

Public Document Pack



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

Samantha Lawton

Governance and Commissioning

PO Box 1720

Huddersfield

HD1 9EL

Tel: 01484 221000

Please ask for: Jenny Bryce-Chan

Email: jenny.bryce-chan@kirklees.gov.uk

Wednesday 8 January 2025

Notice of Meeting

Dear Member

Health and Wellbeing Board

The **Health and Wellbeing Board** will meet in the **Council Chamber - Town Hall, Huddersfield** at **1.00 pm** on **Thursday 16 January 2025**.

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

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

A handwritten signature in black ink, appearing to read "S Lawton".

Samantha Lawton

Service Director – Legal, Governance and Commissioning

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

The Health and Wellbeing Board members are:-

Member

Councillor Beverley Addy (Chair)

Councillor Carole Pattison

Councillor Mark Thompson

Tom Brailsford

Director for Children's Services)

Rachel Spencer-Henshall

Deputy Chief Executive and Executive Director for Public Health and Corporate Resources

Michelle Cross

Executive Director - Adults and Health (DASS)

Carol McKenna

Kirklees (ICB) Accountable Officer/Place-based Lead

Karen Jackson

Chief Executive, Locala

Stacey Appleyard

Kirklees Healthwatch

James Creegan

Social Care providers (nominated by Kirklees Care Association)

Christine Fox

Housing Partnership

Dale Gardiner

West Yorkshire Fire & Rescue

Chief Supt Jim Griffiths

West Yorkshire Police

Nicola Goodberry Kenneally

Chief Executive Officer, Community Pharmacy West Yorkshire

Liz Mear

Independent Chair of the Kirklees Integrated Care Board Committee

Sean Rayner

South West Yorkshire Partnership Foundation Trust

Len Richards

Mid Yorkshire Hospitals Trust

Catherine Riley

Calderdale and Huddersfield NHS Foundation Trust

Alasdair Brown

Third Sector Leaders

Dr Vanessa Taylor

University of Huddersfield

Warren Gillibrand

University of Huddersfield

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Board/Apologies

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

2: Minutes of previous meeting

1 - 10

To approve the minutes of the meeting of the Board held on the 28 November 2024.

3: Declaration of Interests

11 - 12

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

4: Admission of the Public

Most agenda items take place in public. This only changes where there is a need to consider exempt information, as contained at Schedule 12A of the Local Government Act 1972. You will be informed at this point which items are to be recommended for exclusion and to be resolved by the Board.

5: Deputations/Petitions

The Board will receive any petitions and/or 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 submit a petition at the meeting relating to a matter on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10, Members of the Public must submit a deputation in writing, at least three clear working days in advance of the meeting and shall subsequently be notified if the deputation shall be heard. A maximum of four

deputations shall be heard at any one meeting.

6: Public Question Time

To receive any public questions.

In accordance with Council Procedure Rule 11, the period for the asking and answering of public questions shall not exceed 15 minutes.

Any questions must be submitted in writing at least three clear working days in advance of the meeting.

7: CQC Inspection Notification

The Board will receive a verbal update on the CQC Inspection Notification.

Contact: Michelle Cross, Executive Director for Adults and Health.

8: Draft Kirklees Inclusive Economy Strategy

13 - 44

This report presents the draft Kirklees Inclusive Economy Strategy (KIES) to the Health and Wellbeing Board for comment and input.

Contact: Edward Highfield Service Director Skills & Regeneration and Chris Duffill Head of Business & Skills.

Contact Officer: Jenny Bryce-Chan

KIRKLEES COUNCIL

HEALTH AND WELLBEING BOARD

Thursday 28th November 2024

- Present: Councillor Beverley Addy (Chair)
Councillor Carole Pattison
Rachel Spencer-Henshall
Carol McKenna
Karen Jackson
James Creegan
Chief Supt Jim Griffiths
Catherine Riley
Alasdair Brown
Warren Gillibrand
- In attendance: Alex Chaplin, Strategy & Policy Officer
Cllr Jo Lawson, Chair of Health and Adults Scrutiny Panel
Lucy Wearmouth, Head of Improving Population Health
Chris Lennox, Interim Chief Operating Officer, South-
West Yorkshire Partnership NHS Foundation Trust
Steve Brennan, Kirklees Place Programme Director
Hannah Morrison, Team leader, Planning Policy
Jill Greenfield, Service Director, Service Director
Communities and Access Services
- Apologies: Tom Brailsford
Richard Parry
Michelle Cross
Stacey Appleyard
Christine Fox
Nicola Goodberry Kenneally
Liz Mear
Sean Rayner
Len Richards
Dr Vanessa Taylor

1 Membership of the Board/Apologies

Apologies were received from Tom Brailsford, Richard Parry, Sean Raynor, Len Richards, Nicola Goodberry Kenneally, Stacey Appleyard, Christine Fox, Liz Mear and Vanessa Taylor.

Matt England attended as sub for Len Richards.
Chris Lennox, attended as sub for Sean Raynor.

2 Minutes of previous meeting

That the minutes of the meeting held on the 26th September 2024, be approved as a correct record.

3 Declaration of Interests

No interests were declared.

4 Admission of the Public

All agenda items were considered in public session.

5 Deputations/Petitions

No deputations or petitions were received.

6 Public Question Time

No public questions were asked.

7 Kirklees Safe zones

Chief Superintendent, James Griffiths, provided information regarding how and why Safe Zones were developed. He explained that the aim is for the Safe Zone logo to be seen at different places around Kirklees and encouraged Board members to look out for the logo.

In summary, the Board was informed that Safe Zones were developed in December 2019 and was borne out of a discussion as part of a focus group with young people from a school in Huddersfield as part of the former Kirklees Children's Safeguarding Board. The discussion focused on what they would like the police to do for them, and the response from one young person was "there is nowhere to go if you are feeling unsafe". Although things stalled as a result of the pandemic; it has now been picked up and is widely developed across Kirklees.

The ambition of Safe Zones is:

- to create a network of these safe places, where women and girls particularly, are provided with a place that they can use as a momentary retreat, although not solely just for women and girls, it did fit into the violence against women and girl's agenda.
- It can also be for vulnerable adults and for others who can use these areas if they feel unsafe. They just need to call in if they need some help, or if they are lost
- To work with partners sharing our knowledge and experience of the risks children and young people face. This was an opportunity to give people better training around risks.
- To ensure our Safe Zone partners feel confident in recognising, responding, and reporting safeguarding concerns.
- To support and empower partners to help keep all women and girls safe (Active Bystanders).

The Board was informed that West Yorkshire Police are committed to creating an environment where women and girls can feel safe within the county, free of fear and harassment. As part of the Force's commitment to reducing Violence Against

Health and Wellbeing Board - 28 November 2024

Women and Girls, it has launched its Strategy, outlining how it intends to ensure that women and girls are safe and feel safe.

The three key priorities are:

- Pursuit of perpetrators,
- Creating safe spaces (in private, public, and online),
- Increasing trust and confidence in policing.

The Board was informed that in terms of how Safe Zones are trained, it involves explaining about the active bystanders, raising awareness, and looking at how Safe Zones are provided for women and girls in a complex world. It also includes the following:-

- Making sure that people understand and have an awareness of child exploitation both sexual and criminal exploitation, debunking some of the myths around county lines exploitation
- An awareness of grooming and that can include both grooming there and then, or non-recent grooming and how people may find that somewhere like a Safe zone may be the first place where they open up
- Knowing the signs across a whole range of incidents and crimes, and behaviour that people may suffer from, and the complexities of what stalking is and the differences between stalking and harassment
- Domestic abuse, a whole range of training around domestic abuse, from very early signs right through to controlling and coercive behaviour also learning from domestic homicide reviews
- Exploring the 'Safe Zone' process because it may not be right for everybody, for example, some people attend the training thinking that they might be able to run a Safe Zone and perhaps then realise it is not for them, as they may not be able to commit to it and decide to step away, which is also fine

In terms of what Safe Zones might be use for could include:

- Feeling Unsafe
- Being followed
- Lost
- Bullied
- Missing
- Violence Against Women and Girls (VWAG)

The Board was informed that there are different levels of support that individuals may find when they go into these Safe Zones. For example, a low need, may be someone who just needs momentary support, a friendly face, someone to talk to. A medium need may be where some assistance is required and those individuals may need signposting to some other safety point, some other place, or call in another agency. There is also an emergency response where there is a high need, an immediate threat, it is urgent and there is likely going to be a crime committed. The expectation would be that the individual in the Safe Zone would be ringing the police via 999, and the police would get to those people within 15 minutes which is a requirement

Health and Wellbeing Board - 28 November 2024

Information was provided on what is expected from Safe Zones, as follows:

Record – Keep a log: note down details about Safe Zone visitors, action taken and any concerns (what did you noticed, name, time, description etc.).

Report- Share any concerns with as much information as you can recall about the Safe Zone visitor (name, age, others, threat, or patterns of behavior that concerned you).

Respond- Pass on information and concerns that you have witnessed. Become an active bystander.

The Board was informed that currently there are nearly 200 Safe Zones across Kirklees as follows:

- 38 Rural
- 43 Batley and Spen
- 50 Huddersfield
- 35 Dewsbury and Mirfield
- Libraries
- GP surgeries
- Pub chains
- Walksafe App – work is currently being undertaken with the Walksafe App, which will allow individual to locate a Safe Zone using the app.

In response to the information presented, the Board asked questions and made comment, including some of the following:

- How can people get involved, do they approach the police directly?
- There was a report on the BBC recently which was regard to “ask for Angela” scheme and how few pubs were aware of this even though they advertised it publicly. If organisations are signing up for Safe Zones, what do they need to do, bearing in mind staff turnover or the passage of time that they remain up to date in terms of all their staff knowing what is required?
- In terms of data, if people are recording the sort of things that are causing issues for people, how can that information be used to be more preventative which could then be used to get key messages out to communities, for example common themes. It would be useful to consider how this information can be shared in terms of the themes that emerge
- There is a role in this for the voluntary sector, third sector leader, Youth Alliance, the KAL sites they should all be signing up to Safe Zones
- From a social care perspective there are lots of buildings across Kirklees, such as care homes and wonder how some of those can be opened up to become much more integrated into the community and become Safe Zones
- Are there specific types of buildings that have not yet come on board, for example shops

RESOLVED:

That Chief Superintendent, James Griffiths, be thanked for providing an update on the Kirklees Safe zones; and that further information on how to sign up to Safe Zones be circulated to board members.

8 A paper to Health and Wellbeing Board on the update of the Kirklees Local Plan

Lucy Wearmouth and Hannah Morrison, provided the Board with an update on the Kirklees Local Plan, advising that in terms of the Local Plan, it is currently in the early engagement phase and there is still plenty of time to feedback through the process. The aim of the discussion at the Board is to enable members to find out more about the Local Plan, particularly if there has been no prior involvement and also to update Board members on how to can get involved.

In summary, The Board was reminded of the vision, priorities and ambition within the Kirklees Health and Wellbeing Strategy (KHWS) and that Healthy Places, which is one of the priorities in the KHWS, is an important theme within the Local Plan. The vision for the Healthy Places priority is: “The physical and social infrastructure and environment supports people of all ages who live, work or study in Kirklees to maximise their health opportunities and to make the healthy choice the easy choice”.

The Board was informed that there are strong connections between Planning, Public Health and Health, and referring to the presentation slide entitled how the planning system can support health outcomes, the Board was advised that a great deal of work has already been undertaken with colleagues from Planning.

The planning system can contribute towards improving the health and wellbeing of the Kirklees population in several ways, for example:

- The Local Plan through a spatial strategy which supports sustainable development and through planning policies which seek to support healthy placemaking, by promoting healthy and safe communities.
- Supplementary Planning Guidance (SPG) – this is guidance produced to support Local Plan policies and of specific reference to health includes: Hot Food Takeaway SPD and Open Space SPD.
- Health Impact Assessments as part of the determination of planning applications.

In reference to Hot Food Takeaways, the Board was informed that Public Health provide Planning with a tool which brings together a number of health indicators, which helps to understand health within a particular local area. For example, if an application for a new hot food takeaway is received, a postcode of where the takeaway intends to be located, allows information to show what is happening in the area, in terms of levels of obesity, cardiovascular disease and diabetes, things that have an impact on health and wellbeing, which are related to obesity. If an area hits a range of different indicators, the advice would be to carefully consider that application.

Health and Wellbeing Board - 28 November 2024

The other aspect to bring to the Board's attention is health impact assessments, which is already taking place. When a new application for a major planning development within Kirklees is received, colleagues in the Public Health Team will assess the application, according to health. For example, does the planning application consider access to green spaces, is it considering the community around it, questions are also asked regarding air quality, a broad audit of the application is undertaken, and advice is given to the developers in order to improve health outcomes.

The Board was informed that in terms of the Kirklees Local Plan update, the current Local Plan was adopted in Feb 2019, with an update started in Nov 2023 following approval of Full Council. The reasons for the update are:

- is to ensure that the Local Plan aligns with revised national planning policy guidance.
- To align the Local Plan with new council priorities/strategies.
- To be more ambitious in the use of planning policy to support climate change ambitions.
- To update housing/employment requirements to meet the needs of Kirklees.

The Board was informed that one of the key roles of the Planning Policy Team is the production of up-to-date planning guidance, in the form of a Local Plan. The plan has several purposes including a vision for Kirklees, allocating land for development needs, in addition to identifying designation land to be protected for example, urban green space sites, local green spaces and core walking and cycling routes. The plan also provides a framework to guide decisions and planning applications. There are many elements that feed into the review of the Local Plan.

Guidance is provided by the National Planning Policy Framework (NPPF), that is what policies in the Local Plan are based on. The guidance in the NPPF, is that the Local Plan should enable and support healthy lifestyles, through the provision of safe and accessible green infrastructure, sports facilities, local shops, access to healthier food, allotments and layouts that encourage walking and cycling.

During the summer, the government consulted on an updated version of the NPPF. The chapter on promoting healthy and safe communities, there was no significant changes proposed to that chapter of the NPPF. The consultation has now closed, and the government is assessing the responses. The consultation asked the following question:

'How could national planning policy better support local authorities in (a) promoting healthy communities and (b) tackling childhood obesity?' The Council provided a response to the government on that question.

Early engagement has been opened on the Local Plan and through that engagement, views are being sought on whether health can form a golden thread throughout the plan, and in all policy considerations. It is important to ensure that the Local Plan aligns with the council's top tier strategies and the Local Plan will consider the Kirklees Health and Wellbeing Strategy when policies are being formulated.

There are a number of health-related policies in the Local Plan, and as part of the update there is an opportunity to review the existing policies to include further or additional policies or guidance. As part of the update there is a requirement to gather an extensive evidence base. The Board was provided with information which outlined the Local Plan timetable, with a submission date to the Secretary of State in March 2027.

In response to the information presented, the Board asked questions and made comment, including some of the following:

- It is important to understand the impact on partners for example primary care in having a big new housing development and what that would mean in terms of practice population, and how the planning of that could be looked at going forward. This is an area that the Board might want to consider both in terms of public health prevention and the potential changes to services that might result from some of the proposals in the Plan. The Board would want a further conversation on understanding what that might do to the local landscape.
- A key focus should be ensuring there are preventative health and wellbeing measures in terms of housing development and how housing areas can be made as healthy as possible, by ensuring meaningful provision.
- Where would information be found to help understand how much of the Local Plan in 2019 had been actioned against what had been set out at that point?
- With regard to the hot food takeaways and health impact assessments against planning applications, is there any information to show if it actually makes any difference, and are there numbers of how many planning applications may have been turned down as a result of those impact assessments?

RESOLVED:

That Lucy Wearmouth and Hannah Morrison be thanked for providing an update on the Kirklees Local Plan, and that a further update be provided at a future Board meeting.

9 Inclusive Communities Framework

Jill Greenfield, Service Director, Community and Access Services, provided the Board with an update on the Inclusive Communities Framework (ICF), advising that it is one of the council's four top tier partnership strategies. Overall, it is a commitment to work better with communities and in order to achieve this there is a need to change the way things are done, it is a partnership commitment to be inclusive and to really focus on inclusion across the district. When the ICF was developed, it was undertaken in collaboration with a number of partners including the voluntary and community sector.

The Board was directed to the presentation slides, which outlined a refresh of the ICF, and advised that it is acknowledged that some people in the community do not

always feel like they belong, and that what matters to them is not important to other people and they do not know how they can get involved in their communities.

The ICF offers an opportunity to give a framework to be able to create safer and more cohesive communities, to enable people to feel like they belong and that they can play a part. The focus is not on communities getting things done, the focus is on how organisations and institutions can work alongside communities.

The ICF has been designed to be used across the whole of Kirklees and it has been a challenge making it relevant to every organisation and particularly strategic partnerships. It offers a guide on how that can be done across services and partners, community groups and initiatives. It is important that there continues to be a focus on the best practice.

The ICF is made up of three guiding principles:

1. Belief - That communities have solutions to problems; they have skills and knowledge that organisations do not have.
2. Belonging - Building trust and promoting belonging in local places. People may be different, but they have shared interests and challenges.
3. Care - Care more about what communities' care about and showing this through action.

The ICF sets out five inclusive approaches:

Connecting

Whether that is working in partnership with local people or creating more connections in and between communities.

Communicating

Communicating more and better with communities.

Equalising

Creating opportunities to work alongside local people sharing knowledge and resources.

Trusting

Trusting communities more.

Celebrating

Celebrating communities.

In terms of what the ICF has to do with the Kirklees Health and Wellbeing Strategy (KHWS), the Board was informed that, it is one of the key enablers for achieving the KHWS priorities around mental wellbeing, connected care and support, and healthy places. For mental wellbeing the ICF does support the idea of connecting with and giving to others. It is well evidenced around mental health in terms of life satisfaction being closely linked to social interaction and participation and that is a

Health and Wellbeing Board - 28 November 2024

real part of the ICF to foster that social and community life pride in community and social connection. Healthy Places, ensuring that there are community activities and opportunities for people to be active, and to stay socially connected.

The work undertaken to date has been to co-produce the ICF, launch the toolkit and upload it to the website, carry out numerous briefings and conversations and attend a number of boards and asked people to undertake the self-assessment. There is an online platform where the self-assessments can be submitted, and the aim of the self-assessment is that this can become a dynamic framework and not a paper-based strategy.

After the first year of receiving the self-assessment information, the expectation is that this will provide the baseline for monitoring progress in subsequent years. It will also help to identify collective priorities. The framework is a guide to how things will be done. Work is being undertaken on the self-assessment tool to make it better.

The ICF can be worked with and help, and support is available to help organisations and partners work with this, and it can make the difference across Kirklees.

The following questions were posed to the Board:

- What is your role in implementing the ICF?
- How do you hold partners to account with the different initiatives that come to the Board, does the Board ask how are you assured that the ICF is supporting that?
- How can the Board use its influence with others to consider the ICF and how can the Board champion that?

It is more important than ever that there is an understanding of the lived experience of local communities, and there is an understanding to enable organisations to work alongside them in a way that matters to them and can co-create those solutions.

In response to the information presented, the Board asked a number of questions and made comment, including some of the following:

- What types of organisations have already signed up to this framework?
- It would be positive for an update to be provided to the Third Sector Leaders Board.
- Are Healthwatch connected into this work?
- That information on the ICF be circulated to Board members and will serve as a prompt for internal and external partners.

RESOLVED:

That Jill Greenfield be thanked for providing an update on the Inclusive Communities Framework and that further information on the ICF be circulated to Board members.

This page is intentionally left blank

KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
HEALTH AND WELL BEING BOARD			
Name of Councillor			
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	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]	Brief description of your interest

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.

KIRKLEES HEALTH & WELLBEING BOARD
MEETING DATE: 16 th January 2024
TITLE OF PAPER: Draft Kirklees inclusive Economy Strategy
1. Purpose of paper This report presents the draft Kirklees Inclusive Economy Strategy (KIES) to the Health and Wellbeing Board for comment and input.
2. Background The current economic strategy expires in 2025, hence a new version is required. The refreshed economic strategy will join the others 'Top Tier' strategies; the Inclusive Communities Framework, Health and Wellbeing Strategy, and Environment Strategy. As with all the top tier strategies the KIES is framed as a partnership strategy and needs to go to Full Council for approval. The KIES has been the subject of a dedicated workshop with partners early in its development and has been the subject of multiple discussions at the recent Picture of Kirklees event, each of Kirklees Partnership Executive, Kirklees Health and Care Board and Kirklees Health and Wellbeing Board. The employment and skills theme has been informed by the priorities of the Kirklees Employment and Skills Partnership and those raised in discussions of the Kirklees Top 100 business group. With recent developments, there is now very strong alignment at national, regional and local levels. WYCA are nearing completion of the West Yorkshire Local Growth Plan (LGP) which was a mayoral manifesto commitment. Alongside, WYCA have shared priority sectors with Government that are expected to be refined to reach sub-sectors during the ongoing development of the National Industrial Strategy. The Government's Green Paper <i>Invest 2035: The UK's Modern Industrial Strategy</i> was published on 14 October and is currently open for consultation until 24 November. This is a key pillar in their mission to achieve the longest sustained growth in the G7. It is important that Kirklees has an economic strategy in place that articulates our priorities to inform both the West Yorkshire strategy and submissions to Government, as well as driving our own action and direct engagement with Government.
3. Proposal In keeping with a number of recent strategies, the draft KIES is structured around People, Business and Place. The Business section includes consideration of the future role of social enterprise, co-operatives and other alternative business models. The Strategy is underpinned by three linked objectives of Productivity, Sustainability and Inclusion. The document is explicitly aimed at stimulating inclusive growth – defined as ' <i>enabling as many people as possible to contribute to and benefit from growth</i> ' - i.e. overall

economic growth as measured by Gross Value Added (GVA) and average wages is important, but it must be matched with reduced levels of inequality and a move towards low carbon, otherwise 'growth' alone will not be sufficient. Overall economic growth is an enabler to help achieve other shared outcomes; it is not an end in itself.

In response to ongoing feedback and comments, a number of areas are being strengthened in the document, such as

- Foreword from the Leader to be drafted and agreed
- Case studies to be added – for example, Our Cultural Heart, Dewsbury regeneration, business productivity.
- Formatting and layout from the Design Team
- Ensuring specific language aligns to new corporate priorities
- Highlighting the role of culture and creative industries not just as an economic sector but as a driver of place making and inclusive communities.
- Alignment with Our Kirklees Futures and early years / schools.

4. Financial Implications

There are no direct financial implications arising from the strategy. Individual business cases will be brought forward for constituent programmes and interventions at the appropriate times.

Increasing the productivity of local businesses and increasing employment has positive financial benefits for the council through increased business rates, reductions in council tax exemptions. It is also expected to have a range of indirect impacts through reduced demand for a range of services.

5. Sign off

Edward Highfield
Service Director, Skills and Regeneration

6. Next Steps

Final changes including those above along with any further comments from partners will be incorporated into a final version for Cabinet and Council.

7. Recommendations

Note and offer comments

8. Contact Officer

Report Sponsor:
Edward Highfield
Service Director Skills & Regeneration

Contact Officer:
Chris Duffill
Head of Business & Skills

This page is intentionally left blank

Kirklees Inclusive Economy Strategy

November 2024

Foreword – Carole Pattison, Leader Kirklees Council

Executive Summary

Introduction

Socio-economic context

Policy Framework

Vision and objectives

People

Business

Place

FOREWORD

INTRODUCTION

This is the first Inclusive Economic Strategy (IES) for Kirklees, developed by Kirklees Council.

Inclusive growth is defined by the RSA Inclusive Growth Commission as *'enabling as many people as possible to contribute to and benefit from growth.'* This can be both social – benefitting people across the labour market spectrum, including groups that face high barriers to high quality employment – or place based, addressing inequalities in opportunity between different localities¹.

The Inclusive Economy Strategy sets out how, working with a wide range of public, private and voluntary sector partners we will create the conditions for economic growth across Kirklees – and how, working together, we will ensure that as many communities and residents as possible both contribute to and benefit from growth.

The Inclusive Economy Strategy covers the period from 2025-2030. It sets out a vision, objectives and high level priorities for action under three main themes:

- supporting our **People** to have the skills they need and to access jobs where those skills will be put to good use, including helping those residents who are furthest from the labour market to re-enter and remain in work
- supporting **businesses**, including social enterprises to start up, grow and invest so they create more good jobs, improve their productivity and increase wage levels whilst contributing to wider inclusive growth aims
- investing in our diverse **Places** and the physical and digital connections between them to increase access to job opportunities for Kirklees residents, widen the talent pool for local businesses and ensure that Kirklees remains a fantastic place to live, work and do business.

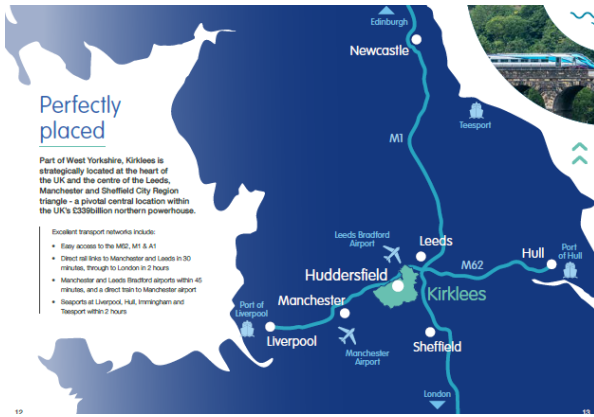
The strategy is aligned with the Government's emerging Industrial Strategy and with the Local Growth Plan developed by the West Yorkshire Combined Authority in response. The Inclusive Economy forms part of a wide suite of 'top tier' strategies developed by the Council and its partners – the Inclusive Communities Framework, the Joint Health and Wellbeing Strategy and the Environment Strategy. The strategy will inform the review of the Kirklees Local Plan.

¹ Inclusive Growth Commission – Making our Economy Work for Everyone, RSA, 2017

SOCIO-ECONOMIC CONTEXT

Introduction

Perfectly placed between the core cities of Leeds, Manchester and Sheffield, Kirklees is an exceptional business location with strong connections to the UK's strategic road and rail network offering ready access to international airports and seaports.



Why Kirklees

Kirklees is the perfect place for businesses to grow, innovate and improve efficiency. We have industrial property solutions for investing businesses, including priority areas offering incentives and opportunities for development of employment space.

An integral part of our £9.35 billion GVA economy, 15,000 local businesses benefit from:

- Commercial property rents up to c15% cheaper than competitor destinations
- Grade A office space costing up to c20% less than nearby cities



Potential incentives to support delivery of employment space



Access to 7 million consumers within one hour's travel



Fast access to world-leading research and innovation centres



Dedicated business support via Business Kirklees



Affordable gigabit-speed internet services across 86% of the district



A skilled local workforce, with significant labour-saving costs



A highly developed sector supply chain and easy access to exporting



A beautiful, vibrant place to live and work

Our diverse network of larger towns – Huddersfield and Dewsbury – and local centres (like Batley, Cleckheaton, Heckmondwike, Holmfirth and Marsden) – are evolving as centres for shopping, leisure and community activity and offer a wide range of housing with easy access to beautiful surroundings.

Connectivity within Kirklees and to the core cities beyond is being transformed through unprecedented levels of public investment in infrastructure projects like the TransPennine Route Upgrade, reducing journey times between Leeds and Manchester from over an hour to just forty minutes.

Alongside planned improvements to the Penistone Line connecting Huddersfield with Sheffield, these investments will increase access to job opportunities and widen the talent pool for local businesses. Bus deregulation also offers significant opportunities to connect more people with jobs and learning. In the long-term, the regional Mass Transit programme aims to improve connectivity between Leeds and Dewsbury. We also need continued improvements to our strategic road network, and to build on our active travel infrastructure to deliver a cohesive network that offers a safe and viable alternative to car use for short journeys.

Despite these improvements, we have yet to realise our full economic potential. This section of the IES sets out some of the opportunities and challenges that will need to be addressed over the next five years.

(Following section to have graphs/images added)

Our business stock

The Kirklees economy comprised 17,450 separate 'business units' in 2024. 84.1% of these were microbusinesses employing fewer than 10 staff – slightly below the England average of 84.6%. Just 60 businesses in Kirklees have more than 250 employees.

The number of new business start-ups in Kirklees increased from 1,735 in 2017 to 2,155 in 2022, or 18.4% of all start-ups in West Yorkshire, in proportion to our share of the West Yorkshire business stock. Business startup data suggests that entrepreneurs from neighbourhoods in Kirklees falling into the 20% most deprived nationally are now responsible for 40% of new businesses.

Key sectors

Manufacturing remains a key driver of the local economy, accounting for 25,000 employee jobs in 2023 or 15.8% of all jobs in Kirklees, more than double the England average of 7.4%. This figure has remained consistent since 2015.

With twice the national average concentration of manufacturing and engineering industry, and an established global reputation in multiple fields, Kirklees retains a pivotal role in the UK supply chain – with many businesses demonstrating their resilience by supplying a wide range of different sectors.

Key specialisms include textiles, which has been synonymous with Kirklees for over 300 years and still employs over 3,500 people locally. The home of textile innovation, Kirklees leads the way in sustainable fashion and design, textile and product manufacturing, supplying fabric to world's most prestigious and best known fashion brands, with products exported across the world.

Our advanced precision engineering cluster produces gears, bearings, valves, pumps, motors, turbochargers and other critical components for diverse markets. Global automotive manufacturers, niche precision engineering supply chain companies and leading-edge innovators combine precision manufacturing with data analytics, artificial intelligence and robotics. This is reinforced by the presence of the National Physical Laboratory at the University of Huddersfield which provides world leading measurement capability.

Alongside these sectors, exciting new opportunities are emerging in the health and life sciences. Huddersfield is emerging as a key regional hub for health, wellbeing, medical and digital technologies. The University of Huddersfield's National Health Innovation Campus (NHIC) will create the largest and most dynamic centre for workforce transformation and healthcare innovation in the North of England, building on the University's world leading research and innovation expertise in areas including clinical diagnostics, skin integrity and infection prevention.

With the benefit of Investment Zone status, the aim is to curate a unique mix of research institutions, public health facilities and businesses seeking to co-locate alongside the NHIC to access its expertise and facilities. This will act as a catalyst for the regeneration of the Station to Stadium Corridor which connects Huddersfield's iconic railway station with the John Smith's Stadium to the east of the town centre.

Productivity

Productivity is a key measure of an area's economic effectiveness and over the last decade Kirklees has seen a significant improvement. ONS estimate that the Kirklees economy generated Gross Value Added of some £8.5bn in 2022 – representing a 31% increase over 2015 levels and in line with GVA growth for England as a whole over the same period.

Whilst individual measures of productivity have seen significant improvement in recent years - GVA per hour worked in Kirklees has risen from £22.20 in 2012 to £30.70 in 2022, or 77% of the UK average – a significant gap remains. Factors affecting productivity include workforce skills, workforce participation, access to capital, diffusion and adoption of innovation and 'market dynamism' – the gradual movement of capital and labour from less productive to more productive firms.

There is also a strong correlation between productivity improvements and increased wage levels and household income. Gross weekly pay for full-time workers in Kirklees (based on place of residence) was just 89% of the England average in 2023 – representing a gap of more than £70 per week for the average full-time worker.

West Yorkshire has seen lower investment as a share of GVA than the already low national average. Performance has particularly diverged since 2013 at which point the region's productivity also diverges from the national average. Closing the investment gap would have required an additional £2.5bn of investment in West Yorkshire in 2019 alone.

Our economy has seen significant transformation of the last twenty years through automation and this will continue to be a factor in driving up productivity. This takes different forms across sectors through robotics in manufacturing to self-checkouts in retail. This progress is set to continue, as is the uptake of artificial intelligence. Whilst this undoubtedly means that some jobs roles will be a greater risk of redundancy moving forward, there is also an opportunity to create new, skilled roles to support greater use of automation, digitisation and AI.

Demographics and the labour market

Kirklees had a population of 433,500 residents in 2021. In the ten years from 2011, the population increased by 2.5% - a slower growth rate than for Yorkshire and Humber (3.7%) or England (6.6%) as a whole. In 2021, 62.2% of the Kirklees population was aged 16-64 or of working age, slightly lower than the working age population of England as a whole (63%).

Kirklees is a net exporter of labour to other parts of West Yorkshire, with 2021 (pre-COVID) data highlighting significant net outflows of commuters to Leeds in particular (-13,564 commuters) but also to Bradford, Calderdale and Wakefield. There is a small net inflow of less than 1,500 commuters from Barnsley.

Commuting patterns partly explain why the low number of jobs available in Kirklees relative to the number of working age adults (the 'jobs density') is low – at just 0.66 in 2022, compared to the England average of 0.88. Job density is also higher in the adjoining local authority areas (e.g. Wakefield 0.80, Calderdale 0.83, Leeds 1.03) which suggests there is scope to increase employment and economic activity rates in Kirklees as long as residents have the necessary skills and the right environment for business growth is in place.

There has been a significant reduction in the number of adults holding no qualifications – in December 2023 this equated to 6.6% of residents aged 16+, only marginally higher than the England average of 6.2%. The proportion of Kirklees residents qualified to at least Level 2 (equivalent to 5 GCSEs at grades A-C) also mirrors the England average, but there is a significant divergence at Levels 3 and 4.

41.2% of Kirklees residents hold a degree or higher qualification (RFQ Level 4) – significantly lower than the England average. Closing the gap would require almost 15,000 Kirklees residents to achieve a Level 4 qualification.

Poverty, worklessness and health

Economic inactivity has increased both locally and nationally since the COVID pandemic, especially for residents aged 50+. In June 2024 there were 64,600 economically inactive residents of working age (23.5% of the working age population compared with 21.0% for England as a whole) – 10,000 of which want to work.

The overall picture of economic inactivity is worse for women as the gap to the national average is wider (around 4%) than for men (around 2%) and continues to diverge. Poor health and worklessness are inextricably linked, with a high proportion of economically inactive residents suffering from one or more limiting health condition. This is especially the case for residents aged 50+.

Health inequalities are especially acute in our most deprived neighbourhoods – with males living in our most deprived wards experiencing a difference in life expectancy of 8.6 years than those living in our most affluent wards. Health Equity North found in their *Health for Wealth* report that ill-health in the North of England:

- reduced the probability of remaining in employment by 4.9% (3.5% in rest of England),
- reduced relative weekly wages by 32.4% (19.5% in rest of England),
- reduced household income by 13.3% (no effect in rest of England), and
- amongst those who remained in employment, reduced hours worked by 5.6% (7.9% in rest of England).

Kirklees has three neighbourhoods within the wealthiest quarter in England but also a quarter within the poorest 10%. Nationally we know that disposable income – our best measure of living standards – for the bottom 10% of households barely changed over the 20 years to 2020 while all other groups saw improvements of around 25%.

Alternative business models

A healthy and resilient economy is one which has a range of business types and broad ownership. Community ownership and worker ownership have been demonstrated to be beneficial in improving long-term decision making and increasing investments in research and development as well as improving employee terms and conditions and environmental impact.

Employee ownership is seeing a rapid increase nationally and there have been some recent examples of Kirklees businesses taking up this option to ensure succession. This option may be attractive to more SMEs moving forward. There are also opportunities to extend cooperative approaches in key areas including rolling out digital infrastructure, renewable energy generation and home energy efficiency.

Sustainability and net zero

Human activity since the industrial revolution – particularly burning of fossil fuels – has driven climate change. The 2015 Paris Agreement created a legally binding international treaty on reducing greenhouse gas emissions to limit climate change to 1.5°C above pre-industrial levels.

Kirklees Council declared a climate emergency in 2019, and following analysis by the Tyndall Centre for Climate Change agreed to reach net zero – i.e. no longer adding to the total amount of greenhouse gases in the atmosphere, including carbon dioxide (CO₂) and methane – and climate ready by 2038. This is in line with the 2038 net zero targets agreed by the West Yorkshire Combined Authority and Yorkshire Leaders Board.

In 2022, the transport sector accounted for 28% of UK emissions with industry accounting for a further 19%. Business therefore has a critical role to play in meeting net zero targets – in the transition away from fossil fuels to sustainable energy sources, in reducing waste and use of resources and in developing more sustainable solutions to transport goods and employees.

There are significant economic opportunities for Kirklees businesses arising from the transition to net zero. This includes being part of the renewable energy supply chain and developing sustainable construction methods as well as developing the role of the circular economy which reduces waste and supports refurbishment and recycling of materials and products.

Capitalising on this opportunity will require more businesses and their employees to acquire green skills. For Universities, Colleges and training providers delivering appropriate training courses can be challenging as there is often a lag in business/learner demand which drives funding.

Conclusion

Kirklees is a great place to start and grow a business – but we have yet to fully capitalise on its economic potential. Unprecedented levels of infrastructure investment, particularly in improving rail connectivity, are opening up new opportunities for housing and commercial development and widening access to skilled labour from across West Yorkshire and Greater Manchester.

Manufacturing and engineering continue to play a vital role in our economy, alongside new opportunities in the health and life sciences. We are truly 'the supply chain' to the nation, with many of our most resilient and dynamic businesses supplying a wide range of sectors.

Productivity is improving, but there is still a significant gap to the UK average and this impacts not only on our economic performance but also on wage levels and household incomes. In addition, levels of economic inactivity are rising, often linked to poor health, particularly in those aged 50 and over. Tackling these challenges together is essential if Kirklees is to be a genuinely inclusive economy affording all residents the opportunity to both contribute and benefit from growth.

POLICY FRAMEWORK

The Inclusive Economy Strategy has been developed during a period of change in the national policy landscape, with a new Government adopting a renewed focus on economic growth including the early publication of an Industrial Strategy Green Paper three months into its first term in office.

This section of the IES presents an overview of the national, regional and local policy frameworks and the related policy drivers that will impact on the delivery of the strategy.

Industrial Strategy Green Paper – ‘Invest 2035’

The Government published the Industrial Strategy Green Paper in October 2024. The Green Paper outlines how the Government plans to develop a new industrial strategy that will *‘deliver the certainty and stability that businesses need to invest in the high growth sectors that will drive...growth.’*

The Green Paper indicates that the slowdown in productivity growth since 2008 and its consequent impact on household income and living standards will be the key focus of the Industrial Strategy. It argues that whilst private investment and entrepreneurship must be at the heart of the strategy, there is a clear ‘strategic and coordinating role’ for Government, and that *‘there is a need to prioritise and target policy interventions carefully in areas that will deliver the largest growth benefit.’*

The Industrial Strategy will focus on enabling *‘growth that supports high quality jobs and ensures that the benefits are shared across people, places and generations.’* It will also incorporate objectives on net zero, regional growth and economic security.

The Green Paper notes that UK productivity growth since the late 1990s has been concentrated in a limited number of economic sectors. It proposes to prioritise eight growth-driving sectors, based on their contribution to driving productivity growth, which will be the focus of more detailed Sector Plans that will set out a roadmap for future growth and where Government support/intervention may be required. These are:

- Advanced manufacturing
- Clean energy industries
- Defence
- Digital and technologies
- Financial services
- Life sciences
- Professional and business services.

There is a strong correlation between the proposed priority sectors that will underpin the Government’s Industrial Strategy and those economic sectors in Kirklees that are high performing or display future growth potential. The Industrial Strategy presents an important opportunity to ensure that the national policy and regulatory framework supports business growth and investment and the IES will complement this at local level.

West Yorkshire Local Growth Plan

The Industrial Strategy Green Paper highlights the significant disparities in regional economic growth rates that have resulted in what is estimated to be a £47bn productivity gap for the eight largest cities outside London.

In this context Mayoral Combined Authorities have been invited to develop Local Growth Plans that will set out how they can unlock regional growth potential. In West Yorkshire, developing a Local Growth Plan (LGP) was also an earlier Mayoral manifesto commitment.

The draft LGP aims to tackle the barriers to growth – investment, skills and connectivity – that are holding back growth in West Yorkshire. It sets out five high level priorities:

- *Unlocking growth through a targeted approach to clusters and sectors*; there will be an important interface here with the sector-focused Industrial Strategy and the LGP identifies financial and professional services; advanced manufacturing -including textiles, chemicals, food and drink, green manufacturing and space – and the creative industries as key regional opportunities to drive growth
- *Enabling all businesses to succeed and promoting good work* – which details how public/private sector support for businesses will be developed; support for alternative business models and promoting good business practices including the Fair Work Charter
- *A region of learning and creativity – equipping people with the skills they and the economy need*; this sets out how West Yorkshire’s education and training system will be enhanced, including new technical pathways; improving the transition between different stages of education/learning; boosting the availability of early years childcare provision and increasing employer investment in skills
- *Transport and connectivity – an integrated transport network*; which sets out the Combined Authority’s plans to develop a Mass Transit network, initially focused on connecting Bradford with Leeds and Leeds and the White Rose shopping centre; development of a deregulated, franchised bus network across West Yorkshire; and highlighting the importance of rail infrastructure investment including the Transpennine Route Upgrade and Penistone Line
- *Supporting thriving places* – acknowledging that vibrant places drive economic growth, the LGP identifies a series of ‘Corridors of Opportunity’ that seek to strengthen connectivity between the core city of Leeds and the adjoining communities; the ‘Southern Corridor’ extends from Leeds South Bank to include the major Dewsbury Riverside housing site, Dewsbury Town Centre and the Station to Stadium Corridor in Huddersfield.

As the Local Growth Plan and its relationship with the Government’s Industrial Strategy evolves, the Council will continue to ensure that opportunities for investment in Kirklees continue to be showcased.

Local Policy Framework

The Council and its partners have a shared vision for Kirklees – for it to be *a district that combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.*

Our vision is underpinned by eight Shared Outcomes. Our vision for Kirklees is underpinned by eight shared outcomes. Whilst the IES primarily impacts directly on Sustainable Economy and Aspire and Achieve we recognise that our health and nature of our economy will impact on all of the outcomes. A population that is healthier means a stronger workforce and a more sustainable economy, and a sustainable economy means more disposable income to help children to have the best start in life.



Best Start



Aspire & Achieve



Well



Independent



Safe & Cohesive



Sustainable Economy



Clean & Green



Shaped by people

The Inclusive Economy Strategy is one of four ‘top tier’ strategies in Kirklees – the others being the Inclusive Communities Framework, the Joint Health and Wellbeing Strategy, Inclusive Economy Strategy, and the Environment Strategy. They are based on shared principles or ‘building blocks,’ namely

- Tackling inequalities must be at the heart of all we do.
- Working together we can achieve more than as individual organisations and must use all the levers we have available to us as anchor organisations .
- One size does not fit all and the approach we take must reflect the different assets and needs of our places, residents and businesses
- Change must be made sustainable through partnership, by sharing power and where possible ‘getting out of the way’ where appropriate
- Our environment is important and we need to think ‘green’ and think local.
- Fair work is a vital way to enable good mental health.



VISION AND OBJECTIVES 2030

Vision 2030

We have a clear vision for an inclusive economy in 2030:

We aspire to have a resilient and inclusive economy, in which everyone can take part and benefit from growth. We aim to equip all of our residents to fulfil their potential.

We will take advantage of investments in our towns and villages and strong connections to surrounding cities and beyond to make Kirklees one of the best places to live, work and do business in the North of England, acknowledged for our exceptional quality of life.

We will be known for our strengths in advanced manufacturing, precision engineering, textiles and health and life sciences – and as the supply chain for the nation.

We will contribute positively to achieving net zero and the transition to a low carbon economy and protect and enhance our natural environment as a vital economic asset.

Our objectives

How will we realise the vision, in partnership with private, public and voluntary sector partners?

We know we must continue to work with business to improve **productivity** in Kirklees. This is the primary route to increasing workers' wages, improving household incomes and wellbeing.

We must also work with the private sector to improve **sustainability** - how much we make and consume, how much new resource is required for this, how things get from A to B and the energy used to do it. We must also seek to capitalise on the economic opportunities arising from sustainability and net zero.

We must improve **inclusion** as there are significant differences in how residents experience our economy and the extent to which they can participate in it and benefit from it, strongly linked to health outcomes.

As resources become increasingly constrained, the Council will seek to prioritise investment in activities that achieve productivity, sustainability and inclusion outcomes.



(t note graphic to be amended to add Productivity/Sustainability/Inclusion icons)

Building on this framework, we have identified three simple objectives to achieve progress towards a more inclusive economy in Kirklees:

- supporting our **People** to have the skills they need and to access jobs where those skills will be put to good use, including helping those residents who are furthest from the labour market to re-enter and remain in work
- supporting **Businesses**, including social enterprises to start up, grow and invest so they create more good jobs, improve their productivity and increase wage levels whilst contributing to wider inclusive growth aims
- investing in our diverse **Places** and the physical and digital connections between them to increase access to job opportunities for Kirklees residents, widen the talent pool for local businesses and ensure that Kirklees remains a fantastic place to live, work and do business.

The following sections of the Inclusive Economy Strategy set out the priorities for action to achieve each of these objectives, and how we will measure success.

SUPPORTING PEOPLE TO ACQUIRE THE SKILLS THEY NEED

Ensuring that Kirklees residents have the skills they need to access good work, and progress within work at all stages of their career, lies at the heart of our ambition for an inclusive economy. Accessing a skilled workforce is also essential for businesses to drive up productivity and increase wages. Increasingly this means creating a supportive environment for those who are furthest from the labour market to regain the confidence and resilience to return to and remain in work.

Section 2 highlights both the challenges and opportunities facing our education and skills system. This embraces every stage of learning and work – from early years childcare, through primary and secondary school, further/higher education, adult learning and work. To truly fulfil the potential of our residents and businesses, each stage needs to operate effectively and deliver a high quality experience for learners. The transition between the stages is also vital.

The Inclusive Economy Strategy is focused on post-16 learning and work – complementing other strategies and plans which focus on earlier stages of the learner’s journey.

SUCCESS MEASURES

- Employment rate
- Median disposable household income.
- Percentage of working age adults qualified to NVQ levels 3 and 4.
- Percentage of working age adults economically inactive , including 16-24 year olds and over 50s.

ACTIONS

Empowering our Young People

We will continue to take a partnership-approach to creating an inclusive jobs market for young people in Kirklees, building on our existing offer that includes Employment Kirklees and provision from C&K Careers. This enhanced support will ensure all young people are able to benefit from opportunities in Kirklees and the surrounding area, as our economy transitions towards greater sustainability and increased digital automation. We will seek to enhance support for care leavers, young people with learning disabilities and other priority groups.



Increasing young people’s skills levels and removing barriers to employment is a key enabler of increasing productivity and reducing economic inactivity.

Who: Schools/Kirklees College/C&K Careers/Adult learning



Incorporating green skills and awareness of green jobs and industries into training programmes and employment support will contribute to Kirklees having a workforce that is ready for a new economy.

Who: Kirklees College/University of Huddersfield/employers



We will work with employers and training partners to guarantee opportunities are available for all young people particularly those from the disadvantaged backgrounds.

Who: Employers/Kirklees College/Independent training providers/Employment Kirklees

Strengthening Digital Skills

Working in partnership we will continue to deliver digital skills training for all. Local delivery will provide accessible support and interventions tailored to the specific needs of Kirklees residents and businesses. Our training providers will continue to incorporate new technology into their courses in order that Kirklees is at the vanguard of digital technology enabling all businesses to adopt technology that is appropriate for them.



Digital technology is central to delivering productivity gains in the modern economy. Uptake of this technology however requires a workforce at every level of organisations that can apply it and work with it.

Who: Adult learning providers/Digital Hubs/business support providers



Digital technologies are delivering significant gains in the efficient use of resources and contributing to avoiding travel, all of which supports reduced emissions and net zero targets

Who: University of Huddersfield/private sector



Automation and AI can be seen as risks to jobs particularly those in lower skilled roles. Incorporating digital skills in all employment support will allow individuals to gain skills at an appropriate level and provide a foundation they can continue to build on.

Who: Adult learning providers/Digital Hubs/Employment Kirklees

Progression for all in the workplace

We will support employers to develop their workforce particularly through higher level Apprenticeships, as well as skills training for those seeking work, who are economically inactive or seeking to progress in work through Skills Bootcamps or other training programmes.



Increasing skills is essential for adoption of new technology and improving management practices. We expect productivity to increase with enhanced workforce skills.

Who: Kirklees College/University of Huddersfield/independent training providers/employers



Refreshing and developing new skills is an important way in which individuals and businesses are exposed to new approaches. As courses increasingly incorporate new sustainable practices we expect these to be adopted within businesses' operating models and governance frameworks.

Who: Kirklees College/University of Huddersfield/independent training providers/employers

This will contribute to businesses' ability to innovate and adopt technology but also open up opportunities for those not currently in the workplace.



We will continue to build inclusive practices in supporting progression and training within local employers through sharing good practice and by promoting the West Yorkshire Fair Work Charter.

Who: Kirklees Council/WYCA/employers

Supporting communities to learn and progress

We will build on our successes in adult and community learning and engagement with local communities by the University of Huddersfield and Kirklees College to expand our provision and see Kirklees recognised as a place of excellence for community based learning.



By engaging with our communities, particularly those in our most deprived neighbourhoods, we expect to see individuals supported to overcome barriers to employment and to thriving more broadly.

Who: Kirklees Council/adult learning providers/voluntary sector



Transitioning to a new, greener economy is going to require new skills and new ways of living and working for all of us. Helping our communities to gain those skills and build on existing assets is key to everyone in Kirklees being able to thrive while living within the limits of our planet's resources.

Who: Kirklees Council/adult learning providers/voluntary sector

We will focus more of our activity in neighbourhoods that fall within the bottom 20% of deprivation national, ethnic minorities and other under-represented groups.



This intervention will have a strong focus on our most deprived neighbourhoods in which we know Black and Asian residents are twice as likely to live in as the wider population. Low income has a significant impact on individuals' health outcomes impacting on their ability to participate in society fully and adult learning can be a vital first step in re-engaging.

Who: Kirklees Council/adult learning providers/employers

Tackling poor health and economic inactivity

Levels of economic inactivity have increased rapidly in recent years, linked to poor health.

Tackling this challenge is vital not only to individual wellbeing but also to addressing skills shortages and increasing productivity.

We will work with the Department for Work and Pensions, West Yorkshire Combined Authority, Integrated Care Board and other partners to deliver 'Connect to Work' and other employment support programmes, ensuring we retain provision for those individuals with complex needs.



Improving participation rates in the Kirklees labour market will have a positive impact on productivity whilst boosting health/wellbeing outcomes



Transitioning to a new, greener economy is going to require new skills and new ways of living and working for all of us. Helping our communities to gain those skills and build on existing assets is key to everyone in Kirklees being able to thrive while living within the limits of our planet's resources

Who: Employment Kirklees/Jobcentre Plus/Integrated Care Board/employers



This intervention will have a strong focus on our most deprived neighbourhoods in which we know Black and Asian residents are twice as likely to live in as the wider population. Low income has a significant impact on individuals' health outcomes impacting on their ability to participate in society fully.

SUPPORTING BUSINESS TO START, GROW & INVEST

OVERVIEW

Ensuring that Kirklees continues to be attractive as a location to start, grow and invest in business is a key objective of the Inclusive Economy Strategy. Despite a series of global economic shocks over the last five years, our local business base has remained resilient.

Manufacturing and engineering continue to underpin our local economy – accounting for just under 16% of jobs but 26% of GVA – and some of our most successful firms supply into a diverse range of sectors, reducing their dependency on individual markets. Textiles remains a key part of the Kirklees economy as it has for the last 300 years, with many businesses moving up the value chain.

Productivity is improving but continues to lag the UK average. Securing further productivity improvements – through developing the skills of the workforce, applying innovation and increasing capital investment – is a key priority and is, ultimately, how our key employers can sustain increased wages and, in turn, improve household incomes.

There are risks – and opportunities – associated with the rapid development of automation/digitisation and AI, but they will also drive productivity growth. Whilst some roles will undoubtedly be at risk, new, skilled jobs will also be required to ensure that businesses take advantage of their potential.

The vast majority of Kirklees firms are microbusinesses employing 10 or fewer staff. Start-ups, microbusinesses and smaller SMEs often need support – including in some cases grant finance – to capitalise on growth opportunities, deploy innovation or implement productivity improvements. The public sector – both regionally and locally – will continue to play a key role to play in widening access to the support that is available, alongside private sector advisors.

Moving forward, the business support ‘ecosystem’ will balance support for those sectors with the greatest potential for productivity growth with increasing access to support for all businesses, including those in the foundational economy where there are opportunities to create entry level jobs.

Many of our business owners are also residents who care about their communities. We also understand that cooperatives, social enterprises and community businesses drive increased employment and investment while considering their impact on the environment.

SUCCESS MEASURES

- Number of start-ups
- Percentage of start-ups surviving 3 years.
- Number of jobs created
- Productivity improvements (measure TBC)
- Number of cooperatives, social enterprises and employee-owned businesses.

ACTIONS

Build on the success of local start-up support

The Council's gateway model ensures there is no wrong way to access support and that each business gains the right support tailored to their needs. Local delivery of the West Yorkshire-wide Ad:Venture programme has been successful along with UKSPF-supported Thrive health and wellbeing incubator.

Moving forward, there is a need to retain locally embedded start-up capacity and develop more effective marketing campaigns and accessible role models to achieve a step change in the number of people considering starting their own business. It will also be important to ensure appropriate referral routes are in place for unemployed or economically inactive residents, and for those seeking to explore social enterprise or cooperative business models.



New businesses formed around innovative goods and services are one of the main ways in which our economy progresses. By entrepreneurs being able to access the right support in a timely manner we will see an increase in new more productive business startups in Kirklees.



Increasingly, new businesses, products and services will take advantage of more sustainable approaches and respond to consumer and business demand for these. Providing rapid access to support will be key to their success in transforming markets.

Who: Kirklees Council/WYCA/
Ad:Venture/University of Huddersfield/PYBT/ private sector business advisors



Data shows that proportionately more business startups are coming from our more deprived neighbourhoods and from a more ethnically diverse background than has historically been the case. By providing tailored support businesses of different types will be able to reach their potential delivering benefits for local communities as well as the wider district.

Maintain an effective and streamlined business support system

SMEs often need access to a range of business support to fulfil their growth potential – particularly in key areas like access to finance, workforce skills, innovation or other drivers of productivity. The support ecosystem includes professional advisors, business networks and public sector-funded support.

WYCA has recently initiated a review of the regional business support system. This has




Businesses across a broad range of types and sectors must be given opportunity to reach their growth potential. Removing barriers to investment, supporting innovation and promoting export readiness will contribute to growth in Kirklees.






Increasingly those businesses able to grow are those that demonstrate their goods and services are socially and environmentally sustainable. This is a trend that will only continue.

Who: Business Kirklees (Kirklees Council)/WYCA/private

<p>highlighted the need to develop a more compelling, universal support offer online to increase engagement levels whilst maintaining essential advisor capacity at local level to sustain business relationships.</p> <p>Working with partners, we will continue to simplify and streamline access to business support whilst seeking to widen and deepen engagement with microbusinesses and SMEs in particular.</p>	 <p>Through balancing a targeted approach to those sectors with most potential for productivity growth alongside a more universal approach that will enable foundation economy businesses to access support– our offer will guarantee all entrepreneurs and businesses with growth potential are able to benefit. Simultaneously, by building on existing requirements on supported businesses we expect inclusive recruitment practices to create more good jobs accessible to all local residents.</p>	<p>sector advisors/ employers</p>
--	---	-----------------------------------

Developing the role of the University of Huddersfield as an anchor for R&D and inward investment

<p>The emerging National Health Innovation Campus (NHIC) will become one of the largest UK centres for teaching nurses and other allied health professionals and research in key areas of specialism including clinical diagnostics.</p> <p>The inclusion of key public health facilities – including the first NHS Community Diagnostic Centre on a University campus – creates a significant opportunity for the co-location of businesses seeking access to research expertise and the mix of facilities.</p>	 <p>Building on existing mechanisms like Knowledge Transfer Partnerships, there is a significant opportunity to align research and innovation activity with local/regional business needs. Developing new products and processes and diffusing innovation will drive up productivity and increase levels of market dynamism.</p>	<p>Who: University of Huddersfield/Kirklees Council/WYCA/DBT/ employers</p>
<p>The NHIC is a compelling example of a University aligning its teaching and research activity to address both global challenges and local needs and provides a template to further develop this approach. We will work with the University to explore wider opportunities to align research expertise with local business needs and inward investment. The National Physical Laboratory may provide an early opportunity to pilot this approach.</p>	 <p>There is a significant opportunity to align research and teaching to support the transition to net zero and the development of new low carbon products and services.</p>	
	 <p>The University can play a key role in developing a more inclusive economy in its role as an anchor institution through inclusive recruitment, local procurement and through research into inclusive growth.</p>	

Attracting inward investment and supporting the expansion of existing employers

In recent years we have developed our 'place narrative' on the unique benefits of locating in Kirklees and will continue to do so. We will deliver on this ambition by understanding the needs of incoming businesses, building effective partnerships with them and developing our lead generation capability, linked to key sectors.

If we are to compete successfully with other locations within and beyond West Yorkshire this will require a significant increase in the scale, quality and choice of employment land and premises across Kirklees. Market conditions dictate that there is little or no speculative industrial or commercial development in Kirklees and this is a significant barrier to growth.

We will capitalise on the unparalleled investment in rail connectivity to promote key development opportunities including the Station to Stadium Corridor in Huddersfield, underpinned by the University's National Health Innovation Campus



Increasing productivity is dependent on increasing investment levels that allows development of new floorspace to support growth, adoption of new technology and the acquisition of new plant/equipment.



We are keen to see investment from firms adopting new, more sustainable approaches and creating more green jobs. Many of our existing precision engineering and manufacturing businesses are already part of the supply chain for green products.

Who: Business Kirklees (Kirklees Council)/WYCA/DBT/ Key employers



The new jobs created through inward investment will serve to reduce unemployment and economic inactivity. Often inward investment can take the form of the expansion of large or foreign-owned businesses that are already established in Kirklees. This helps to embed those businesses in the area and creates the opportunity to work in partnership to achieve inclusive growth objectives and other corporate social responsibility benefits.

Support for alternative business models

We know that there continues to be strong interest in promoting diverse business models, including those with a clear social purpose.

Often specialist advice and support is required by entrepreneurs seeking to establish social enterprises, cooperatives or other alternative business models as corporate structures and governance frameworks may differ from more conventional business forms.



Productivity has been demonstrated to be higher in European countries with higher levels of cooperatives. This is in part explained through longer term thinking and increased investment in R&D. Employee-ownership is also likely to be important for the retention of well-established local businesses and related jobs.

Who: Third Sector Leaders/Business Kirklees/WYCA/Cooperatives UK/School for Social Entrepreneurs



Increased democratic ownership is expected to support benefits to the environment as decision makers consider the longer-term impacts for themselves rather than the short-term priorities of shareholders

Nonetheless, their founders share an entrepreneurial skillset and attitude with more conventional start-ups.



Alternative business models are often shown to provide better terms and conditions for employees and to have a focus on recruiting those with barriers to employment.

Employee ownership is also an increasingly relevant option for business succession.

We will work with partners to build on and extend the existing support offer.

INVESTING IN OUR PLACES

OVERVIEW

Kirklees is a diverse mix of larger towns and smaller towns and villages, set against the incredible backdrop of the Pennines and Yorkshire Dales and benefitting from the exceptional connectivity afforded by the motorway network and the most important east-west rail link in the North of England. Together these attributes make Kirklees a highly competitive location for investment.

We know that place does matter when it comes to the investment decisions made by businesses and skilled, mobile workers. At the same time, we need to rethink the future role of our urban centres and some of the adjoining towns and villages; as their traditional shopping role changes, they will need to become mixed use, multi-functional places with leisure, cultural, housing and community uses to the fore.

Some of this change was accelerated by the pandemic – with places like Holmfirth and Marsden attracting more visitors and investment, driven by increased homeworking. Improved connectivity with Leeds and Manchester can strengthen the residential role of some communities, including places like Dewsbury and Batley.

Our visitor economy – underpinned by our cultural offer and heritage and beautiful landscapes – remains relatively untapped compared with other locations in West and North Yorkshire and there is a significant opportunity to unlock its potential.

SUCCESS MEASURES

- Percentage of residents who are satisfied with their local area.
- High street vacancy rates.
- Retail/commercial rental levels
- Housing affordability index.
- Number of neighbourhoods in 20% most deprived in England.

ACTIONS

Vital and vibrant town centres

The Council is leading the delivery of a series of major capital projects that, when realised, will change resident, visitor and investor perceptions of our major centres.

In Huddersfield, this activity is focusing on the Our Cultural Heart project that will transform the town's cultural offer; the reopening of the George Hotel; revitalising the Huddersfield Open Market; and the Station to Stadium Corridor.



Delivering improvements to our principal town centres will create places our residents want to spend time in and where businesses are proud to be based. Public investment will attract private investment so we bring our vision into being in partnership.



Our town centre plans include increasing infrastructure for walking and cycling and creating town centre living

Who: Kirklees Council/Huddersfield BID/Dewsbury Towns Fund Board/key employers

In Dewsbury, the Towns Fund programme will deliver the refurbishment of the iconic Dewsbury Arcade and Dewsbury Market. Investment is also underway in Batley, Cleckheaton, Heckmondwike, Holmfirth and Marsden.

Alongside this transformational capital investment programme we will work with partners to deliver low cost 'animation' programmes that will focus on events, meanwhile uses, developing local greenspace and public art opportunities and other complementary activity. This will ensure the benefits of our investment are embedded and sustained.

supporting more sustainable lifestyles. In additions, increasing the quality of the local offer will reduce the need for travel to more distant centres, providing more services close to home.



All of our places merit investment and need to develop to support affordable living in order that they are viable places to live for those on lower incomes. Our development plans include improvements to active travel infrastructure and will support public transport improvements

Our plans for our town centres seek to break down barriers, making them places all our different communities can enjoy and feel comfortable in. This will support every individual being able to thrive.

Improving the night time economy

Strengthening the night-time economy in all our centres with a focus on Huddersfield and Dewsbury is part of our vision for modern centres.

To do so we must work with evening economy venues, the Policy and other agencies to significantly improve community safety and tackle negative perceptions of our places.



The culture and leisure sectors form an important part of our economy in their own right while a thriving cultural life is important to the attractiveness of our place for those considering living or starting a business in Kirklees.



Developing a sustainable night-time economy will be an important consideration for the partnership. Direct impacts such as energy efficiency and waste management but also sustainable transport and noise pollution management will be integrated.

Who: Kirklees Council/West Yorkshire Police/
Huddersfield BID/venues and other businesses



The culture and leisure sectors are a major source of entry level jobs providing routes into employment particularly for young people. Our

cultural offer will continue to build on and celebrate our diversity

Housing Growth Strategy

Nationally and locally we have challenges around accelerating housebuilding. Meeting the housing needs of our population is important so families have the foundations on which to thrive. We also need to significantly increase the delivery of affordable homes

We will deliver our Housing Growth Strategy to meet rising need and improve the quality of our stock. This includes projects on large sites such as Chidswell and Dewsbury Riverside, town centre living in Huddersfield and Dewsbury, and working with mid-size SME developers to diversify the range of providers delivering new homes.

Through the review of the Local Plan we will identify a range of new housing sites to meet future needs. This will include exploring development opportunities associated with the proposed Mass Transit line between Leeds and Dewsbury.



High-quality housing underpins good health and residents' ability to go out to work and study. An attractive housing offer that meets a range of needs also contributes to attracting new people to Kirklees.

Who: Kirklees Council/Homes England/WYCA/RSLs/private sector



Provision of energy efficient homes within neighbourhoods that enable and encourage sustainable lifestyles will reduce energy demand and decrease living costs



Improving the availability of affordable housing for those wishing to buy or rent is central to our strategy. Increasing supply contributes to stopping our housing affordability ratio rising further from reach.

Transport Strategy

We will develop a new Transport Strategy in which the Transpennine Rail Upgrade and Penistone Line Upgrade are complemented by development of mass transit for West Yorkshire, shifts to active travel and public transport, seeing improvements to bus services and bus stations, and delivery of key major projects such as the Cooper Bridge Corridor Improvement Scheme to resolve long standing challenges.



Effective transport that connects individuals and businesses to the full breadth of opportunities underpins an effective economy. Our location between three core cities requires top class transport to maximise the possible benefits.



Shifts towards active travel and public transport form an essential part of sustainable lifestyles. By reducing reliance on private cars we will see reduced emissions and improved air quality.

Who: Kirklees Council/WYCA/SUSTRANS/bus operators



Our strategy will allow all individuals to access the work and training they need to thrive including through low cost options such as active travel and buses.

Thriving Rural Communities

We will ensure we support **thriving rural areas** served by gigabit connectivity and high quality public transport services.



Kirklees contains many small rural communities. Each of these has a role to play in the wider productivity of Kirklees. Physical and digital connectivity supports this.

Who: Kirklees Council/Parish Councils/local business networks/businesses

Supporting a mixed economy including agriculture but also cultural businesses and others taking advantage of high-quality digital connectivity.



Rural communities are often more car-reliant than urban ones. Providing high quality bus services will reduce this while world class digital connectivity will reduce the need for journeys to the office or to meet with clients in person whether close by or far afield.



While our rural areas are generally more affluent than our major towns, maintaining good connectivity contributes to older people and those with limited mobility being able to take advantage of all Kirklees has to offer

Visitor Economy and Heritage

Kirklees has significant untapped potential as a tourism destination, including part of the Peak District National Park and a diverse mix of urban and rural centres. We will further develop our culture and leisure offer including outdoor activities both enhancing quality of life for residents and attractions for visitors. This will be done through the Local Visitor Economy Partnership and delivery of our Heritage Strategy and Kirklees strong programme of events and festivals.



Building on our culture and leisure offer – alongside other elements of this strategy – will contribute to attracting people to Kirklees and making it an enjoyable place to live, work and spend time.



The environment is increasingly a focus of and a concern in cultural events and businesses. Kirklees has a strong heritage in practices relevant to growing a more sustainable economy. We will build on this to create a unique offering..



A varied cultural offer will see Kirklees being a place where everyone can participate in and enjoy a range of events. It will provide economic opportunities for all our communities

Who: Kirklees Council/West Yorkshire Local Visitor Economy Partnership/Visit England/business

Social Value

A number of large, locally rooted organisations have worked hard over recent years to embed social value (SV) approaches in how they operate – particularly in their procurement, including Kirklees Council.

Moving forward we will continue to adopt a more proactive approach to securing social value benefits from major capital and other projects and share best practice with other partners where we can. We will increasingly adopt a longer-term focus, considering social value opportunities across wider programmes rather than on a project-by-project basis. This will increase the effectiveness of our large, locally rooted organisations at **buying locally** and delivering **social value**.



SV allows organisations to maximise the benefits of their own spending power. Using this mechanism to full effect will contribute to other areas of this strategy including the skills development needed for greater productivity.



Environmental impact is one of the key themes considered through SV approaches. In this way we will continue to encourage best in class practice from our suppliers



We will increasingly target SV benefits towards deprived neighbourhoods to focus the efforts of our suppliers as well as our public providers where there is most need.

Who: Kirklees Council/University of Huddersfield/Calderdale & Huddersfield Foundation Trust/Mid Yorkshire Hospitals NHS Trust/private sector

This page is intentionally left blank