

Connected Wakefield: Tomorrow's Economy, Today

Business Support and Inward Investment Strategy: 2021-2024



Foreword

Wakefield is one of the most accessible cities in the UK. With a £6.5 billion economy, the fourth largest in the Leeds City Region, Wakefield is a well-kept secret but the investment case for the District is clear.

We are hugely accessible, with major motorway networks meeting just outside the city centre; by train we are only 2 hours from London and 12 minutes from Leeds. Wakefield's position and connections provide access to skilled workers, along with five nearby universities, which have allowed businesses that are based here to thrive - including household names such as Burberry, Haribo, Next and Coca Cola. We have ample space for businesses to grow in a cost effective way, which will enable them to continue investing and innovating into the future.

The Wakefield District faces an exciting future, yet there are challenges to address along the way. Whilst employment in Wakefield has traditionally been high, many jobs are in low skilled, low paid roles that are vulnerable to economic shock and automation, so we need to work with businesses to understand how to prepare residents for jobs that will be available in the future.

Many of our businesses and residents will continue to be affected by the COVID-19 crisis and subsequent recession; meanwhile Wakefield's economy faces considerable uncertainty, as this recession is happening in the context of a need to 'level up' compared with other areas of the UK, with the impact of post-BREXIT trade arrangements yet to be fully played out. The region also looks forward to welcoming West Yorkshire's first Metro Mayor later this year.

To future proof and diversify Wakefield's economy requires building on its strengths and maximising opportunities from growing sectors such as advanced manufacturing and logistics, health and social care, digital and professional services.

The Strategy provides the long-term perspective and clear vision allowing Wakefield to become a place where all businesses and communities succeed: setting a mandate for sustainable growth, with a greater focus on innovation, allowing businesses to increase their own competitiveness and contribute to the prosperity of the District.

The Strategy is being developed in a time of real economic uncertainty and will be reviewed and revised according to any changes that occur over the next 3 years. It will forge together key partners and stakeholders in the private sector, third sector, education, government bodies and the West Yorkshire Combined Authority; delivering on a partnership approach, supported by the many, which will help Wakefield to attract and retain ambitious, innovative and socially responsible businesses.

I welcome your support in helping us to build a district we can all be proud of.



Leader of Wakefield Council and Chair of Cabinet, Cllr Denise Jeffery



Portfolio holder for Regeneration and Economic Growth, Cllr Darren Byford

WAKEFIELD

Background and evidence base

Our Strategy has been developed within an environment of economic uncertainty, with continuing restrictions on business activity resulting from the COVID-19 pandemic.



Background and evidence base

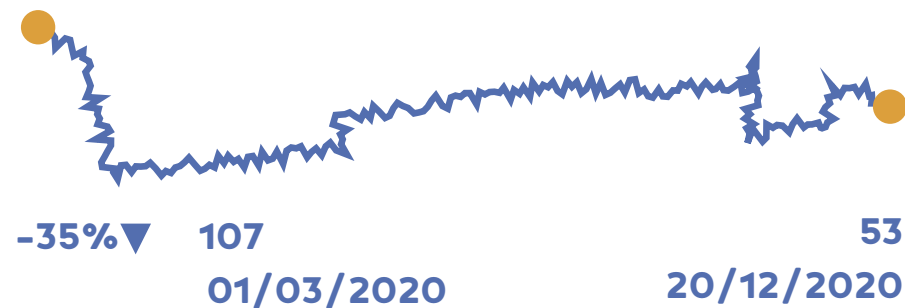
National Context

The Strategy has been developed within an environment of economic uncertainty, with continuing restrictions on business activity resulting from the COVID-19 pandemic. It is likely this uncertainty will impact the economy throughout 2021 and beyond, with economists differing on the likely event of a double dip recession.

● Retail, Leisure and Hospitality –

Businesses in these sectors have been particularly badly hit by these restrictions, with reduced and fluctuating footfall throughout 2020 and an overall reduction of 35% on the prior year.

National Footfall - % change from same week in 2019



Source: Office for National Statistics (Faster indicators), taken from: Springboard

● Office Space –

Changing trends in the use of office space are expected to endure, as 47% of UK businesses¹ are planning real estate strategies that include a greater amount of flexible, serviced or co-working space. This is likely to impact on labour market mobility and footfall in centres but may also bring opportunities for smaller towns and cities.

● Jobs –

At the time of writing, 14% of the UK workforce is on partial or full furlough leave². This gives an indication of jobs that may be at risk from current or future pandemic restrictions, without financial contributions from coronavirus retention scheme arrangements.

1. Based on interviews carried out by Knight Frank 2020

2. Wave 21 edition of the Business Impact of Coronavirus (COVID-19) Survey (BICS) for the period 14 to 27 Dec 2020, released by the Office for National Statistics 14 Jan 2021



- **Business Investment –**

The percentage of businesses reporting delayed investment increased steadily from mid-2018 through to the end of 2020. Whilst BREXIT appeared to be a factor initially, reporting of delays increased sharply as the pandemic hit in 2020³. Uncertainty during the BREXIT transition period appeared to put business investment into the UK at risk throughout 2020.

The economic impact of the BREXIT deal - agreed from 1 January 2021 - remains unclear, with details of trade arrangements for a range of industries yet to be negotiated with Europe and the rest of the world.

- **Foreign Direct Investment (FDI) –**

Over the past 20 years, nearly 50% of FDI into the UK's large towns and smaller cities has been from manufacturing businesses. EY, previously Ernst and Young, (2020)⁴ findings suggest that UK foreign direct investment will remain relatively resilient in 2021, anticipating further opportunities for manufacturing as supply chains become more regionally focused and businesses 're-shore' overseas activity. FDI growth across the UK is anticipated in sectors such as digital, health and wellbeing, real estate and construction.

- The Organisation for Economic Co-operation and Development (OECD, 2019) has predicted further **labour market uncertainty**, with “significant” changes to 32% of jobs as result of technological change and a further 14% of jobs potentially at risk of being fully automated. This introduces additional uncertainty to an already challenging post-COVID labour market. Leeds City Region employment growth over the next decade is expected to be concentrated in higher skilled occupations and caring/personal services.

The UK's GDP, which is the value of everything produced in the economy, was 9.9% down in 2020 compared with 2019⁵

3. Office for National Statistics – Business Investment revised results, Q4 2020

4. EY 2020 EY UK Attractiveness Survey, Autumn Update, November 2020

5. BBC News Online (2021), available at <https://www.bbc.co.uk/news/56042270>



Wakefield's Economic Assets

An understanding of Wakefield's economic assets helps us to articulate the District's unique offer as an investment destination, tailoring inward investment plans to build credibility with businesses in key sectors, whilst encouraging cooperation and knowledge transfer between existing Wakefield businesses.



Location

- Unrivalled connectivity – with access to 3 major motorways and sitting on the East Coast Main Line, just 2 hours from London.
- Centrally located.
- The District has a strong portfolio of prime sites which are immediately available and ready for investment.



Quality of Life

- Vibrant urban centres and rolling countryside (69% of the District is Green Belt).
- Affordable housing.
- Variety in the visitor offer, including leisure, culture and arts.



People

- Access to a talent pool of 2.1 million people within a 35-mile radius.
- Access to 11 Universities and over 200,000 students within a 35-mile radius.



Business Environment

- An economy worth £6.5 billion.
- Wakefield has a creative gene in its DNA, which continues to foster growth within the creative and digital sectors.
- Wakefield's business base (NOMIS 2020) comprises 9,795 businesses; micro 8,620, small 925, medium 195 and large 55.
- Home to household names such as Burberry, Haribo and Coca Cola.
- Wakefield exports goods worth £1.1bn, 15.5% of Wakefield's total GVA, with service exports totalling £168m, equivalent to 2.4% of GVA.



Green Opportunities

Wakefield's unique assets create the following opportunities for decarbonisation and sustainable investment:

- Decarbonisation of transportation and distribution using electric vehicle and potential to use hydrogen technologies.
- Use of mine water heat extraction from Wakefield's coal mining assets to decarbonise heat supply to buildings, as well as creating new food production opportunities.
- Sustainable construction and retrofitting of Wakefield's housing stock, based on the District's industrial heritage and proven record in this sector.
- Green and blue infrastructure opportunities for changing land use as the UK leaves the EU's Common Agricultural Policy (CAP) for the new post-BREXIT regime.
- Opportunities for landowners to provide ecosystem services and biodiversity offsets and develop natural capital stocks e.g. flood risk alleviation through nature-based solutions, biodiversity enhancement and 'rewilding'.



Wakefield is home to two Art Fund Museums of the year

Wakefield's Economic Challenges

An understanding of Wakefield's economic challenges has helped to shape the Business Support and Inward Investment Strategy. These challenges are summarised below:

- There is an overreliance on certain sectors that are low skilled, low paid and vulnerable to economic shock, with some roles at risk from automation (see Appendices C and D).
 - Wakefield's businesses face a global, COVID-induced recession, in which the spending power of both public and private customers may reduce, at a time when many will have taken on new debt to survive 2020.
 - Businesses face the challenge of having to work more efficiently whilst also protecting jobs, within an environment of real uncertainty, which has made business planning difficult. The lack of certainty about how trade deals following BREXIT will affect Wakefield's businesses is likely to impact on planning and investment.
 - In this environment businesses may need to innovate to survive and may need support to make this happen.
- Levels of personal debt were already high and this means that many of Wakefield's households are financially vulnerable. This represents a significant longstanding challenge for the District, which the predicted recession will only exacerbate:
 - 34% percent of our neighbourhoods are in the 20% most deprived in England, up from 31% in 2015.
 - In 2018, workplace-based gross weekly earnings in the city of Wakefield were £56 lower than the national averages (£469 vs £525) - over the year this amounts to around £3,140 per income.
 - Improved wage opportunities will therefore not only lead to an improved built environment, but will also raise living standards and improve the quality of life of our people.
 - Whilst skills levels have been rising in Wakefield, the District lags behind the rest of the City Region and UK for skills levels; by 10.6% at level 3 and 12.7% at level 4, and with 1.4% more people with no qualifications, compared to national averages⁶. This skills deficit limits the resilience of our population to the type of labour market challenges that a recession is likely to bring.

6. Nomis 2019 (ONS site for Official Labour Market Statistics)



WAKEFIELD

Our Vision
and Values



WAKEFIELD

Our Vision

“Wakefield is a great place to live and work: a district where businesses thrive and invest, communities are engaged and skills & training opportunities are available to everyone”



WAKEFIELD

Our Values



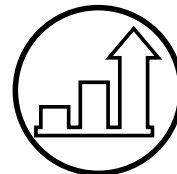
GENUINE

We have an honest dependability. We know what we need to do and how to work together to get there.



INCLUSIVE

We are community spirited through and through and with that comes passion for our people. We champion their needs and build strong, connected business communities across cities, towns and rural landscapes.



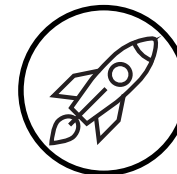
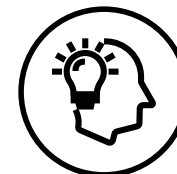
RESILIENT

Well connected, in every sense of the word, we support our businesses to be strong, sustainable and positive about the future.



CREATIVE

Barbara Hepworth and Henry Moore gave us our creative genes: we use them to attract, support and grow businesses.



INNOVATIVE

We channel our creative heritage, from confectionary to sculpture; embracing opportunities and welcoming new ideas.



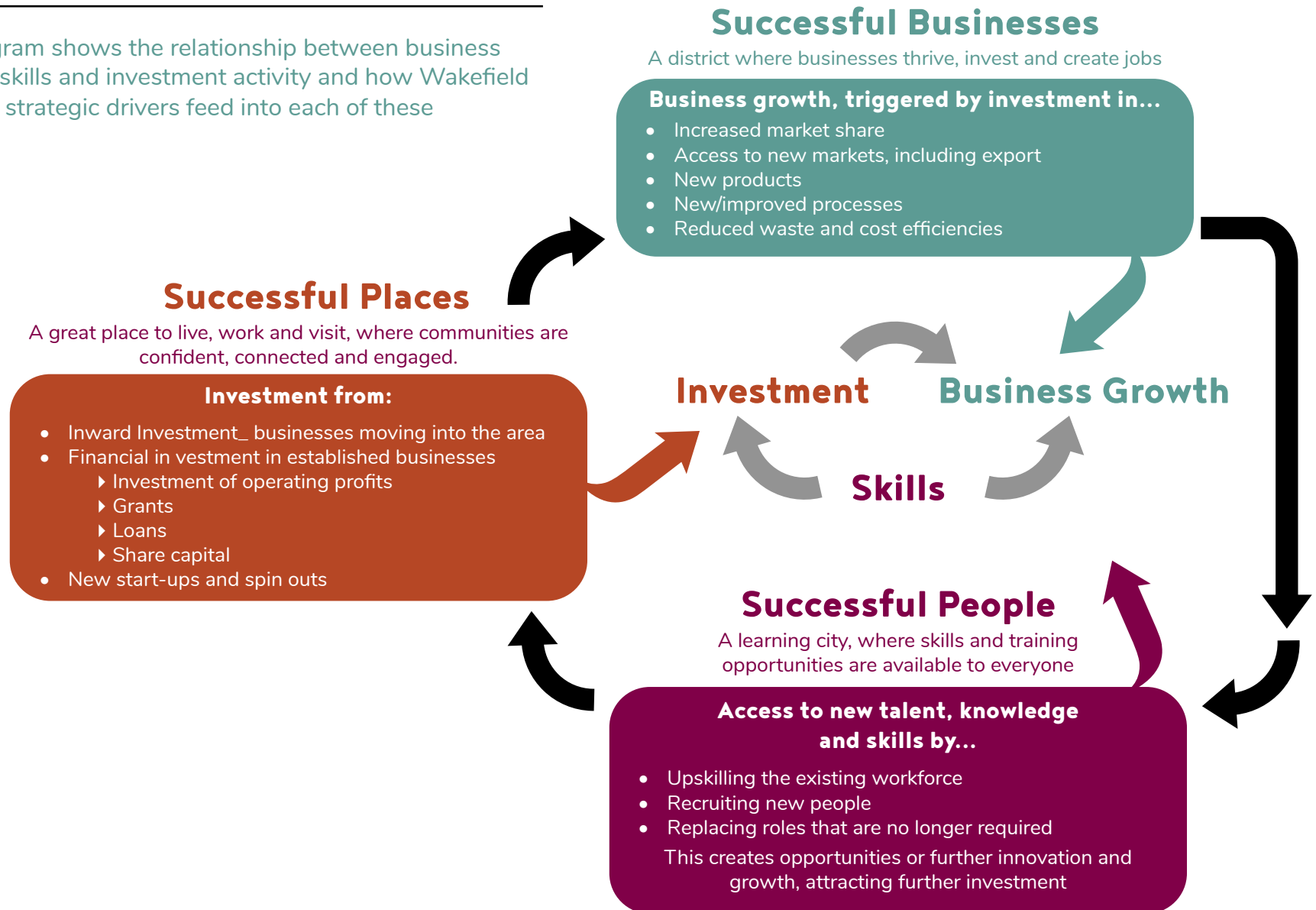
WAKEFIELD

Our Approach



Our Approach:

This diagram shows the relationship between business support, skills and investment activity and how Wakefield Council's strategic drivers feed into each of these



WAKEFIELD

Business
Support



Business Support

Business Support Vision

“Wakefield is a place where businesses can explore new opportunities and develop ideas, to generate social and economic value and prosperity for all”

Business Support Mission

Our mission is to facilitate a cohesive, District-wide business engagement and support offer, delivered as a partnership, in collaboration with businesses; focusing our efforts to maximise impact.

Our key aims are:

i. Focus business engagement activity on businesses that will contribute to the prosperity and wellbeing of people across the District

Use a business diagnostic to triage and classify businesses and assess how much support to provide, based on the following characteristics:

- Willing and able to explore new ways of working to ensure survival and growth
- Prepared to take managed risks to innovate in a radically changing environment
- Planning to recruit or upskill people, investing in their employees' futures as well as their own business ambitions
- Committed to investment in their own sustainability, growth and environmental impact

- Committed to driving equality in business
- Planning to start up a female-led business in a traditionally male sector
- Planning to start up an enterprise led by the BAME community

ii. Focus on supporting businesses in key sectors, adjusting the business support offer according to each business's unique contribution to the Wakefield economy

We recognise that in these rapidly changing times there may be fluidity and interdependency between sectors.

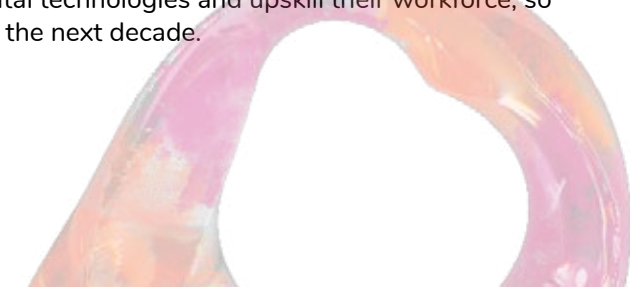
Our sector focus will be reviewed periodically to ensure that we are maximising opportunities locally.

a) Wakefield's traditional industries ...reinvented

The following sectors are traditionally strong in Wakefield. The economy will be strengthened by enabling them to innovate and reinvent themselves locally, to create more and better jobs, whilst recognising that some lower level jobs may be under threat from automation:

- **Advanced Manufacturing and Advanced Logistics**
- **Greener, more technologically advanced construction**
- **Health and Social Care**

The approach will be to actively engage businesses that are able to create skilled jobs and provide training and progression opportunities for their employees, working collaboratively with specialist partners and representative bodies to ensure that these businesses are supported to innovate, use green and digital technologies and upskill their workforce; so they survive and thrive over the next decade.



b) Emerging and enabling sectors

These sectors are underrepresented in Wakefield but have the potential to grow and create skilled jobs locally, whilst also bringing specialist skills and knowledge to the rest of Wakefield's business base:

- **Green Economy businesses**
- **Creative and Digital**
- **Business and Professional Services**

The approach will be to actively engage with these businesses, helping them to connect and collaborate with Wakefield's more traditional businesses, sharing knowledge and ideas to create a more highly skilled, innovative business base in Wakefield, which takes advantage of new technologies and invests in greener growth.

c) Sectors at risk

Recognising that this sector currently faces significant challenges, business recovery will be undertaken in a targeted, cost effective way; actively engaging with businesses to understand the challenges and opportunities they face locally and connecting them to the support they need to upskill and survive in a new trading landscape.

- **Retail, Leisure and Hospitality**

This sector is not forecast to grow and create new jobs but is key to Wakefield's foundational economy and employment base, whilst underpinning the identity of our local places. Cultural and outdoor attractions support the experience of anyone visiting the District and are vital drivers of footfall into the city and town centres.

iii. Encourage indigenous business growth and re-investment into the District from Wakefield's key sectors

Work with Wakefield based businesses to identify and support opportunities to locate other UK based activity to this District, as well as opportunities to re-shore manufacturing and supply chain activity that is currently delivered overseas, to create more jobs here.

Recognise the role of the public sector as a major employer and a vital part of the procurement landscape.

iv. Work cooperatively to support Wakefield's businesses and third sector organisations

Maximise opportunities for sustainable employment across the District by working collaboratively with other stakeholders to ensure that businesses are able to benefit from support, networking and peer-to-peer learning. A recent survey of 500 businesses revealed real variation in the level of innovation in businesses and very few examples of businesses innovating beyond what they have had to do to implement COVID-related restrictions.

Take a partnership approach to supporting innovation and growth to ensure that business collaboration drives a district economy that is greater than the sum of its parts.

Work with Wakefield Council's Tourism team to link with the Tourism Recovery Plan and develop a more long-term tourism strategy, to include opportunities for tourism sector investment and increased footfall into the District.

v. Identify opportunities for new business start-up activity within the District

Take a partnership approach that empowers local people to explore self-employment.

Nurture a start-up culture by providing virtual and physical resources to support incubation and acceleration, so that businesses are supported to move from start-up to scale-up to level-up, creating jobs and prosperity within their local communities.

vi. Drive equality and inclusivity in business across the District

If we are to create a truly diverse business base, we have to acknowledge that access to opportunity is not equal and that equality should not be an afterthought. We will diversify our business base by encouraging, attracting, growing and retaining businesses from a broad range of ethnic, gender and socio-economic backgrounds. We will commit to:

- Challenge cultural norms and promote a change in attitude towards different social, ethnic and gender groups, both internally and externally
- Seek funding to support the introduction of an Equality and Diversity Charter, led by a funded specialist who can work with internal and external stakeholders to instigate change through education, training and meaningful conversation
- Improve access to investment for non-white and non-male businesses
- Use positive discrimination to increase access to and uptake of ideation, acceleration and incubation support, collaborating with local and regional partners to encourage Innovation Driven Entrepreneurs from under-represented communities
- Raise Wakefield's profile as an inclusive district for all, encouraging inward investment from non-white and non-male led businesses
- Utilise hyper-local delivery models to achieve increased uptake of start-up and growth support from under-represented communities
- Link with programmes that support our most disadvantaged young people to prepare for and transition to adult life, enabling these young people to access support to explore opportunities for self-employment, where appropriate; in line with the Council's responsibilities as a Corporate parent

vii. Simplify access to business support across the District

Develop a highly localised, nationally recognised, digitally driven portal for businesses in the District looking to engage, collaborate or seek support.

Provide access to up to date and fit for purpose digital resources.

viii. Engage businesses to improve the scope and reliability of our data and insight

Engage with businesses, using data and insight to identify trends, understand the needs of businesses, target our resources accordingly and solve problems better.

Introduce local sector groups to share insight and encourage collaboration.

Wakefield's 'A Learning City & District' Strategy sets out the District's ambition to support employment and skills.

With these aims in mind, work with businesses to identify the skills they will need to succeed.

Share insight into future business skills needs with partners, in line with the Employment and Skills Strategy. Continually develop the approach to data capture to ensure that it is robust and reliable.

Detailed Aims, Objectives and Measures are set out in Appendix A.



WAKEFIELD

Inward
Investment



Inward Investment

Inward Investment Vision

“Wakefield is a great place to invest and businesses that locate here create better jobs for local people as well as value for themselves”

Inward Investment Mission

Our mission is to diversify Wakefield’s business base by attracting strategic investment from the UK and beyond.

Our key aims are:

i. Raise awareness of the Wakefield District as an investment location and improve perceptions of our city and town centres

Skills availability, quality of life, connectivity and access to development land forms part of an investor’s decision-making process. The Strategy will promote Wakefield with the following key themes:

- **Willing and able to explore new ways of working** to ensure survival and growth.
- Businesses will find **value for money and economic opportunity** in Wakefield. There is untapped potential in Wakefield, whilst we might not be the obvious choice, those looking for return on investment will find that Wakefield is the perfect choice.
- **Capitalise on connectivity** – Wakefield is connected in every sense of the word, offering businesses direct access to the UK road and rail network, including motorways and the East Coast Mainline. 95.6% of Wakefield premises have access to superfast broadband.
- **Access to a talent pool of 2.1 million people**, 11 Universities and over 200,000 students within a 35 mile radius.

- **Developer confidence** – A buoyant advanced logistics and manufacturing sector has stimulated investor confidence and speculative development, providing a return on investment.

- **Experience Wakefield** – Wakefield offers an excellent quality of life for employees with affordable housing, vibrant urban centres, green spaces and leading tourism attractions.

Wakefield’s **world-class creative and sculptural heritage** has helped to put the District on the map and this creative DNA provides an ideal environment for businesses looking to innovate.

Working with the Wakefield Place Board, the Wakefield Ambassador Programme and key partners, the above advantages will be promoted to targeted businesses, to change perceptions in key sectors. This same environment and assets will support Wakefield in its retention of businesses as well as securing investment from businesses already in the District.

ii. Work proactively to attract inward investment from businesses at the forefront of reinventing Wakefield’s traditional industries

Through the promotion of Wakefield’s track record of growing businesses at the forefront of these sectors, the Strategy will aim to attract UK and FDI investors that will create more sustainable, skilled jobs into the future.

As evidence shows, the US is by some way the largest single source of investment globally and into the UK and that applies across these sectors. Behind the US and UK, we will explore opportunities from mainland Europe, focusing on our near neighbours and Germany.

Working with partners in the Leeds City Region, Wakefield will review the potential benefits of building relationships with less developed markets across Europe.

Our focus sectors and key messages:

Advanced Manufacturing and Advanced Logistics

Key stats

Leeds City Region has high concentrations of manufacturing (11.4% of employment compared to 8% nationally)

There are 800 manufacturing businesses in Wakefield, employing 19,000 people (12.3% compared to 8% nationally)

Transportation and storage employs 17,000 people in Wakefield District (11% compared to 4.9% nationally)

Manufacturing generating £1.1bn of GVA and 28% of Wakefield's turnover

In the current climate this creates a unique opportunity, as 32% of manufacturers recently indicated to EY they are likely to re-shore activities to the UK, creating opportunities in the longer term



Traditional industries account for 43.3% of jobs in Wakefield

Wakefield attractiveness

Unrivalled connectivity to the UK and beyond

Industry expertise and innovation

Home to leading brands

Region with access to a rich talent pool

Affordability and availability of space within a strategic location

Free and confidential packages of services from Wakefield First that are tailored to individual business needs

Nearshoring and reshoring opportunities for manufacturing



Wakefield Strengths - Haribo, Reaction 9, New Cold, Broadcut Farm, Ferrybridge, Havertop Lane, Production Park

Our focus sectors and key messages:

Construction

Key stats

5.8% of jobs in Wakefield are in construction compared to 4.9% nationally

Construction employs 9,000 people in Wakefield

In the 6 months prior to October 2020 the construction sector saw month-on-month growth

Wakefield attractiveness

Unrivalled connectivity to the UK and beyond

Affordability and availability of land

Centrally located

Located on the East Coast Mainline with access to Leeds and London

Good quality of life

Highly rated independent schools

Urban centres and access to Yorkshire countryside



Repurposing our centres, City Fields

Health and Social Care

Key stats

14.2% of jobs in Wakefield are in Health & Social Care compared to 13.1% nationally

Health and Social Care employs 22,000 in Wakefield

Wakefield attractiveness

Unrivalled connectivity to the UK and beyond

Located on the East Coast Mainline with direct connections to Leeds and London



Wakefield Strengths - Research and innovation at NHS Pinderfields, Spectrum Community Healthcare, Connexus

iii. Proactively seek inward investment from Wakefield's emerging and supporting sectors

Create localised clusters to attract business to invest within the District, to provide the skilled jobs of the future whilst supporting Wakefield's traditional sectors to become greener and more technologically and digitally aware. Clusters of existing expertise, innovative companies and sector networks will make Wakefield well-placed to attract further investment from the UK and beyond:

Green Economy Cluster

Use Wakefield's track record in manufacturing and available affordable space to attract green economy manufacturing businesses to Wakefield. Work with developers and sector groups to identify flagship initiatives to encourage greener business to invest in the District.



Wakefield Strengths: the SSE development site within close proximity to a green multi-fuel station

Professional Services Cluster

With technology influencing the ways of working within the sector, utilise Wakefield's connectivity and existing Cheapside and King Street Cluster to attract value seeking Professional Services to the city.

Explore opportunities to create flexible office accommodation within the centre of Wakefield to mitigate reduced footfall from former retail unit vacancies.



Wakefield Strengths: Chadwick Lawrence, Minster Law, Beaumont Legal, FDS

Digital and Technology Clusters

We recognise that the way people work is changing and digital roles, in particular, are becoming highly mobile. Wakefield's proximity to Leeds and Sheffield - and connectivity to London - alongside its attractive housing offer, will be used to attract investment in the digital & technology sector, as well as the increasingly mobile, skilled workforce that it relies upon.

Use the supply chain and reach our anchor businesses within the sector to attract inward investment opportunities.



91% of all digital FDI takes place within 50km of a 'core city'⁷



Wakefield Strengths: Team 17, Production Park, WX3, Rutland Mills, Creative Wakefield Network and access to over 200,000 university students

7. EY 2020 EY UK Attractiveness Survey, Autumn Update, November 2020

iv. Identify inward investment opportunities that will support the repurposing of Wakefield's city and town centres

Recognising current challenges faced by urban centres, identify inward investment opportunities that will drive footfall into the city and town centres.

Embrace the District's aims to re-purpose these areas by attracting cultural and outdoor attractions that will support the experience of visitors to the District; whilst increasing footfall, for the benefit of sectors such as retail, leisure and hospitality.

v. Provide FDI and UK businesses and investors with tailored account management support throughout, including aftercare

Handle all local, national and international enquires from outside the District in a responsive, timely and professional manner, ensuring that all potential companies and significant investors receive high quality support tailored to their needs. The support level a business will receive will be defined using a three-stage system to allow prioritisation and focus on securing investment from companies from target sectors and markets.

The qualification criteria for each level is below:

Significant Impact on Jobs & Skills

- High quality investor/company and industry leader based within priority sectors with clear investment plans and timeframe
- FDI from identified markets and Inward Investment looking to export
- Potential to create good quality jobs: decent pay, secure contracts and opportunity to upskill
- Businesses with sustainable, transferrable skill sets such as digital, engineering, green manufacturing and construction, professional/business services and nursing

Medium Impact on Jobs & Skills

- Investor/company is based in a priority sector with less clear plans or timeframe
- More limited job creation potential
- FDI from identified or emerging market or UK investment from target sector

Limited Impact on Jobs & Skills

- Company/organisation not in a priority sector and with unclear long term plans
- Limited benefit to the jobs market
- UK or FDI not from an identified target sector or market

Each tier will all be delivered with a different level of account management. Our promise to each tier is to:

Significant Impact on Jobs & Skills

- We will assign a dedicated key accounts officer to provide a confidential and tailored service to manage relations, support the client through internal processes such as planning and deliver a smooth transition into the Wakefield District.
- We will facilitate introductions with senior, corporate officials at the West Yorkshire Combined Authority, Wakefield Local Authority and political representatives. The aim is to establish support for the development and provide the ability to lobby for additional interventions.
- We will ensure effective use of LCR strategic investment funds. A 'soft landing' package of support for new investors to the region/ country.
- We will provide referrals to wider national support where required. This includes support from DIT and future funding available through the Shred Prosperity Fund.
- We will explore and facilitate networking opportunities with the Wakefield District business community to enable connections with Wakefield businesses and connect businesses to potential supply chain businesses.
- We will work with our clients in supporting them to undertake completion of skills planning documents required for planning purposes.
- We will support businesses with upskilling and the recruitment of new employees through local provision including STEP UP.
- We will identify opportunities for Apprenticeship Levy Transfer.
- We will provide an aftercare programme for Key Accounts which will support the growth of the investor. This includes access to programmes and support available by the Council and its partners.

Medium Impact on Jobs & Skills

- We will assign a dedicated key account officer to manage relations and update on investor/ company progress.
- We will facilitate introductions with middle management officer at the West Yorkshire Combined Authority, Wakefield Local Authority and political representatives.
- We will facilitate referrals to wider City Region support such as the business growth programme and the revolving investment fund.
- We will support businesses with upskilling and the recruitment of new employees through local provision including STEP UP and Apprenticeship Levy Transfer.
- We will provide an aftercare programme for Key Accounts which will support the growth of the investor. This includes access to programmes and support available by the Council and its partners.

Limited Impact on Jobs & Skills

- We will offer a site selection service for companies looking to invest into the area and offer support to guide them through the relocation process.
- We will inform and encourage businesses to utilise appropriate support services such as recruitment of new employees through local provision including STEP UP and Apprenticeship Levy Transfer.

vi. Work with planners to ensure that there is a strategic approach to the allocation of land, which supports our vision

Wakefield's Local Plan will allocate sufficient land to support our ambition to encourage investment and clustering, which will diversify Wakefield's business base in line with our vision. The Local Plan provides a framework for future developments, with a general scope for potential land use. By working with agents and landowners to masterplan sites, it will facilitate clustering in key sectors and encourage investment from businesses seeking to innovate and create skilled jobs.

vii. Continually develop and improve the quality of our data and insight, using this intelligence to identify trends and target inward investment

Collect the right information at the right time, so we can better understand local business activity and Wakefield's key assets, to formulate messages to promote the District.

Identify local, national and international trends to allow us to recognise and develop opportunities to attract inward investment.

Use data and insight to measure the impact of inward investment activity within the District.

Detailed Aims, Objectives and Measures are set out in Appendix B.



Appendices

Appendix A: business support delivery plan - aims, objectives and measures

Aims Our overall aims are to:	Objectives Over the next 3-5 years we will:	Measures We will have been successful if we see:
<p>i. Focus business engagement activity on businesses that will contribute to the prosperity and wellbeing of people across the District</p>	<p>Use a business diagnostic to triage and classify businesses and assess how much support to provide, based on the following characteristics:</p> <ul style="list-style-type: none"> • Willing and able to explore new ways of working to ensure survival and growth • Prepared to take managed risks to innovate in a radically changing environment • Planning to recruit or upskill people, investing in their employees' futures as well as their own business ambitions • Committed to investment in their own sustainability, growth an environmental impact • Committed to driving equality in business • Planning to start up a female-led business in a traditionally male sector • Planning to start up an enterprise led by the BAME community 	<ul style="list-style-type: none"> • An increase in the number of businesses using Wakefield First services • An improved business survival rate • An increase in employment rate • An increase in average salary rate • An increase in average skills attainment level • An increase in patents granted • A reduction in carbon emissions • Increase in start-up, growth, and inward investment by the BAME community • Increase in start-up, growth, and inward investment of female-led businesses
<p>ii. Focus on supporting businesses in key sectors, adjusting the business support offer according to each business's unique contribution to the Wakefield economy</p>	<p>We recognise that in these rapidly changing times there may be fluidity and interdependency between sectors. Our sector focus will be reviewed periodically to ensure that we are maximising opportunities locally.</p> <p>a) Wakefield's traditional industries...reinvented</p> <p>The following sectors are traditionally strong in Wakefield. The economy will be strengthened by enabling them to innovate and reinvent themselves locally, to create more and better jobs, whilst recognising that some lower level jobs may be under threat from automation:</p> <ul style="list-style-type: none"> • Advanced Manufacturing and Advanced Logistics • Greener, more technologically advanced construction • Health and Social Care <p>The approach will be to actively engage businesses that are able to create skilled jobs and provide training and progression opportunities for their employees, working collaboratively with specialist partners and representative bodies to ensure that these businesses are supported to innovate, use green and digital technologies and upskill their workforce; so they survive and thrive over the next decade.</p> <p>b) Emerging and enabling sectors</p> <p>These sectors are underrepresented in Wakefield but have the potential to grow and create skilled jobs locally, whilst also bringing specialist skills and knowledge to the rest of Wakefield's business base:</p> <ul style="list-style-type: none"> • Green Economy businesses • Creative and Digital • Business and Professional Services 	<ul style="list-style-type: none"> • A record of active engagement with businesses in traditional, emerging and at risk sectors • Sector growth by number of businesses and employees • An innovation network established to encourage clustering, collaboration and investment in R&D • A sector-led skills partnership established • An increase in the number of individual workforce investment strategies prepared by businesses • Increased number of businesses developing skills plans • Increased number of employers engaged in workforce development plans • Increased number of employees supported to up-skill through STEP UP • An increase in export activity • An increase in average skills attainment level

Aims Our overall aims are to:	Objectives Over the next 3-5 years we will:	Measures We will have been successful if we see:
<p>ii. Focus on supporting businesses in key sectors, adjusting the business support offer according to each business's unique contribution to the Wakefield economy</p>	<p>The approach will be to actively engage with these businesses, helping them to connect and collaborate with Wakefield's more traditional businesses, sharing knowledge and ideas to create a more highly skilled, innovative business base in Wakefield, which takes advantage of new technologies and invests in greener growth.</p> <p>c) Sectors at risk</p> <p>Recognising that this sector currently faces significant challenges, business recovery will be undertaken in a targeted, cost effective way; actively engaging with businesses to understand the challenges and opportunities they face locally and connecting them to the support they need to upskill and survive in a new trading landscape.</p> <ul style="list-style-type: none"> Retail, Leisure and Hospitality <p>This sector is not forecast to grow and create new jobs but is key to Wakefield's foundational economy and employment base, whilst underpinning the identity of our local places. Cultural and outdoor attractions support the experience of anyone visiting the District and are vital drivers of footfall into the city and town centres.</p> <p>Support business innovation: Encourage clustering, collaboration and investment in R&D by developing an innovation network, working with other local centres (Sheffield AMRC), private sector partners (such as Pure Technology Group), the creative and digital sector locally (via WX3, Rutland Mills and Production Park), Leeds University / MIT REAP and Leeds Beckett University Business Centres.</p> <p>Promote and encourage collaboration, recognising the interdependence of some of these sectors, link in with programmes that are available at a City Region level and also recognise the role of the public sector, as an employer and from a procurement perspective.</p> <p>Develop a sector-led skills partnership to understand what skills will be needed by businesses across the District, to support sustainability and growth over the next 5-10 years, especially those in the sectors identified above.</p> <p>Support key existing and potential businesses to develop workforce investment strategies and training plans, based on business diagnostics.</p> <p>Recessionary Support: Provide a package of support for businesses affected by the economic recession, focusing on businesses sustainability and resilience.</p> <p>Support businesses to export more, with an increasingly global focus, by working with the Chamber of Commerce and DIT to:</p> <ul style="list-style-type: none"> explore new markets that are growing increase the number of businesses exporting increase the volume of exports increase service exports that take advantage of technological developments such as virtual and augmented reality, cloud computing, big data and artificial intelligence 	<ul style="list-style-type: none"> Economic resilience demonstrated in comparison with regional and national averages in terms of: <ul style="list-style-type: none"> Business births/deaths/survival Economic recovery Investment in key sectors

Aims Our overall aims are to:	Objectives Over the next 3-5 years we will:	Measures We will have been successful if we see:
<p>iii. Encourage indigenous business growth and re-investment into the District from Wakefield's key sectors</p>	<p>Work with Wakefield based businesses to identify and support opportunities to locate other UK based activity to this District, as well as opportunities to re-shore manufacturing and supply chain activity that is currently delivered overseas, to create more jobs here.</p> <p>Recognise the role of the public sector as a major employer and a vital part of the procurement landscape.</p>	<ul style="list-style-type: none"> • An increase in the value of inward investment • An improved business survival rate • An increase in the performance rates of partners • Economic recovery
<p>iv. Work cooperatively to support Wakefield's businesses and third sector organisations</p>	<p>Maximise opportunities for sustainable employment across the District by working collaboratively with other stakeholders to ensure that business are able to benefit from support, networking and peer-to-peer learning.</p> <p>Take a partnership approach to supporting innovation and growth to ensure that business collaboration drives a district economy that is greater than the sum of its parts.</p> <p>Work with Wakefield Council's Tourism team to link with the Tourism Recovery Plan and develop a more long-term tourism strategy, to include opportunities for tourism sector investment and increased footfall into the District.</p> <p>Develop a 'One Wakefield' approach, bringing together a unified offer for businesses, embracing and acting on our strengths and using our relationships with stakeholders to create added value for businesses:</p> <ul style="list-style-type: none"> • Develop a digital diagnostic, so we can engage with all types of business but target the most intensive, internal resource where it will have greatest impact, delivering our offer via the right platforms and focusing resources according to benefits for the District. • Support innovation and growth by working with key partners to ensure that business collaboration drives a District economy that is greater than the sum of its parts. • Work collaboratively with partners to fully map support for businesses across the District, developing a consistent approach to diagnosis of business needs and identification of support providers. • Create a clear and focused offer for businesses across all stages, sizes and sectors, simplifying access to support and identifying any areas of market failure. • Embrace economic diversity and clarify the support offer to smaller SMEs and business to consumer, ensuring that every business is able to identify which partners would be best placed to support them. • Support social enterprises, working in partnership with 3rd sector partners such as NOVA. • Identify opportunities for businesses to upskill their workforce and refer these businesses to our innovated Employment and Skills Brokerage Service - STEP UP for further support. • Work with partners to provide a range of networking opportunities, which provide opportunities for peer learning and promote innovation. 	<ul style="list-style-type: none"> • A digital diagnostic developed to deliver our offer via the right platforms • A consistent approach to diagnostics developed • Networking opportunities established, working with partners

Aims Our overall aims are to:	Objectives Over the next 3-5 years we will:	Measures We will have been successful if we see:
v. Identify opportunities for new business start-up activity within the District	Take a decentralised approach to support that empowers local people to explore self-employment. Nurture a start-up culture by providing virtual and physical resources to support incubation and acceleration, so that businesses are supported to move from start-up to scale-up to level-up, creating jobs and prosperity within their local communities.	<ul style="list-style-type: none"> • An increase in business start-up rate • An improved business survival rate • An improved start-up culture
vi. Drive equality and inclusivity in business across the District	If we are to create a truly diverse business base, we have to acknowledge that access to opportunity is not equal and that equality should not be an afterthought. We will diversify our business base by encouraging, attracting, growing and retaining businesses from a broad range of ethnic, gender and socio-economic backgrounds. We will commit to: <ul style="list-style-type: none"> • Challenge cultural norms and promote a change in attitude towards different social, ethnic and gender groups, both internally and externally • Seek funding to support the introduction of an Equality and Diversity Charter, led by a funded specialist who can work with internal and external stakeholders to instigate change through education, training and meaningful conversation • Improve access to investment for non-white and non-male businesses • Use positive discrimination to increase access to and uptake of ideation, acceleration and incubation support, collaborating with local and regional partners to encourage Innovation Driven Entrepreneurs from under-represented communities • Raise Wakefield's profile as an inclusive district for all, encouraging inward investment from non-white / non-male led businesses • Utilise hyper-local delivery models to achieve increased uptake of start-up and growth support from under-represented communities • Link with programmes that support our most disadvantaged young people to prepare for and transition to adult life, enabling these young people to access support to explore opportunities for self-employment, where appropriate; in line with the Council's responsibilities as a Corporate parent 	<ul style="list-style-type: none"> • An increase in non-male led businesses starting up in male led sectors • Increase in businesses adopting and implementing equality and diversity policies in their businesses • Increase in start-up from under-represented communities • More BAME businesses in high growth sectors • Better stakeholder representation at an internal and external board level • An increase in IDE's from under-represented groups • Investment into the District from businesses led by under-represented individuals
vii. Simplify access to business support across the District	Develop a highly localised, nationally recognised, digitally driven portal for businesses in the District looking to engage, collaborate or seek support. Provide access to up to date and fit for purpose digital resources. <ul style="list-style-type: none"> • Develop a web-based resource that integrates a digital diagnostic process, enabling the needs of each business to be fully understood at a given point in time. • Create a digital library of shared knowledge and resources, so businesses know where to go, how to grow and can access relevant case studies and information, as well as links to local events. • Ensure that businesses are able to get the most from this new way of working by encouraging self-diagnosis and learning. Deliver online 'how to' sessions to explain how to identify and access support. 	<ul style="list-style-type: none"> • A web-based resource with digital diagnostic developed • A digital library of resources established • Online 'how to' sessions being delivered • Links with local Universities maintained • Ambitions for University status closer to being realised

Aims Our overall aims are to:	Objectives Over the next 3-5 years we will:	Measures We will have been successful if we see:
<p>vii. Simplify access to business support across the District</p>	<p>Build and maintain close links with local Universities - Leeds University (incl. NEXUS), Leeds Beckett University Centres, AMRC in Sheffield and University of Huddersfield's 3MBIC, ensuring that local businesses are able to tap into this knowledge base.</p> <p>Backstage Innovation Hub and Rutland mills have established a physical cluster of creative and music industry activity, with a national presence and unique HE offer; working toward an international reputation, operating in a global market.</p> <p>Bring together business leaders with Wakefield College to realise the Local Authority's ambitions for University Status in Wakefield.</p>	
<p>viii. Engage businesses to improve the scope and reliability of our data and insight</p>	<p>Engage with businesses, using data and insight to identify trends, understand the needs of businesses, target our resources accordingly and solve problems better.</p> <p>Introduce local sector groups to share insight and encourage collaboration.</p> <ul style="list-style-type: none"> Actively engage local business leaders through these targeted focus groups and surveys to understand future investment needs and opportunities. Use this insight to devise, develop and shape new programmes of support, so we can meet the needs of businesses now and in the future. <p>Work with businesses to identify the skills they will need to succeed.</p> <p>Share insight into future business skills needs with partners, in line with the Employment and Skills Strategy.</p> <p>Continually develop the approach to data capture to ensure that it is robust and reliable.</p> <ul style="list-style-type: none"> Review and improve data management, to achieve real-time insights into business and economic needs; allowing us to forecast trends and pivot resources effectively and efficiently. 	<ul style="list-style-type: none"> Local sector groups introduced Business insight used to develop programmes of support An improved data management system which enables reliable insight to be delivered

Appendix B: inward investment delivery plan - aims, objectives and measures

Aims Our overall aims are to:	Objectives Over the next 3-5 years we will:	Measures We will have been successful if we see:
<p>i. Raise awareness of the Wakefield District as an investment location and improve perceptions of our city and town centres</p>	<p>Skills availability, quality of life, connectivity and access to development land forms part of an investor's decision-making process. The Strategy will promote Wakefield with the following key themes:</p> <ul style="list-style-type: none"> • Businesses will find value for money and economic opportunity in Wakefield. There is untapped potential in Wakefield, whilst we might not be the obvious choice, those looking for return on investment will find that Wakefield is the perfect choice. • Capitalise on connectivity – Wakefield is connected in every sense of the word, offering businesses direct access to the UK road and rail network, including motorways and the East Coast Mainline. 95.6% of Wakefield premises have access to superfast broadband. • Access to a talent pool of 2.1 million people, 11 Universities and over 200,000 students within a 35 mile radius. • Developer confidence – A buoyant advanced logistics and manufacturing has stimulated investor confidence and speculative development, providing a return on investment. • Experience Wakefield – Wakefield offers an excellent quality of life for employees with affordable housing, vibrant urban centres, green spaces and leading tourism attractions. Wakefield's world-class creative and sculptural heritage has helped to put the District on the map and this creative DNA provides an ideal environment for businesses looking to innovate. <p>Working with the Wakefield Place Board, the Wakefield Ambassador Programme and key partners, the above advantages will be promoted to targeted businesses, to change perceptions in key sectors. This same environment and assets will support Wakefield in its retention of businesses as well as securing investment from businesses already in the District.</p> <ul style="list-style-type: none"> • Work collaboratively with internal and external partners to deliver legacy leaving activity that promotes Wakefield as a great place to live and work to target audiences. • Define and promote 'Invest Wakefield' as a section within Wakefield First • Utilise PR, marketing campaigns and event attendance to share the Wakefield story and ensure messages of high quality, affordable housing, green space, transport links, schools and visitor attractions are implemented in all Inward Investment activity. • Build and develop a Wakefield Ambassador Programme with We Are Wakefield to create an active sales voice for Wakefield that maximises exposure and influence from key business professionals across the District. • Work with trade and investment bodies to influence their communications of Wakefield when promoting the city, district, region or nation. • Identify and co-ordinate attendance for Wakefield representatives at key investment events, to promote the Place. 	<ul style="list-style-type: none"> • We are working collaboratively with the Place Board to secure investment into the District • The Wakefield Ambassador Programme is able to evidence some influential activity to target sectors as a result of its engagement with senior business officials • Evidence of Wakefield being talked about on an international level and press coverage generated within target markets, in line with Place messaging • Perceptions of Wakefield as a place to do businesses in the North improving • An improved business retention rate • An increase in attraction of new FDI into Wakefield • 'Invest Wakefield' developed as part of Wakefield First delivery activity • High quality messages implemented in all Inward Investment activity • Attendance at key investment events to promote the Place

Aims Our overall aims are to:	Objectives Over the next 3-5 years we will:	Measures We will have been successful if we see:
<p>ii. Work proactively to attract inward investment from businesses at the forefront of reinventing Wakefield's traditional industries</p>	<p>Through the promotion of Wakefield's track record of growing businesses at the forefront of these sectors, the Strategy will aim to attract UK and FDI investors that will create more sustainable, skilled jobs into the future.</p> <p>Behind the US and UK, we will explore opportunities from mainland Europe, focusing on our near neighbours and Germany.</p> <p>Working with partners in the Leeds City Region, Wakefield will review the potential benefits of building relationships with less developed markets across Europe.</p> <ul style="list-style-type: none"> • Deliver targeted marketing and communications activities to target sectors and markets. • Work with business support partners to identify and explore inward investment opportunities in the supply chains of indigenous businesses. • Explore opportunities for Foreign Direct Investment through the showcasing of Wakefield's business base via sector specific case studies. • Target high net worth individuals locally to identify opportunities for business start-up and inward investment. Explore opportunities to increase angel investment in the District. • Work collaboratively with key businesses in clusters to facilitate projects and opportunities for growth. • Work with AD:Venture and Wakefield First to explore and promote opportunities for start-ups and spin-outs. • Maximise green economy opportunities within each of our key sectors, particularly digital and manufacturing. It is anticipated that these companies will create high value, sustainable job opportunities, bringing potential for growth, whilst contributing to the sustainability and wellbeing of the District. • Identify key projects that will showcase Wakefield's commitment to greener business. • Proactively promote the District's clusters as an opportunity for the District to differentiate itself in a competitive market place to attract investors and their supply chains. • Work with planning to ensure a focused, disciplined planning approach supports diversification including R&D, as the Council works with developers to ensure that space is focused on the types of businesses. • Exploit developments at the Backstage Innovation Hub and Rutland mills to establish a cluster of creative and music industry activity, with a national presence and unique HE offer; working toward an international reputation, operating in a global market. • Work with planning to ensure local, physical built space for R&D complements university-led R&D. 	<ul style="list-style-type: none"> • Diversification of Wakefield's business base • Growth in the number of businesses from identified key sectors • An increase in the number of businesses investing into Wakefield from key markets: <ul style="list-style-type: none"> o USA o UK o Mainland Europe • Targeted marketing and communications delivered • Local physical built space for R&D complements university-led R&D

Aims Our overall aims are to:	Objectives Over the next 3-5 years we will:	Measures We will have been successful if we see:
<p>iii. Proactively seek inward investment from Wakefield's emerging and supporting sectors</p>	<p>Create localised clusters to attract business to invest within the District, to provide the skilled jobs of the future whilst supporting Wakefield's traditional sectors to become greener and more technologically and digitally aware.</p> <p>Clusters of existing expertise, innovative companies and sector networks will make Wakefield well-placed to attract further investment from the UK and beyond:</p> <p>Green Economy Cluster Use Wakefield's track record in manufacturing and available affordable space to attract green economy manufacturing businesses to Wakefield.</p> <p>Work with developers and sector groups to identify flagship initiatives to encourage greener business to invest in the District.</p> <p>Digital and Technology Clusters We recognise that the way people work is changing and digital roles, in particular, are becoming highly mobile. Wakefield's proximity to Leeds and Sheffield - and connectivity to London - alongside its attractive housing offer, will be used to attract investment in the digital & technology sector, as well as the increasingly mobile, skilled workforce that it relies upon.</p> <p>Use the supply chain and reach our anchor businesses within the sector to attract inward investment opportunities.</p> <p>Professional Services Cluster With technology influencing the ways of working within the sector, utilise Wakefield's connectivity and existing Cheapside and King Street Cluster to attract value seeking Professional Services to the city.</p> <p>Explore opportunities to create flexible office accommodation within the centre of Wakefield to mitigate reduced footfall from former retail unit vacancies.</p>	<ul style="list-style-type: none"> • Localised clusters established in emerging sectors • Flagship green initiatives identified • Flexible office accommodation created within the centre

Aims Our overall aims are to:	Objectives Over the next 3-5 years we will:	Measures We will have been successful if we see:
<p>iv. Identify inward investment opportunities that will support the repurposing of Wakefield's city and town centres</p>	<p>Recognising current challenges faced by urban centres, identify inward investment opportunities that will drive footfall into the city and town centres.</p> <p>Embrace the District's aims to re-purpose these areas by attracting cultural and outdoor attractions that will support the experience of visitors to the District; whilst increasing footfall, for the benefit of sectors such as retail, leisure and hospitality.</p> <ul style="list-style-type: none"> • Recognising current challenges faced by our urban centres, identify inward investment opportunities that will drive footfall into our city and town centres. Embrace the District's aims to re-purpose these areas by attracting cultural and outdoor attractions that will support the experience of visitors to our district; whilst increasing footfall, for the benefit of sectors such as retail, leisure and hospitality. • Work with colleagues in Regeneration and Planning to ensure activity is aligned to the Town Improvement Plan and Master Plan. • Work with Wakefield Council's Tourism team to develop the Destination Management Plan, to include opportunities for tourism sector investment into the District. • Work collaboratively to ensure all 'Why Wakefield' investment messages carry the Wakefield First business support function messaging and also ensure alignment with 'Experience Wakefield' messaging where appropriate. • Promote Wakefield as a destination where businesses can be connected to local people with the right skills, attitudes and behaviours to support their sustainability and growth particularly: <ul style="list-style-type: none"> o Logistics – upskilled employees in this sector become skilled technicians, supporting advanced manufacturing, automated production and advanced logistics o Health and Social Care – people previously employed in retail retrained to fill roles in this sector • Work with the Wakefield First team and colleagues in Employment and Skills to identify what skills businesses will need over the next 10 years, in line with the Employment and Skills strategy and Wakefield's aspiration to become a Learning City and District. • Funnel leads and identify sites to find the right way to create clustering in identified key sectors working with planning and agents. • Advanced planning framework – using local plans so developers can identify sites, uses and clear policy guidelines. 	<ul style="list-style-type: none"> • Increase footfall in city and town centres • Destination Management Plan developed • All 'Why Wakefield' investment messaging contains Wakefield First business support messaging • Skills needs for the next 10 years identified

Aims Our overall aims are to:	Objectives Over the next 3-5 years we will:	Measures We will have been successful if we see:
<p>v. Provide FDI and UK businesses and investors with tailored account management support throughout, including aftercare</p>	<p>Handle all local, national and international enquires from outside the District in a responsive, timely and professional manner, ensuring that all potential companies and significant investors receive high quality support tailored to their needs.</p> <p>The support level a business will receive will be defined using a three-stage system to allow prioritisation and focus on securing investment from companies from target sectors and markets.</p> <ul style="list-style-type: none"> • Provide potential investors and companies with bespoke tailored collateral dependent on their sector and their needs and knowledge of the District. • Build a dedicated section of the Wakefield First website for new investors to the area 	<ul style="list-style-type: none"> • Smooth transition of new businesses into the District • Improvements in our internal processes to benefit businesses and investors • Retention of business within the District, including those who export outside of the District • Wakefield First business support services are being used by new businesses into the District • The Wakefield First offer is prominent within Invest Wakefield activity
<p>vi. Work with planners to ensure that there is a strategic approach to the allocation of land, which supports our vision</p>	<p>Wakefield's Local Plan will allocate sufficient land to support our ambition to encourage investment and clustering, which will diversify Wakefield's business base in line with our vision.</p> <p>The Local Plan provides a framework for future developments, with a general scope for potential land use. By working with agents and landowners to masterplan sites, it will facilitate clustering in key sectors and encourage investment from businesses seeking to innovate and create skilled jobs.</p>	<ul style="list-style-type: none"> • Clustering plans and sites identified
<p>vii. Continually develop and improve the quality of our data and insight, using this intelligence to identify trends and target inward investment</p>	<p>Collect the right information at the right time, so we can better understand local business activity and Wakefield's key assets, to formulate messages to promote the District.</p> <p>Identify local, national and international trends to allow us to recognise and develop opportunities to attract inward investment.</p> <p>Use data and insight to measure the impact of inward investment activity within the District:</p> <ul style="list-style-type: none"> • Actively seek and gather relevant data and insight from local, regional and national sources, to enable the team to spot trends, identify opportunities and measure performance. • Develop key metrics that will enable us to promote Wakefield's unique assets, such as labour market information and analysis, business sector and occupation analysis and the flow of talent into and from surrounding areas. • Use data and trend analysis to shape marketing and promotion activity tools and audiences to ensure Wakefield is being promoted to the right people, in the right way with the right message. 	<ul style="list-style-type: none"> • We are working in a more pro-active business development style rather than reactive • Our marketing and communications activity is sharing up to date facts and figures with investors

Appendix C:

Employment by occupation (Oct 2019-Sep 2020)

	Wakefield (Numbers)	Wakefield (%)	Yorkshire And The Humber (%)	Great Britain (%)
Soc 2010 Major Group 1-3	58,600	36.6	45.1	49.2
1 Managers, Directors And Senior Officials	12,100	7.5	9.9	11.5
2 Professional Occupations	22,100	13.8	20.3	22.3
3 Associate Professional & Technical	24,500	15.3	14.7	15.2
Soc 2010 Major Group 4-5	37,300	23.3	19.6	19.5
4 Administrative & Secretarial	18,900	11.8	9.5	9.9
5 Skilled Trades Occupations	18,400	11.5	10.1	9.5
Soc 2010 Major Group 6-7	29,100	18.1	17.1	15.9
6 Caring, Leisure And Other Service Occupations	16,200	10.1	9.9	9.0
7 Sales And Customer Service Occs	12,800	8.0	7.2	6.9
Soc 2010 Major Group 8-9	35,100	21.9	18.2	15.3
8 Process Plant & Machine Operatives	13,700	8.5	7.2	5.6
9 Elementary Occupations	21,400	13.3	11.0	9.7

Source: ONS annual population survey

Notes: Numbers and % are for those of 16+

% is a proportion of all persons in employment

Appendix D:

Employee jobs (2019)				
	Wakefield (Employee Jobs)	Wakefield (%)	Yorkshire And The Humber (%)	Great Britain (%)
Total Employee Jobs	155,000	-	-	-
Full-Time	107,000	69.0	66.4	67.8
Part-Time	48,000	31.0	33.6	32.2
Employee Jobs By Industry				
B : Mining And Quarrying	100	0.1	0.1	0.2
C : Manufacturing	19,000	12.3	11.4	8.0
D : Electricity, Gas, Steam And Air Conditioning Supply	800	0.5	0.3	0.4
E : Water Supply; Sewerage, Waste Management And Remediation Activities	1,250	0.8	0.7	0.7
F : Construction	9,000	5.8	5.4	4.9
G : Wholesale And Retail Trade; Repair Of Motor Vehicles And Motorcycles	26,000	16.8	15.5	15.0
H : Transportation And Storage	17,000	11.0	5.1	4.9
I : Accommodation And Food Service Activities	8,000	5.2	6.5	7.7
J : Information And Communication	2,250	1.5	2.9	4.3
K : Financial And Insurance Activities	1,500	1.0	2.8	3.5
L : Real Estate Activities	2,500	1.6	1.3	1.7
M : Professional, Scientific And Technical Activities	7,000	4.5	6.9	8.8
N : Administrative And Support Service Activities	13,000	8.4	8.4	8.9
O : Public Administration And Defence; Compulsory Social Security	9,000	5.8	4.4	4.4
P : Education	11,000	7.1	9.5	8.7
Q : Human Health And Social Work Activities	22,000	14.2	14.2	13.1
R : Arts, Entertainment And Recreation	2,500	1.6	2.3	2.5
S : Other Service Activities	2,500	1.6	2.1	2.0
Source: ONS Business Register and Employment Survey : open access				
- Data unavailable				
Notes: % is a proportion of total employee jobs excluding farm-based agriculture				
Employee jobs excludes self-employed, government-supported trainees and HM Forces				
Data excludes farm-based agriculture				

Appendix E: Wakefield's Business Base

