

Appendix 1

DRAFT KIRKLEES ECONOMIC STRATEGY 2019-2025

Modern Economy: Inclusive and Productive

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EXECUTIVE SUMMARY [outline version – to be edited to reflect final draft]

Our vision is for Kirklees to become the **best place to do business in the North** and to be:

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

Our economy will support this goal through a **twin focus on productivity and inclusive growth** designed to support health, wellbeing and prosperity and to translate into:

- **Every business realising its potential** – being innovative, outward looking and productive
- **Every person realising their potential** – through good jobs, higher skills, incomes and wellbeing
- **Every place realising its potential** – with revitalised and prospering centres and local economies

Five priorities will deliver our vision and enable a modern, inclusive and productive economy:



This strategy is for the whole of Kirklees and is owned and delivered by the private, public and third sectors together. It will work for the diversity of towns and rural areas across Kirklees and connects with other local plans including the Kirklees Joint Health and Wellbeing Plan. With a focus on a concise set of programme level interventions, the long term outcomes that will be achieved are improved productivity, incomes, employment, skills and the regeneration of our key centres. In tangible terms it will deliver five ‘big wins’ for people and businesses in Kirklees:

- **Transpennine rail upgrade** and a Huddersfield-North Kirklees-Leeds **Inclusive Growth Corridor**
- A **Digital Innovation Zone** linked to the University of Huddersfield
- **Integrated Health & Care Workforce Development** leading to better jobs, progression and care
- Improved profile and town centre **masterplans for Huddersfield and Dewsbury**, leading to new investment and development progressing at key sites
- A new anchor organisations network that builds **local wealth, supply chains and social value**

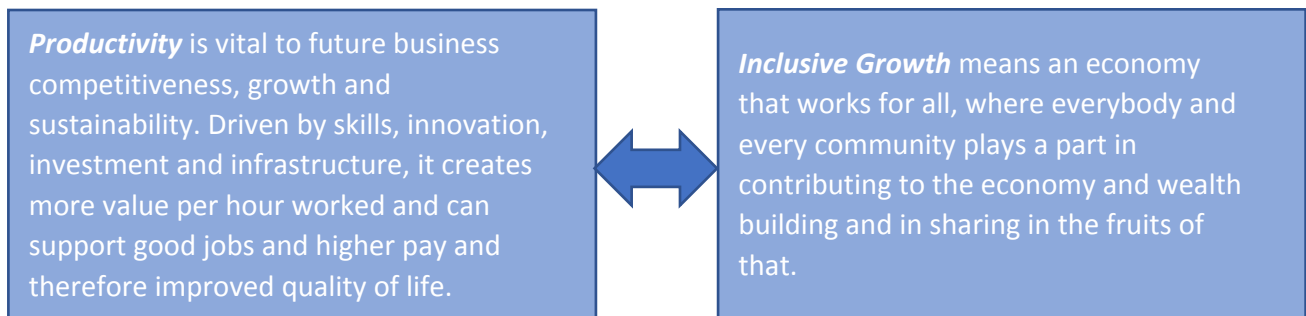
1. OUR VISION FOR AN INCLUSIVE AND PRODUCTIVE KIRKLEES ECONOMY

Our vision is for Kirklees to become the **best place to do business in the North** and to be:

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

Our economy will play its part in achieving this through a **twin focus on productivity and inclusive growth**. In Kirklees, these go hand in hand – our economy will be as modern and outward as it is inclusive. This determination runs right through this strategy, which is designed to support health, wellbeing and prosperity and to translate into:

- **Every business realising its potential** – being more innovative, outward looking, productive and resilient, and making the most of new technologies
- **Every person realising their potential** – through good jobs, higher skills, incomes and wellbeing
- **Every place realising its potential** – with revitalised and prospering centres home to sustainable local economies and reduced inequalities



Driven by assets and ambition

Our combination of assets and excellent location at the heart of the North mean that our vision is achievable. **We have leading businesses, many skilled people, an excellent university and a location that puts the Leeds, Manchester and Sheffield city regions on our doorstep.** [add Transpennine Upgrade ‘Assets and Investment’ case study on this page]. To get the best from these we must tackle the challenges that are holding parts of Kirklees back, spot and seize new opportunities and deliver change at pace. Above all, **what will fire this is our ambition**. The council, businesses and other partners are united in their commitment to an approach that aims high, takes bold decisions and pushes for quality, innovation and distinctiveness.

A strategic, integrated approach rooted in partnership

This is a **strategy for the whole of Kirklees** not just the council. It is owned and will be delivered by the private, public and voluntary sector working together, and facilitated by new approaches to engaging with business and communities. Kirklees is made of many distinctive places – from the large towns of Huddersfield and Dewsbury to a wealth of smaller towns, villages and rural areas. We will build on this diversity and work with people and businesses rather than ‘do to them’. The Council’s role is to focus only on the things that it is best placed to do, and for everything else, to act as a strategic facilitator and broker, bringing partners together and enabling them to act around shared priorities.

The strategy adopts a high level, integrated approach. Building on action already in place, its **priorities focus on a concise set of programme level interventions that will make the biggest difference** and bring together strands of action in a co-ordinated approach. This will help to focus minds and gain traction in bringing partners and investment together, locally, in Leeds City Region and across the North.

Our approach will be **forward looking and flexible**, planning for changes that we know about and able to respond to those that emerge. For example, on Brexit, partners can help businesses to respond to potential challenges on recruitment and international business, and to exploit local supply chain and employment opportunities. Likewise, we need the alertness and resilience to address the risk of downturn and disruption, and to influence and benefit from new funding streams and policy changes.

The **Kirklees Economic Strategy and the Kirklees Joint Health and Wellbeing Plan reinforce one another** as the two central strategic pillars in the district. Good health allows people to enjoy life to the full and to make a productive economic contribution. Meanwhile a strong, inclusive and sustainable economy has a positive influence on the determinants of health such as learning and skills, work, incomes and housing. Both strategies focus on resilience, be that of individuals, communities, businesses or the economy. The ability to seize opportunities, bounce back from times of adversity, and shape one's own destiny is central to both good health and to the economy. Reflecting that, both share the same vision for Kirklees that combines economic prosperity, health and wellbeing. The priority now is to deliver on this connection practically.

Prosperity, inclusion and aspiration are also influenced by factors like early years education, strong families and cohesive communities that are not covered here, but which are taken forward through other work in Kirklees and will be vital to achieving the district's desired shared outcomes. More widely **every part of this strategy is designed to support business productivity and growth and to enable those facing disadvantage to fully contribute to and benefit from the economy**. An inclusivity and productivity proofing exercise on this strategy has helped to make sure this is the case (see Section 3). Other linkages are to the Local Plan, Learning and Post-16 Employment and Skills Plans, Digital Plan and Housing Strategy. The Council's Corporate Plan themes of People, Partnership and Place apply throughout; and beyond our boundaries, our strategy and its delivery connect with the Leeds City Region, Northern transport priorities, and the National Industrial Strategy.

The shape of success

Of course, the ultimate test of strategy is the difference it makes. In this respect our targets will be delivery of the five 'big wins' (see below), progress against the following headline indicators compared to previous years and to benchmark areas, plus reporting against the full set of 18 measures in the JRF framework of indicators for measuring inclusive growth.¹

- **Productivity** – GVA per worker per hour and GVA per capita
- **Incomes** – Household disposable incomes, median incomes, and incomes of the poorest 20%

¹ C.Beatty et al, A framework of indicators for measuring inclusive growth, CRESR, Sheffield Hallam University, July 2015

- **Employment** rate and unemployment rate
- **Skills** – percentage of population with NVQ level 4+ (& reduced gaps to UK average at all skill levels)
- **Tangible revitalisation in Huddersfield and Dewsbury** – with masterplans and branding in place, major investments secured and high quality developments progressing or delivered.

On jobs, our specific targets are for an employment rate of around 75% (or more) by 2031 and for unemployment to fall to an average of 4% or below.

The five big wins we set out to achieve are:

- **Transpennine rail upgrade** and a Huddersfield-North Kirklees-Leeds **Inclusive Growth Corridor**
- A **Digital Innovation Zone** linked to the University of Huddersfield
- **Integrated Health & Care Workforce Development** leading to better jobs, progression and care
- Improved profile and town centre **masterplans for Huddersfield and Dewsbury**, leading to new investment and development progressing at key sites
- A new anchor organisations network that builds **local wealth, supply chains and social value**

2. KIRKLEES: THE STORY OF OUR PLACE

[Note for the design stage: make this section a visual double spread, using a combination of infographics where stats allow and qualitative statements that add to the richness of the picture.]

Will want to refine to link with place branding narrative(s) that emerges

Also, good if this section can include a map of Kirklees and its position in LCR and the North.

Kirklees is a diverse place of scale, beauty and economic importance...

- With **437,000 residents** Kirklees is the 11th biggest local authority district in England and the largest that does not include a city.
- It is the **third largest economy in Leeds City Region** with over 200,000 workers, 14,500 businesses and £7.5bn per annum in Gross Value Added. How our economy performs matters nationally.
- Our **heart of the North location** close to the M62 and M1 and with fast Transpennine rail brings easy access to a 4 million workforce, 250,000 businesses, a £160bn economy and 15 universities
- Impressive industrial **heritage assets, nestled amid outstanding countryside**, underpin a strong visitor and quality of life offer. Our green infrastructure and low carbon credentials help in tackling challenges such as flood risk and fuel poverty and in setting the bar high on quality.

We have excellent assets for economic success...

- **World-leading manufacturing and engineering businesses** – the most pronounced high value sector in Kirklees, employs 25,000 people, double the national average at 16% of the economy. Leading areas of expertise include textiles and products such as gears, valves, pumps and turbo chargers.
- The **University of Huddersfield** - has nearly 20,000 students, excels in innovation and won the first Global Teaching Excellence Award in 2017
- **Innovation and training assets** include the Textiles Centre of Excellence, the University's 3M Buckley Innovation Centre and the Kirklees College Process Manufacturing Centre
- **Dynamic SMEs and microbusinesses** spread across Kirklees including in our major towns and attractive hubs for enterprise such as Holmfirth and the Holme and Colne Valleys.
- A relatively **young workforce**, together with increasing emphasis on *STEAM*² subjects, a strong track record on apprenticeships and links to business which enhance their value to employers.
- **Some of the best schools and colleges in England.** The outstanding rated Huddersfield New College is ranked number one in England for Equality and Diversity; Greenhead College has the best designated sixth form college A level results in Yorkshire; and Kirklees College has 18,000 students, links to 1,000 businesses and is in the top ten in England for apprenticeships.

² Science, Technology, Engineering, Arts & Design and Maths – this is an extension of 'STEM' which recognises the importance of the crossover between creativity and design and STEM

Challenges remain...

- **GVA growth** of 12% between 2009-15 is lower than the 14-17% achieved elsewhere in West Yorkshire and productivity is below UK and West Yorkshire averages
- Although unemployment is low at 5% and our **employment rate** (70.5%) has risen since the recession, that figure is below a previous peak of 73%, and private sector job growth of +5% also lags the +12% GB average.
- There are fewer high value jobs than in some neighbouring districts and lower concentrations of **higher pay / productivity sectors** such as finance and insurance, ICT and professional services.
- Firms report wanting to **innovate** more but are constrained by time, finance, attitude to risk and lack of knowledge about innovation and its benefits. The same factors inhibit exports.
- A third of the population are qualified at NVQ level 4+, but 13% have no qualifications. There is **scope to close gaps to national average at all skills levels** and to further improve educational attainment, most notably in North Kirklees and parts of Huddersfield
- Kirklees residents' wages are around average for West Yorkshire, but **wages from workplaces** within Kirklees are the lowest in West Yorkshire at just below £460/week. Work to support upskilling, progression and business best practice will enable wage growth and productivity.

Raised ambitions and investment will unlock future opportunities and drive inclusive growth...

- **Levels of deprivation are falling.** Only 9% of areas in Kirklees are in the most 10% deprived in England – down from 14% in 2010 and in contrast to rising deprivation in neighbouring areas.
- A **planned £3 billion Transpennine rail upgrade** option would put parts of Kirklees less than 10 minutes away from Leeds and only 20 minutes from Manchester
- Great access coupled with the location of job opportunities drives a **high level of net out-commuting** (around 25,000 people) – especially to access higher skilled, higher paid jobs. Kirklees has opportunity to be an attractive base for commuters *and* create more good jobs locally.
- Future investments are set to drive further growth, jobs and inclusion - including ambitious plans for **10,000 new homes** by 2023.
- **Major investments and masterplans in Huddersfield and Dewsbury** will support their ongoing revitalisation, backed by plans for big developments, cultural assets and transport investment.
- Plans are in place to **maximise Gigabit, Superfast, Ultrafast, Mobile and WiFi access** across all geographical areas, including Gigabit speeds to all premises across Huddersfield town centre.
- There is great potential to **diversify the economy**, including in digital and creative industries, and for employment and supply chain initiatives to open up opportunities in construction, health and care.

3. OUR STRATEGY FOR AN INCLUSIVE AND PRODUCTIVE KIRKLEES ECONOMY

Five priorities will help to deliver our vision for a modern, inclusive and productive economy:

- 1. Modern, Innovative Business** - where we boost business ambitions, best practice and innovation to drive productivity and good jobs
- 2. Skilled and Ambitious People** - where we equip people with the skills, talents and confidence they need to access good, well paid jobs and to contribute to the economy so that sharing the fruits of prosperity is the norm
- 3. Advanced Connectivity and Infrastructure** - where we secure and maximise benefits from Transpennine rail upgrade, a Huddersfield-North Kirklees Leeds Inclusive Growth Corridor, 10,000 new homes and excellent digital and green infrastructure
- 4. Revitalising and Promoting Key Centres** – where we use a forward looking, place based approach across Huddersfield, North and South Kirklees to celebrate our district’s diversity
- 5. Active Partnerships** - where we build high impact partnerships across private, public and voluntary sectors, with a focus on how ‘anchor organisations’ can use their employment, procurement, assets and service delivery to build community wealth and achieve better outcomes

There are many assets and foundations already in place, and many programmes of work already being delivered, on which this strategy builds – we do not reiterate those in their entirety here. Instead five headline priorities which will drive progress are set out, each including a focused suite of action programmes that complement and build on existing activity. Together, this new and ongoing work will put Kirklees on a positive, long term trajectory that will deliver tangible change and transform outcomes on skills, productivity, wages, connectivity and disadvantage – leading to a strong, sustainable and inclusive economy with good jobs, better health and quality of life for all.



Proofing for Productivity and Inclusion

Each priority is taken forward by a number of *Action Programmes*, as listed in the table. These focus on the key challenges and biggest opportunities where partners can work together to make a difference. Reflecting our twin focus on productivity and inclusion, we have undertaken a high level analysis to assess and maximise the contribution of each Action Programme to both of these goals.

	Productivity Impact		Inclusivity Impact	
Priority 1: Modern, Innovative Business				
1. Business Ambitions and Best Practice	+	Focus is higher productivity		Some risk of job losses via tech/automation, counter via progression and retraining
2. Innovation Uplift	+	Innovation is a driver of productivity		Neutral impact. Extend focus beyond high tech to enhance.
3. Growth in Engineering & Advanced Manufacturing	+	Grow a high value sector and productivity within it	+	Includes wider routes into the sector, e.g. work placements, apprenticeships
Priority 2: Skilled and Ambitious People				
4. Aspiration Uplift	+	Raised skills support higher productivity	+	Focus on raising aspiration, confidence and skills, especially less advantaged areas
5. Health and Care Workforce	+	Focus on progression will assist productivity	+	Work and progression opportunities start at lower level
Priority 3: Advanced Connectivity and Infrastructure				
6. Transpennine Upgrade and the Huddersfield-North Kirklees-Leeds Inclusive Growth Corridor	+	Fast access will support efficient and productive business	+	Inclusive growth corridor focusses on widening job access from poorer areas
7. The Big Build	+	High quality, well connected housing offer that attracts skilled people	+	More/better homes will improve quality of life and affordability, including those on low incomes
8. Digital Infrastructure and its Application	+	Digital is a key driver for productive business	+	Only positive if this includes proactive work on digital inclusion and skills
Priority 4: Revitalising and Promoting Key Centres				
9. Huddersfield	+	Improved premises and digital offer will support productive business	+	Increased opportunities in the most accessible centre for those without a car
10. North Kirklees Growth Zone and Dewsbury Town Centre	+	Improved premises and digital offer will support productive business	+	Focus on the most deprived part of Kirklees
11. South Kirklees and Rural Areas	+	Improved premises and digital offer will support productive business		Largely neutral but benefits in pockets of disadvantage
Priority 5: Active Partnerships				
12. Anchor Organisations Network	+	Collaboration supports productive approaches	+	Benefits through community wealth, local jobs and social value

All twelve Action Programmes contribute to productivity, while nine of the twelve are expected to have a positive impact on those who are facing poverty and disadvantage, including but not limited

to the worst off 20% of the population, with the other three largely neutral but with key points noted on how to enhance their impact.

In addition, there are cross cutting opportunities to advance other goals that are important to Kirklees and partner organisations and which can enhance quality of life, sustainability and the economy. These are Health and Wellbeing; Digital; Environment and Green Infrastructure; Housing and Construction; and Anchor Organisations and Community Wealth. Section 4 on Delivery shows how these will be applied across the strategy. For example, in the case of Health and Wellbeing, actions such as creating healthy workplaces and good jobs and promoting active travel and green infrastructure will support an inclusive and productive economy as well as health in its own right. Work to further strengthen health-economy connections, for example with the Kirklees Wellness Model, will be ongoing, led at a senior level, and build wide understanding of shared goals and a focus on practical action.

PRIORITY 1: MODERN, INNOVATIVE BUSINESS

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

Our ambition and the rationale for action

Kirklees has many innovative, outward looking and growing businesses that make healthy and sustainable profits and support their workers through good jobs, incomes and progression opportunities. However, data suggests that on average, Kirklees businesses are making less use of high level skills, are less productive and pay lower wages than in neighbouring areas.

Fostering forward looking, ambitious business leadership and cultures will be central to reversing this trend, triggering uplift in investment, growth and exports, and underpinned by businesses planning, and full use of support and networks. So too is making innovation in its broadest definition real for many more businesses, cutting across sectors and supply chains and across products, technology, processes, services and business models. Our ambition is to create the best possible environment for businesses (including social enterprises) to grow and access the full range of support they need, including for SMEs which make up the bulk of our economy. We will apply this approach in depth in our advanced manufacturing and engineering sector, recognising its unique concentration here and its combination of breadth and high added value activities and niche strengths, and so consolidating Kirklees' position as a leading location for the sector.

The need to be outward and dynamic is amplified by Brexit. Businesses need to be ready to trade in new circumstances, withstand any difficulties and to seize new opportunities. We will help businesses to do so wherever they can and build strong relationships, especially with potentially mobile companies and foreign investors, to further embed them into the Kirklees economy.

Key assets and action to build on

- The University of Huddersfield and its role in higher level skills, enterprise, innovation and international profile, including through the 3M Buckley Innovation Centre
- Specialised advanced manufacturing support and innovation assets - including the Textile Centre of Excellence and the Kirklees College Process Manufacturing Centre
- Advanced Manufacturing and Engineering sector well positioned in relation to National and Leeds City Region Industrial Strategy and associated resources, with niche strengths and products critical to automotive, energy and low carbon supply chains
- Increasing understanding and opportunities arising from supply chain analysis
- A refreshed and joined up business growth support system, bringing partners and interventions together, and delivering single front door access to support, events and peer-to-peer networks
- A new partnership approach to promoting Kirklees as a place to invest and start up a business, including partnership between the Chamber of Commerce, FE College, University and Council
- Working with and backing small business by creating an Open for Business environment
- The Chamber of Commerce's Export Hub and work to help businesses to respond to Brexit

What we will deliver

Action Programme 1: Raising Business Ambitions and Best Practice

We will work systematically across partners with a business-facing role, and fronted by the private sector where possible, to design and deliver a campaign to raise business ambitions and encourage best practice to foster growth, productivity, exports, good jobs and incomes. This will include:

- Using media and events, networking and collaboration to celebrate success and share good practice across business and sector types, using advocates to make the case to others for action
- Fostering more networking and collaboration between businesses (including social enterprise) to facilitate mutual support, ideas, joint ventures, local supply chains and a spirit of enterprise
- Intensively communicating the range of available business support, whether public or private sector, online or in person (e.g. via a key account management approach and SME Growth Managers), or in Kirklees, the wider region or nationally. SMEs are a key audience in this respect
- Increasing awareness of business practice that drives productivity and good jobs – including innovation, exports, design, uptake of digital technology, use of quality apprenticeships, high level skills and staff progression, flexible working, resource efficiency and healthy workplaces

Action Programme 2: Deliver an Innovation Uplift

With the University of Huddersfield in the driving seat and bringing together business support and sector specialists, we will deliver action to promote an uplift in innovation in its broadest sense across sectors so that more businesses connect to innovation assets and apply creativity to drive their competitiveness and productivity. This will include:

- Securing a Digital Innovation Zone in Huddersfield by 2021 connected to the University and to the district's strengths in precision engineering and advanced manufacturing, textiles, big data and analytics; with digital transformation of businesses across sectors at its heart
- Targeted promotion of the innovation support available at local, Leeds City Region and national levels, and communication of innovation and creativity as core to modern business practice, including via business champions already applying and reaping benefit in their businesses
- Enabling innovation networks to be built that facilitate the exchange of practice and support better connections between business, the knowledge base and across value chains and sectors

Action Programme 3: Growth and Investment in Engineering & Advanced Manufacturing

We will build on Kirklees' distinctive strengths in this sector through an approach that combines Action Programmes 1 and 2 with a sector specific emphasis on skills and apprenticeships, supply chains, digital technology, resource efficiency and high quality infrastructure. This will include:

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

The shape of success

The Big Win: Secure a Digital Innovation Zone by 2021 linked to the University of Huddersfield

The Long Term Outcome: Ambitious and confident businesses investing in best practice and growing as a result – leading to greater productivity (GVA/hour) and private sector jobs

PRIORITY 2: SKILLED AND AMBITIOUS PEOPLE

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

Our ambition and the rationale for action

In our modern, inclusive economy, we want every person to reach their potential. Improving the lifelong learning journey is central to achieving this. Kirklees benefits from a strong education and skills landscape, with high performing colleges and a world-class university. However, there remains too big a gap in education, skills and employment outcomes – across different parts of the district and often with national averages. This means that too many people are not fulfilling their potential because they are not equipped with the skills that command good wages and life opportunities, and that businesses are not equipped with the capacity they need to thrive.

We want more people to break away from this trajectory, demanding better outcomes, and for this to be the case from early years onwards. We want people to aspire to acquiring new skills, especially when that means equipping themselves with the ability and confidence to progress into better paid, more secure work that is less vulnerable to replacement by automation. This must be matched with a fresh desire by business to engage with the skills system, recognising the value of investment in workforce development in boosting competitiveness, growth and productivity (see Priority 1) and engendering an upward cycle of higher level skills and wages.

There are specific opportunities in the Health and Care sector, where filling vacant roles and enabling progression would provide routes into work and enhance health and care outcomes.

Key assets and action to build on

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

What we will deliver

Action Programme 4: Deliver an Aspiration Uplift

Working across the district's education and skills system, and taking into account the contexts of culture, exclusion and disadvantage that can curtail self-belief and limit opportunity, we will deliver a programme targeted on expanding horizons, equipping people with the confidence to unlock their

ambitions and tackling social mobility. This will cover both under 25s and adults, and combine employability and 'soft' skills with specific qualifications and training (or retraining). It will include:

- Designing and delivering a campaign with and for young people to heighten understanding of the value of studying, to broaden learning and career horizons, and raise confidence as a route to social mobility, including by influencing families, teachers, providers and businesses
- Prioritising excellent careers information, advice and guidance for all ages and points in working life, aligned to key skills sectors, and facilitated by improved access to information on current and future skills to guide people to support on retraining and upskilling for in-work progression
- Strengthening business-education links with a focus on key sectors including work experience, mentoring, graduate placements, employability and STEAM skills
- Working to increase the number, range and quality of apprenticeships – including degree level
- Raising awareness of the value of investing in workforce skills linked to Action Programme 1
- Working to increase the number, range and quality of apprenticeships, including influencing provision and promoting uptake of higher and degree level apprenticeships
- Widening participation activity to build higher level skills (and fostering business uptake of them)
- Prioritising digital skills, including by working with the creative and digital sector

Action Programme 5: Integrated Health and Care Workforce Development

There are specific opportunities in the Health and Care sector, where filling vacant roles and enabling progression would provide routes into work and enhance health and care outcomes – if complex barriers including overcoming traditional organisational and professional boundaries, pay, perceptions and career structures can be overcome. The Kirklees Integrated Care Workforce Development Steering Group is looking at workforce planning and progression across a wide range of health and care roles (except high skilled, medical and technical roles in hospitals), including community-based ones. It will lead design and delivery of an 'Integrated Care Workforce Development' initiative that will involve:

- Improving and widening progression paths from less skilled and low paid roles into more highly skilled and better paid health and care careers – leading to higher recruitment and retention
- Working with the sector to address barriers that prevent uptake and mobility within it, e.g. historical organisational and professional boundaries, improving the transferability of skills, and with the education sector and others to promote opportunities
- Supporting delivery of the Health and Wellbeing Plan by helping to recruit, train, and retain a workforce that can support more integrated ways of working and in particular Primary Care Networks and the wider integration of health and social care
- Potential collaboration across West Yorkshire and Harrogate where issues are shared and joint action makes sense

The shape of success

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

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

PRIORITY 3: ADVANCED CONNECTIVITY AND INFRASTRUCTURE

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

Our ambition and the rationale for action

Kirklees will take a prioritised and integrated approach to securing high standards of connectivity and infrastructure. That will facilitate business growth and investment and maximise access to jobs and opportunities, especially from deprived areas. Focus on public transport, active travel and modal shift will support the quality of our places, health, inclusion and air quality; and safe, joined up cycling/walking routes and facilities are important across Kirklees and within specific priority actions.

Kirklees is well positioned for Transpennine rail the M62 and M1, but there are delays on key routes and there is a strong case for transport improvements. Priorities are the speed and capacity of services on key corridors, especially those connecting Huddersfield and North Kirklees to each other and to Leeds and Manchester. Longer term priorities include direct rail from Huddersfield to London and faster, more frequent services to Sheffield. There is great potential to enhance housing too, and to connect transport, housing and economic planning. Incorporating green infrastructure into developments will enhance local environments, health, perceptions and can reduce flood risk.

Digital connectivity will be integral to seizing business opportunity, raising productivity and ensuring a skilled and inclusive society. That includes securing excellent infrastructure, including in rural areas, as well as heightened business application of digital technology and building digital skills.

Key assets and action to build on

- Geographic position at the heart of the North, close to the M1 and M62
- Transpennine Rail services to Leeds and Manchester, and expected upgrade of these
- Inclusive Growth Corridor potential that fits West Yorkshire transport and Industrial Strategy ambitions, and other schemes progressing through West Yorkshire Plus Transport Funding
- A new Local Plan that sets out and supports housing and transport priorities
- A Digital Infrastructure Development Plan to further improve broadband coverage
- Superb green infrastructure and expertise and commitment to integrate it into development
- A wealth of mills and listed buildings with potential for conversion to business and housing use
- Local Walking and Cycling Infrastructure Plan and Strategic Framework

What we will deliver

Action Programme 6: Transpennine Rail Upgrade and the Huddersfield-Dewsbury-Leeds Inclusive Growth Corridor

We will work to secure Transpennine rail upgrade from Manchester to Leeds via Huddersfield / Dewsbury to radically improve speed, capacity and reliability. This will be at the centre of a broader Huddersfield-North Kirklees-Leeds Inclusive Growth corridor to better connect people in disadvantaged areas to jobs and opportunities, linked to a Leeds Road 'Smart Corridor'. The Inclusive Growth corridor will improve and better utilise key public transport corridors from Dewsbury and North Kirklees to Leeds and Huddersfield to enhance access to jobs/training and to help attract investment in and around the corridor area –alongside wider work on skills and inclusion to enable people access opportunities. Work within this Action Programme will include:

- Case making and influence to secure the best possible Transpennine upgrade outcome
- Maximising local benefit from the upgrade and using it in promoting Kirklees to investors
- An Inclusive Growth Corridor centred on Dewsbury/North Kirklees to help unemployed and low skilled people access jobs/training in Leeds and Huddersfield by public transport and active travel
- Incorporating better connectivity between North Kirklees and Bradford into the above, and securing commitment to mass transit stations in Cleckheaton and Heckmondwike
- Improved station and services from Mirfield and Ravensthorpe via station remodelling
- Defining and seeking resources for a 'Smart Corridor' network that combines transport improvements in key corridors with quality design, digital connectivity and green infrastructure
- Delivering a Leeds Road Smart Corridor from Huddersfield to Cooper Bridge as an exemplar – to improve multi-modal access to key assets/sites and link to the Inclusive Growth Corridor

Action Programme 7: Deliver the Big Build

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

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

Action Programme 8: Secure top class digital infrastructure and its application

Digital connectivity is integral to business opportunity, productivity and a skilled and inclusive society. Excellent telecoms infrastructure, above ground and below, is vital to both our busiest towns and our most rural communities. We will deliver the Kirklees Digital Plan and associated activity to support digital infrastructure and the digital economy more broadly. This will include:

- Maximising gigabit, Superfast, Ultrafast, Mobile and WiFi access across all geographical areas
- Establishing free WiFi in Huddersfield, Dewsbury and Holmfirth
- Removing barriers to digital infrastructure investment and planning for infrastructure growth by determining sites for data centres, masts and aerial infrastructure in advance of demand
- Ensuring that digital infrastructure expansion and provision is at the heart of planning applications and transport schemes
- Leveraging our infrastructure as a catalyst for innovation
- Integrating digital infrastructure with action to promote the use of digital as part of modern business practice; building digital skills and inclusion; and facilitating digital sector growth

The Shape of Success

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

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

PRIORITY 4: REVITALISING AND PROMOTING KEY CENTRES

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

Our ambition and the rationale for action

We want all places across Kirklees to thrive and have civic pride based on their distinctive identities and assets, to be successful economies themselves, connect to one another and contribute to a prosperous and inclusive district. As Kirklees is the sum of the places within it, we will enable locally tailored approaches to the development of our places, including engaging communities using the 'place standard' process as well as masterplanning and place branding approaches.

Like other towns, Huddersfield and Dewsbury face the challenge of a declining retail sector and need to repurpose and secure investment to be vibrant and successful. There are major investments in the pipeline in both places and positive progress is becoming evident in Dewsbury, linked to the North Kirklees Growth Zone. More widely, small towns, villages and rural areas, such as in South Kirklees are important in their own right and to the success of Kirklees overall. While they can face challenges such as accessibility and affordable housing, they possess real assets which mean they are (or can become) hubs for enterprise and magnets for tourism.

In addition to place-specific programmes, we will deliver interventions and place brand at Kirklees level where that works best. For example, a range of quality, modern sites, premises and enterprise hubs is needed to support new and growing businesses across Kirklees, and there is good potential to utilise mills and heritage buildings for this purpose and wider uses in centres across Kirklees.

Key assets and action to build on

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

What we will deliver

Action Programme 9: Huddersfield

Huddersfield is one of the largest towns in England and has many of the features and assets of a city. It has some fine assets but faces challenges around retail and securing new investment and purpose. Our ambition is for a sustainable, healthy and high quality centre with a widened and higher quality commercial, residential, cultural, leisure and retail offer, backed by strategic development and marketing. This will include:

- Place branding that promotes Huddersfield and connects with a wider Kirklees narrative
- Masterplan development and delivery with key elements expected to include:
 - Major investment and transformations at key sites and areas – including Station Gateway and St George’s (including the former Kirklees College site), Southgate, Queensgate, St Peter’s, New Street and the Civic Quarter
 - Putting the ring road within a ‘place first approach’ and good connections to key assets outside of the ring road (notably the University)
 - More business space and presence including high quality offices and creative spaces
 - More town centre living including apartments (not only student accommodation)
 - Widened cultural offer including a mid-sized music venue, upgraded museum and art gallery and expanded event programme
 - Coherent streetscape and zoning with high quality public realm and green infrastructure network
 - Empty/underused heritage/listed buildings brought back into use and exploited as assets
 - A Huddersfield Heat Network with energy saving and cost benefits for town centre premises
 - Investment by City Fibre planned to offer Gigabit speeds to premises across the town centre
- Delivering The HD One development and mutual benefits between it and the town centre
- Securing a direct rail service to London

Action Programme 10: North Kirklees Growth Zone and Dewsbury Town Centre

North Kirklees faces the greatest economic challenges in the district but also presents significant opportunities for a bold new business, education and housing offer. These are being seized by private and public sector partners working together across the North Kirklees Growth Zone. Central to this is the transformation of Dewsbury town centre, revitalising it as a thriving market town that is a great place to live, taps into the potential of its people and maximises the benefits of its transport links and location. Subject to the adoption of the Local Plan, this will include:

- Delivery of the North Kirklees Growth Zone, including:
 - Unlocking major housing development sites at Dewsbury Riverside (4,000 new homes); Chidswell (1,500 new homes); and Soothill (350 new homes); plus delivery of new homes in Dewsbury town centre
 - In addition, delivery of a 35-hectare business park at Chidswell
 - Delivery of supporting strategic road improvement schemes along the A653 and A644 corridors, and transport solutions that link housing growth sites to employment opportunities in Wakefield, Leeds, Huddersfield and Manchester
- Delivery of the Dewsbury Town Centre Strategic Development Framework and its three aims of:
 - Increasing activity through new residential, commercial and educational opportunities by bringing historic and vacant building back into use, supporting business growth and key projects including the refurbishment of Pioneer House, the development of a residential offer, and a Heritage Action Zone
 - Making the town centre more attractive, safe and welcoming and making the most of the town’s heritage and public realm
 - Improving accessibility and access in and around the town centre via sustainable modes

Action Programme 11: South Kirklees and Rural Areas

Our ambition is to facilitate action that allows small towns, villages and rural areas to fulfil their potential, to promote them positively and to maximise positive connections between their success and that of Huddersfield and North Kirklees. This will include:

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

The shape of success

The Big Win: Place branding leading to improved place profile(s) and town centre masterplans being delivered in Huddersfield and Dewsbury, with development progressing at key sites such as St George's, Southgate, The HD One, Pioneer House and across the North Kirklees Growth Zone

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

PRIORITY 5: ACTIVE PARTNERSHIPS

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

Our ambition and the rationale for action

This is a strategy for the whole of Kirklees, owned and delivered by the private, public and voluntary sector working together, and facilitated by new approaches to engaging with business and communities across Kirklees' many distinctive places. It is a strategy that enables people and agencies to play to their strengths in pursuit of shared priorities. By focusing on a concise set of high impact action programmes, we are creating the conditions for people to come together to share practice, knowledge, and resources and to develop joined up solutions to the challenges and opportunities our district faces.

We see particularly wide scope for action across our '*anchor institutions*'. These large, well established organisations – including our colleges, university, hospital trusts, housing providers, large businesses and the local authority – are rooted in our district and, through their spend, employment practices, services and use of land and assets, can play a key role in improving local economic, social and environmental wellbeing. For example, if large anchor organisations in Kirklees spend more money in local supply chains, employ more local people, support social mobility and lead the way on healthy workplaces, that will lead to more contracts for businesses, more local people in good jobs and improved wellbeing. In addition, smaller community/vcs organisations, often in disadvantaged neighbourhoods, can act as 'community anchors' that support local communities and connect residents to opportunities.

In Kirklees we are committed to considering the enhanced social value that we can achieve via the money we invest in public service contracts, and have undertaken analysis via the Centre for Local Economic Strategies (CLES) on local procurement to develop our baseline and to help define our ambition. We believe that the scale of opportunity to act differently, to root this wealth here and so achieve more for local business, people and places is significant and we will act accordingly using a focus on progressive procurement.

Key assets and action to build on

- Anticipated formation of a new economic partnership, plus well established partnership on health and wellbeing
- Business Voice/Huddersfield Unlimited proactively supporting the town's economic development, promotion and investment proposition; and active business networks and groups including the Chamber of Commerce, FSB and Kirklees & Calderdale Manufacturing Alliance
- Committed and capable vcs organisations – with potential for further contribution and growth
- Commitment by anchors to work together, and work carried out on local spend and supply chain analysis and city region anchors programmes that provided assets, tools and energy
- Commitment to maximising social value outcomes through the commissioning and procurement of public sector spend on goods and services using the principles of local wealth building

What we will deliver

Action Programme 12: Anchor Organisations Network, Social Value and Supply Chains

Kirklees will adopt a focus on community wealth building via a partnership of anchor organisations committed to working together. This will include:

- Establishing then running and maximising local and economic benefit from a Kirklees Anchors Network where each anchor is represented and can take leadership for driving change
- Anchor organisations working collaboratively and corporately to support inclusive growth and the local economy across procurement, workforce, land property and assets, and the democratic ownership of the local economy, with the Council leading by example
- Carrying out annual supply chain analysis and identification of influenceable spend and local opportunities
- Supporting suppliers in areas of deprivation to offer opportunities to local people and deliver social value
- Exploring scope to increase and expand the voluntary, community and social enterprise sector's contribution to, and integration with, the public sector via a co-commissioning framework

The shape of success

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

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

4. DELIVERY

Delivery and Action Planning

This strategy will be delivered by partners across Kirklees – public, private and third sector - who are able to contribute. Kirklees Council will play a driving and coordinating role to support that and make sure that progress is tracked, with a Kirklees Economic Partnership having overall oversight.

For each Action Programme, individual lead partners and other key partners they will co-ordinate with, are detailed in the Delivery Overview table below. This also includes an indicative timetable – short (up to 2 years), medium (up to 5 years) or long term (beyond 5 years) to kick start then deliver in good part or full the relevant intervention and put it onto a sustainable footing.

Action Programme	Lead (in bold) & supporting partner organisations	Timeframe
Priority 1: Modern, Innovative Business		
1. Raising Business Ambitions and Best Practice	Business support network + University, College, private sector	Short
2. Innovation Uplift	University of Huddersfield + Kirklees Council, business support network, West Yorkshire Combined Authority (WYCA)	Medium
3. Growth in Engineering & Advanced Manufacturing	Business support network + University, College, private sector	Short
Priority 2: Skilled and Ambitious People		
4. Aspiration Uplift	Kirklees Council + schools, colleges, University, third sector, private sector, major sports teams	Short
5. Health and Care Workforce	Health and Care Executive + Kirklees Council, VCS, health and care system	Short
Priority 3: Advanced Connectivity and Infrastructure		
6. Transpennine Upgrade and the Huddersfield-Dewsbury-Leeds Inclusive Growth Corridor	Kirklees Council + WYCA, transport providers, public sector, Transport for the North	Medium/ Long
7. The Big Build	Kirklees Council + WYCA, transport providers, public and private sector	Medium
8. Top class digital infrastructure	Private sector + Kirklees Council, DCMS, WYCA, University	Short / Medium
Priority 4: Revitalising and Promoting Key Centres		
9. Huddersfield	Private sector + Kirklees Council, University, Huddersfield Unlimited, private sector, culture sector, VCS, WYCA	Medium
10. North Kirklees and Dewsbury town centre	Private sector + Kirklees Council, Kirklees College, VCS, WYCA	Medium
11. South Kirklees and Rural Areas	Private sector + Kirklees Council, business support network, VCS	Medium
Priority 5: Active Partnerships		
12. Anchor Organisations Network	Kirklees Council + Kirklees Anchor Organisations	Short

At this point, all partner roles and timetables are provisional and subject to confirmation by those involved. Once agreed, the lead partners and collaborators will typically come together early in 2019 to action plan accordingly, setting out detailed tasks, responsibilities, timetabling and resourcing.

Kirklees Council will co-ordinate this process and collate the individual action plans into an overall KES Implementation Plan by mid-2019 and then monitor and manage ongoing progress. Progress will be reported to and overseen by the Kirklees Economic Partnership once established, who will, with the Council, review the strategy periodically as appropriate.

All action programmes that are in or relate to communities will be designed and delivered with input from the relevant communities to ensure an approach based on working together not ‘doing to’.

[NB the above is holding text – to be revised for final version based on advice from steering group]

Measuring Success

Our framework for measuring success is based on tracking our central goals of productivity and inclusion and the regeneration of our key centres. We use five headline success measures to do this, and specific indicators for each of these are shown in the table. For some measures, more than one indicator is required to fully capture the key things we want to achieve.

In addition to headline indicators we will track and report on all 18 of the measures (as far as data allows) in the indicators framework for measuring inclusive growth³ produced by Sheffield Hallam University on behalf of the Joseph Rowntree Foundation (JRF). The headline measures in the table below are consistent with key aspects of that framework for inclusion and prosperity.

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

Data is for working age population where relevant

The goal will be to perform better on all of these measures year by year to benefit people and businesses, and to improve our position compared to Leeds City Region/West Yorkshire and national averages. Where data allows, we will also monitor the extent of inequalities and diversity across Kirklees with a view to these decreasing over time. On jobs, our specific targets are for an employment rate of around 75% (or more) by 2031 and for unemployment to fall to an average of 4% or below – both of which are consistent with the new Kirklees Local Plan.

In parallel with success on these indicators, we will use proxy measures, surveys or qualitative assessment to track progress against goals that cannot be measured easily at Kirklees level or in numbers alone – for example in relation to innovation, exports, quality of life, quality of place, green infrastructure, culture and the overall sense of ambition. We will also look to enhance our data and

³ C.Beatty et al, A framework of indicators for measuring inclusive growth, CRESR, Sheffield Hallam University, July 2015

intelligence capabilities and communication, including through partner collaboration, open data and the ability to undertake horizon scanning analysis.

Cross Cutting Opportunities

This strategy focuses on the key priorities and a focused suite of action programmes for Kirklees to put onus on a deliverable set of impactful interventions. Hence it does not cover all the goals, opportunities and work programmes that Kirklees is committed to taking forward. Instead, the table below shows how opportunities under key themes can be progressed through the way in which delivery is done under all five priorities.

Cross Cutting Opportunity	Priority				
	Modern, Innovating Businesses	Skilled and Ambitious People	Advanced Connectivity and Infrastructure	Key Centres	Active Partnerships
Health and Wellbeing	Healthy workplaces	Good jobs support good health and vice versa Health and Care workforce	Health benefits of active travel Transport planning and air quality	Design in and enhance green infrastructure for physical and mental health benefits	Partners to set an example as healthy workplaces
Digital	Capitalise on digital technology across businesses	Digital skills and inclusion	Digital infrastructure	Digital infrastructure	Apply digital for efficiency reasons and social benefits
Environment and Green Infrastructure	Resource efficiency Low carbon growth	Green jobs and volunteering - progression routes	Active travel Green infrastructure and flood prevention	High environmental standards in buildings, Green infrastructure Re-use heritage	Incorporate environmental goals into social value approaches
Housing and Construction	Construction sector growth and supply chains	Construction sector jobs and apprenticeships	Public transport connections between new housing and centres of employment	Housing as part of town centre renewal and re-use of buildings	Anchors include bodies with a housing role and construction sector link
Anchors and Community Wealth	Local procurement, supply chains and circulation of wealth Grow social enterprise	Model employers for local recruitment, pay and progression, etc.	Local procurement opportunities for transport schemes and infrastructure	Collaboration in planning development and buildings that anchor places	Kirklees Anchors Network