

Foreword



Peter Box Leader of Wakefield Council

Wakefield Council is determined to play our part in creating a district that everyone – from every background - can be proud of. We will help to boost skills, ambition and opportunity from early years into retirement. We will support people and businesses to be cutting edge, with a focus on well paid work for the future. We will invest in the potential of our city, towns and our smaller communities so that they all benefit from investment, business growth and tourism.

With the decline of traditional industry and ever-increasing automation on the horizon, Wakefield district has embarked upon an ambitious economic transition and already we have made substantial progress. With strong job growth and major regeneration, Wakefield is ranked as one of the country's fastest growing economies. The Hepworth Gallery continues to win prestigious awards and to bring in visitors from far and wide. The new Local Development Framework is paving the way for investment. New homes and better transport will further unlock opportunity. Our partnership with Production Park will create a new innovation centre, and the Rutland Mills development will become one of the North's most important creative arts and business centres.

Of course, just as in Leeds City Region as a whole, challenges remain. We share the four 'great challenges' of productivity, innovation, living standards and persistent deprivation. Although employment is high, many jobs are in low skilled, low paid roles that are vulnerable to economic shock and automation. We need to future proof and diversify our economy and build new strengths and opportunities, such as in our growing cultural, digital and creative industries.

This Plan sets out how all our areas will rise to these challenges, building on our key assets and successes and taking our economic journey to the next level. Our vision is to make Wakefield a place where

all businesses and communities succeed. That will mean improving skills, innovation and productivity and ensuring the benefits reach ordinary people through well paid work. We have a vision for Wakefield and well-founded optimism for the future.

The Plan provides the strategic direction to guide progress over the next five years. but it's heart is in action. The focus is on practical deliverables over the next five years. It shows what the Council will commit to and how we will work with businesses, communities, the voluntary sector and other partners to develop and drive action. It connects with the Government's Industrial Strategy, the emerging Leeds City Region Local Inclusive Industrial Strategy, and the wider Strategic Framework within Wakefield District. With strong place leadership, Wakefield will contribute to, and draw maximum benefit from, action at national and regional level.

It is not who delivers, but the outcomes achieved that count. For Wakefield, those are clear – business productivity, higher level skills, more and better jobs, increased earnings (especially for the low paid) and great places with a world class and accessible cultural offer. This strategy is for the many not the few, and will continue to build a district we can all be proud of.

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2. What we want to achieve and how

This Plan is based on three themes - successful businesses, people and places - supported by a set of cross cutting enabling actions.



Themes, Action Strands and Key Projects

Successful Businesses

More and better businesses

- 1 Integrated business support
- 2 Accelerated Growth Programme
- 3 People powered productivity in high employment sectors

Innovation and growth in higher value sectors

- 4 Innovation Uplift
- 5 Growth and Innovation in the Creative & Digital Sector
 - 6 Future Proofed Logistics Sector

Room for business growth

7 A diverse business space offer

Successful People

Skills Pathways to higher level skills

- 1 Build the Wakefield Skills Pathway employment sectors
- 2 Creative and Cultural Skills Pathway and investment
 - 3 Boost higher level skills

Skills to succeed in work

- 4 In-work progression
- 5 Quality apprenticeships

Sustainable and inclusive communities

- 6 Connecting people in all communities to economic opportunity
 - 7 Tackling poverty and building financial inclusion

Successful Places

More and better affordable housing

- 1 Housing Growth 2 Housing quality and affordability
 - High quality centres, sites and places
 - 3 Sustainable communities and town centres
 - 4 Destination Wakefield

Transport, energy and digital infrastructure

- 5 Integrated transport connecting people to economic opportunity
- 6 Upgraded and applied digital infrastructure
 - 7 Clean energy

Enabling Actions

- 1 Procurement, supply chains and social value
- **2 Capital & Commercial Investment Programmes**
- 4 Strategic leadership and influence
- 3 The Wakefield Way



Our Ambition

To become the most investor ready place in the Northern Powerhouse and diversify our economic profile. We will focus on firms with cultures that match our economic ambitions and aspirations growing the scale and quality of our business base. We will develop business support mechanisms that raise productivity and increase the number of businesses in high skilled, high value sectors. We will promote and deliver infrastructure that increases innovation and builds resilience to economic shock. We want good jobs and incomes for our residents and to ensure that people benefit from this growth across the whole District.

What Will Success Look Like

Success will be measured against the following indicators, and activity will deliver improved outcomes compared to previous performance, national and Leeds City Region averages:

- Increase productivity (GVA per job).
- Diversity of the business base and growth in high value and knowledge intensive sectors, specifically including creative and digital.
- Increase the size and growth of the business base (businesses per head, start up and survival rates).
- Increase the number of community interested companies.
- % of employees paid Foundation Living Wage or above (proxy for quality and value of jobs).

Assets, Challenges and Opportunities

Wakefield has a £7 billion economy, has made considerable economic progress and has excellent assets that position it well for future success. Our strengths include:

- Impressive city centre transformation; high quality centre and business setting with modern premises and excellent connections
- Unrivalled connectivity at the M1/ M62 intersection with fast rail links to London and Leeds.
- A thriving manufacturing economy with significant supply chains and strengths logistics and food/drink.
- Home to world class brands and leading cutting edge UK businesses.
- Strong increases in business output (an extra £1.1 billion since 2011) and employment.

 Nationally recognised and award winning cultural offer and unique niche strengths in creative industries.

Nevertheless, challenges remain:

- City centre transformation is well underway but not complete, and there is more to achieve on quality office space, vacancy rates, housing and retail.
- Productivity and innovation are improving but below UK average and not yet at levels we aspire to.
- Prevalence of jobs in sectors such as retail and transport, logistics and distribution that are often low paid, low skilled and vulnerable to automation.
- More businesses are needed in high value, growth sectors.
- More businesses that demand and invest in high level skills for their workforce are required.

We will continue to drive the District's transformation forward and address our challenges. Working in partnership with stakeholders and businesses, aligned with national and regional industrial strategies. We will grow higher value sectors such as professional business services and creative and digital industries, and niches within them such as the live events industry and gaming. We will take full advantage of our cultural and creative strengths and make them central to our area's profile, investment proposition and quality of life, and ensure routes for all people to access economic opportunity.

How We Will Get There - Key Projects

MORE AND BETTER BUSINESSES

1] Integrated, 'deal based' business support – we will review and remodel business support to enable SMEs to access local and regional support through a simple, 'no wrong door' gateway. This will include help for new businesses, existing SMEs, inward investors and social enterprises and bring together business growth advice and support

in other areas such as skills, health, property and resource efficiency. It will include assessment of needs and facilitation of sequenced support, be directed at businesses with desire and opportunity to grow and be offered under a straightforward 'deal' type arrangement. Through this, businesses will gain from practical, rounded, easy to access support and will in return support Wakefield and its people where they can - for instance through paying the foundation living wage, upskilling workers, offering good quality apprenticeships and supporting health and wellbeing at work.

To deliver this we will:

a] Review and refine the range of business support the Council offers, how it joins up with external support (e.g. in Leeds City Region), and how it can best be brought together.

We want a no wrong door approach that 'hides the wiring' and maximises the impact on local businesses. We will work with partners and in consultation with business, to determine how best to encourage or require certain standards or actions from businesses in return for receiving support.

2] Business to Business Accelerated Growth Programme —

Businesses are best placed to support each other with advice and insights on how to thrive, grow and become more productive. Peer to peer support will focus on specific areas such as exporting, innovation, use of digital technology, supply chains, business planning and training and management that gets the best out of the workforce. The Council will work with new and existing businesses to make this happen, and generate cross-sector business to business collaboration that raises ambitions and competitiveness in SMEs.

To deliver this we will:

a] An increased focus will be placed on supporting local business to sustain and grow their export activity. This will be important in light of Brexit and the challenges and opportunities that leaving the single market will present. A network of experts will be built consisting of local businesses supported by MY Export Hub (the international trade support arm of the Mid Yorkshire Chamber of Commerce) and The Department of International Trade (DIT to raise awareness of

opportunities open to exporters, share best practice and identify emerging markets and support businesses that are new to exporting.

3] People powered productivity in high employment sectors –

Productivity can be raised by building skills levels and excellent leadership and management that gets the best out of the workforce and helps them to progress in value adding roles. This people-based approach is key to improving jobs, incomes and productivity in all sectors. Especially in ones that employ many people in low skilled, low paid roles that are vulnerable to automation, or which struggle to recruit and retain staff, for example in health and social care. Working with businesses who have successfully adopted this approach and promoting it to others will be key.

To deliver this we will:

 a) Work with West Yorkshire Combined Authority, think tanks, industry and others to collate good practice, identify the best ways forward and how to promote this to businesses.



Action will be piloted and taken forward within the Business to Business Accelerated Growth Programme and Integrated Business Support.

We want to see more progression and more good management being embedded in Wakefield businesses, getting the best out of people and achieving higher productivity and growth.

INNOVATION AND GROWTH IN HIGHER VALUE SECTORS

4] Deliver an 'Innovation Uplift' package – to radically increase the number of businesses that innovate in their products, services, processes and business models. This will involve connecting potential high growth SMEs to new ideas and expertise. Actions will include promoting Research & Development and utilisation of skills. For example by widening the use of 'Knowledge Transfer Partnerships' (KTPs) to access graduate talent and HE expertise. The result will be more businesses that innovate and employ people with high level skills – boosting

productivity, growth, incomes and the area's profile as a base for high value businesses.

To deliver this we will:

a] Work with businesses, regional partners, universities and others to deliver an 'Innovation Uplift' initiative. This will include better connecting local businesses to existing provision on innovation and to university expertise. It will link to change within key economic sectors and how to use technology, skilled people, collaboration and creativity to our advantage.

5] Catalyse growth and innovation in the Creative & Digital Sector –

through high profile centres that support continued growth in the sector and promote innovation. These will act as beacons that attract other businesses to the area, showcase and catalyse the application of creativity and technology in all sectors, and offer a diverse range of jobs that inspire and engage with people.

To deliver this we will:

- a] Work with Production Park to create a National Innovation Centre for the Creative and Digital Sector with a distinctive focus on the live events sector and related industry. This will build on strengths in light and sound engineering and the staging of live performances, support businesses through the research and development (R&D) process up to prototyping stage, and highlight the diversity of business and employment opportunities in related sectors and professions.
- b] Develop Rutland Mills as a creative business hub. This will convert and restore 10,000 sqm of space in seven Victorian mill buildings, create a buzzing hub for creative and high value businesses, and complete Wakefield Waterfront's regeneration. The development will trade on its cultural credentials (the Hepworth), quality, attractiveness and excellent location and engender networking between professional, creative and digital sectors.

6] A future proofed logistics sector

— we will review and respond to future threats and opportunities for businesses in this sector locally, including automation trends and the importance of good jobs with decent incomes and progression opportunities. This will consider how to address an unbalanced concentration of relatively low skilled, low paid and vulnerable jobs in previously industrial areas. We will support the diversification of our business sectors to create a business base and an inclusive supply chain that offers high quality jobs for residents.

To deliver this we will:

a] Work with the sector to explore how to open up supply chain opportunities to local businesses. We want to attract high value supporting industries and create good quality jobs in the process. We will also look at how to capitalise on new opportunities such as 'added value' manufacturing as a result of import activity.

 b) Work with partners to access intelligence on the sector's future locally and how to maximise its sustainability and benefits and identify a series of interventions in response.

ROOM FOR BUSINESS GROWTH

7] A diverse business space offer

- we will review the business space offer across the district in light of future requirements and take an active roll in informing the new local plan. We seek a diverse and flexible offer, including incubators, small premises and grow on space for SMEs. Given a good existing office space offer on the periphery of Wakefield, the main focus will be on developing this within town/city centres.

To deliver this we will:

- a] Stimulate the commercial office market in Wakefield City Centre and town centres, especially where there are opportunities to combine this with an enhanced residential offer.
- b) Work with partners to create incubator and grow-on space for high growth SMEs, encourage the private sector to develop bespoke solutions, and

- pro actively assemble land to create new opportunities in town and city centres, including small scale premises.
- c] Continue to develop, make ready for investment, promote and gain benefits from our two Enterprise Zones and exploit any future opportunities for new or expanded Enterprise Zones.

Zaragoza Logistics Center (Spain) is a research institute established by the Government of Aragon alongside the Massachusetts Institute of Technology and the University of Zaragoza. ZLC is located in the heart of PLAZA, the largest logistics park in the southwest of Europe that serves as a working laboratory to transfer new knowledge and working practices.

Logistics Centre of Excellence



3: Successful People

Our Ambition

We will support our people to get the skills they need to secure and progress in quality and sustainable employment. Promoting and raising aspirations and embedding a culture of lifelong learning. This includes working intensively in our communities and with those furthest away from work to set them on fullfilling career paths. We will work with a wide range of partners to provide a fit for purpose and future-proofed talent pool. In return our thriving businesses ambition will support businesses in creating better paid and higher skilled roles, making all jobs 'good' jobs, and where this is seen as the route to business competitiveness, productivity and inclusive growth.



What Will Success Look Like

We will measure success against the following indicators and aim to improve outcomes compared to previous performance and to national and regional averages:

- Increasing levels of qualifications at Level 3 and Level 4.
- Sustain a high employment rate and reduce the economic inactivity rate.
- Increase median earnings and achieve above average increases within the bottom 20%.
- Increase apprenticeship starts and completions, at higher levels and amongst specific cohorts.
- Reduce child poverty.

Assets, Opportunities and Challenges

The shape of our economy is changing and as a result the way we work, the roles we do and the skills and attributes we need to succeed must evolve. In this changing context, we want all our people to fulfil their potential and to thrive in the future. Over 10 years we have put in place foundations to build on including:

- Improving educational attainment before starting work through above England average rates of pupils achieving five or more GCSE passes at grades A*-C including English and maths.
- An improving picture on apprenticeship starts, including progression to higher levels.
- The start of a transformed offer in higher level skills provision and support for business innovation and enterprise. Currently being delivered via the Advanced Skills & Innovation Centre and Leeds Beckett backed University Centre at Wakefield College.
- A distinctive and evolving creative and cultural sector education and skills offer.
- Strong community partnerships and volunteering, a network of community hubs, trusted community leaders, and a spirit of togetherness. There is a collective desire to improve local destinies.

Challenges however remain:

- The District has a lower overall skills profile than nationally - more people have no formal qualifications or are only skilled to Level 1 or 2, linked to our industrial legacy.
- Although improving, fewer people achieve Level 3 or higher level skills (only 25% are at Level 4+).
- Unemployment figures are low but there is a concentration of low quality 'elementary' employment, in roles at risk of automation and with few opportunities for progression.
- Workplace incomes struggle to match those achieved in comparators elsewhere.
- High levels of Employment and Support Allowance claimants showing that the primary reason for people being out of work is poor health.

3. Successful People

 Knock-on impacts on poverty and quality of life, with Wakefield being the 65th most deprived district in England and where over 47,000 residents live in the top 10% most deprived neighbourhoods.

This Economic Plan takes a post-16 perspective, identifying a set of specific interventions to boost levels of economically relevant skills and demand for skills by business. Matching this with community interventions that will underpin lasting inclusive growth.

How We Will Get There - Key Projects

SKILLS PATHWAYS TO HIGHER LEVEL SKILLS

1] Building the Wakefield Skills
Pathway to higher level skills — we will work with partners to facilitate a skills culture change in the District, supporting our ambition to boost people and business demand for and take up of skills at all levels. We will put the right infrastructure in place to do this, developing a seamless network of

pathways. These will give people from 16+ access to a lifelong system for developing their skills across all levels, and supporting people in understanding options, making decisions and changing perceptions. We will ensure people and businesses get the information, advice, guidance and access to support that they need, offering one-stop signposting to provision. Focussing on developing clear pathways that make it easier for graduates to access good employment opportunites locally.

To deliver this we will:

- a] Undertake an assessment of the current position and provision to identify opportunities and gaps.
 Develop the necessary partnerships to build an evidence led and coherent set
- of skills pathways across subjects, sectors, interests and aptitudes.

 These will be tuned to present and future economic need and driven through engagement activity.
- b) Pilot the pathway approach in the Health and Social Care sector.

2] The Creative and Cultural Sector Skills Pathway — we will use significant organic growth in our creative and cultural sector to trailblaze an industry demand driven approach. We will invest to make Wakefield a go-to place for enhancing your skills at all levels in this sector; especially in areas of niche strength, and ensure that growth in the sector delivers inclusive and quality opportunities for all people.

To deliver this we will:

- a] Build and pilot the Creative and Cultural Sector Skills Pathway and use it as a tool to demonstrate the diversity of roles, entry points, skills and capabilities available in the sector, and to engage and inspire people in work and learning, including those who are furthest from the labour market.
- b] Deliver the purpose built Cathedral Academy of Performing Arts College in the heart of Wakefield city centre for 16-19 education.
- c] Work with the Creative Alliance to deliver university status HE provision at the Backstage Academy, joining together Production Park, Yorkshire

Sculpture Park, The Hepworth, Wakefield College and Leeds Beckett University.

When Preston's economic development plans were dashed with the withdrawal of a major developer, the city harnessed the potential of its existing wealth within local public bodies. Through local procurement and supporting local businesses, since 2013 over £70 million has been directed into the Preston economy and £200 million has been invested in the Lancashire economy.

Sustainable and Inclusive Communities – Preston (UK).



3. Successful People

3] High level skills – we will make high level skills real for the businesses and people of Wakefield, addressing challanges such as access, aspiration and participation.

To deliver this we will:

- a] Understand barriers to people in Wakefield accessing higher education (HE) provision and establish a package of measures in response (including consideration of both wider provision within Wakefield and the ease and affordability of accessing HE elsewhere from within the District).
- b) Develop a student learning and leisure hub in Wakefield City Centre that acts as a focal point for bringing students together from across HE providers. This will centralise both demand and facilities for HE provision creating critical mass and enhancing delivery capabilities.

SKILLS TO SUCCEED IN WORK

4] In-work progression — Continually growing workforce skills are central to success. That is especially true for people in low paid roles, who instead of using

them as a stepping stone to higher paid work, can become stuck and at risk of experiencing in-work poverty; and for businesses who become locked into a low skill, low pay and low productivity cycle. This holds people back from fulfilling their potential and puts the brakes on economic growth. This is a critical issue in our economy and a key area of focus as a result.

To deliver this we will:

- a] Maximise take-up, shape delivery and coordinate targeting of Leeds City Region provision including the Skills Service, Reach Higher and skills support for lower paid workers.
- b]) Identify and address barriers to people in work accessing skills; and work with businesses to support identification of progression opportunities, aligned to ambitions for better businesses.
- c] Work with the logistics and distribution sector to explore practical solutions to progression and support for the sector to evolve whilst also embedding transferrable skills to future proof and respond to automation.

- d] Develop an approach to retraining aligned to national schemes.
- **5] Quality apprenticeships** we will influence growth in high quality provision and maximise take up to ensure apprenticeships are used to their full potential by residents, businesses and in future-proofing our workforce.

To deliver this we will:

- a] Promote a focus on high quality apprenticeships at all levels (including advanced and degree level), linked to growth sectors and the Pathway approach, and seek to widen access, notably for adults and those facing disadvantage.
- b] Work with providers to ensure businesses get the right advice in understanding how they can apply the Apprenticeship Levy, including in their supply chain, and to do this as part of their training and skills planning, focusing where roles are at risk of automation.

c] Work with businesses to understand accreditation and ensuring people are recognised and rewarded for their continual and on the job learning.

SUSTAINABLE AND INCLUSIVE COMMUNITIES

6] Connecting people in all communities to economic **opportunity** - we are committed to working together, including with the third sector, the Department for Work and Pensions and Jobcentre Plus, to deliver innovative solutions that make a lasting difference to life opportunities. We will do this specifically in those communities and cohorts that we know to face significant economic and social challenges, and with an explicit focus on areas where poor health is prevalent and locking people out of work. We will balance doing this at scale, with an approach that allows for effective local interaction and delivery of community led solutions; and make seamless connections across partners supporting people and families with multiple and complex needs. We will deliver action in a way that 'hides the wiring' for residents, providing a no wrong front door for people wanting support.

3. Successful People

To deliver this we will:

- a] Build, deliver and coordinate a targeted pre-apprenticeship, work experience and traineeship programme, with a focus on fostering transferable skills and reskilling; and aligned to a responsive adult education and community learning programme.
- b] Maximise take-up of the Works Better and Right Steps to Work programmes supporting target groups to grow skills and confidence and to overcome barriers to employment; working with businesses to support them in reaching out to a more diverse pool of candidates; and supporting people once in work, to stay in work.
- c] Deliver the Community Led Local
 Development People Enabling Area
 Transformation Project in the Five
 Towns and the South East
 Coalfield Area.
- d] Reshape resource to provide more local community development support focused on identifying and mobilising community action.

e] Review and make full use of the role of the third sector and 'community anchors' in delivering targeted and localised support services that connect people to economic opportunity, including through volunteering.

7] Tackling poverty and building economic and financial inclusion —

the underlying principle of this Economic Plan is that nobody in our district is left behind by economic growth. The actions set out across each theme are designed to embody this commitment. There are in addition a number of specific actions we will take to prevent and enable people to move out of poverty.

To deliver this we will:

a] Support people to be better equipped to deal with money and debt - raising the profile and use of the Credit Union; supporting the Citizens Advice Bureau, Money Advice Service and Step Change to extend their provision on financial advice and education; and encouraging people to take up the financial support for which they are eligible.

- b] Tackle fuel poverty through domestic energy improvements, using buying power to provide lower energy tariffs, and piloting a new multifaceted approach to alleviate fuel poverty that also signposts people to services and advice on skills, training and employment.
- c] Deliver the Health and Wellbeing Strategy and implement initiatives that drive a change in citizen health and wellbeing, poverty and economic inclusion.

To revitalise a rundown area of Salt Lake, the city is developing a bespoke and branded creative Industries zone which offers affordable housing, creative experiences, and active spaces for enjoying local food and drink, arts, and entertainment.

This is complemented by and connected to creative cultural industries and maker spaces for creative SMEs including music, art, dance, print, design, and other craft industries, as well as vibrant public spaces.

South Salt Lake Creative Industries Zone, Salt Lake, Utah, (USA).



Our Ambition

Our ambition is for all of our places to be fit for the future — with the right homes, transport, digital, leisure offers and services to support people to live their lives to the full and businesses to prosper. We will re-imagine our high streets and develop new ways in which we create places people want to be, and are proud to call home.



What will success look like

We will measure success against the following indicators and aim to improve outcomes compared to previous performance in Wakefield and to national and Leeds City Region averages:

- Maintain the current high level of housebuilding and continue to exceed local plan targets, increase the number of affordable homes.
- Reduce fuel poverty.
- Improve air quality and reduce CO2 emissions.
- Fast and reliable journeys and increase the use of public transport and active travel.

Assets, Opportunities and Challenges

Wakefield is made up of a rich tapestry of urban and rural landscapes, each bringing unique assets and attributes that together make the district a great place to live, do business and visit. Strengths include:

- A well-established location for investment, benefiting from a prime central location in England with strong strategic road and rail connections and a diverse land and premises offer.
- An impressive record in delivering physical investment and regeneration, in partnership with the private sector, and with a Local Plan in place giving clarity and confidence.
- Work well underway to deliver an ambitious vision for a quality and mixed housing offer to meet the needs of residents now and into the future in designated zones across the district.

- Transport improvements that are unlocking development and connecting people to opportunity.
- Unique assets, notably around culture and heritage, that compete with retail and leisure offers elsewhere and support an attractive investment, visitor and residential proposition.
- 70% of residents living within one mile of open countryside, an ingredient for good physical and mental health and wellbeing, attracting visitors and providing vital green infrastructure.
- The only place outside London that is home to two Art Fund's Museum of the Year winners (Yorkshire Sculpture Park 2014, The Hepworth Wakefield 2017).

There are however challenges:

- Places that still feel the effects of their industrial past, challenged by multiple deprivation, often isolated from opportunity and needing to find a new economic purpose.
- Town centres that have been hit, and we need to re-imagine our high streets to suit modern consumer needs and to bring new vibrancy and footfall.
- Predominance of out of town parks for business and leisure.
- Digital infrastructure that needs to keep pace with the best available.
- Issues around affordability and quality in the private rented sector.

At all times our focus will be on the connection and complementarity between community-led, people focused interventions and physical investment. We will adopt a targeted approach over the life of this Plan, phasing our interventions so that in the long term no place is left behind.

How We Will Get There - Key Projects

MORE, BETTER AND AFFORDABLE HOUSING

1] Housing growth — Wakefield is amongst the most successful places in the country to accelerate house building, in recent times bucking city region and national trends and well exceeding targets. We have a clear vision for what we want to achieve and will continue to take a proactive approach to identifying and assembling sites. Building developer confidence and removing barriers around remediation and infrastructure to fulfil our current pipeline of development.

To deliver this we will:

a] Deliver the next phase of the City Fields masterplan, concentrating in the short to medium term on releasing land in local authority ownership and unlocking its development including securing Homes England funds to provide infrastructure for 240 new homes by 2021 and a further 700 by 2024.

- b] Translate the Castleford Housing
 Growth Zone masterplan for
 4,000 new homes over 10 years into
 a structured delivery plan. We will
 secure funding via Homes England to
 make sites clustered near the
 town centre viable to accelerate their
 development and inject new vitality
 into the centre through a new
 residential offer.
- c] See continued growth and pace of build by Bridge Homes, the Council and Wakefield District Housing joint venture company, aiming to be active on three sites at any one time, delivering 100 homes per year and improving supply of houses that are affordable, high quality and in more deprived areas to stimulate regeneration and growth.

2] Housing quality and affordability

– in Wakefield, all people – be that in owner occupied, private rented or social tenure - will have access to a warm, safe, dry and healthy home that they can afford and which meets their diverse individual and family needs. This is intrinsic to our places and people but also to our businesses and to attracting the highly

skilled and mobile workforce of the future.

To deliver this we will:

- a] Use local authority duties and powers on enforcement and stock condition assessments to tackle poor conditions and drive up quality of private rented and owner occupied homes, targeting action and resource in specific locations.
- Ensure a sufficient supply of high quality private rented homes and expand the accreditation to the Wakefield Responsible Landlord Scheme.
- c] Continue to push forward to achieve affordable homes targets across the full spectrum of tenure and demographic need including for older people, large families and those living in the District to learn.

HIGH QUALITY CENTRES, SITES AND PLACES

3] Sustainable communities, town centres and place making –

beyond housing, we will support all our communities to be sustainable, to thrive and to offer people the ability to improve their life chances and quality of life. This will be particularly true where it means finding new ways to revive and repurpose town centres in the face of overwhelming changes in consumer trends and behaviours and shifting working patterns; and where it means ensuring that people are not locked into a life of inequality because of the places they live.

To deliver this we will:

a] Continue to deliver the transformation of Wakefield City Centre so that it successfully competes with surrounding offers. This will include the Waterfront and Kirkgate improvements; assembling land and bringing forward sites that diversify the commercial and residential offer; creating an attractive proposition that draws in investment, visitors and people looking for an excellent place to live; and making

- links with work on the Business Improvement District.
- b) Deliver targeted, masterplan-led revitalisation and diversification of town centres; including shaping the night time economy and making links to cultural assets.
- c] Integrate green and blue infrastructure and sustainable drainage systems into planning and developments to heighten values, enhance area profile, reduce flood risk and improve health and wellbeing.
- **4] Destination Wakefield** we will expand on, develop, promote and connect people to our unique culture, visitor economy, public realm and green infrastructure offer. We will continue to grow the district's profile by developing our reputation as the 'home of sculpture' and we will use culture as a catalyst for economic growth.

To deliver this we will:

a] Deliver the next phase of development at the Yorkshire Sculpture Park, with a new hotel and visitor centre, to enhance a key cultural asset and

- further raise visitor numbers and spend.
- b] Support the development of the Rutland Mills complex and the Hepworth Wakefield to become a cultural destination and create stronger links to the city centre to maximise the economic impact.
- c] Promote and deliver sports and cultural events that boost the area's profile, health and quality of life (e.g. major cycling events, The Festival of Food, Drink and Rhubarb and Pontefract Liquorice Festival).
- d] Support the development and delivery of the Yorkshire Sculpture International in 2019 and 2023 to promote the area as a destination and offer local people opportunities to increase their well-being through engagement in culture.
- e] Work with our cultural partners to support their longer term sustainable development and to assist in strengthening the infrastructure of the cultural sector to deliver economic impacts.

The town actively rebranded itself as the 'cheese capital' of the Netherlands, with its town centre management successfully connecting its food heritage with today's local food trend and organising recurring events based around cheese, from markets and festivals to walking tours.

The rebranding and linking of retail to culture helped significantly reduce the number of empty shops in the city centre. Gouda was awarded best mid-sized city centre in the Netherlands 2015-17.

Regenerating town centres through culture and heritage -Gouda (Netherlands).

INTEGRATED TRANSPORT, CLEAN ENERGY AND DIGITAL INFRASTRUCTURE

5] Integrated Transport – Wakefield benefits from a superb location and some areas of excellent connectivity. Our focus is to maximise the reach of this connectivity facilitating the unlocking of new development, that works for all of our people and places. Our transport system will be integrated and combine excellent public transport, roads and cycling and walking options.

To deliver this we will:

- a] Develop highways improvement projects that unlock growth and improve accessibility whilst continuing the delivery of planned infrastructure improvements. Target areas include the Castleford Growth Corridor scheme, Glasshoughton Southern Link Road, South Featherstone Link Road and Knottingley Southern bypass.
- b] Carry out a transport infrastructure audit to better understand and then monitor how people move around our district and the associated journey times and connectivity

- between our main residential and employment centres
- c] Develop and deliver plans for a M62 corridor for freight and logistics, creating the right environment for the future of the sector and design in support for developing advanced skills and competencies, business to business connections, and premises.
- d] Work with neighbouring councils to develop growth corridors and maximise opportunities arising from investment in rail, including Northern Powerhouse Rail and HS2.
- e] Improve rail station parking and accessibility, including parking at rail stations in Castleford, Outwood and Sandal.
- f] Develop, then proactively promote, major cycle and walking schemes (for both commuting and leisure), including the scheme linking Castleford to Wakefield and along growth corridors and embed active travel across planning policy.
- g] Introduce Electric Vehicle Charging points throughout the district.

- h] Work with Transport for the North and West Yorkshire Combined Authority to ensure Wakefield's growth and connectivity ambitions are reflected in investment programmes linked to the emerging Strategic Transport Plan, approved West Yorkshire Transport Strategy and Bus Strategy, with actions to improve access to education, training and employment.
- **6]** Upgraded and applied digital infrastructure we will continue to develop and enhance digital infrastructure to keep pace with the best and enable businesses and people to prosper. Work in Wakefield will fully align with the Leeds City Region Digital Framework and combine infrastructure with activity to ensure it is fully utilised.

To deliver this we will:

- a] Continue to invest in digital infrastructure.
- b] Support and encourage businesses across all sectors to make best use of digital technology.

- c] Build digital skills and inclusion through education and training.
- 7] Clean Energy we will develop and deliver solutions which deliver multiple benefits in terms of business competitiveness, carbon reduction, energy supply, expansion of the energy sector and creation of sustainable income streams and cost savings.

To deliver this we will:

- a] Work with businesses to secure energy supply at key sites, and explore opportunities for district heat networks .
- b] Support businesses on resource efficiency measures and renewable energy generation.
- c] Implement clean energy generation and efficiency measures using council land and assets to create income streams and savings (e.g. solar energy generation, efficient street lighting).





5. Enabling Change and Underpinning Action

Our Ambition and Approach

We want to draw out the very best from every organisation across all of their roles and capabilities in generating economic and social wellbeing in Wakefield. Doing that involves new approaches to a range of 'enabling' functions and actions that the Council and many other organisations deliver, such as procurement, capital investment and exercising strategic leadership.

Wakefield Council plays a crucial role as an 'anchor institution' that employs many people, spends and invests significant sums of money, delivers key services and drives and influences the development of the District. In line with this position, we will work internally across our functions and with partners to support business growth, enable the local circulation of wealth and reduce poverty and inequalities. We will embed this approach within our corporate planning and delivery, and set goals and monitor progress against it annually.

What will success look like

- Increasing percentage of Council procurement spend in Wakefield and in West Yorkshire.
- Increasing Social Value levered through procurement (measured via specific SV goals set in tenders).
- Number of anchor organisations collaborating as part of the Wakefield Way and making progress towards inclusive growth (e.g. evidenced by use of the Inclusive Anchors Progression Framework).

Key enabling actions and processes for Wakefield Council that support all parts of this Plan are:

1] Use procurement and supply chains to generate local wealth and social value — Wakefield Council will adopt procurement policies and processes that work within legal frameworks to maximise opportunities for local suppliers to bid for and secure local contracts, and which encourage suppliers to deliver social value. That includes fair pay and conditions for workers, skills development, apprenticeships, community and health benefits and environmental good practice.

To deliver this Wakefield Council will:

- Complete annual analysis of the main suppliers it procures from, and the proportion of spend that is within Wakefield and in West Yorkshire.
- Engage with local suppliers to make them aware of contract opportunities.
- Use local suppliers for low value contracts where possible, and ensure they can bid for larger ones.
- Embed social value criteria into tender specifications and scoring systems.
- Ensure that major construction contracts create job and apprenticeship opportunities.
- Identify any major gaps where suitable local suppliers do not exist and explore whether existing or new social enterprises or consortiums of local SME's may be able to fill them.

5. Enabling Change and Underpinning Action

2] Use capital and commercial investment programmes to support **good growth** - Wakefield Council's Capital Investment Programme enables it to invest in sites works or assets that will deliver a long-term return or saving, sometimes indirectly through business or housing growth. It's Commercial Investment Programme complements this and allows investments that will deliver direct financial returns. Both of these funding streams can be used to enable development that brings good growth benefits, but would not otherwise be taken forward. The Council will direct its Investment Programmes to uses which support this Economic Plan and will combine inclusive growth benefits and financial returns which will allow the funds to continue.

Way' of doing things – based on an integrated, 'no wrong door', deal-based approach where all parties make positive contributions and gain benefit. We will apply this model to our interactions with key audiences to make things straightforward and effective and to ensure that our services and spending generate maximum economic benefit and social return.

Examples of this will be:

- Engaging with businesses to provide support or engage in areas like skills, productivity, property and health (see section 3), potentially linked to discretionary business rates.
- Supporting the voluntary & community sector, including 'community anchor' organisations, to engage with and reach communities.
- Using the Council's buying power and economies of scale to get a good deal for people (e.g. to reduce energy bills and fuel poverty).

- Developing a 'local anchor institutions network' with other big anchor institutions such as Wakefield College and health and housing bodies and large, locally rooted businesses, and working with them collectively to deliver this plan and the Wakefield Way.
- Council will collaborate with local partners to drive and facilitate action in the District, ensure the 'system' works for residents and businesses, and exert maximum influence regionally and nationally to secure positive outcomes for Wakefield. We will proactively shape and align with national and Leeds City Region strategies and funding steams to do this, collaborate constructively, and play an active role in forums including the Key Cities group, the Northern Powerhouse, the Combined Authority and devolution discussions.

Wakefield Council plays a crucial role as an 'anchor institution' that employs many people, spends and invests significant sums of money, delivers key services and drives and influences the development of the district.

