



Partnership Board

3 December 2019

Summary report	
Item No:	23/19
Item:	Health and Growth – the Local Industrial Strategy
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Executive summary	
<p>This paper describes and outlines the opportunities to deliver improved health and care for the region through the development of the draft Local Industrial Strategy. The purpose is also to outline and discuss the opportunities to deliver on shared priorities between the West Yorkshire and Harrogate (WY&H) Five Year Strategy for Health and Care, and the Leeds City Regional Local Industrial Strategy.</p> <p>In 2017 the Government set out its plans for a National Industrial Strategy – to put the UK at the forefront of the industries of the future, ensuring the UK takes full advantage of global opportunities, focus on improving people’s lives and increase the country’s overall productivity. Within the National Industrial strategy, four challenges were set: Artificial Intelligence and data; Clean Growth; Ageing society; and Future of Mobility.</p> <p>The Local Industrial Strategy (LIS) is a response to the national strategy and is led by the Leeds City Region and West Yorkshire Combined Authority. The draft Local Industrial Strategy identifies the following priorities:</p> <ul style="list-style-type: none"> • Productivity of ideas; • People; • Business environment; • Infrastructure; and • Place. <p>The priorities within the Local Industrial Strategy strongly link to health and care, and there are some significant opportunities to better join up action between the Local Industrial Strategy and WY&H Five Year Strategy. A health focus enables us to address some of our biggest challenges in an inclusive way such as increasing productivity through healthy workplaces, and the scale of the goods and services that supply the health sector.</p> <p>Following discussions with both WY&H Health and Care Partnership and Leeds Enterprise Partnership members, the following four themes emerged as areas of action to collaborate on:</p> <ul style="list-style-type: none"> • Life – led - people’s lives being at the centre of our ambitions for regional growth and wellbeing • Climate – becoming leaders through investments, culture change and mitigation • Good work - good work drives good health, and good health enables good work • Ageing well - focus on the strengths that our older population brings to our region and co-produce with them the ideas and solution 	

Recommendations and next steps

The Partnership Board is recommended to:

- a) note the development of the Local Industrial strategy and its link to our work; and
- b) discuss and comment on the shared priorities for the region between Local Industrial Strategy and West Yorkshire and Harrogate Five Year Strategy for Health and Care.

West Yorkshire and Harrogate Health and Care Partnership Board

3 December 2019

Health and Growth – the Local Industrial Strategy

Purpose

1. To outline and discuss the opportunities to develop shared priorities between the West Yorkshire and Harrogate (WY&H) Five Year Strategy for Health and Care and the Leeds City Regional Local Industrial Strategy.
2. The Partnership Board is asked to:
 - a) note the development of the Local Industrial Strategy and its links to our work
 - b) discuss and comment on the proposal of shared priorities for the region between the Local Industrial Strategy and our WY&H Five Year Strategy for Health and Care.

Background

3. In 2017 the Government set out its plans for a National Industrial Strategy – to put the UK at the forefront of the industries of the future, ensure the UK takes full advantage of global opportunities, focus on improving people’s lives and increase the country’s overall productivity.
4. Guidance in the form of a policy prospectus of Local Industrial Strategies (LIS) followed in early October 2018. The guidance highlighted that agreeing a Local Industrial Strategy will be a necessary condition for Local Enterprise Partnerships (LEPs) and Mayoral Combined Authorities to draw down any future local growth funding (or Shared Prosperity Funding). The prospectus also states that Local Industrial Strategies should remain strategic documents and not contain any proposals that require new funding or have spending implications outside of existing budgets available to local areas.
5. The Leeds City Region Enterprise Partnership is therefore in the final stages of developing a Local Industrial Strategy for the LEP areas which will focus on bold steps aimed at boosting productivity and driving inclusive and clean growth for a post-2030 economy.
6. Priorities for the LIS have been identified against the five foundations of productivity – People, Place, Infrastructure, Ideas and Business Environment. At the LEP Board away day in September members reviewed the draft LIS priorities. Attendees were supportive of the LIS’ overarching Big Idea (“Healthy lives that improve wellbeing and productivity...”), but felt that more focus could be given to mental health and general wellbeing and their relationship to productivity and quality of life.

7. In addition, Government has set out four Grand Challenges – Clean Growth, Artificial Intelligence and Data, Future of Mobility and Ageing Society. Work has been undertaken to identify local strengths, assets and opportunities, in order to demonstrate how and where Leeds City Region can contribute to one or more of these global challenges.
8. The LEP Board supported a focus on the Ageing Society and AI and Data Grand Challenges. It was accepted that these are logical choices given the overall ambition for healthy lives, and it was recognised that the region is able to play a leading role on these challenges rather than simply contributing to them. Many members however, wished to see the LIS respond to all four Challenges, arguing that they are interrelated and that the region is well-placed to connect all four given the diversity of the local economy. The LIS will therefore give greater emphasis to the Ageing Society and Data and AI challenges, but will still reference the region's contribution to meeting the other two challenges. Following the away day, the priorities and proposals have now been further developed and tested over the autumn.
9. Throughout the LIS development process conversations have been ongoing with colleagues from the WY&H Health and Care Partnership to ensure the health narrative and priorities within the LIS are aligned to the local health Five Year Strategy and that both strategies embed inclusive growth principles. On 21 October 2019 a Health and Growth workshop took place, where the alignment opportunities were discussed. There was agreement that joint work could be done on: Healthy Workplaces – including skills, employment retention support, mental health at work and flexible working; Climate – including carbon reduction, local supply chains; and Ageing Society – including housing, tech solutions and the future care workforce.
10. Throughout 2019, the West Yorkshire Combined Authority (WYCA) that hosts the Leeds City Region¹ (LCR) Local Enterprise Partnership (LEP) has been gathering the data and evidence to develop the Local Industrial Strategy. It has done this through economic analysis of existing data as well as commissioned research to complete gaps in our existing knowledge base. These include:
 - **Productivity Review**: greater analysis of productivity performance across the region, including analysis of sectors that have significant levels of low productivity firms.
 - **Understanding Innovation in the Region**: culture, capacity and potential for innovation across our business base.
 - **Health-Tech/Digital Health Audit**: seeks to better understand the nature of health-tech, particularly digital health, beyond the top line facts and figures, identifying genuine areas of distinctive strengths and opportunities across the region.
 - **Inclusive Growth**: defining what inclusive growth means in the context of the LIS and working towards a set of indicators in the context.
 - **Clean Growth Audit**: identify the current clean growth sectors and develop new areas of opportunity.

11. There have also been two calls for evidence, 80 consultation events and an expert panel to provide challenge, advice and critical review of the evidence base.
12. The initial economic analysis and associated commissions have been brought together with the consultation feedback to inform the draft priorities with a deadline for feedback of 18 November 2019.

Leeds City Region's Local Industrial Strategy - Draft Priorities

13. The draft strategy has an overarching Big Idea: Healthy lives that improve wellbeing and productivity - to harness the significant regional health assets, including our health-tech sector, to find innovative ways to tackle some of the region's biggest economic and social challenges and promote inclusive opportunity.
14. And a number of draft priorities across the foundations of productivity of ideas, people, business environment, infrastructure and place.
15. **Ideas** - We will:
 - a) support more businesses to engage in innovation activities – including supporting those businesses with growth potential to invest in research and development, investing in Big Ideas competitions and providing practical support to inspire the next generation of innovators;
 - b) facilitate partnerships to enable more academics to work with Small and Medium Enterprises to drive regional innovation – including encouraging the adoption of new technologies and leadership and management practices; and
 - c) develop a strong regional innovation brand – including campaign led activity around “Industry 4.0” (areas of modern manufacturing and technology such as cyber-physical systems, the Internet of Things, cloud computing or artificial intelligence).
16. **People** – We will:
 - a) develop a better-skilled, healthier and more flexible workforce and a fair progressive employment market – including widening and retaining the ‘pool’ of talent through integrated planning of housing, transport, skills and employment; as well as through improving educational attainment, social mobility and health outcomes; and
 - b) continue to promote and cultivate a responsive skills system with empowered local leadership – including agreeing delivery agreements with education institutions to configure the supply of skills needed for the City Region's future economy, aligned with sectoral opportunities.
17. **Business Environment** – We will:
 - a) boost productivity to improve people's pay and living standards and ensure the City Region contributes to the UK improving its global standing – including a strategic finance programme targeting scale-up firms, businesses transitioning to low carbon models and inward investors; and

- b) simplify and reform the business support ecosystem to ensure local employers get the support they require – including strengthening local supply chains by investigating the potential of using technology to improve the transparency of supply chains, boosting international trade and opportunities for suppliers and customers.

18. **Infrastructure** - We will:

- a) invest in infrastructure that is fit for purpose to accommodate future growth, demographic trends and future scenarios – including building an integrated approach to infrastructure delivery together with a pipeline of projects to meet the priorities of the Local Industrial Strategy; and
- b) ensure that infrastructure choices support long-term productivity and respond to future challenges, meeting the needs of communities to support clean and inclusive growth – including promoting economic and environmental resilience through infrastructure development, future proofing housing, reducing fuel poverty, to create healthy, sustainable communities and promoting choice and flexibility in the transport system to ensure affordable and inclusive modes of travel for all communities.

19. **Place** - We will:

- a) champion our diverse mix of towns, cities and rural areas, and harness the wide range of physical, natural and cultural assets - including ensuring all communities benefit from growth, co-ordinating action to ensure that policy drivers align with local priorities to build greener, healthier communities offering a good quality of life for all and building our approach to Inclusive Growth Corridors and Transforming Cities Fund to develop a holistic approach to policy making focused on the needs of communities; and
- b) nurture key partnerships, embracing and building on the distinctiveness of places to provide a healthy, clean and attractive environment which promotes wellbeing and productivity – including harnessing our extensive regional assets (including physical, human and natural capital) to improve productivity and developing a consistent approach to planning for natural capital and climate resilience, developing a cultural strategy for the City Region and adopting a people first approach to 'smart city thinking' that exploits technology and data effectively and intelligently to improve outcomes for all citizens across LCR.

Joining Up our Regional Ambitions for Health and Growth

- 20. It is immediately apparent that across each of the foundations for these draft Local Industrial Strategy priorities that there is a key link to health and care, and some significant opportunities to better join up action.
- 21. From an economic point of view, our region has nationally significant health assets, our regional approaches have strong alignment with all the foundations of productivity and there is significant scope for health in responding to the grand challenges.

22. A health focus enables us to address some of our biggest challenges in an inclusive way such as increasing productivity through healthy workplaces, and the scale of the goods and services that supply the health sector shows that this a core “industry” for our regional economy.
23. At the same time, we have been developing our WY&H Five Year Strategy for Health and Care, and in particular developing our approach to Improving Population Health. In late August 2019, a group of officers met to discuss the cross over agendas between the Industrial Strategy and the determinants of health. This helped to define priority determinants of health that have been included in WY&H Five Year Strategy section on Improving Population Health: good work, good homes, economic opportunity, climate, transport, sustainable places and community life. All of which are key to addressing overall health inequalities.
24. On Monday 21 October 2019 – the WY&H Partnership and WYCA jointly hosted a Roundtable for senior leaders across the WY&H Senior Leadership Executive, WYCA Inclusive Growth Panel and the LCR Local Industrial Strategy to jointly discuss our regional ambitions of health and growth, becoming the first region in the country to host joint senior-level discussions on both strategies.
25. The discussions were predictably wide ranging, but with clear commitment to working jointly on issues of shared concern, being open to making connections and understanding where the agendas naturally complement and align.
26. A number of areas were identified where attendees felt we could join up or align action, without the need for significant further investment. But also areas, where we might want to develop a single or small number of big ambitions. There were 4 very broad areas where attendees felt there could be joint action for improvement, particularly if all partners act as Anchor Institutions. These proposed areas are included here for discussion, comment and further refinement. It should be noted that they have not yet been shared with the LCR LEP Board.
27. Our proposal is to use the leverage of our partner organisations working to deliver two key regional strategies to maximise the impact we can have on areas of shared interest. Through these conversations, four key areas for improved collaboration on issues that overlap have already emerged. These are:
28. **Life-Led** - Our ambition is to be a region that understands and invests in lifetime health, both for our current population and for future generations. This means that we are serious about people’s lives being at the centre of our ambitions for regional growth and wellbeing – so our future investment and planning will reflect this.
 - a) We should aim to be a regional centre for applied research into the factors that determine health.
 - b) We should use our strengths in health and social science to attract further investment in research and focus on translating the evidence into actionable policy and practice.

- c) We should accelerate and mainstream our learning on community-led solutions and invest in the outcomes that deliver long term, sustainable wellbeing for future generations.
29. Potential area for joint development:
- a) As a region, we could put our support behind becoming home to The Nightingale - a new centre of innovation and research excellence envisaged by Nesta (read more here: <https://www.nesta.org.uk/report/nightingale/>) to develop the knowledge we need to improve the social, behavioural and environmental determinants of health.
 - b) The Nightingale (named in honour of Florence Nightingales contribution to public health) could unite local communities, global academic partners, technology companies and policy makers to create a whole system test bed for novel interventions and policies. It could provide a model for community co-production in research, harness the power of large scale linked datasets and create a critical mass of interdisciplinary expertise (health, education, social policy, urban design, transport, social justice, arts and culture) to develop and test the cost-effectiveness of interventions across system-wide outcomes and model their effects into the future.
 - c) On a similar scale – the Crick Institute has demonstrated the economic and scientific benefits of uniting interdisciplinary biomedical researchers and life science industry from across London and the South East. The vision for the Nightingale Institute is to replicate this success in the North of England focusing on more urgent and probably more impactful prevention research to improve physical and mental health.
 - d) We believe there is no better place to locate the Nightingale Institute, than at the heart of WY&H. Building on our existing broad and inclusive collaborations between our Health and Care Partnership, academic institutions, the Leeds City Region LEP and with the health tech sector, we have a powerful coalition that could become an international centre for prevention research.
30. **Climate** - We should aspire to become a global leader in responding to climate emergency:
- a) **Through mitigation:** reducing carbon through our buildings, our supply chains, how we travel and how we use digital technologies
 - b) **Through investment:** encouraging innovation, rethinking and developing climate friendly products and practices throughout our health and care system, investment in clean transport, green infrastructure and active travel
 - c) **Through culture change:** supporting our whole workforce to respond with practical changes, and ideas for more climate-friendly ways of working.

31. Potential areas for joint development:
- a) All partner organisations to develop a joint response to climate emergency and develop tailored plans for cutting carbon, eliminating waste, reviewing supply chains.
 - b) Working collaboratively as two large partnerships to promote climate-friendly innovation, potentially targeting regional innovation funds to competitions for climate-friendly alternatives in areas of health and care with most waste/ single use/ toxic waste.
 - c) Reviewing health and care related transport – ensuring good public transport options to and from health appointments, eliminating unnecessary travel, promoting public transport to all employees.
 - d) Promoting increased access to the natural environment as a way of improving wellbeing.
32. **Good Work** - There is a strong interdependency between the economic prosperity of a region and the wellbeing of the people who live there. In short, there is strong evidence that shows good work drives good health, and good health enables good work. We should use our key strategies to focus our regional efforts on being:
- a) **Well Skilled** – We will maximise connections between the ambitions of the Local Workforce Action Board and the regional Employment and Skills Panel. We will better join up our approaches to apprenticeships and lifelong skills development - targeted to areas of growth or shortage in our health and care sector. This will include improved recruiting and retaining to key front line roles such nursing, or care staff as well as investing in the skills of the future, such as coding and engineering to develop our regional expertise in precision medicine, artificial intelligence or robotics.
 - b) **Working Well** – we will increase the opportunity for people with long term conditions, physical, sensory or learning disabilities or mental health conditions to work and achieve their potential, through proving better tailored support to remove the barriers to employment. This will be a whole-system effort to ensure that we are using the best evidence on what enables people to stay in work or re-join the workforce when their health or disability has disrupted their employment.
 - c) **Well Work Places** – we will work with employers and act as employers to ensure that our workplaces actively promote physical and mental wellness. This will include promoting mental and physical wellbeing in work as well as supporting employers to provide flexible working conditions, particularly for employees with long term conditions, caring responsibilities or other health-related challenges.
33. Potential areas for joint development:
- a) All public sector employers could sign up to shared workforce standards, such as Carers Charters and Working Carers' Passports or mentally healthy workplace standards.
 - b) Scoping the feasibility of providing a Working Well Support Programme across the region

- c) Alignment of regional workforce strategies to ensure targeted recruitment and skills development
34. **Ageing Well** - We should focus on the strengths that our older population brings to our region and co-produce with them the ideas and solutions to ageing well in our region.
- a) **Designed for Life** – we should aim to ensure that lifetime health is being designed into all future spatial plans, housing developments and public realm changes
 - b) **Ageing well** – we should promote and support wellbeing opportunities for people to age well through increased access to physical activity, opportunities for mental stimulation, and giving everyone the opportunity to spend time doing something they are passionate about.
 - c) **Independent Ageing** - We could innovate and support tech-enabling solutions for independent health living and socialising
 - d) **Rethinking Ageing** - We could rethink and redesign the jobs, skills, infrastructure and funding needed for an ageing society to age well
35. Potential areas for joint development:
- a) Pilot an exemplar designed-for-health low-cost homes scheme with longitudinal health research embedded
 - b) Collaborate on ageing well and intergenerational initiatives, that start with coproduction and people’s lives, strengths and aspirations
 - c) Explore using an “age-friendly” standard for any regional developments proposed

Next Steps

- 36. Comments on the LIS Draft Priorities closed on the 18 November 2019. The LEP are currently in final drafting phase, with the aim that it is submitted to Government in early 2020.
- 37. Discussions on how we approach accelerating the work in the overlap will be ongoing between the LEP and the Partnership into early 2020.

Conclusion

- 38. The WY&H Partnership Board is asked to:
 - a) note the development of the Local Industrial Strategy and its links to our work; and
 - b) discuss and comment on the proposal of shared priorities for the region between the Local Industrial Strategy and our WY&H Five Year Strategy for Health and Care.

ⁱ The Leeds City Region footprint covers: **Barnsley**; Bradford; Calderdale; Craven; Harrogate; Kirklees; Leeds; **Selby**; Wakefield and **York**.