Entitlement.	Help people to develop the enterprise skills they need to become high quality employers and leaders, and to start and grow new businesses in Kirklees.
Support young people to progress to higher education, including degree apprenticeships, preparing them for the higher skilled jobs in great demand.			Ensure that Kirklees residents can benefit as much as possible from West Yorkshire-wide employment and skills offers in adult re-training, careers, school engagement, business support and start-up provision.
Develop practical actions to improve graduate utilisation by businesses in Kirklees . Enabling more graduates to achieve career success in Kirklees			



# Delivering the Employment and Skills Plan

A new Employment and Skills Commission will be established to oversee the delivery of this plan. The Commission will have representation from further and higher education, work-based learning, employers from sectors of local strategic significance, business representative organisations, the voluntary sector, the local authority and local government agencies.

Meeting on a quarterly basis, the Employment and Skills Commission will consider the sustainability of the actions in this strategy, especially those supported by short-term funding.

## **Measures:**

1. Reduction in the proportion of working age adults with no formal qualifications.
2. Increase in the proportion of working age adults qualified to at least Level 2.
3. Increase in the proportion of working age adults qualified to at least Level 4.
4. Increase in the number of learning completing digital skills courses.
5. Unemployment in Kirklees, including youth unemployment and long-term unemployment, is below the national average.
6. Year-on-year increase in the number of people starting and completing Apprenticeships in Kirklees, including Higher and Degree Apprenticeships.
7. Employers report improved work readiness skills amongst new starters.
8. Increase in the proportion of young people from Kirklees entering higher education.

## **Back cover**

Contact details etc.

# Local Skills Report

## Leeds City Region

January 2022



## Foreword

The employment and skills agenda is more crucial than ever as we face the challenge of working for an economic recovery and building back better. People need high quality support to get them into work and the right skills to enable them to take their first step, change or progress in their chosen career.

More broadly, equipping people with the right skills is key to achieving our vision of transforming the regional economy and addressing our priorities around boosting productivity, fostering inclusive growth and tackling the climate emergency.

Long-standing employment and skills challenges facing the region have been a key factor in holding back the area's progress not only in terms of the ability of its firms to innovate and increase their productivity but also the ability of individuals to break out of longstanding cycles of deprivation, connect with good quality work and progress their careers.

The latter part of 2021 has demonstrated that the path to recovery is an uneven one, with the re-opening of the economy triggering a range of challenges, including reduced participation in the labour market and acute labour shortages in some sectors and occupations. Moreover, the Omicron variant shows the continuing potential of Covid-19 to disrupt the economy and to hamper the operation of the education and training system. Our approach needs to be flexible and agile in the face of future volatility.

We will also need to contend with profound and lasting changes resulting from the pandemic, which the evidence suggests are likely to include a permanent increase in remote working, acceleration of digitalisation and changes to the economic role of town and city centres.

The Election of the West Yorkshire Mayor, Tracy Brabin, provides an unprecedented opportunity to make progress on employment and skills issues as part of a devolved approach to transforming the regional economy. It gives local control of at least £1.8 billion of funding to be spent on the things that make a difference to the people of West Yorkshire, including substantial funding for adult education. We can use our understanding of regional needs to inform decision-making and the development of tailored employment and skills solutions.

But how can we best make a difference in this area? This report brings together and summarises the work of the LEP and our strategic partners in the field of employment and skills, describing regional skills needs, our plans to address them and the progress that is being made.

We have firm foundations to build on with the LEP's long-standing analytical capability, its expertise in developing and implementing employment and skills programmes and the strong support of partners from across the spectrum.

Our Skills Advisory Panel is at the centre of all these key developments, providing expert and informed input from a full range of strategic partners.

The publication last year of the Department for Education's White Paper 'Skills for Jobs' signals a changing policy landscape, with implications for the way in which employers are engaged by and with the skills system and the manner in which skills plans are formulated locally. We remain committed to working in partnership to foster a more responsive employment and skills system that can make the fullest contribution to our ambitious strategy to transform the regional economy.

In the course of this report we provide links to relevant resources. In addition, the LEP's [website](#) provides comprehensive information about activities to address employment and skills needs in the region.

**Councillor James Lewis**

**Leader of Leeds Council**

**Chair of West Yorkshire Combined Authority Employment and Skills Committee**

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# 1 Skills Advisory Panels – Introduction

## 1.1 Purpose of this report

This Local Skills report has been produced by Leeds City Region Enterprise Partnership to detail the work of its Skills Advisory Panel. It is a refreshed version of the first Local Skills Report that was published in March 2021.

The purpose of Local Skills Reports is to provide a clear and consistent view of the work that is being done by Skills Advisory Panels across the country to address their local skills needs.

They bring together information about local skills needs, local plans to address those needs and provide a review of the progress that is being made in addressing skills challenges.

They also serve to communicate local intelligence to central government and the national-level Skills and Productivity Board (SPB).

Local skills reports are intended to be useful and informative for a wide variety of audiences, including education and training institutions, employers, local government, as well as the wider public.

The structure of the rest of the report is as follows:

**Skills strengths and needs.** A summary of the skills landscape and key skills needs of the local area.

**Skills strategy.** An outline of the SAP's strategic approach to addressing local skills needs.

**Skills action plan.** An overview of the actions the SAP and local partners intend to take to address the skills priorities.

**Assessment of progress.** A critical look at progress made against the SAP's skills strategy and action plan.

**Case studies / positive impact stories.** A selection of success stories / case studies that show how skills mismatches are being addressed in the region.

**Looking forward.** Sets out the SAP's future agenda and provides a clear message for providers and employers on how they can support and contribute.



## **Skills Advisory Panels: the national context**

Since 2018, Skills Advisory Panels (SAPs) have been bringing together employers, skills providers and key local stakeholders to better understand and resolve skills mismatches at a local level. SAPs are part of Mayoral Combined Authorities and Local Enterprise Partnerships and there are 36 in total across England. The Department for Education (DfE) has supported SAPs with grant funding primarily to produce high-quality analysis of local labour markets and publish Local Skills Reports, which set out the local skills strengths and needs and how the SAP proposes its area addresses its key priorities.

This second iteration of SAPs' Local Skills Reports comes at a time when DfE is Trailblazing new Local Skills Improvement Plans (LSIPs), in eight areas of the country. Developed by Employer Representative Bodies, LSIPs are part of a suite of reforms launched in DfE's "Skills for Jobs" White Paper that aim to put employers more firmly at the heart of the skills system. An evaluation of the eight Trailblazers will inform the national roll out of the programme. In the meantime, and before LSIPs are rolled out across the country, it is DfE's intention that Skills Advisory Panels and this Local Skills Report should continue to influence the behaviour of local partners and feed intelligence to central government, including to sectoral focussed skills teams and the national-level Skills and Productivity Board (SPB).

## **1.2 Governance**

Since the publication of the first Local Skills Report, we have entered an important new stage in the work of the West Yorkshire Combined Authority and its partners – work that aims to transform the performance of the region. The election of the first West Yorkshire Mayor, Tracy Brabin, provides a new focal point for the region, championing it with Government and the rest of the world. It enables us to move forward with our devolution deal with government, granting us greater influence over investment in skills, transport, housing and business support. It will also give us local control over at least £1.8 billion to spend on the things that matter to the people of West Yorkshire. Most importantly, the mayor is directly accountable to the people of West Yorkshire and will ensure that the priorities of residents are reflected in the decisions the Combined Authority makes.

New governance arrangements have been put in place that better reflect the changed role and responsibilities of the Combined Authority following the election of the Mayor. One of the key changes is that the thematic committees known as advisory panels have become decision making 'portfolio' committees. Unlike, the previous advisory panels, the committees are decision making in relation to project spend and delivery in accordance with the Combined Authority's Assurance Framework, with scope and terms of reference amended to reflect these changes.

One of the 'portfolio' committees is the Employment and Skills Committee (ESC), which brings employers together with local authorities and education and training providers. This supersedes the Employment and Skills Panel. Under its [terms of reference](#) the Panel provides local leadership that drives improvements in skills and employment by overseeing development of policies and projects to address skills gaps in the City Region. The work is driven by the needs of employers and the region's economy.

***The Combined Authority's Employment and Skills Committee serves as the Skills Advisory Panel for Leeds City Region***

In carrying out its role as the Skills Advisory Panel, the Employment and Skills Committee has the following specific responsibilities and objectives, as set out in a [protocol](#) to its terms of reference:

1. Understanding current and future skills needs as well as the skills and employment support provision in the area
2. Understanding wider dependencies – ensuring that the ‘People’ element is integrated effectively with the wider work of the LEP and the Combined Authority
3. Linking to Careers Advisory services – ensuring that people are informed about potential career routes in the region, and that careers support is informed by up-to-date local labour market information
4. Raising the profile of apprenticeships
5. Advising on employment support provision
6. Sharing analysis and best practice as widely as possible
7. Co-ordinating skills providers in the region by fostering co-operation and encouraging them to use relevant analysis to inform the development of their provision.

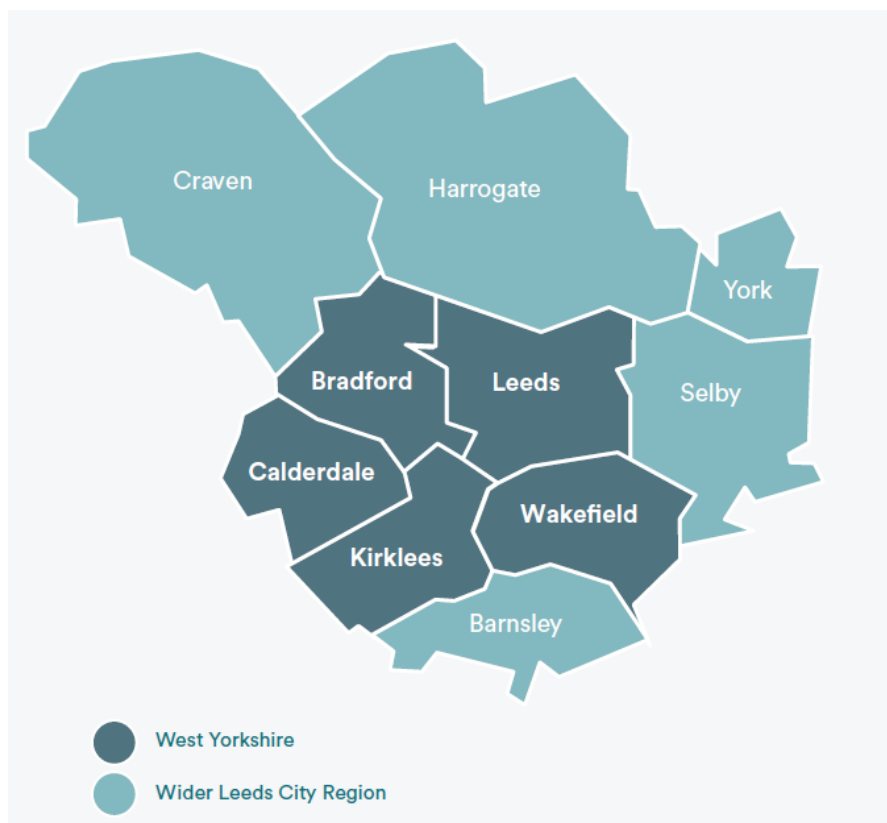
In addition to this, the Employment and Skills Committee has an important new role in overseeing the implementation and ongoing management of the devolved Adult Education Budget in West Yorkshire.

### **1.3 Geography**

The prime geographic focus of the LEP is the West Yorkshire local authority areas of Bradford, Calderdale, Kirklees, Leeds and Wakefield. However, working with the West Yorkshire Combined Authority, the LEP manages a number of programmes that are delivered over a wider geography, including our Leeds City Region Growth Deal-funded projects, business support and our efforts to boost trade and inward investment.

The LEP’s European Structural and Investment Funds (ESIF) Strategy sets out how EU funding allocations will be invested to achieve the best economic outcomes across the wider City Region (excluding Barnsley). ESF is one of three types of funding involved in the ESIF programme, focusing on improving employment opportunities, promoting social inclusion and investing in skills by providing the help people need to fulfil their potential.

**Figure 1: Geography of the Leeds City Region**



We work in close partnership with our neighbouring Local Enterprise Partnerships and our partner councils in Barnsley, Craven, Harrogate, Selby and York to ensure our work has the greatest possible benefits for the functional economic area of Leeds City Region.

#### **1.4 Further information and getting in touch**

The Employment and Skills Committee meets on a quarterly basis and an up-to-date schedule of meetings can be found [here](#).

Full terms of reference and membership details can be found [here](#)

Enquiries about the work of the Skills Advisory Panel including meetings can be directed to our [governance services inbox](#)

## 2 Skills strengths and needs

This chapter sets out some of the key characteristics of the region's labour market and skills landscape and highlights key challenges and opportunities, including those arising from the Covid-19 crisis.

Our understanding of skills needs in the region has been clouded by the disruption caused by COVID-19. It is important to distinguish the longer-term, underlying structural trends in demand from the shorter-term effects of COVID-19 but there is a great deal of uncertainty about what the lasting effects of the crisis will be and how they will interact with the impact of the UK's Exit from the EU.

### Summary of strengths and needs

#### Strengths

- Higher skilled jobs have been the main driver of recent employment growth and this is expected to continue into the future.
- Broad-based employment growth (prior to the health crisis) in terms of sectors, with manufacturing and services sharing in the growth.
- Role of Leeds city as an economic hub and as one of the most vibrant labour markets in the north.
- Strong availability of intermediate level skills (levels 2 and 3) which are a key requirement for some inward investors.
- Digital employment growing rapidly presenting a key opportunity to boost the performance of the regional economy and create opportunities for individuals.
- Future infrastructure investment presents an opportunity to connect people in the region to jobs related to the construction and operation of such schemes.
- Large and diverse higher education sector attracting a significant net inflow of students each year.

#### Needs

- Skills levels at level 4+ are below the national average and there is significant over-representation of people with low / no qualifications .
- Large numbers of people lack basic literacy and numeracy skills that provide a basis for further learning and progression. English language proficiency (ESOL) also an important issue.
- Endemic skill shortages for technical roles at professional, skilled trades and technician levels constraining firm-level productivity and the performance of the wider economy.
- Need to increase the graduate retention rate from regional higher education institutions and colleges to increase access to higher level skills in the regional economy.
- Under-investment in skills and training across many businesses with few having a structured approach to managing their talent.
- A significant proportion of workers lack the full proficiency to do their jobs. Among the skills that need improving are management skills, basic digital skills, functional literacy and numeracy and "soft" / interpersonal skills.
- Potential for labour shortages as the economy recovers, particularly in sectors like hospitality, partly due to a deficit of labour market participation following the health crisis.
- Under-utilisation of skills a widespread issue and affected workers need options to re-focus their portfolio of skills to better align with available opportunities, whilst employers need to increase their capacity to make use of graduate level skills to drive enhanced business performance.

## 2.1 Skills needs

The continued **broad-based growth in the number of higher skilled jobs** in Leeds City Region presents a major opportunity for the area, although it still faces an overall deficit of higher skilled employment compared with the national average. Appropriate progression routes need to be put in place to enable people who are starting from a lower point on the skills hierarchy to take advantage of higher skilled job openings. With a few exceptions, job openings for higher skilled occupations have been relatively resilient to the COVID-19 crisis, just as they were during the previous recession and this suggests that the underlying upward trend in demand is likely to continue.

There are other examples where the effect of COVID-19 may serve to intensify existing labour market trends. For example, job openings for **care workers** have remained relatively strong during the crisis, building on longer-term growth in employment for this occupational area and the potential for labour shortages has not gone away. Conversely, demand for Administrative and secretarial and Sales and customer service workers appears to have been hard hit, perhaps reflecting an acceleration of an existing downward trend.

In some instances, changes in the pattern of demand for skills brought about by COVID-19 are less likely to persist. For example, job openings in the **Culture, media and sport** occupational category have reduced markedly, partly as a result of the impact of the restrictions on the arts and entertainment and leisure sectors. Since this category was one of the fastest growing in the economy in employment terms prior to the crisis it is likely to recover in the medium-term.

Demand for **goods drivers and for storage trades** has been strong during the crisis as e-commerce has grown in importance, with acute labour shortages emerging for driver roles as the economy re-opened. Whether this will be a lasting effect is difficult to gauge. Even if the shift to online shopping is maintained automation could continue to impact on some of these roles in the medium to longer term.

Demand in the labour market for **green economy skills** linked to energy and the environment is strongly associated with vacancies for engineering roles but also with openings for a wide range of occupations including project managers, sales managers and electricians, as well as specialised roles such as environmental engineer, environmental scientist and water engineer.

**Digital skills** are becoming increasingly important to the economy and to individual employability. Demand for digital specialist workers with higher level skills has been robust during the COVID-19 crisis. Meanwhile the need for basic digital skills for the workplace (often relating to effective use of Microsoft Office packages) is becoming an almost universal requirement. Modelling suggests that demand for basic digital skills will intensify and that there is potential for widespread skills gaps to open up over the next decade.

## 2.2 Mismatches

There are a number of key areas of current market failure where supply is not meeting demand.

The available evidence suggests that the pattern of **skills shortages** has not been fundamentally changed by the crisis and will persist into the future, particularly since many of the occupational areas most susceptible to shortages have seen resilient demand in recent months as measured by the volume of online job postings.

Acute shortages affecting higher skilled roles such as nurses, engineers and digital professionals and a range of skilled trades (including construction trades, vehicle trades and electrical / electronic trades) seem likely to continue and could act as a constraint on

economic recovery. These underlying issues have been compounded by more widespread labour shortages that emerged following the re-opening of the economy in summer 2021. As well as the high profile shortages of goods drivers, employers across services and manufacturing have faced intense recruitment difficulties. Much of this may prove to be a short-term effect as the economy re-adjusts but there is some evidence of longer-term structural issues in the labour market.

Shortages relating to higher skilled “STEM professional” roles, including engineering roles, are concentrated in the Manufacturing sector but also in Business Services as higher level technical activities are increasingly undertaken on a consultancy basis. Although fewer in number, shortages of this kind have a high intensity in the Energy / utilities sector, which is crucial to the achievement of the area’s transition to Net Zero carbon.

Shortages relating to skilled trades occupations are a particular issue in the Manufacturing, Construction and Energy / utilities sectors. Again, the additional skill requirements associated with the transition to Net Zero could intensify the skills problems in these segments.

Shortages of digital professionals are primarily concentrated in the Information and Communication sector but are also spread across other parts of the economy, including Business Services, Public Administration and Financial Services. Not surprisingly, shortages of Nurses and Health professionals are concentrated in the Health sector.

Since **skills gaps** particularly affect lower-skilled occupations with high rates of labour turnover, many of which have been directly affected by COVID-19, it seems likely that this issue has been dampened down by the COVID-19 crisis. However, widespread skills deficiencies relating to digital skills (see above), problem-solving, basic literacy and numeracy and a range of “soft” skills are likely to continue to be an ongoing challenge for the regional economy.

Turning to the occupational profile of skills gaps, **functional literacy and numeracy** (in terms of reading and understanding written instructions and basic numerical skills) are most likely to be in need of improvement among Machine operatives, Elementary staff and Caring, leisure and other services staff.

Skills gaps relating to **computer literacy and basic IT skills** are widespread across the occupational spectrum and are not confined to lower skilled roles. Many managers and professional level staff with skills gaps need to improve their basic IT skills. In sectoral terms, a high proportion of skills gaps in the Health and care sector are due to a deficit of computer literacy, as well as in other sectors such as financial services.

A need to improve complex problem-solving skills is particularly important among workers in higher skilled Management, Professional and Associate professional roles.

The latest evidence points to a continuing widespread **lack of proficiency among managers**. This has implications for business performance and for the way in which the wider workforce is managed and developed, particularly at a time when organisations need to be effective in response to major external challenges.

**Skills under-utilisation** (particularly among graduates) co-exists alongside acute skills shortages in Leeds City Region. Under-utilisation may worsen as recent graduates struggle to compete for suitable opportunities in the labour market.

Looking beyond areas of net growth and decline in the regional labour market, **replacement demands** will continue to drive a broad-based positive recruitment requirement that extends to most sectoral and occupational areas, including those that are expected to see a net reduction in employment over time. This means that there will continue to be a significant

volume of demand for skills associated with declining occupations like Skilled trades, Administrative occupations and Sales and customer service.

## 2.3 Responsiveness of the system

COVID-19 has caused considerable disruption to both the demand and supply sides of the regional labour market and the economic recovery will present new challenges to the employment and skills system in Leeds City Region.

Although parts of London and the South East of England have seen the greatest direct disruption from COVID-19, areas like Leeds City Region potentially face a greater challenge in terms of their ability to recover from the crisis because of a lack of local resilience, reflected in weak performance on output and employment in the period leading up to the crisis<sup>1</sup>. Leeds City Region's relatively weak skills base is likely to be a disadvantage as the regional economy seeks to adjust to the ongoing impact of COVID-19 and Brexit.

In the longer-term Leeds City Region will need to tackle its **structural demand-side weaknesses**. For example, although higher skilled employment is growing in the region it still has a relative deficit of high skilled jobs and the high skilled jobs that it has are relatively poorly paid and less likely to be in STEM areas. Addressing this issue means raising the demand for skills by shifting the regional business base to one that is founded on higher value market strategies through the LEP's economic strategy.

Although claimant unemployment remains at relatively high levels following the large increase seen at the beginning of the pandemic there has not been the severe employment crisis that some feared and long-term structural unemployment has not worsened. Instead, there is evidence of a **crisis in labour market participation**, with large numbers of older people withdrawing from the labour force on health and other grounds. This situation, should it prove to a lasting issue, threatens to compound labour shortages and hamper the recovery and creates a need for employment support to encourage people to re-enter the labour market. Employers need to play their part by offering terms and conditions that are attractive to potential candidates.

Moreover, the re-opening of the economy has prompted increased dynamism within the labour market with **job-to-job moves** recently reaching record levels according to national data. Individuals need access to relevant and flexible training provision in order to make the most of potential career opportunities whilst at the same time addressing the needs of the economy.

The impact of COVID-19 has increased the barriers and **challenges that face young people** in making the transition into the world of work, and older workers to stay in fulfilling work. Claimant unemployment among young people remains high and there is evidence of a participation crisis among older people and some sections of younger people following the health crisis. Access to employment opportunities for education leavers has been severely disrupted whilst the employment prospects of young people already in work have also been affected. The career landscape that young people will need to navigate in future has been disrupted by COVID-19 and there could be further shifts in the future. Existing occupational pathways for young people in sectors like retail are likely to be disrupted by structural changes to the economy brought about by COVID-19 and the information, advice and guidance provided to young people needs to be re-calibrated. Action to address youth unemployment is critically important because being unemployed when young leads to a

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<sup>1</sup> Social Market Foundation (2020) Levelling down: The medium term local economic impact of coronavirus. Available at [Levelling down: the medium term local economic impact of coronavirus - Social Market Foundation \(smf.co.uk\)](https://www.smf.co.uk/levelling-down-the-medium-term-local-economic-impact-of-coronavirus)



higher likelihood of long-term 'scarring' in later life, in terms of subsequent lower pay, higher unemployment and reduced life chances.

Although the labour market has been subject to disruption and turbulence as a result of COVID-19, a focus needs to be maintained on **disadvantaged groups that were struggling in the labour market before the crisis hit** and who without support risk long-term dislocation. This includes disabled people, people from ethnic minorities, older people and lone parents. The evidence shows that the employment rate gaps faced by these groups are mitigated when individuals have improved skills and qualifications.

The picture is a complex one, but there is evidence of **misalignment between the subject profile of further and higher education delivery and the profile of demand in the regional labour market**. The main determinant of the profile of take-up of FE and HE is individual demand, which suggests that an important mechanism for addressing the misalignment is a stronger focus on careers support in order to improve learners' understanding of the relative employment and pay prospects associated with different occupational pathways.

Acute **deprivation** is widespread across Leeds City Region's communities and is closely associated with a lack of skills within those neighbourhoods. The impact of COVID-19 will make it all the more difficult for residents of these areas to compete in the labour market. There is an opportunity to target these communities through a holistic package of support to address an often-complex range of individual challenges, including skills, health and transport.

Take-up of **higher apprenticeships** has been relatively resilient in the face of the COVID-19 crisis, partly reflecting the fact that the majority are funded through the levy and many are provided to existing staff rather than new recruits. This shows that the levy is a powerful mechanism for driving the development of higher-level skills. However, higher apprenticeships remain narrowly focused in subject terms and there are relatively few starts in subject areas associated with the most acute skill shortages such as engineering, construction and ICT.

However, this raises the issue of the sustainability of apprenticeships for SMEs and for the types of apprenticeship that are less likely to be levy funded, including those for the under-19s and intermediate apprenticeships both of which have been heavily impacted by COVID-19 in terms of take-up during 2019/20. It is important that apprenticeships provide an entry point for young people and those with lower level skills.

Getting the large number of people recently made **jobless back into work** will be a key challenge for Leeds City Region. Available resources for skills development need to be more closely aligned with defined entry routes into employment, including through bootcamp-style approaches. The labour shortages affecting many parts of the economy present an opportunity to integrate disadvantaged people into employment.

Employers play a central role in developing the skills that the economy needs, although many acknowledge that they under-invest and the evidence suggests that the trend in **job-related training** is static at best. The key to tackling this issue is to encourage employers to adopt talent management systems that enable them to identify their skills needs and to deploy those skills effectively in the workplace to achieve business objectives. The disruption brought about by COVID-19 and EU Exit will make this more important as firms seek to adapt to changing business conditions and to realign their workforce, while adjusting to other developments like the shift to remote working. Projections suggest that skills gaps will intensify and become more widespread in future, in areas like basic digital and management skills, and that an increase in workplace training will be essential to addressing this.



Lack of proficiency in **basic literacy and numeracy** is one of the key challenges facing Leeds City Region and employers indicate that many of their staff lack the basic skills needed to operate effectively in the workplace. There is relatively little workplace provision available that focuses on basic skills and engaging prospective learners through their employer has proven problematic in the past.

**Take-up of education and training opportunities**, including apprenticeships and further education courses, has seen significant reductions as a result of COVID-19. Some subject areas that are linked to sectors and occupations with a bigger exposure to the crisis have been particularly hard-hit. There is a concern that technical and work-based routes could see lasting damage as a result with implications for efforts to support the economic recovery and to roll-out T-Levels and other interventions.

Leeds City Region's large **higher education** sector is one of its key assets but there is a continuing challenge of how to connect graduates from regional institutions with the growing number of high skilled jobs in the area. As noted above, higher apprenticeships are an important tool in addressing technical skills shortages at professional and associate professional level. However, the broader range of higher-level technical provision, including that delivered through further education colleges, will play an increasingly important role.

**Lack of access for the disadvantaged** to education and training opportunities, including apprenticeships and higher education is a key barrier to inclusive growth and social mobility. A key element of the strategy to improve Leeds City Region's skill levels must be investment in the enterprise in education agenda, in order to increase the exposure of pupils and students to the world of work. This is a crucial part of developing career readiness and employability skills as well as raising individual aspiration with a view to improving attainment.

One of the potential implications of COVID-19 is an acceleration of the existing trend towards digitalisation. Jobs with the lowest skill requirements (e.g., elementary occupations) are typically the most exposed to future **automation**. These jobs are often based on a narrow range of routine tasks and skills and they generally have few "compatible" roles – alternative jobs that require similar skills and knowledge. This implies a larger investment in reskilling to enable the affected individuals to develop new skills to make the transition into new career opportunities.

### 3 Skills strategy

The West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership (LEP) has set out its priorities for employment and skills for 2021-2025 in its Employment and Skills Framework.

#### 3.1 Strategic Economic Framework

The Employment and Skills Framework sits within the wider [Strategic Economic Framework](#) (SEF). The SEF is an agile and flexible framework – it is presented online and will evolve over time. It brings together policies and strategies that together help realise an ambitious vision and it supports a more holistic evidence-based approach to policymaking.

The SEF has 5 priorities:

- Boosting productivity
- Enabling inclusive growth
- Tackling the climate emergency
- Delivering 21 century transport
- Securing money and powers.

The Employment and Skills Framework contributes in various ways to all of these priorities. For example, connecting people to good quality jobs through employment support and skills interventions is central to fostering inclusive growth, as is the promotion of inclusive human resource practices within businesses. In addition, a strong supply of high skilled people is essential to the processes of innovation that help to drive productivity growth, whilst the availability across a range of sectors of people with the right skills will be crucial to tackling the climate emergency.

The primary geographic focus of the refreshed framework is the five districts of West Yorkshire rather than the wider City Region.

#### 3.2 Employment and Skills Framework - Vision

West Yorkshire is the largest labour market in the Northern Powerhouse, with strengths in manufacturing, financial and professional services, and the rapidly developing fields of digital and healthcare technology. Our diversity, rich cultural heritage and geography makes West Yorkshire one of the country's best places to live, study and work.

##### **Vision:**

Our Vision is for West Yorkshire to be a world-leading region where investment in skills, training and education, and support from employers go hand in hand to create a diverse, inclusive, and highly skilled workforce with good jobs, leading to sustained improvements in the quality of life for all.

We want West Yorkshire to be a place where:

- There are no barriers to people taking up, progressing and succeeding in learning and work, and where they are supported into good employment
- Employers recognise the value of a diverse workforce and invest in their talent to develop the skills that will improve productivity and support progression in the workplace
- Individuals value lifelong learning and are able to make decisions about their development, informed by quality, relevant careers information based on the reality on the ground
- World class teaching and training provides flexible learning opportunities that align to the strategic needs of the regional economy.

The Employment and Skills Framework contains five priorities, which build on those set out in the original 2016-20 plan.

### **Consultation process for the Employment and Skills Framework**

An extensive consultation process has been conducted to guide the development of the Employment and Skills Framework.

Between June – December 2020, over 200 key stakeholders and partners were consulted on the strengths, challenges and priorities for employment and skills in West Yorkshire. Officers engaged with independent training providers, colleges, universities, employers and representative bodies, local authority partners, third sector organisations and other organisations operating in the skills landscape, in order to gain an understanding of the employment and skills priorities, challenges and barriers for those living, working and providing services in West Yorkshire.

An online [Your Voice survey](#) ran for four weeks (11 August – 6 September 2020) and received 113 responses from individuals, businesses, education and training providers, and third sector organisations with an interest in the employment and skills landscape. The survey provided an opportunity for engagement with a diverse range of stakeholders to inform a representative and inclusive refreshed Employment and Skills Framework.

The final report detailing full analysis of survey responses can be found [here](#). Comments received during all consultation and engagement activity have been used to inform the Employment and Skills Framework 2021-2025.

### **3.3 Employment and Skills Framework - priorities**

Five draft priorities have been developed which will contribute to the achievement of the Framework’s Vision. Each priority consists of a clear ambition statement.

**Table 1: Draft Employment and Skills Framework priorities**

<b>Priority theme</b>	<b>Ambition</b>
<b>Quality technical education</b>	Technical education is a choice with clearly developed pathways that meet the needs of employers
<b>Great education connected to business</b>	Learning supports preparation for and progression in work, it is informed by employers. Locally rooted careers information inspires and enables informed choices to support personal ambitions
<b>Accessing and progressing in good work</b>	Everyone has the skills to be able to access good work and is equally supported to take up training in the workplace that enables progression and development of transferable skills.
<b>Creating a culture of investment in workforce skills</b>	Every employer has a skills plan and invests in the workforce at all levels leading to reduction in skills gaps reported and increased productivity at firm level

<b>Priority theme</b>	<b>Ambition</b>
<b>Driving innovation and productivity through high level skills</b>	To increase the qualification levels, particularly in STEM, of working age adults, foster a culture of enterprise and innovation and widen the talent pool for employers

The action plan that falls out of this strategy is set out in the following section.

Figure 2: Employment and Skills Framework 2021-2025: Plan on a page



### 3.4 Economic Recovery Plan

Long-term planning for the economic recovery of West Yorkshire has been overseen by the West Yorkshire Economic Recovery Board<sup>2</sup>, which is a working group of the Combined Authority and brings together the Mayor, five West Yorkshire Leaders and LEP Chair with partners from the private sector, health, trade unions, business representative organisations, public bodies and the third sector.

The refreshed, locally led, and locally resourced Economic Recovery Plan has West Yorkshire's citizens at the centre of it. It utilises new devolved powers and access to funding secured in the £1.8 billion Devolution Deal. It sits alongside locally led plans across each of the five West Yorkshire local authorities, adding value where collective action can work best. It has two main areas of focus: to deliver inclusive growth for everyone across the region and ensuring that our plans tackle the climate and environment emergency (see Figure 3).

Employment and skills priorities are central to the plan, including specific commitments to creating 1,000 skilled green jobs and prioritising skills and training for all; however, all action areas within the plan have an employment and skills dimension.

#### Employment and Skills Support

Significant progress has been made on implementing the West Yorkshire Economic Recovery Plan<sup>3</sup>. This includes delivering support and programmes funded by national COVID-19 interventions, but also regional schemes being delivered from resources allocated from the West Yorkshire Single Investment Fund to economic recovery.

The Combined Authority and LEP continue to support individuals to better equip them in the labour market as part of economic recovery activity, including through the £13.5m strategic employment and skills package agreed by the Combined Authority on 27 November 2020.

The **Employment Hubs**, delivered by local authorities and delivery partners, support people into work, training/retraining, or self-employment. The original ESF funded programme, established to support in the main 15–24-year-olds, has now come to an end. However, through devolved gainshare funding, the service has been expanded to support people of all ages across West Yorkshire seeking help with finding training or retraining, or to identify, apply for and secure employment or self-employment. Face to face delivery is starting to happen across the region (and will continue to depend on government guidance and restrictions). The all-age programme aims to support a further 5,500 people by April 2023.

Final data for the ESF funded programme will not be available until Spring 2022. However, performance to 14 December 2021, indicates the following:

- Engaged 5,679 15-24 year-old participants against a programme profile 6294 (90%). Of these:
  - 1,861 participants, against a profile of 800 (233 %), were recorded as being from ethnic minorities
  - 1,101 participants declared they had disabilities against a target of 566 (195%)
  - 1,754 participants are recorded as having no basic skills qualifications against a target of 1384 (127%)
  - 236 participants were from a single adult household with dependent children against a target of 252 (94%)

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<sup>2</sup> Further details on the full membership and terms of reference: <https://www.westyorks-ca.gov.uk/erb>

<sup>3</sup> The [West Yorkshire Economic Recovery Plan](#) was updated at the Combined Authority meeting in September 2021, and will remain under review to respond to evolving situation.

- Of the participants starting the programme 1,910 have been supported with finding education/ training, employment or self-employment against a target of 2706 (71%).

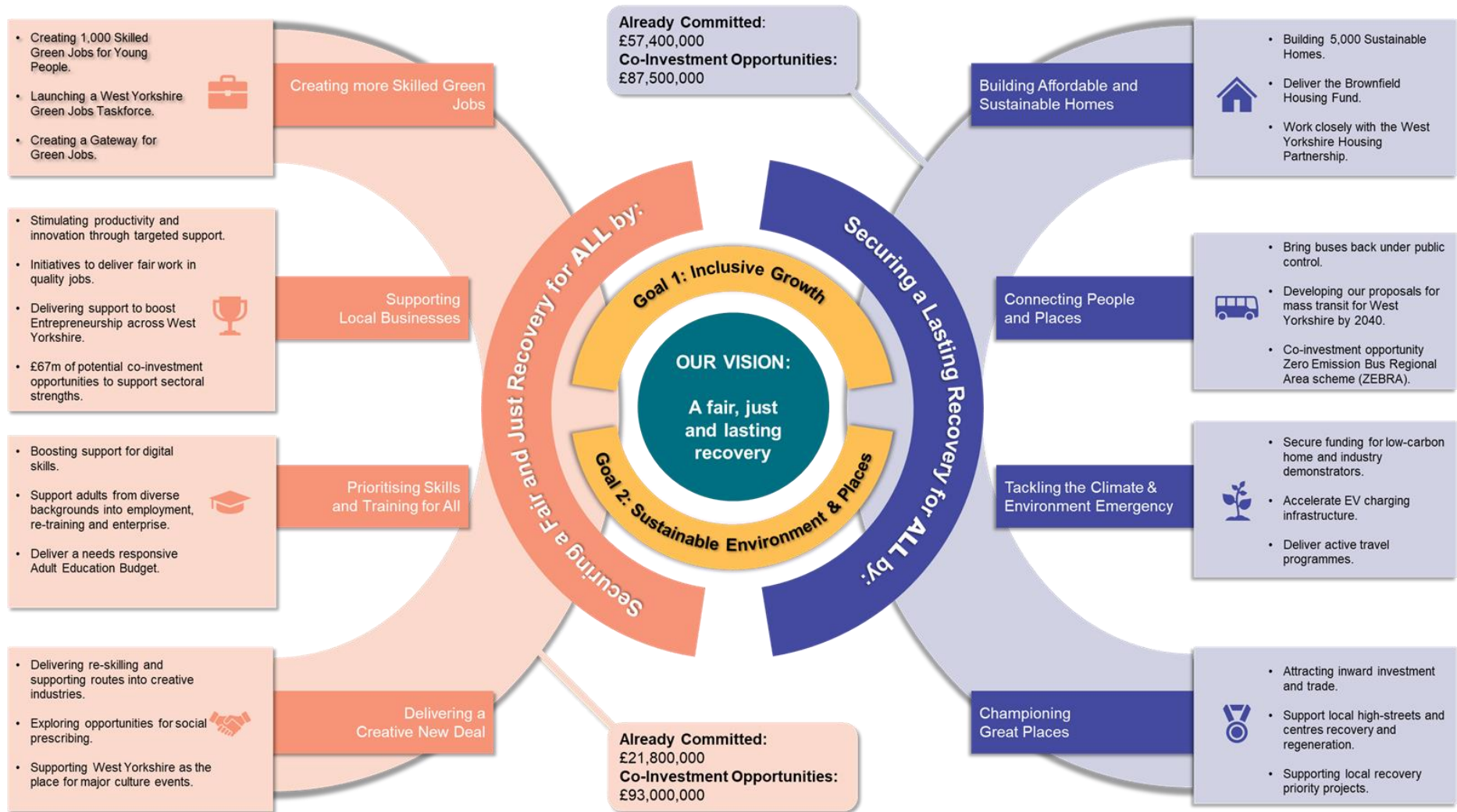
**Employment Hub 2** contracts for delivery (gainshare funded) began on 1 August 2021 and will run until March 2023. Data on performance on Employment Hub 2 is limited to date as local authority delivery partners have concentrated on the final quarter delivery of Employment Hub 1. However, provisional data shows 666 participants have been engaged during October and November 2021 against an overall programme profile of 5,500.

The second element of the gainshare-funded Covid recovery package is the Adult Skills Framework which aims to build a training offer that is flexible and responsive to demand from career-changers and employers, and to changes in the labour market. In this regard, the West Yorkshire Combined Authority and the LEP have launched free [Skills Connect](#) training courses to help adults gain skills for job roles in the digital, construction, health and social care, and environmental sectors.

All courses have been designed by local employers to align with local skills needs and job vacancies. Anyone over the age of 19 and living in West Yorkshire can sign up for a course. There will be opportunities for participants to learn directly from industry and business professionals with guaranteed post-training interviews available in some courses, linking them directly to current vacancies. The first courses available will boost digital skills including Cyber Security, Digital Marketing, Data Analytics and many more. In future, there will be many other courses available in health and social care, construction, and green jobs.



**Figure 3: West Yorkshire Economic Recovery Plan – Overview**





## 4 Skills action plan

The following section sets out the five priorities contained within the Employment and Skills Framework and details the specific objectives and associated actions.

### 4.1 Quality technical education

**Ambition Statement:** *Technical education is a choice with clearly developed pathways that meet the needs of employers.*

**Objectives:**

- Support individuals to take up technical qualifications and access high quality work placements
- Increase the number of opportunities to take up technical education as a route to a rewarding career
- Work with employers to maximise apprenticeship levy investment in West Yorkshire
- Work with providers to ensure a range of provision that meets employer needs.

**What we will do to address this - indicative actions for West Yorkshire partners:**

- Use labour market information to inform provision of technical qualifications at levels 4-7
- Support businesses to offer apprenticeships, traineeships, internships and work placements
- Work closely with partners to ensure progression routes towards and within technical education
- Use traineeships and AEB to equip individuals with the confidence and basic skills, such as maths, English and essential digital skills, to progress onto an apprenticeship
- Ensure that a full range of apprenticeship opportunities are available to support inclusion, including the disadvantaged, young people and people with lower-level skills
- Work with levy-paying organisations to highlight the benefits of levy transfer within West Yorkshire.

**Economic Recovery:**

Enhance Employment Hub provision to support and signpost those recently unemployed including referrals to Kickstart.

## 4.2 Great education connected to business

**Ambition Statement:** *Learning supports preparation for and progression in work, it is informed by employers. Locally rooted careers information inspires and enables informed choices to support personal ambitions.*

### **Objectives:**

- Ensure careers information takes account of local labour market information to support informed decision making and lifelong learning
- Enable equal participation in the take up of careers education for people of all ages, backgrounds, and career stage to support personal ambitions
- Embed careers support and career management into key transition points in life
- Increase the number of employers providing experiences of the workplace and work placements

### **What we will do to address this - indicative actions for West Yorkshire partners:**

- Produce high quality careers materials based on local labour market information for individuals of all ages and for practitioners and organisations that support them
- Create a high-quality careers infrastructure and network that support key transition points for individuals of all ages in learning and work
- Raise aspirations amongst Early Years and primary school aged pupils and activities to counteract early stereotypes and reinforce messages throughout school journey
- Support more business to take up technical placement opportunities including apprenticeships, traineeships and T-levels placements
- Target interventions designed to engage a more diverse audience than those who traditionally engage with careers education (e.g. BAME and girls) and support personal ambitions
- Embed careers into key life transition points to support informed decision-making
- Extend the Careers Hub model.

### **Economic Recovery:**

- Deliver a virtual work experience and employer engagement offer including mock interviews, job application preparation etc.
- Deliver interventions to reduce NEET and youth unemployment numbers.

### 4.3 Accessing and progressing in good work

**Ambition Statement:** *Everyone is able to access to good work and is equally supported to take up training in the workplace that enables progression and development of transferable skills*

**Objectives:**

- Support the unemployed to gain and sustain employment
- Unlock progression opportunities and career adaptability through skills, particularly for those on low wages and with insecure work
- Support people from all backgrounds to access self-employment opportunities and explore opportunities for new business start-ups
- Coordinate and provide access to training, work placements and job matching with SMEs for unemployed
- Ensure employment opportunities are widely available and accessible for all to apply
- Improve West Yorkshire's resilience by identifying and delivering the skills needed for the future

**What we will do to address this - indicative actions for West Yorkshire partners:**

- Ensure that UK CRF and SPF succeeds the ESF funded unemployed and NEETs programmes, with increased flexibility
- Use AEB to equip individuals with the confidence needed to launch their careers through community learning
- Work with Restart providers to ensure engagement with all communities and complementarity
- Promote adoption of inclusive recruitment practices among SMEs
- Support delivery of level 3 qualifications needed by the regional labour market
- Coordinate activities of key stakeholders (unions, National Careers Service, recruitment agencies etc) to ensure adults access locally relevant careers and employment advice and support

**Economic Recovery:**

- Support for young people in unemployment
- Deliver the Employment Hub, working closely with key agencies such as JCP and NCS to coordinate and provide access to training, work placements and job matching with SMEs for individuals who are unemployed
- Expand the non-accredited, employer led adult re-training, upskilling 'bootcamp' offer in priority areas with potential for job creation and growth including digital, green economy and health tech
- Deliver a community based entrepreneurial development programme
- Work with NHS on workforce strategies and priorities in health and social care

## 4.4 Creating a culture of investment in workforce skills

**Ambition statement:** *Every employer has a skills plan and invests in the workforce at all levels leading to reduction in skills gaps reported and increased productivity.*

### **Objectives:**

- Focus investment in and development of technical training facilities to ensure future needs of employers, individuals and the wider economy are met
- Increase leadership and management skills for improved skills utilisation in the workplace
- Encourage employers to invest and have a workforce skills plan in place to drive productivity and innovation for staff at all levels and to support a diverse approach within workforce development
- Develop innovation and enterprise skills in the workplace to boost productivity and economic growth
- Increase digital enterprise by helping small businesses and charities upskill their employees and increase their digital capabilities so they can take advantage of the productivity gains that technology provides
- Increase the number of people in work with basic skills, including digital
- Support employers to retain older workers in fulfilling work for longer.

### **What we will do to address this - indicative actions for West Yorkshire partners:**

- Provide independent skills support offer for employers, particularly SMEs, that promotes investment in their workforce and increases good workforce practices such as having a skills plan e.g. through a 'Good Work Standard'
- Support the development of leadership and management skills and other practices such as mentoring and networking that foster leadership development
- Encourage employer collaboration with each other and with providers to create solutions to skills and training needs, providing a clear offer to business and reduced bureaucracy
- Raise awareness of the benefits of staying on in work for longer to individuals and employers
- Support small businesses and charities to upskill their employees and increase their digital capabilities so they can take advantage of the productivity gains that technology provides
- Promote take up of the AEB digital entitlement
- Consider how gaps in workers' literacy and numeracy skills can be addressed through workplace programmes and flexible / modular provision.

### **Economic Recovery:**

- Pilot approaches to high performing workplace practices, including elements of the 'Good Work Standard'

## 4.5 Driving innovation and productivity through high level skills

**Ambition statement:** To increase the qualification levels, particularly in STEM, of working age adults, foster a culture of enterprise and innovation and widen the talent pool for employers.

### Objectives:

- Attract talent to key areas of economic growth for WY, including health tech and transition to net zero economy and digital
- Increase take up of STEM subjects at all levels to meet future demand, particularly on the clean growth agenda
- Remove barriers and ensure equality of access so that learners progress towards higher levels of learning
- Maximise collaboration with HEIs, FECs, training providers and employers to establish training needs and provision that supports higher level skills in areas of strength for WY and the North that supports job creation and safeguarding
- Continue to make the case to government for a regionally accountable and driven post-16 skills system.

### What we will do to address this - indicative actions for West Yorkshire partners:

- Work with the West Yorkshire Innovation Network to create a programme of enterprise and innovation activities
- Promote coordinated access routes into HEIs for business, such as Nexus and 3MBIC
- Create role models and champions to inspire and mentor individuals whilst studying to support career progression and address diversity in the workforce
- Establish a West Yorkshire Green Skills Partnership
- Raise awareness amongst employers of the benefits of employing graduates
- Increase higher level and degree apprenticeship take up with SMEs
- Support employer-led careers and inspiration activities that raise awareness of the importance of STEM skills for future jobs
- Focus on graduate retention as part of the region's place marketing and inward investment strategy
- Produce annual labour market information to identify the region's skills needs.

### Economic Recovery:

Deliver short retraining programmes to support adults quickly up/re-skill in priority areas

## 4.6 Sector Focus

In the previous Employment and Skills Plan, three skills segments were prioritised for action:

- Engineering and manufacturing
- Infrastructure skills
- Digital skills.

These segments were selected because they make a major contribution to productivity whilst at the same time being constrained by skills shortages. For this same reason they remain an important focus for action under the new framework.

Skills for Net Zero have been identified as a cross-cutting priority within the Framework. However, specific vertical sectors will need to be targeted to address this priority. This includes:

- Construction sector – immediate priorities identified in the Emission Reduction Pathways report<sup>4</sup> include the skills needed to retrofit energy efficiency measures such as loft and cavity wall insulation plus the skills need to install heat pump heating systems.
- Energy sector – meeting the challenge of transitioning to low carbon energy generation is likely to intensify skill shortages in a sector that is already highly susceptible to such shortages in respect of professional roles, such as engineers, but also for skilled trades<sup>5</sup>.

Digital skills are also a cross-cutting priority in the framework, with two key dimensions: developing the basic ICT skills needed to undertake the majority of job roles across the regional economy; skills for specialist digital occupations, such as developers and programmers; and roles that increasingly depend on higher level digital skills, such as in digital marketing, data analysis and design (CAD, BIM etc). Although developers and programmers are in greatest demand in specialised firms within the Information and Communication sector, there is a need for these workers across all parts of the regional economy.

In contrast with the highly targeted approach under the previous Employment and Skills Plan we will adopt a broader-based and more thematic approach to engaging with sectors and occupations which will be set out when the final framework is published.

#### 4.7 Taking the action plan forward

Work is underway to develop a project pipeline for employment and skills to include specific mayoral manifesto commitments and to deliver the priorities with the strategic Employment and Skills Framework. This is considered in more detail in the section on Mayoral Pledges (see below).

##### **Employer role in taking forward the Employment and Skills Framework priorities**

*The contribution needed from employers to make the plan a success*

- Contribute to policy and strategy development through formal consultations and bodies like Green Skills Partnership and Local Digital Skills Partnership
- Share best practice around talent management and people development practices
- Offer apprenticeships, traineeships, internships and work placements
- Invest in skills of their staff at all levels to support improved business performance and individual career progression, including for those at risk of redundancy
- Contribute to employer-led careers and inspiration activities and help to develop young people's digital, creativity and enterprise skills
- Put forward job vacancies through boot camp and Employment Hub programmes
- Collaborate with education and training providers around curriculum development
- Serve as role models for young people to promote career aspiration and commit to actively promoting diversity in the workforce
- Consider how higher skilled workers could be utilised effectively in their business in the form of higher and degree apprenticeships
- Support / access the local arrangements for levy transfer
- Work with the Employment Hub to get staff affected by the crisis back into employment.

<sup>4</sup> West Yorkshire Combined Authority (2020) Tackling the Climate Emergency: Emission Reduction Pathways report [Emission-reduction-pathways-report.pdf \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk/emission-reduction-pathways-report.pdf)

<sup>5</sup> West Yorkshire Combined Authority (2018) Towards a zero-carbon Leeds City Region Energy Delivery Plan [leeds-city-region-energy-strategy.pdf \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk/leeds-city-region-energy-strategy.pdf)

The Employment and Skills Framework will be evaluated through a programme of activity. First of all, it will be monitored and evaluated as part of wider arrangements for the West Yorkshire [Strategic Economic Framework](#) (SEF). Monitoring and impact indicators relevant to the employment and skills agenda are set out under each of the five SEF priorities. The first State of the Region report provides a comprehensive stock take of the region's economic performance, including progress against employment and skills indicators.

An annual evaluation of the devolved Adult Education Budget, focusing on the contribution of this investment to meeting regional skills priorities will also inform our thinking.

Finally, projects, programmes and investments of significant scale in the employment and skills space will be evaluated as part of the Combined Authority's evaluation strategy<sup>6</sup>.

The SAP / Employment and Skills Committee will receive regular monitoring updates against the new framework as a standard recurring agenda item in future meetings as has been the case with the previous plan and a review of performance will be prepared towards the end of the planning cycle.

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<sup>6</sup> West Yorkshire Combined Authority (2020) Evaluation Strategy [01-wyca-evaluation-strategy.pdf](#) ([westyorks-ca.gov.uk](http://westyorks-ca.gov.uk))

## 5 Mayoral Pledges

The most important development since the publication of the first Local Skills Report in March 2021, is the election in May of the Tracy Brabin as the first Mayor of West Yorkshire.

The Mayor of West Yorkshire is a focal point for the region, working with the Mayoral Combined Authority, council leaders, business representatives and partners to prioritise issues that really matter to people and communities in the region. The Mayor is bringing the region greater influence within Government at national level, including on economic recovery, the power to shape Government policy and access further funding.

A number of the Mayor's pledges directly address employment and skills issues, whilst most others have an employment and skills dimension.

### Mayoral Pledges

10 Pledges to West Yorkshire:

- Create 1,000 well paid, skilled jobs for young people.
- Prioritise skills and training to ensure everyone in West Yorkshire has the skills they need to secure work.
- Support local businesses and be champion for our regional economy.
- Lead a Creative New Deal to ensure our creative industries are part of the broader recovery strategy.
- Appoint an Inclusivity Champion to work to ensure that the region's recovery benefits us all.
- Recruit 750 more frontline police officers and staff to fight crime.
- Put keeping women and girls safe at the heart of my policing plan.
- Bring buses back under public control, introduce simpler fares, contactless ticketing and greener buses.
- Build 5,000 sustainable homes including council houses and affordable homes
- Tackle the climate emergency and protect our environment.

Work is well under way on a series of workstreams to support the delivery of the mayoral pledges and to ensure full integration with the Employment and Skills Framework. The primary focus is on two of the pledges, which have the most explicit focus on employment and skills:

- Create 1,000 well paid, skilled, green jobs for young people
- Prioritise skills and training to ensure everyone in West Yorkshire has the skills they need to secure work.

### **Create 1,000 well paid, skilled, green jobs for young people**

The Mayor has pledged to create 1,000 well paid, skilled, green jobs for young people, supporting progress against the Combined Authority's commitment to a net zero carbon economy for West Yorkshire by 2038, with significant progress by 2030. The pledge also recognises the disproportionately negative impact of the COVID-19 pandemic on youth unemployment over the past 18 months. At their meeting on 24 June 2021, the Combined Authority indicatively approved £500,000 funding to support scheme development relating to employment and skills support for 16-30 year olds.



In August 2021, the Mayor announced the creation of a West Yorkshire **Green Jobs Taskforce**, which will bring together experts from business, education and training, and the third and public sectors. Its goal is to position West Yorkshire as a leader and set out a roadmap to deliver the skills and jobs needed to address the climate emergency.

The work for of Taskforce will have two phases.

- A review of the existing landscape to identify the job opportunities for roles in both the green sector, and in relation to greening the economy.
- This intelligence will inform the development of programmes and activities to support the delivery of the pledge and address the wider skills challenges for creating green jobs for people of all ages.

The **Mayoral Green Jobs Gateway** was also launched in August 2021, providing an online portal for employers wishing to pledge jobs to support the Mayor's pledge of 1,000 well paid, skilled, green jobs for young people.

### **Prioritise skills and training to ensure everyone in West Yorkshire has the skills they need to secure work**

Under this pledge, the Mayor has made specific commitments to:

- Spearhead a campaign to make West Yorkshire a Living Wage Region, boosting the number of businesses paying the real living wage.
- Spearhead a **Digital Academy**, supported by business and academics to ensure our young people have the skills required to be the entrepreneurs, innovators, engineers and creatives of the future.
- Establish a West Yorkshire **Digital Skills Partnership** to develop digital skills programmes, tackle digital exclusion and maximise the potential of the region.
- Widen the Leeds **Digital Festival** to a West Yorkshire wide festival, showcasing the talented workforce needed.
- Support a 'Gold Standard' **West Yorkshire wide Careers** Advice Service delivered in-line and in person, using mentors and businesses to excite and inform the next generation about the exciting opportunities available to them.

Development of the Fair Work Charter for West Yorkshire has begun, supporting a commitment to paying the Living Wage in West Yorkshire.

The West Yorkshire Digital Skills Partnership is established with a high-profile Board membership who have developed key priorities based around social digital inclusion, SME digital inclusion, development of the workforce of the future and building coordinated skills/learning provision. The LDSP partnership will evolve a strategic digital skills plan to support these priorities and publish in early 2022.

Delivery options are in development for a West Yorkshire Digital Festival and Academy, with key partners included in developing proposals. A verbal update on the status of these options will be given at the meeting.

## 6 Assessment of progress

The following section reviews the progress that has been made in addressing regional employment and skills objectives, with specific reference to the role of the Skills Advisory Panel in this. Particular consideration is given to the leadership role provided by the Panel, its role in enhancing local knowledge of skills needs, its impact on regional skills provision and the part that it has played in Covid-19 recovery and renewal plans.

### 6.1 Taking a local leadership role

The SAP/ESC takes an important leadership role with regard to the regional employment and skills agenda; this extends to strategic and operational matters, as set out in the following key examples.

The SAP is leading the refresh of the regional Employment and Skills Plan, which will become a framework in order to reflect the scale of what has been achieved and provide strategic objectives for the development of future skills programmes. The Framework is due to be published in spring/summer 2021, with the SAP overseeing the workplan throughout the process, including external consultation and shaping key elements of the plan including the content of the strategic priorities.

The SAP also oversees the work of two recently-formed bodies, the [Local Digital Skills Partnership](#) and the **Green Skills Partnership** that aim to influence specific aspects of the skills landscape. Both are important cross-cutting themes of the forthcoming Employment and Skills Framework.

The aspirations of the West Yorkshire Digital Skills Partnership are:

- To inspire the growth of digital skills across West Yorkshire by reducing the digital divide to create opportunities for all
- To transform digital skills through adoption across the SMEs of West Yorkshire to grow the regional economy and boost productivity
- To inspire and influence the workforce of the future by collaborating with educators and employers to ensure the future generation have the skills to meet the needs of the economy.

The Green Skills Partnership was convened following discussion at the Skills Advisory Panel with the task to undertake an assessment of what is currently happening and what more we need to do in partnership to achieve target net zero carbon by 2038. The Partnership comprises employers, education and training providers and industry bodies and is chaired by the chair of the Skills Advisory Panel. Its initial focus is on:

- The net zero carbon skills related opportunities in the local area
- The skills provision needed
- Assessing any known current gaps in training provision.

The SAP / ESC contributed to the work of the [Future-Ready Skills Commission](#). The Commission has had a clear influence on national policy-making including the content of the new skills White Paper. A number of members of the SAP (both employers and education and training providers) served on the Commission and the SAP also took responsibility for drawing out the implications of the Commission's recommendations for the City Region.

## Our Blueprint for a Future-Ready Skills System



Ensure the funding system offers fair access regardless of age, level of attainment, background and learning route alongside reversing the long-term decline in adult training



Empower areas to design services around the individual to address complex and interrelated health, employment and skills issues



Everyone should have right to quality information about jobs and careers, no matter what their stage in life



Employers should take greater ownership of their talent management and skills development, aided by a joined-up approach to business support that means they can find the help they need, regardless of the route they take to find it



In order that people can gain the right skills needed for good quality work in their area, all adult skills and careers funding needs to be devolved



Recognise that areas are best placed to understand their own skills requirements and implement statutory five-year strategic skills plans to make it happen



To ensure that training meets the current and future skills needs of regional labour markets, delivery agreements with skills providers should be put in place, supported by investment funding



Large-scale public infrastructure projects designed to level up areas should include an additional skills premium of up to 5% of the total budget to maximise their economic potential



The Apprenticeship system needs national review to make it work more effectively, and this should include recognising and resourcing areas as the key route to employers and individuals

The SAP offers an important channel for high level dialogue with regional skills providers. A broader range of provider voices than previously is being represented in the membership of the SAP. Several of these members attend on behalf of wider representative bodies, including the [West Yorkshire Skills Partnership](#), [West Yorkshire Learning Providers](#) and [Go Higher West Yorkshire](#).

[European funding](#) is a key lever for shaping skills programmes regionally. The Leeds City Region was allocated £338 million of funding from the European Union to support business growth and create jobs for people in the region. The LEP plays a key role, working alongside other stakeholders, in determining how this funding should be invested to create the best economic outcomes for our City Region. The LEP has used labour market intelligence and partnership sounding groups to shape local rounds and contribute to national thinking on the shape of the forthcoming UK Shared Prosperity Fund.

Its infrastructure for sharing best practice through communication and networks includes a Skills Partnership which comprises Independent Training Providers, voluntary and community sector organisations, FE Colleges, Universities and wider stakeholders, and a forum with Local Authority Employment and Skills officers. Both meet quarterly and feed into the SAP / ESC.

The SAP / ESC also works closely with other portfolio committees on topics of shared interest. For example, meetings of the Business, Economy and Innovation Committee have a standing agenda item on links to the work of the Employment and Skills Committee, reflecting the importance of employment and skills to the innovation and growth agenda.

### 6.2 Enhancing local knowledge

The LEP has invested in regional labour market intelligence from its inception, producing an annual labour market assessment report throughout this period.

Its latest assessment can be found [here](#). A summary of the area's position and performance against consistent, core indicators is provided in Annex A.

With the introduction of the SAP, a greater emphasis and focus has been placed on labour market analysis. The resources provided through its Memorandum of Understanding with the Department for Education have enabled the LEP to raise its capacity and capability in this area, as detailed below.

An ongoing intelligence programme has enabled the SAP to develop a comprehensive understanding of the local labour market and skills needs and to put in place effective mechanisms for dissemination. It is the LEP's view that directly influencing decision-making by players in the labour market through high quality intelligence is the most effective way of increasing the responsiveness of the skills system. Key activities include the following:

- Annual [dissemination workshops](#) targeting a wide range of stakeholders are held to convey the key messages from the labour market report. More than 200 delegates registered for the session held in February 2021 to launch the latest report.
- Tailored dissemination sessions are also provided to individual colleges and universities, usually to inform their strategic and curriculum planning.
- A detailed analysis of adult education provision was produced for the SAP as part of the supporting evidence base for the [Adult Education Budget strategy](#).
- Distillation of labour market intelligence into accessible and tailored careers content as part of the ongoing [Futuregoals](#) all age careers campaign.
- Dedicated dissemination sessions with [Enterprise Advisers](#) to broaden their understanding of the labour market, as part of their role to bring real business experience to schools and young people.
- Development of Futuregoals-branded [interactive resources](#) to improve the accessibility and usage of the labour market intelligence report for educational practitioners. This work is being funded through the SAP MoU with the Department for Education.
- Fortnightly Covid-19 [Economic Bulletin](#), setting out the ongoing impact of the crisis on the regional economy (includes labour market analysis).
- Close partnership working with York and North Yorkshire LEP around the production of labour market analysis. This has resulted in the publication of an [annual labour market report](#) in 2020 and 2021. A [deep-dive analysis](#) of York and North Yorkshire's Adult Education Budget funded provision has also been produced.
- Collection and structured analysis of information on skills needs from Leeds City Region companies as part of the diagnostic process of [Skills for Growth](#). This provides finely grained detail about the challenges that employers face in accessing the skills they need to meet business objectives.
- Production of an annual [State of the Region](#) report, providing a comprehensive overview of the performance of West Yorkshire against key socio-economic indicators, including those relating to employment and skills.
- 

Although the LEP is in a strong position in terms of its labour market analysis capability there are a number of planned areas for further work:

- Development of a user guide for educational practitioners to enable them to make the most of labour market intelligence in the context of informing curriculum planning etc.
- Sectoral and occupational deep-dives – to include primary data collection around detailed skills needs plus examination of related curriculum in regional HE and FE sectors.
- Preparation of a more extensive assessment of higher level skills in the region, to be undertaken in conjunction with Yorkshire Universities and with input from the West Yorkshire Consortium of Colleges on higher level technical provision.

### **6.3 Impact on local skills provision**

The SAP has a key role in developing interventions to shape the local skills offer as well as being involved in the planning or commissioning of provision in certain areas. The objective

is to ensure there is a rounded skills offer that is responsive to the needs of regional employers, individuals and the wider economy, whilst taking account of the practical issues faced by providers.

## **Summary of activities / achievements overseen by the SAP / ESC**

### **Skills Capital funding**

[Skills Capital funding](#) through the Growth Deal has enabled regional FE colleges to invest in world-class facilities to meet current and future skills demand, including the Leeds City College Quarry Hill campus and Kirklees College's Process Manufacturing Centre. The funding is expected to deliver £600m impact on the region's economy.

### **Adult education budget strategy**

The [AEB strategy](#) aligns to the developing West Yorkshire Economic Recovery Plan and Employment and Skills Framework, and forms a key part of the Combined Authority's Strategic Economic Framework. The devolved budget will deliver a more efficient and responsible system to ensure the right training and support offers are made to fill prevalent regional skills gaps.

### **Delivery Agreements**

The local skills improvement plans reflect the [delivery agreements](#) already in place between the Leeds City Region Enterprise Partnership and the seven West Yorkshire FE colleges, ensuring that delivery and curriculum are planned to reflect the region's skills priorities. The white paper suggestion that these are extended to independent training providers is in line with WY AEB strategy and Skills Commission. The work undertaken to date with our FE colleges on Delivery Agreements provides a good building block for developing the longer-term relationship and approach as suggested in the white paper.

### **Levy transfer service**

The [LEP's levy transfer service](#) supports businesses wishing to transfer their unused levy, the sourcing of training providers and managing applications for support from SMEs. Over £1.3million has been pledged to date with interest continuing to grow. Currently, pledging organisations say they prefer the personal approach so that their pledge can be directed against their corporate priorities and the collaboration with WYCA provides opportunity for promotion of their CSR activity.

### **Skills for Growth**

The ESF [Skills For Growth](#) programme has worked with 149 businesses between July and September 2021, supporting them to navigate the skills system and access appropriate offers to meet local needs. The programme is also working to encourage employers to collaborate with education providers on projects such as graduate recruitment fairs, placements and careers resources.

### **FutureGoals**

[FutureGoals](#) is the LEP's careers inspiration and information platform and campaign, that showcases jobs and careers to help people of all ages choose their career paths, using resources linked to local labour market information and developed in collaboration with employers and education. A specialist platform will be launched in March 2021 to support stakeholders and partners to understand and make better use of the LEP's annual labour market report.

### **School Partnerships**

The [Enterprise Adviser Network](#) and Careers Hubs continue to support secondary schools and colleges to make good progress against the Gatsby Benchmarks of good careers guidance and create employer engagement strategies with links to local labour market information.

Figure 4 (see below) provides details of the performance of the LEP's employment and skills programmes against agreed KPIs in 2020/21.

The SAP / ESC has oversight of **Delivery Agreements**, a flagship intervention which take a structured approach to influencing the provision of West Yorkshire colleges. More details of this approach are included in the case studies section.

### 6.3.1 Adult Education Budget

The SAP is also responsible for **oversight of the devolved Adult Education Budget** in West Yorkshire, shaping and signing-off on the [AEB Strategy](#), which was published in September 2020 and which forms part of the Employment and Skills Framework. The strategy sets out a series of specific priorities for the devolved programme, taking account of the wider strategic context of the area. The strategy seeks to:

- Increase the supply of skills to support key sectors in West Yorkshire
- Improve West Yorkshire's resilience by developing skills for the future
- Make learning more inclusive to support disadvantaged residents
- Support the unemployed to gain and sustain employment
- Unlock progression opportunities and career adaptability through skills, particularly for those on low wages and with insecure work.

The agreed AEB 'Readiness conditions' have been completed and signed off by the Department for Education and West Yorkshire has implemented and begun delivery of AEB in a shorter timescale than any other MCA.

The procurement of Contracted Training Providers is complete with 18 organisations contracted to deliver training provision in addition to 20 Grant Providers. This is a considerable reduction from the 268 providers previously operating in West Yorkshire in 2018/19, with a much more focussed delivery partnership.

Every provider, whether funded by a grant or contract for services, has a detailed delivery plan in place which outlines anticipated learner numbers, courses and geographical areas of delivery. The AEB Strategy priorities have been reflected in the content of delivery plans agreed with all grant-funded and contracted providers, resulting in a direct impact on the learning that is being delivered in 2021/22 academic year.

Provider delivery plans have been combined into area delivery plans, which will be instrumental in reacting in-year to fill gaps and meet emerging needs. Meetings with Local Authorities are taking place to analyse area delivery plans and further strategic collaboration on the fund. Partnership meetings are also taking place in each local authority area to bring together Local Authorities and Colleges with contracted providers who work in a common area, alongside other key stakeholders who can advise on demand, such as Jobcentre Plus, Careers Service, etc, in order to improve the link between provision and demand, and to increase the progression linkages within the AEB delivery partnership.

The SAP / ESC plays a key role in overseeing the delivery devolved Adult Education Budget, including decisions about the principles that govern funding allocations and the approach to performance management of education and training providers.

Relatedly, the SAP has also overseen the implementation of delegated funding for the government's National Skills Fund **Level 3 adult offer**, including consideration of additional qualifications that are required to meet regional needs.



The SAP has overseen the implementation of a number of key interventions to plug gaps in the available employment and skills offer. Key examples include:

### Bootcamps

In autumn 2020 the Combined Authority was successful in securing £1.3m from the Department for Education to pilot free skills bootcamps to support adults to retrain and upskill in the digital and technical sectors and support the economic recovery. This focus reflects the skills needs and priorities identified by the SAP's analysis.

The pilot went live in January 2021 and had a further extension to continue delivery until the end of July 2021. Throughout the seven months, thirteen digital and technical bootcamps were delivered and were influenced by employers to address skills shortage needs. The Pilot also tested delivery models in a small, directed way to develop innovative and highly responsive courses that link directly to the local digital and technical economy. Provision was not bound by existing accreditation and offered the flexibility to meet needs of employers directly, building on the success of existing programmes and relationships.

The bootcamps supported individuals from underrepresented groups such as ethnic minorities, women and those unemployed due to COVID-19 or those looking to upskill. At the close of the reporting period for the Bootcamps delivered in January – March 2021, 53.4% of participants for whom it was appropriate had a job interview with an employer and 64.3% of participants secured positive career progression as a result of skills acquired through their Bootcamp.

The Department for Education (DfE) has awarded a further £650,000 to the Combined Authority to extend delivery of the Digital Skills Bootcamps pilot until March 2022, allowing training to be offered to an additional 285 participants, on the basis of the success of the original pilot in West Yorkshire.

The Combined Authority has been lobbying DfE for future funding to be devolved in order to deliver locally designed adult training aligned to the regional labour market.

### (re)boot

The [re]boot programme offers individuals over the age of 18 the chance to upskill, gain new skills or qualifications and enter employment within the key sectors of digital and creative, engineering and manufacturing, and construction and infrastructure. Again, these sectors reflect priority skill areas set out in the LEP's labour market analysis.

In response to the Covid-19 crisis Leeds Trinity University, West Yorkshire Consortium of Colleges and Go Train are currently offering free online courses, targeted at people who have been furloughed or are looking for a new project whilst at home.

### Skills Connect

The West Yorkshire Combined Authority and the LEP have launched free Skills Connect training courses to help adults gain skills for job roles in the digital, construction, health and social care, and environmental sectors.

All courses have been designed by local employers to align with local skills needs and job vacancies. Anyone over the age of 19 and living in West Yorkshire can sign up for a course. There will be opportunities for participants to learn directly from industry and business professionals with guaranteed post-training interviews available in some courses, linking them directly to current vacancies. The first courses available will boost digital skills including

Cyber Security, Digital Marketing, Data Analytics and many more. From the new year, there will be many other courses available in health and social care, construction, and green jobs.



**Figure 4: Performance against LEP employment and skills key performance indicators during 2020/21 financial year**

Measure	Annual target	Result	Definition	Result notes
Disadvantaged schools and colleges from deprived areas engaged to improve performance towards good careers benchmarks.	<b>92</b>	<b>93</b>	Action plans agreed with schools to improve performance towards Gatsby measures of good careers education. Schools are those in the 20% most deprived wards nationally.	Action plans have been successfully completed with identified schools and have been well received by schools and colleges as a supportive measure.
Businesses influenced to engage with education, apprenticeships, sector skills initiatives and new employment opportunities	<b>800</b>	<b>1,036</b>	Businesses influenced through the following projects: Apprenticeship Grant for Employers (AGE), Employment Hub, Schools Partnerships, [re]boot.	The total business engagement annual target was exceeded.
Number of people reached with information on careers linked to labour market information, thus promoting better informed choices.	<b>250,000</b>	<b>2,104,028</b>	People reached by: futuregoals campaigns, including website views and students attending futuregoals assemblies. delivery of teacher Continuous Professional Development (CPD) sessions	Target exceeded
Number of individuals supported to upskill in skills shortage areas.	<b>1,000</b>	<b>1,612</b>	Individuals supported to upskill through: <ul style="list-style-type: none"> <li>• [reboot</li> <li>• Employment Hub</li> <li>• Teacher CPD sessions</li> </ul>	Target exceeded.

Source: LEP management information

## 7 Case studies/positive impact stories

The following section explores key examples of the ways in which regional partners have worked together to make progress on the employment and skills agenda and to address the priorities identified by the SAP and presented in the Employment and Skills Framework.

### **Delivery Agreements with West Yorkshire colleges – strengthening the link between college provision and local employment and skills priorities**

Delivery agreements are a two-way accord between the LEP / Combined Authority and education and training providers, with aims and targets that align with the priorities in the LEP's Employment and Skills Plan and forthcoming Framework. They are designed to influence a range of college provision, strengthening broader relationships with providers and influencing the curriculum to meet the needs of businesses, individuals, and communities.

Delivery Agreements include agreed actions, and an annual review process enables FE colleges to identify the support they need as well as requiring them to be responsive to requests for specific skills delivery. An additional benefit is that the relationship between the FE colleges and local authorities has been strengthened by a West Yorkshire-wide response.

For the LEP, Delivery Agreements provide “a great opportunity for us to influence the curriculum to meet the needs of employers and economy”. The colleges involved in the Agreements have undertaken a curriculum review based on the labour market analysis provided.

The use of data and monitoring across the Combined Authority has meant it is able to see and question what is working and what is not. An example of this is the low take-up of digital apprenticeships, despite it being a thriving sector in the region. The Combined Authority, providers and employer groups identified a mismatch between apprenticeship standards, which were separated by digital skillsets (for example software development, networking and marketing and design), and the needs of SME employers, which make up the bulk of employers in this sector. These employers require employees in digital roles to be able to fulfil all of these skillsets at Level 3.

The Combined Authority found that Delivery Agreements gave local authorities a better understanding of what was being delivered in its area, facilitating discussions around future need and progression.

Regional management of the Adult Education Budget from August 2021 onwards will provide an added dimension to Delivery Agreements. Providers with a significant grant or contract value will be expected to co-develop a Delivery Agreement with the Combined Authority that demonstrates their commitment to West Yorkshire's Strategic Aims.

### **Let's Talk Real Skills – enabling employers to shape the local curriculum**

Funded by the European Social Fund and managed by West Yorkshire Consortium of Colleges (WYCC), Let's Talk Real Skills aims to make significant improvements in skills provision through collaboration between businesses and education. WYCC has formed Collaborative Skills Partnerships to understand current provision and common skills need across ten key sectors identified in the LEP's labour market analysis report, Employment and Skills Plan, and forthcoming Employment and Skills Framework: construction, creative,

digital, engineering and manufacturing, health and social care, low carbon, MedTech, rail, textile manufacturing, and TV and film production.

Each partnership will deliver improvements to the skills offer in the Leeds City Region, collectively creating new training provision to better meet the skills requirements of employers over the next five to ten years. The programme encourages collaboration between education and training providers, employers, intermediaries and stakeholders, working closely to identify the skills needed by SMEs in the region and take a stepped approach to changing the skills landscape.

The Let's Talk Real Skills programme is being utilised to support Bradford College's industry leading Future Technologies programme that has seen the development of an Employer and Stakeholder Board, alongside the launch of three employer driven hubs. These hubs are developing future curriculum to meet employer demand which to date has seen the Advanced Driver Assistance System (ADAS) qualification designed and ready for delivery and a Modern Building Techniques Study Programme proposed.

### **Leeds Beckett University – equipping students with skills for the digital sector**

Leeds Beckett University have shaped their employability strategy to include a direct response to the Leeds City Region Strategic Economic Plan (2016-2036) strategic priority two (skilled people, better jobs) and the priorities of the Employment and Skills Plan (2016-2020). Reviewing the strategies, colleagues identified a set of industry sectors and talent pipeline objectives which they believed could be more effectively supported by introducing new skills programmes alongside the existing Careers & Employability offer.

A series of student training programmes have been developed to support the fast-growth digital industries sector, which equip students from any discipline with skills required for the most significant emerging sectors which are driving new regional growth or being impeded by skills shortages.

Over the last two years, five separate skills programmes have been developed in close collaboration with experts from industry partners and regional agencies to support the fast-growth digital industries sector. Each programme is based on a series of student workshops run by employers and external experts, offering students core skills and foundational training. Students gain understanding of the scale and scope of digital and tech in the Leeds City Region, develop typical recruitment attributes that digital companies seek, gain some coding experience with an employer and become familiar with terminology that is used in the sector.

Feedback to these industry-responsive programmes is highly positive, and businesses are keen to engage with these initiatives. By introducing a much broader range of industry-related career development programmes, the university has seen a significant increase in the levels of student interaction with employability support, with a 50% increase in student applications to employability support programmes in the past year and 200 students completing the industry-related training programmes.

### **[re]boot – tackling skills shortages and supporting career progression**

[re]boot offers adults over the age of 18 the chance to upskill, gain new skills/qualifications and improve their employment options, particularly within key regional sectors, including construction, digital, manufacturing and engineering and the fast-growing creative sector. Designed to respond to skills shortages identified by regional employers, [re]boot provides relevant content and practical courses to address the skills shortages in the City Region.

Local data and monitoring are used to identify appropriate training solutions for sector-specific skills shortages. Courses are designed to meet the immediate demand from employers for specific sector skills, engaging with industry to help shape course content and providing a larger talent pool in the key growth sectors in Leeds City Region. [re]boot will help to improve the overall skill level of the workforce by enabling individuals who are typically marginalised from accessing higher level skills. Training will be designed to drive progression, in particular from Levels 2 to 4 providing an essential springboard for participants looking to progress in priority sectors.

In response to the COVID-19 pandemic, both national and regional datasets were used to identify immediate and emerging needs. For example, the identification of high numbers of individuals on furlough encouraged the LEP and delivery partners from Leeds Trinity University, Go Train and West Yorkshire Consortium of Colleges to adapt the skills schemes to be delivered online, whilst also opening up fully funded courses to those at risk of or facing redundancy.

Amy Herdman, a [re]boot learner on a TV Production Skills Course at Leeds Trinity University said:

“I’d been in the same career for nearly 9 years doing a role that I no longer found fulfilling and I knew the TV industry was where I wanted to be.

[re]boot enabled me to meet TV industry professionals where I could get one to one advice on how to take the first step to getting a TV production role and learn the skills needed by local employers. It was great meeting other likeminded people on the course too, giving me more confidence and shared knowledge.

The fact the [re]boot course was free and I was able to continue working full time as the course was held in the evenings, meant there were no financial implications to doing the course and took any worries out of just giving it a go. I have no regrets and for me it’s really paid off as I’m now already working in industry doing a job I love.”

## 8 Looking forward

As the previous sections show, Leeds City Region faces a range of deep-rooted labour market and skills challenges requiring a comprehensive strategic approach to address them, covering action on employment support, higher level skills, technical education, workplace training and enterprise in education.

Many of these challenges are particularly urgent in view of the need to support economic recovery in the face of the Covid-19 crisis. Getting people back into work, supporting re-skilling and ensuring that young people do not face longer-term damage to their prospects are critical battles. But there is a need to keep one eye on the opportunity to re-imagine the regional economy and build greater resilience regionally in preparation for future crises. Developing a stronger skills base is fundamental to building greater economic resilience.

The City Region has seen sustained improvement across many measures relating to the skills supply side, including an increased number of residents with higher level skills, but although there has been some evidence of a narrowing, there is a continuing gap with the national average against these measures. The number of higher skilled jobs has been growing strongly also but this has been accompanied by persistent skill shortages for higher skilled technical roles that are crucial to performance on productivity.

To make progress against these issues and to secure the increases in productivity and living standards that are the goals of our ambitious economic strategy we need to align the full range of regional stakeholders around our Employment and Skills Framework. This section sets out some of the ways in which stakeholders can connect with the work that the SAP is leading.

A key element of context is the major developments in national policy that are in train, both in response to the Covid-19 crisis and with regard to the longer-term approach to identifying and addressing skills needs at regional and national levels. There have been major announcements on the Plan for Jobs, National Skills Fund and the new [white paper](#).

We look forward to developing a dialogue with the newly formed Skills and Productivity Board, both from the point of view of feeding in intelligence about the distinctive aspects of our local labour market and skills needs but also from the viewpoint of tapping into rich evidence about the courses and qualifications that make the greatest contribution to meeting employer and wider economic needs.

More broadly, we stand ready to support the Department for Education in testing and evaluating new approaches to giving employers a greater input into the skills system, raising performance on higher level technical skills and implementing a flexible, lifetime skills guarantee.

The election of the mayor in May 2021 brings increased democratic accountability to the work of the LEP and Combined Authority. It also brings a responsibility to demonstrate the benefit and value for money of devolved arrangements not least in the skills sphere. We are committed to full transparency in this area and the SAP, with its variety of stakeholder perspectives, will provide an important mechanism for advice and scrutiny during the devolution journey.

## **Co-ordinating regional plans with national policy**

### *Examples of how we will co-ordinate with national policy*

- Ensure that national funding targeted on local areas (Levelling Up Fund, Towns Fund, Community Development Fund and Shared Prosperity Fund) is used to deliver maximum benefit in the employment and skills space.
- Make most of apprenticeships, traineeships and T-Levels to enhance technical skills base and get people into work
- Work with Job Centre Plus and others to ensure there is a co-ordinated employment support offer regionally
- Use local Employment Hub to prepare and signpost individuals who have been made redundant / unemployed to Kickstart provision
- Work with Restart providers to ensure that all local communities are engaged and that the Restart programme complements existing provision in the area
- Work with National Careers Service to make information, advice and guidance provision available via the local Employment Hub
- Consider ways to promote higher level technical provision
- Work with NHS on workforce strategies and priorities in health and social care
- Maximise benefit of delegated funding for Level 3 adult offer from National Skills Fund.

## **8.1 How to get involved: education and training providers**

Education and training providers have the opportunity to work through representative bodies that are directly represented on the SAP, presenting them with the opportunity to shape regional thinking on skills. This is particularly important at a time when skills policy is in a state of flux and collaboration is needed to set clear priorities and provide the basis for a coherent response to potentially competing demands.

### **West Yorkshire Skills Partnership**

This is a network of further education colleges, universities, private and voluntary sector skills providers and employability providers. Managed by the West Yorkshire Consortium of Colleges and funded by the European Social Fund, its members work together to meet the needs of employers and the Leeds City Region economy by providing access to skills and training.

### **West Yorkshire Learning Providers**

WYLP operates the single largest employment and skills network in the Yorkshire region and provides a strong voice for its members on FE and Skills issues.

### **Yorkshire Universities**

Since 1987, Yorkshire Universities (YU) has been the regional voice for higher education (HE) in Yorkshire. YU represents eleven universities and one specialist higher education institution (HEI). Yorkshire Universities is a partnership based on a shared commitment to strengthen the contribution that universities and HEIs make (individually and collectively) to the economic, social, cultural and civic life and well-being of people and places in Yorkshire.

### **Go Higher West Yorkshire**

Go Higher West Yorkshire is a consortium of HE providers, working together to ensure that higher education in all its forms is open to all who can benefit, regardless of background.

The core aim of the partnership is to connect partners to improve access to, success in and progression from higher education, for those from under-represented groups.

### **Support for educators and careers professionals**

As part of the Futuregoals campaign, educators and career professionals can access free careers resources based on local labour market information. There is also support for careers leaders to improve careers provision in schools and colleges.

## **8.2 How to get involved: employers**

Employers can help to shape the regional skills agenda through a variety of bodies linked to the Skills Advisory Panel. They can also engage with support and services to help them make an effective investment in the skills of their staff.

### **Local Digital Skills Partnership**

The West Yorkshire Local Digital Skills Partnership launched in October 2020 as part of the West Yorkshire Combined Authority's ambitious devolution deal. The partnership provides a unique and exciting opportunity to influence the digital skills landscape across the region. The Partnership brings together passionate digital advocates and leaders from business, education, local communities and charity sector organisations, to create collaborative partnerships to support the region's vision to transform lives through digital tech.

### **Engage with education and Skills for Growth**

Enterprise Advisers bring real business experience to schools and their young people. Giving back and sharing experiences, career advice, and knowledge of job roles and industry can really impact a young person's life. In addition, the Give an Hour provides an opportunity for small and medium sized businesses (SMEs) to make a difference to the futures of young people in Leeds City Region by offering an hour of their time to help young people prepare for the fast-changing world of work.

### **Apprenticeship Levy Support**

The LEP brings together employers and training providers to ensure apprenticeship opportunities are available to people across the area. Its levy transfer service enables businesses with unspent levy to transfer funds to support apprenticeships in other organisations, potentially within their own supply chain or sector.

### **Leeds City Region Enterprise Partnership (LEP) Business Support Service**

The Business Support Service provides a central point of contact and support for businesses in the City Region and serves as an access point for all services and interventions including those focusing on employment and skills.



## Find out more

[westyorks-ca.gov.uk](http://westyorks-ca.gov.uk)

### **West Yorkshire Combined Authority**

Wellington House

40-50 Wellington Street

Leeds

LS1 2DE

All information correct at time of writing



## **Appendix C Skills Programmes in Kirklees**

### ***Programmes Supporting individuals to upskill***

Kirklees Council works along the Combined authority to influence and deliver a number of programmes with devolved funding to help address our skills shortages.

#### *Adult Education Budget*

The Adult Education Budget is targeted towards individuals who have low level skills and/or are unemployed or on a low wage. It is targeted to support learners annually through a range of programmes and access points – community centres, colleges, via Jobcentre Plus referral and linked to employer recruitment programmes. Subjects are wide ranging and includes Basic skills such as Maths, English and digital as well as ESOL and more vocational learning .

#### *Multiply*

Multiply is an adult numeracy programme, led by the Department for Education (DfE) as part of the £2.6bn UK Shared Prosperity Fund (UKSPF). West Yorkshire Combined Authority has been given an allocation of £12.4m for Multiply across 3 financial years. The funding is to engage more adults with numeracy levels below level 2 (GCSE C/4 pass) in informal learning to boost their maths skills for life and work.

The individual focused strand of multiply the community focussed strand of the individual engagement workstream will be led by Local Authorities to ensure overview of community learning in their area will help to ensure that AEB funded activity is enhanced and that Multiply activity wraps around already commissioned work.

In Kirklees the funding is worth £ 800k over 3 years with activity due to start in January 2023.

#### *Level 3 Guarantee*

Funding for those aged 19 or over, to do not already have a level 3 qualification or already have a level 3 qualification or higher but earn below the National Living Wage annually to access a level 3 qualification for free. Delivered by local training providers and available in a wider range of subjects linked to growth sectors .

#### *Skills Connect / Skills Bootcamps*

Skills connect is an adult skills training programme give individuals the opportunity to upskill, gain new skills or qualifications and enter employment within key regional sectors and get people back into work through training courses and tailored support programmes.

Programmes will offer training for those recently unemployed or at risk of redundancy, focussed on priority sectors for employment growth including digital,

construction, engineering, the green economy and health and social care. Training is endorsed and supported by employers in order to support and respond to employers vacancies and skills needs.

### *Works Better / Kirklees Apprenticeships For All*

The aims of Works Better is to support people into work, apprenticeships and other learning and training opportunities . It offers an all age all employment information , advice and guidance service for resident who live in Kirklees. Priority is given to those furthest from the labour market who are either not in work or in insecure low paid work.

Kirklees Apprenticeship for All provides targeted advice and support for those aged 15 plus who are interested in using Apprenticeships to upskill linked to their vocational area of choice .

### ***Programmes supporting Employers with Workforce development***

#### *Works Better*

The Councils led employability programme Works Better also funds a business engagement team who works with local businesses to understand their recruitment needs and fill vacancies through the talent pool of Works Better clients, and Apprenticeships and promote workforce development and career progression in work, connecting businesses to local and national training schemes.

#### *Multiply*

Part of the UKSPF the Multiply programme will have a Business offer providing Innovative programmes delivered together with employers – including courses designed to cover specific numeracy skills required in the workplace. Numeracy champions embedded within workplaces to identify and support staff needs; triage skills needs, signpost to (new &) existing programmes, provide mentoring/buddy support. To include training package and coordination of mentors.

It is envisaged this programme will start delivery in April 2023 .

#### *Skills for Growth*

The ESF Skills For Growth programme encourages employers to collaborate with education providers on projects such as graduate recruitment fairs, placements and careers resources.

It is a free service all about connecting small and medium sized business owners to local schools, colleges and universities.

In doing so it supports businesses to build talent pipelines, increase productivity and close skills gaps.

The programme in its current form is due to finish in December 2023 when ESF funding comes to an end .

#### *Kirklees Apprenticeships for All / Apprenticeship levy transfer*

The LEP's levy transfer service supports businesses wishing to transfer their unused levy, and managing applications for support from SMEs.

In Kirklees this support is supplement by the Kirklees Apprenticeships for All programme. Receiving of funding of £ 1.75M from ESF and using Apprenticeship Levy as match this pilot programmes seeks to increase the numbers of businesses using apprenticeships to upskill their current employees .

The programme providers employers with access to a skills gap analysis and identifying training solutions via apprenticeships . It also provides a programme of enrichment support for Apprentices and access to unspent levy funding for SMEs.

IT also works with local Levy payers and encourages them to commit their unspent levy to the LEP scheme to ensure the funding can be accessed by local SMEs

#### *Enterprise Adviser network*

The School Partnership Team matches business volunteers to schools and colleges for strategic work, promotion of progression pathways after year 11 and utilises labour market information to raise the aspirations of young people in the Leeds City Region. Schools and colleges in our network belong to: West Yorkshire Careers Hub or members in the Enterprise Adviser Network

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## ECONOMY & NEIGHBOURHOODS SCRUTINY PANEL

### Agenda Plan 2022/23

	Items	Officer Contact	Notes
Thursday 23 <sup>rd</sup> June 2022	Informal Meeting of the Panel to plan the work programme	Jodie Harris	
Tuesday 19 <sup>th</sup> July 2022  Agenda Publication: Monday 11 <sup>th</sup> July 2022	Waste Strategy Capital Update	Will Acornley/ Rachel Palmer	Cabinet 2 <sup>nd</sup> August 2022

<p><b>Tuesday 30<sup>th</sup> August 2022</b></p> <p><b>Agenda Publication: Monday 22<sup>nd</sup> August 2022</b></p>	<p><b>Hot Food Takeaway SPD</b></p> <p><b>Affordable Housing SPD</b></p> <p><b>Kirklees District Heat Network</b></p> <p><b>Winter Maintenance Policy Review</b></p>	<p><b>Hannah Morrison/ Johanna Scrutton</b></p> <p><b>John Buddle/Steven Wright</b></p> <p><b>John Atkinson</b></p> <p><b>Graham West</b></p>	<p><b>Scrutiny requested prior to Consultation / Cabinet before the end of the year</b></p> <p><b>Cabinet September 2022</b></p>
<p><b>20 September 2022</b></p> <p><b>(Cancelled)</b></p>			
<p><b>Tuesday 18<sup>th</sup> October 2022</b></p>	<p><b>Climate Change Action Plan</b></p>	<p><b>Katherine Armitage / Shaun Berry</b></p>	<p><b>Cabinet November 2022</b></p>

<p><b>Agenda Publication:</b> Monday 10<sup>th</sup> October 2022</p>	<p><b>Progress update on Bus Stations (part on TCF)</b></p>		
<p><b>Tuesday 22<sup>nd</sup> November 2022</b></p> <p><b>Agenda Publication:</b> Monday 14<sup>th</sup> November 2022</p>	<p><b>Tourism, Heritage &amp; Cultural Strategies</b></p> <p><b>Road Safety – Speeding Enforcement (deferred)</b></p> <p><b>Housing Allocations Update</b></p>	<p><b>Adele Poppleton / Kath Wynne-Hague</b></p> <p><b>Graham West/Mark Scarr</b></p> <p><b>Paul Howard</b></p>	<p><b>Tourism &amp; Heritage Strategies to go to Cabinet on 17<sup>th</sup> January 2022. Cultural Strategy February Cabinet (TBC)</b></p>
<p><b>Tuesday 10<sup>th</sup> January 2023</b></p> <p><b>Agenda Publication:</b> Wednesday 23<sup>rd</sup> December 2022</p>	<p><b>Tree Policy Framework</b></p> <p><b>Grounds Maintenance</b></p> <p><b>Post 16 Skills</b></p>	<p><b>Graham West / Will Acornley</b></p> <p><b>Graham West / Will Acornley</b></p> <p><b>Gillian Wallace/ Phil Mark</b></p>	<p><b>Presentation and update on monitoring data</b></p>

<p><b>Tuesday 28<sup>th</sup> February 2023</b></p> <p><b>Agenda Publication:</b> Monday 20<sup>th</sup> February 2023</p>	<p><b>EV Charging/Infrastructure Phase 1 Delivery / Phase 2 Development</b></p> <p><b>Future of Housing Homes and Neighbourhoods</b></p> <p><b>Air Quality Action Plan (TBC)</b></p> <p><b>Affordable Housing SPD (TBC)</b></p> <p><b>Public Space Protection Orders</b></p>	<p><b>Shaun Berry</b></p> <p><b>Jenny Frear / Paul Hawkins</b></p> <p><b>Shaun Berry</b></p> <p><b>John Buddle</b></p> <p><b>Daisy McMurdo/ Catherine Little/ Graham West</b></p>	
<p><b>Tuesday 21<sup>st</sup> March 2023</b></p> <p><b>Agenda Publication:</b> Monday 13<sup>th</sup> March 2023</p>	<p><b>Statutory Food Hygiene Plan 2023 - 2024</b></p> <p><b>Statutory Health &amp; Safety Plan 2023 – 2024</b></p>	<p><b>Martin Wood / Judith Stones</b></p> <p><b>Martin Wood / Judith Stones</b></p>	



Items not yet scheduled:

- Future of Bus Patronage (scope tbc with Officers/WYCA)
- Air Quality Action Plan (February March) TBC
- Kirklees Economic Strategy Refresh (deferred)
- Environmental Sustainability Strategy (deferred)
- Waste Procurement (Private Item) – TBC
- Future Bereavement Services Offer
- Highways capital programme
- Trans Pennine Route Upgrade
- Digital Update
- Active Travel Update
- Kirklees Transport Strategy

Reports to be viewed by Panel:

- Air Quality Action Plan (Annual status report/monitoring data) – Circulated to Panel

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