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## SCRUTINY BOARD (INCLUSIVE GROWTH, CULTURE AND SPORT)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Wednesday, 6th September, 2017 at 10.30 am

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*(A pre-meeting will take place for ALL Members of the Board at 10.00 a.m.)*

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### MEMBERSHIP

#### **Councillors**

R Grahame	Burmantofts and Richmond Hill;
M Harland	Kippax and Methley;
G Hyde	Killingbeck and Seacroft;
J Illingworth	Kirkstall;
A Lamb (Chair)	Wetherby;
S Lay	Otley and Yeadon;
K Maqsood	Gipton and Harehills;
M Robinson	Harewood;
R. Stephenson	Harewood;
K Wakefield	Kippax and Methley;
N Walshaw	Headingley;

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*Please note: Certain or all items on this agenda may be recorded*

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**Principal Scrutiny Adviser:**  
**Angela Brogden**  
**Tel: (0113) 37 88661**

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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <ol style="list-style-type: none"> <li>1. To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</li> <li>2. To consider whether or not to accept the officers recommendation in respect of the above information.</li> <li>3. If so, to formally pass the following resolution:-</li> </ol> <p><b>RESOLVED</b> – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p><b>No exempt items have been identified.</b></p>	

3		<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4		<p><b>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</b></p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5		<p><b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b></p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6		<p><b>MINUTES - 26TH JULY 2017</b></p> <p>To approve as a correct record the minutes of the meeting held on 26<sup>th</sup> July 2017.</p>	1 - 4
7		<p><b>LEEDS INCLUSIVE GROWTH STRATEGY - CONSULTATION</b></p> <p>To receive a report from the Head of Governance and Scrutiny Support inviting the Board to consider the draft Leeds Inclusive Growth Strategy and provide a response as part of the formal consultation.</p>	5 - 98
8		<p><b>WORK SCHEDULE</b></p> <p>To consider the Scrutiny Board's work schedule for the 2017/18 municipal year.</p>	99 - 124
9		<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Wednesday, 11<sup>th</sup> October 2017 at 10.30 am (pre-meeting for all Board Members at 10.00 am)</p>	

## **THIRD PARTY RECORDING**

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.

Use of Recordings by Third Parties – code of practice

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

## SCRUTINY BOARD (INCLUSIVE GROWTH, CULTURE AND SPORT)

WEDNESDAY, 26TH JULY, 2017

**PRESENT:** Councillor A Lamb in the Chair

Councillors R Grahame, M Harland,  
G Hyde, J Illingworth, S Lay, K Maqsood,  
M Robinson, R. Stephenson, K Wakefield  
and N Walshaw

### **9 Exempt Information - Possible Exclusion of the Press and Public**

**RESOLVED** – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:

Agenda item 9 – Part consideration of Leeds 2023 European Capital of Culture Bid under the provisions of Access to information Procedure Rule 10.4 (3) as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

### **10 Late Items**

There were no late items.

### **11 Declaration of Disclosable Pecuniary Interests**

There were no disclosable pecuniary interests declared to the meeting.

### **12 Apologies for Absence and Notification of Substitutes**

There were no apologies for absence.

### **13 Minutes - 28 June 2017**

**RESOLVED** – That the minutes of the meeting held on 28 June 2017 be approved as a correct record.

### **14 South Bank Regeneration Area - Update on Burberry**

The Head of Governance and Scrutiny Support submitted a report which introduced the Director of City Development to update the Board in light of recent announcements made by Burberry in relation to the South Bank Regeneration area.

The following were in attendance:

- Councillor Judith Blake, Leader of the Council
- Councillor Richard Lewis, Executive Member for Regeneration, Transport and Planning
- Martin Farrington, Director of City Development
- Tom Riordan, Chief Executive

The key areas of discussion were:

- Future plans and opportunities in relation to the South Bank Regeneration Area, which included development of educational facilities, transport and housing issues.
- Confirmation that the Inclusive Growth Strategy had been published. It was advised that there was an opportunity for the Board to consider the strategy in greater detail at its September themed meeting.

**RESOLVED** – That the Board notes the update provided by the Director of City Development in light of recent announcements made by Burberry in relation to the South Bank Regeneration area.

## **15 Chief Executive's update to the Board**

The Head of Governance and Scrutiny Support submitted a report which introduced the Council's Chief Executive to provide an update and discuss the work of the Scrutiny Board, particularly in relation to its remit around devolution and local freedoms.

The following were in attendance:

- Councillor Judith Blake, Leader of the Council
- Tom Riordan, Chief Executive.

The key areas of discussion were:

- Confirmation that a cross party group had been established to consider issues in relation to Brexit.
- An update that a meeting had been scheduled for later in the week made up of Council Leaders from across Yorkshire to discuss devolution in the region.
- Potential opportunities in relation to devolution as follows:
  - Skills and training and the need to address issues at an early age. The Board was advised that skills and training was one of the key elements of the Inclusive Growth Strategy.
  - Development of the Industrial Strategy in Leeds.
  - Rehabilitation of offenders. The Board was advised about positive work undertaken with the Department of Work and Pensions.
  - Development of the hydrogen project.
  - Potential to strengthen connections with the Humber ports.
- The need to undertake a flexible approach to devolution.

- An acknowledgment of the complex boundary issues that currently exist.
- A suggestion that the Board undertakes further work to assist in identifying potential gaps and opportunities regarding delivery of the devolution agenda.

## **RESOLVED –**

- (a) That the Board notes the update and comments provided at the meeting.
- (b) That a working group be set up to consider potential gaps and opportunities regarding delivery of the devolution agenda

## **16 Leeds 2023 European Capital of Culture Bid**

The Head of Governance and Scrutiny Support submitted a report which presented the Leeds 2023 European Capital of Culture Bid interim report considered at the Executive Board meeting on 17 July 2017.

The following were in attendance:

- Cluny Macpherson, Chief Officer (Culture and Sport)
- Dinah Clark, Policy and Performance Manager.

The Board was provided with a presentation on the Leeds 2023 European Capital of Culture Bid.

The key areas of discussion were:

- Confirmation that the following cities were expected to submit bids:
  - Belfast and Derry
  - Dundee
  - Milton Keynes
  - Nottingham
  - Truro and Cornwall.
- Development of cultural networks. The Board was advised that Leeds had joined the Eurocities Culture Forum.
- The role of the Leeds Culture Trust set up to deliver the bid.
- Clarification sought about links with Leeds / Bradford airport. The Board was advised that Leeds / Bradford airport was one of the main sponsors.
- Details of the timeline for submitting the bid and receiving confirmation of the final decision.
- Regardless of the outcome, particular emphasis was placed upon ensuring that the good work undertaken as part of this bidding process is still harnessed to develop a strong and sustainable cultural legacy for Leeds.

Following part consideration of Leeds 2023 European Capital of Culture Bid, designated as exempt under the provisions of Access to Information

Draft minutes to be approved at the meeting  
to be held on Wednesday, 6th September, 2017

Procedure Rule 10.4 (3), which was considered in private during the meeting, it was

**RESOLVED** – That the Executive Board report and presentation provided by the Chief Officer (Culture and Sport), be noted.

(Councillor K Wakefield left the meeting at 12.50pm and Councillors J Illingworth and K Maqsood at 1.05pm during the consideration of this item.)

## **17 Work Schedule**

The Head of Governance and Scrutiny Support submitted a report which invited Members to consider the Board's work schedule for the 2017/18 municipal year.

**RESOLVED** – That subject to any on-going discussions and scheduling decisions, the Board's outline work schedule be approved.

## **18 Date and Time of Next Meeting**

Wednesday, 6 September 2017 at 10.30am (pre-meeting for all Board Members at 10.00am)

(The meeting concluded at 1.40pm)



## Report of Head of Governance and Scrutiny Support

## Report to Scrutiny Board (Inclusive Growth, Culture and Sport)

**Date: 6<sup>th</sup> September 2017**

**Subject: Leeds Inclusive Growth Strategy - Consultation**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

## Summary of main issues

1. At the beginning of the municipal year, the Inclusive Growth, Culture and Sport Scrutiny Board acknowledged that a new Leeds Inclusive Growth Strategy was being developed to cover the period 2017-2023. The Board therefore agreed to proactively respond to the Council's consultation on the new draft Strategy once available.
2. During its meeting on 17<sup>th</sup> July 2017, the Executive Board received a report from the Director of City Development seeking approval to formally publish and consult on the draft Inclusive Growth Strategy. It also set out the approach proposed to engage with business and stakeholders, seeking specific commitments for the strategy. A copy of the Executive Board report is attached as appendix 1 for information.
3. Following approval, the formal consultation process on the draft Strategy commenced on 18<sup>th</sup> July 2017 and will run until 9<sup>th</sup> October 2017.
4. The purpose of today's meeting is to enable the Inclusive Growth, Culture and Sport Scrutiny Board to consider the draft Inclusive Growth Strategy, which is attached as appendix 2, and respond accordingly to the consultation.
5. At the beginning of the municipal year, the Board had also expressed an interest in undertaking a piece of Scrutiny work this year aimed at achieving inclusive growth by addressing local employment and skills gaps. However, it was agreed that the Board would determine the scope for this piece of work when considering the wider Inclusive Growth Strategy. This will therefore be picked up as part of the Work Schedule agenda item during today's meeting.

6. During its July meeting, the Health and Adults Scrutiny Board also expressed an interest in considering the extent to which the new Inclusive Growth Strategy seeks to tackle health inequalities. In order to avoid duplication and provide a co-ordinated response from Scrutiny, nominated representatives from the Health and Adults Scrutiny Board have been invited to contribute to today's discussion on the draft Strategy.
7. Following the formal consultation process, a final draft of the Leeds Inclusive Growth Strategy is expected to be launched in the autumn.

### **Recommendation**

8. Members are asked to consider the new draft Inclusive Growth Strategy and respond accordingly to the consultation.

### **Background documents<sup>1</sup>**

9. None used

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

## Report of the Director of City Development

### Report to Executive Board

**Date:** 17<sup>th</sup> July, 2017

**Subject:** Leeds Inclusive Growth Strategy – Consultation Draft

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### Summary of main issues

1. This paper provides an update to the “Growing the Leeds Economy” Executive Board report published in November, 2016, specifically the progress of the new Leeds Inclusive Growth Strategy, a draft of which is ready to be published for consultation over the summer (see Annex 1). This complements the aims in the Best Council Plan to encourage growth that is sustainable and inclusive.
2. The new Leeds Inclusive Growth Strategy will cover the period 2017 – 2023 and provides a framework for how best to deliver growth that is inclusive and benefits all of our citizens and communities. It sets out a series of ideas and actions for growth, as well as broad themes of the Leeds economy and targeted sectors.
3. Leeds has a broad based economy that has enabled the city to recover strongly from the recession creating a vibrant, successful city full of innovation and enterprise. Traditionally we have not always got this message across, although this is beginning to change. This strategy will help tell our story better in order to attract and retain talent, business, investment and visitors.
4. Data shows that Leeds is in the top two core cities for producing start-ups, scale-up companies and we have seen a step change in inward investment. The city also has the second highest productivity levels (GVA per hour) of the core cities after Bristol. Wages are up with average earnings increasing 6%, and Leeds enjoyed the highest private sector jobs growth of any UK city in 2015 (the latest statistics available).

5. The opening of Victorian Gate has moved Leeds up the retail rankings, and office development completions are now at the highest level since 2007. Business tourism is worth £500 million and Leeds is the fifth most popular conference destination in the UK. Strong growth sectors include Financial and Professional Services, Digital and Health and these contribute to our strong knowledge economy.
6. Building a strategy centred on inclusive growth means providing everyday jobs in everyday places. It will mean more money for public services, reduced unemployment and increased wages. Reducing inequality in our city will also boost our economic performance.
7. The people of Leeds will be at the heart of the Growth Strategy, from equipping our young people with the right skills and careers advice, to enabling in-work progression, retraining and lifelong learning in our ever changing labour market.
8. There is a need to do more on inclusive growth to ensure everyone in the city contributes to and benefits from the economy to their full potential. There is a need to do more to tackle poverty. Low pay and low productivity are big issues both nationally and in Leeds, and the strategy recognises the importance that low wage sectors have in our economy. Some sectors may not experience high levels of growth but they still provide jobs and incomes, and many have high job replacement requirements and support essential public services such as social care.
9. The summer consultation will run from 18<sup>th</sup> July until October 9<sup>th</sup> and provides an opportunity for business and stakeholders to comment on the latest draft, but additionally we are looking to secure specific commitments from each that will help strengthen the Leeds economy. Responses to the consultation period will help us to work up detailed and costed delivery proposals.
10. A final draft of the Leeds Inclusive Growth Strategy will be launched in the autumn.

## **Recommendations**

11. Executive Board is recommended to:
  - a) Approve the publication of the Leeds Inclusive Growth Strategy draft for consultation.
  - b) Support the approach proposed by officers to engage with business and stakeholders, seeking specific commitments for the strategy.
  - c) Agree that a final draft will be published in the autumn.
  - d) Agree that the Chief Officer Economy and Regeneration will continue to lead on the Leeds Inclusive Growth Strategy throughout the remaining consultation period and publication.

## **1 Purpose of this report**

- 1.1 This paper sets out the recent work to review and replace the Leeds Inclusive Growth Strategy for 2017 – 2023. It outlines the work done so far in preparation of the draft, the summer consultation and approach to publication in the autumn.
- 1.2 The Leeds Inclusive Growth Strategy – Consultation Draft is available as appendix 1.

## **2 Background information**

- 2.1 The Executive Board Paper “Growing the Leeds Economy” published in November, 2016 included a Leeds Growth Strategy – Issues Paper setting out the challenges and opportunities for Leeds.
- 2.2 A Growth Strategy Summit was held at KPMG in January, 2017 with 100 guests attending from business, universities, social enterprise, and communities. The discussions were centred on people, productivity and place and the need for inclusive growth. There was an acknowledgement that Leeds is performing well, with some real successes to build on but that we need to talk up the city more.
- 2.3 Following the summit further engagement has taken place including with internal council departments, business, the chamber, universities, economists, social enterprise groups and third sector partners. These discussions have fed into the latest draft.
- 2.4 The strategy forms part of a wider series of strategies for inclusive growth across the council, including the Leeds Culture Strategy, the HS2 Growth Strategy, the Leeds Transport Strategy and upcoming Leeds Skills Strategy. It also reflects the aims set out in the Core Strategy and Site Allocations Plan.
- 2.5 It also aligns with the Community Led Local Development (CLLD) strategies, which aim to raise aspiration locally, and support strong and cohesive communities. Three areas in Leeds have been identified as potentially suitable for CLLD: broadly representing the areas of Inner East, Inner South and Inner West. The applications are currently in appraisal and the outcome will be known during the summer.
- 2.6 The Council has formed a unique partnership with the Joseph Rowntree Foundation and Leeds City Region Enterprise Partnership to create the “More Jobs, Better Jobs” research programme, to identify the action needed to create more and better jobs that help lift people and places out of poverty. Work undertaken for this breakthrough project helps inform the Inclusive Growth Strategy.

## **3 Main Issues**

### **Draft for consultation**

- 3.1 The strategy presents 12 big ideas that act as an action plan to encourage inclusive growth in the city. These are set out below:

**1. Putting children at the heart of the growth strategy**

- a) Strengthening the role of schools developing students to contribute to the economy to their full potential, including getting them ready for the world of work, raising educational attainment, improving careers advice and business engagement in schools
- b) Extending Early Years provision, linking this to getting people into jobs / better jobs and more supporting more women to get into work

**2. Employers and people at the centre of the education and skills system -** our ambition is to create a skills and education system focussed on good secure jobs that enable in-work progression. We will do this by:

- a) Bringing employers and education providers together to develop and commission education and training to meet employers needs and economic priorities
- b) Supporting our current and future workforce to be resilient to economic change
- c) Tackling skills gap at all levels

**3. Better jobs – tackling low pay and boosting productivity –** in low wage sectors up to increasing graduate retention, with a focus on:

- a) Initiatives to support firms and people to improve their skills and progress into better jobs
- b) Continued investment in small scale productivity gains in SMEs

**4. Institutions embedded in and working for communities and the local economy –** asking business to support this strategy and the wider economic ambitions for Leeds:

- a) Developing a strategic approach to corporate responsibility
- b) Securing better outcomes for the Leeds economy in terms of jobs, skills and supply chains from procurement by the public and private sectors, and through major develop and infrastructure projects
- c) Securing specific commitments from organisations within the city to support inclusive growth and promote the city

**5. Supporting places and communities to respond to economic change –** giving more support to communities throughout the city through:

- a) Targeting investment and intervention in priority neighbourhoods
- b) Improving housing and quality of place in priority neighbourhoods
- c) Building more homes
- d) Transforming the role of town centres as economic and service hubs

- e) Making assets work to support growth and communities
- 6. Doubling the size of the city centre** – focussing on the physical regeneration and economic impact of the heart of the city region through:
  - a) Delivering new jobs, homes, a new city park and a revitalised waterfront in the South Bank, as one of the most significant regeneration projects in Europe
  - b) Creating an Innovation District around the universities and hospital
  - c) Rebuilding Leeds Station, the busiest transport hub in the north, including HS2 and Northern Powerhouse Rail
- 7. Building a federal economy creating jobs close to communities** – the city centre is the most important hub in the region, but other employment areas in the city need to be supported as these perform important commercial and community functions. Major growth locations include Thorpe Park, Thorp Arch, White Rose, Capitol Park, Kirkstall Forge and the Airport.
- 8. 21<sup>st</sup> century infrastructure** – this is an increasingly important part of the modern economy and offers opportunities including transport, smart cities, low carbon energy - electricity, hydrogen and water networks, flood protection and green infrastructure.
- 9. Leeds as a digital city** – responding to the increasing importance of tech in the economy, and adapting our workforce to this change by:
  - a) Promoting and growing the digital sector
  - b) Making every business a digital business
  - c) Developing a workforce that can thrive and be resilient in the context of technological change
  - d) Strengthening digital and data infrastructure (including 5G), promoting Leeds as a smart city and using data to help address challenges
- 10. Backing innovators and entrepreneurs in business and social enterprise** – support could include new incubation space, cheap office accommodation, finding employees with the right skills, building leadership capability, accessing new customers and markets, capital, finance and regulation in order to:
  - a) Support start-ups and scale-ups
  - b) Boost innovation throughout the economy, including commercialising knowledge from universities and government, and supporting firms of all sizes in all sectors to improve their products, processes and capabilities
- 11. Promoting Leeds and Yorkshire** – telling our story better, getting our message across and promoting our successes will benefit:
  - a) Inward investment, including strengthening links with London
  - b) Tourism

- c) Attracting and retaining talented people

**12. Maximising the economic benefits of culture** - Leeds has a great story to tell we have already seen a significant increase in self-confidence in the cultural sector through the Capital of Culture bidding process, building on this means:

- a) Supporting the city's ambitions to become European Capital of Culture 2023
- b) Increasing visitors and enhancing the image of Leeds through major cultural and sporting events and attractions
- c) Growing the cultural and creative sector as well as boosting creativity across the wider economy, education system and communities

### **Next steps**

- 3.2 The consultation period will run from 18<sup>th</sup> July until October 9<sup>th</sup>. This will allow for adequate time to further bolster the actions in the strategy through firm commitments from business.
- 3.3 As well as publication of the draft online and through direct email distribution a consultation strategy will be undertaken which targets individual high profile businesses in the city, identified through knowledge within the Economic Development department within the Council. Our intention is to seek further pledges from business and stakeholders to support the city and actions within the strategy. Private sector buy-in is essential in realising the ambition for Leeds to build a strong economy within a compassionate city.
- 3.4 The strategy is not designed to be a standard economic plan, instead having a clear focus on inclusive growth, promoting the city and working with business. This period of consultation is necessary to gain buy-in from business offering them the chance to directly support the aims of the city, working up detailed commitments.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 Consultation for the growth strategy has included an Executive Board paper in November, 2016, a call for evidence conducted at the end of 2016 and a Growth Strategy Summit held on 25<sup>th</sup> January, with more targeted individual consultation throughout the process.
- 4.1.2 We will take an inclusive approach to this consultation as reflected in the values of the Council and our Inclusive Growth Strategy. It is important to reach all sections of society. The latest draft once agreed by Executive Board will be made available through:
  - the Leeds Growth Strategy Website;



- a targeted mailing list of businesses and stakeholders; and
- targeted consultation with small and medium sized businesses, third sector and learning institutions
- one to one consultations with specific businesses and stakeholders in order to encourage bespoke commitments to the strategy and our inclusive growth agenda

## **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 Themes running through this report have an impact on equality and diversity. The Council aims to improve the lives of all its citizens and foster good relations between different groups in the community. The Growth Strategy encourages inclusive growth, aiming to ensure that the benefits of a prosperous economy impact on all Leeds citizens, this includes supporting young people, people with disabilities and those suffering from mental health issues
- 4.2.2 An Equality Diversity, Cohesion and Integration screening has been undertaken to assess the impact of this report on equality and diversity and is attached as an appendix.

## **4.3 Council Policies and Best Council Plan**

- 4.3.1 The vision from the Best Council Plan is for Leeds to be a compassionate, caring city that helps all its residents benefit from the effects of the city's economic growth. These values frame the Leeds Growth Strategy which will be a complementary addition to the council plan.

## **4.4 Resources and value for money**

- 4.4.1 The measures in this report do not have a direct impact on funding, nor does it set out a budget.

## **4.5 Legal Implications, Access to Information and Call In**

- 4.5.1 There are no significant legal issues relating to the recommendations in this report.
- 4.5.2 This report is eligible for Call-In.

## **4.6 Risk Management**

- 4.6.1 There is always a risk to the Leeds economy through both policies and external pressures. The Council recognises that growing the economy has positive benefits to the city.
- 4.6.2 Specific financial risks, including fraud, and risks in relation to safeguarding, business continuity and information governance are not considered to be impacted by the recommendations in this report.

## **5 Conclusions**

- 5.1 This paper updates Executive Board on the Leeds Inclusive Growth Strategy and includes the latest draft for consultation.
- 5.2 A period of consultation will take place over the summer with a view to publication of a final document in the autumn.
- 5.3 As well as a wide circulation of the draft it is proposed to undertake targeted consultation with business and stakeholders with a view to increasing the specific pledges made by business to add to the strategy.

## **6 Recommendations**

- 6.1 Executive Board is recommended to:
  - a) Approve the publication of the Leeds Inclusive Growth Strategy draft for consultation.
  - b) Support the approach proposed by officers to engage with business and stakeholders, seeking specific commitments for the strategy.
  - c) Agree that a final draft will be published in the autumn.
  - d) Agree that the Chief Officer Economy and Regeneration will continue to lead on the Leeds Inclusive Growth Strategy throughout the remaining consultation period and publication.

## **7. Background documents<sup>1</sup>**

- 7.1 None.

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

# LEEDS INCLUSIVE GROWTH STRATEGY 2017 – 2023

CONSULTATION DRAFT

CONSULTATION PERIOD RUNS FROM  
18TH JULY TO  
9TH OCTOBER

*Submissions: [growth.strategy@leeds.gov.uk](mailto:growth.strategy@leeds.gov.uk)  
More information is available at [www.leedsgrowthstrategy.com](http://www.leedsgrowthstrategy.com)*

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# FOREWORD

Leeds has a strong economy that has enabled the city to recover well from the recession. We have a diverse talent pool, world class assets, innovative businesses and beautiful countryside. The council, universities, schools, innovators and entrepreneurs have all played their part in creating growth. There is much to be proud of in Leeds and we have a great story to tell.

Building a strategy centred on inclusive growth means getting everyone to benefit from the economy to their full potential. It means raising our productivity, increasing skills levels, more innovation and better infrastructure. It will mean more money for public services, reduced unemployment and increased wages. Reducing inequality in our city will also boost our economic performance. It means a city where people and businesses grow.

Our growth strategy is not about picking industries perceived as winners at the expense of others, but instead focusing on getting the fundamentals right, recognising that all sectors have a role. We will build on what is already a broad based economy, harnessing our resilience from economic diversity in uncertain times. Some sectors may not experience high levels of growth but they still provide jobs and incomes, and many will provide job opportunities as people retire, and support essential public services such as social care.

The people of Leeds will be at the heart of everything we do, from equipping our young people with the right skills and careers advice, to enabling in-work progression, retraining and lifelong learning in our ever changing labour market.

As the nation navigates its way through Brexit, we will continue to offer support to our firms and our communities. Leeds is and always will be, open for business and talent.

As part of this strategy we are seeking firm commitments from businesses and stakeholders to offer support for our city. Some major institutions have already set out what they will do more of or do differently, and these commitments are visible throughout our strategy. I am grateful to everyone involved and hope to build on this network of support. As an anchor institution in the city the council has a role to play and we have committed to paying the real living wage for all our employees.

Finally, I want to reiterate my commitment to devolution. Cities and city regions know their areas better than Westminster or Whitehall and greater powers and resources will ensure that our area isn't left behind.

Councillor Blake, Leader, Leeds City Council





# 1. INTRODUCTION

## WHAT IS THE PURPOSE OF THIS STRATEGY?

This Strategy sets out our ambition for Leeds. It is a route map of how best to deliver growth that is inclusive, draws on the talents of, and benefits all our citizens and communities.

The strategy sets out how everyone can contribute to the city's growth. It provides a framework for how all parts of the council will work with businesses, universities, colleges, schools, the community sector, and with partners in the city region, Yorkshire, the North and national government to grow our economy.

We have identified twelve big ideas to shape our city by boosting our long term productivity, competitiveness and social inclusion. There is a lot of good work already taking place in Leeds but there remains an opportunity for this to have renewed focus, a clearer strategic context and stronger commitment from businesses and others in the city.

Leeds is a vibrant, successful, international city full of innovation and enterprise. In the past we have not always got this message across, although this is beginning to change. This strategy will help tell our story better in order to attract and retain talent, business, investment and visitors.

This is a consultation draft. We are seeking your views and input on how our city should grow in the future and how best to deliver on this. We want to work with you to develop detailed proposals around our ideas and

the growth sectors. We are also seeking commitments on what you can continue to do, or do more of, or do differently to support the city's continuing inclusive growth. A selection of organisations have already made commitments and we are encouraging more to follow.

By working together we can build a strong economy within a compassionate city.

Our previous Growth Strategy – Getting Leeds Working, published in 2010 was produced in the context of the recession and since then Leeds has undergone significant change.

This time in addition to focusing on priority sectors we are identifying 12 big ideas that underline the delivery of inclusive growth; themed around people, place and productivity. A strategic context provides an overview of the Leeds economy, then each of our big ideas is set out in the document, followed by our growth sectors.







## 2. EXECUTIVE SUMMARY

## INTRODUCTION

Our ambition for Leeds is to have a strong economy within a compassionate city.

This inclusive strategy sets out how Leeds City Council, the private sector, universities, colleges and schools, and social enterprises in the city will work together to grow the Leeds economy ensuring that everyone in the city contributes to, and benefits from, growth to their full potential.

Leeds is the main economic centre for Leeds City Region, and a driver of growth for the Northern Powerhouse, Yorkshire and the national economy. This strategy also provides a framework for how the city will work on inclusive economic growth with the Leeds City Region Local Enterprise Partnership and West Yorkshire Combined Authority, partners across Yorkshire, the Northern Powerhouse and, in the context of the national Industrial Strategy, with central Government. It also sets out how the city intends to promote a positive, outward looking image on the global stage seeking to increase inward investment, exports and tourism.

## CONTEXT AND DRIVERS FOR CHANGE

The Leeds economy is performing well. The city is experiencing the fastest private sector jobs growth of any UK city. Leeds has one of the highest rates of business start-ups and scale-ups amongst UK cities. We are a smart city: with a high proportion of knowledge intensive jobs; the University of Leeds spins out more listed companies than any other UK university, and the city experiences a “brain gain” with more undergraduates and graduates moving into the city than leaving. Leeds is a top five UK retail and tourism destination.

However not everyone is benefiting fully from this economic success. There remain significant issues of poverty and deprivation in the city. Low pay is an increasing problem, with people caught in a trap of low pay and low skills, with limited opportunities for career progression. Our education and skills system is not fit for purpose, and we need to continue to make progress in improving our schools so that they are equipping young people with the education, attributes and awareness of opportunities they will need to succeed in work. These issues hold our economy back. They affect productivity, cause skills shortages, and create additional costs for businesses and the public sector.

The independent forecasts commissioned to inform this strategy indicate that the prospects for future economic growth in Leeds are strong. This is as a result of the city’s skilled workforce, the growth and innovation by its firms and universities, and the progress being made with infrastructure. However we must not be complacent. We will only fulfil this potential for future growth if we sustain the progress we are making, and by taking action on areas where we could perform better. This includes tackling poverty, addressing skills gaps, housing growth and regeneration, exports, investment in research and development, developing, attracting and retaining a skilled workforce, and transport and infrastructure.

We must also be prepared for any downturn in the national economy, where the outlook is uncertain, particularly in the context of Brexit. There are signs of a downturn in consumer spending and wage levels. We need to be prepared to be proactive to support our businesses and people if there is a recession.



THE STRATEGY

We have set out twelve ideas that will create the underlying conditions for inclusive growth.

To fulfil our economic potential and to make a high growth scenario a reality we need to take action to enhance our competitiveness and to tackle poverty. We will also need to support our businesses and communities to be resilient in the context of economic change and risks.

This will mean investing in people, improving education and skills, putting children at the heart of the growth strategy, and employers at the centre of the skills system. It will mean tackling low pay, securing better social and economic outcomes from the role and impact of large organisations in Leeds.

It will mean developing and regenerating places, supporting neighbourhoods, communities and centres to

respond to economic change, growing the city centre as an economic powerhouse not just for Leeds but also for the North, and growing major economic hubs to the north, east, south and west of Leeds. An increase in new homes, improvements to existing housing and investment in modern infrastructure will support the city's growth.

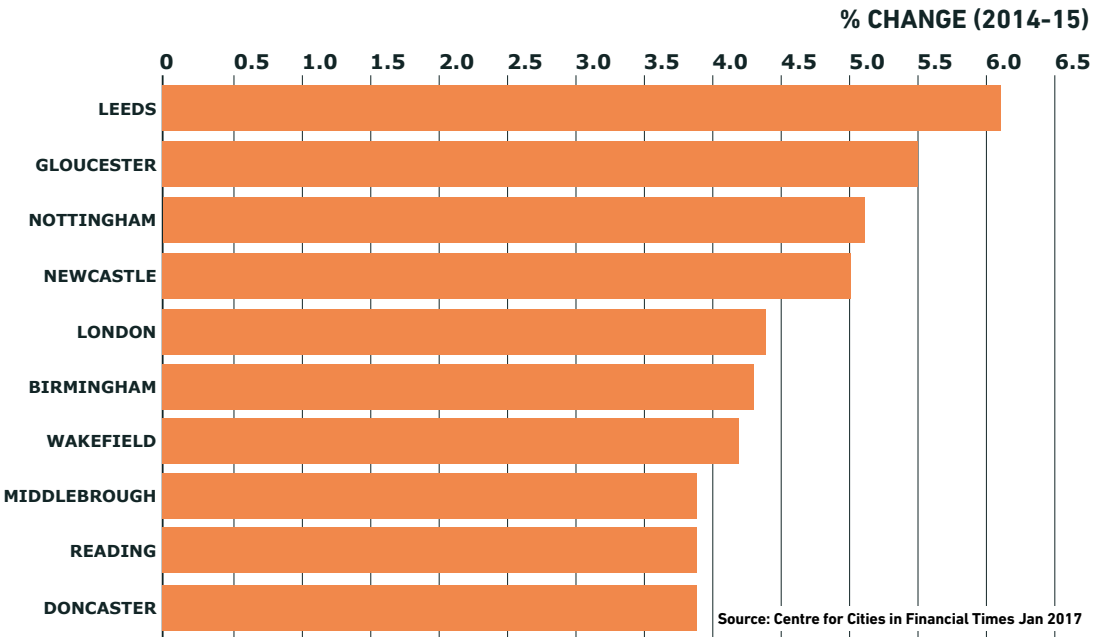
Improving productivity is also necessary. By backing innovators and entrepreneurs we can build on our strong start-up and scale-up performance. Technological change will create opportunities for cities who are at the forefront of the next wave of digital transformation, but poses risks for any cities that lag behind on digital investment and digital skills. Promoting a modern, dynamic, diverse and outward-looking image of Leeds – including maximising the economic benefits of culture - can drive greater inward investment, exports and tourism.

INCLUSIVE GROWTH

Inclusive growth is about:

- Ensuring all people and communities can contribute towards and benefit from our economy
- Tackling inequality – through low pay, in-work progression, improving skills and opportunities
- Supporting all sections of our society into good jobs
- Supporting people to live healthy and active lives, through good housing, social values, green and transport infrastructure, regenerating neighbourhoods, low carbon initiatives and involvement in sport.
- Raising skills levels and increasing productivity

LEEDS HAS SEEN THE HIGHEST GROWTH IN PRIVATE SECTOR JOBS OF ANY UK CITY





## TWELVE BIG IDEAS

These act as an action plan to encourage inclusive growth in the city. Our big ideas are focused on supporting people, places and productivity.

1



### PUTTING CHILDREN AT THE HEART OF THE GROWTH STRATEGY

- Strengthening the role of schools developing students to contribute to the economy to their full potential, including getting them ready for the world of work, raising educational attainment, improving careers advice and business engagement in schools
- Extending Early Years provision, linking this to supporting more parents to get into work or to progress into better jobs

3



### BETTER JOBS – TACKLING LOW PAY AND BOOSTING PRODUCTIVITY

- Encouraging employers to pay the Real Living Wage
- Initiatives to support firms and people to improve their skills and progress into better jobs
- Continued investment in small scale productivity gains in SMEs

5



### SUPPORTING PLACES AND COMMUNITIES TO RESPOND TO ECONOMIC CHANGE:

- Targeting investment and intervention to tackle poverty in priority neighbourhoods
- Improving housing and quality of place in priority neighbourhoods
- Building more homes
- Transforming the role of town centres as economic and service hubs
- Making assets work to support growth and communities

2



### EMPLOYERS AND PEOPLE AT THE CENTRE OF THE EDUCATION AND SKILLS SYSTEM

- Bringing employers and education providers together to develop and commission education and training to meet employers' needs and economic priorities
- Supporting our current and future workforce to be resilient to economic change
- Tackling skills gap at all levels

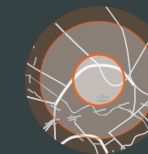
4



### INSTITUTIONS EMBEDDED IN AND WORKING FOR COMMUNITIES AND THE LOCAL ECONOMY

- Developing a strategic approach to corporate responsibility
- Securing better outcomes for the Leeds economy in terms of jobs, skills and supply chains from procurement by the public and private sectors, and through major development and infrastructure projects
- Securing specific commitments from organisations within the city to support inclusive growth and promote the city

6



### DOUBLING THE SIZE OF THE CITY CENTRE

- Delivering new jobs, homes, a new city park and a revitalised waterfront in the South Bank, as one of the most significant regeneration projects in Europe
- Creating an Innovation District around the universities and hospital
- Rebuilding Leeds Station, the busiest transport hub in the north, including HS2 and Northern Powerhouse Rail
- Supporting development and regeneration of Quarry Hill, Eastgate, and the West End
- Connecting people to jobs by improving links between the city centre and surrounding communities

7



### **BUILDING A FEDERAL ECONOMY - CREATING JOBS CLOSE TO COMMUNITIES**

- Strengthening transport links to enable people to access jobs
- Supporting growth and investment in main economic hubs in the north, south, east and west of the city including:
  - Aire Valley Enterprise Zone
  - Thorpe Park
  - Thorp Arch
  - White Rose
  - Capitol Park
  - Kirkstall Forge
  - Leeds Bradford International Airport

9



### **LEEDS AS A DIGITAL CITY**

- Promoting and growing the digital sector
- Making every business a digital business
- Developing a workforce that can be resilient in the context of technological change
- Strengthening digital and data infrastructure (including 5G), promoting Leeds as a smart city and using data to help address challenges
- Increasing digital inclusion, so all people can access services, education and training
- Using digital technology and data to improve health outcomes and tackle health inequalities

11



### **PROMOTING LEEDS AND YORKSHIRE**

- Building on recent progress to increase awareness of Leeds as place to invest, visit and live
- Inward investment, including strengthening links with London
- Tourism
- Attracting and retaining talented people
- Using our ambition to be a compassionate city as a powerful marketing message

8



### **21ST CENTURY INFRASTRUCTURE**

Coordinating plans and leveraging investment to improve infrastructure including:

- Transport
- Smart cities
- Low carbon energy - electricity, hydrogen and water networks
- Social infrastructure - schools, health services, community centres and sports facilities
- Flood protection
- Green infrastructure
- Housing of the right quality, type and range in the right places

10



### **BACKING INNOVATORS AND ENTREPRENEURS IN BUSINESS AND SOCIAL ENTERPRISES**

- Supporting start-ups and scale-ups
- Boosting innovation throughout the economy, including commercialising knowledge from universities and government, and supporting firms of all sizes in all sectors to improve their products, processes and capabilities
- Promoting social enterprises and innovation in public services

12



### **MAXIMISING THE ECONOMIC BENEFITS OF CULTURE**

- Supporting the city's ambitions to become European Capital of Culture 2023
- Increasing visitors and enhancing the image of Leeds through major cultural and sporting events and attractions
- Growing the cultural and creative sector as well as boosting creativity across the wider economy, education system and communities



## SECTORS

Growth and change in our main sectors will create wealth and jobs. We are creating the base for business to grow through major development and regeneration sites, and focusing on training and skills. All sectors are important to our economy, and we will make a particular effort to support those on low pay and those in insecure jobs.

Work is being done on all our sectors to increase growth, through skills, infrastructure, innovation and productivity. Advancements in technology are creating new opportunities, and is linking sectors in new ways, such as medtech, low carbon and fintech.

There are also opportunities to support inclusive growth by businesses and others to take action to improve skills and provide community benefits specific to particular sectors.

## HEALTH, MEDICAL AND THE AGEING POPULATION

Leeds has world leading assets in health, the City Region is home to 22% of digital health jobs in England and the Leeds Care Record supported by the two largest UK patient record providers. Our universities are developing new technology and training new professionals and the sector is at the forefront of innovation allowing people to gain more control of their own health. The Leeds Academic Health Partnership is addressing health inequalities, bringing together our three universities, NHS organisations and the City Council to create an ambitious alliance. There are challenges, particularly in high staff areas such as social care and thousands of people in deprived areas live shorter lives than they should. Our Health and Wellbeing Strategy seeks to address these issues, it is rooted in partnership working, inclusive growth and using technology to improve health and care services.

## COMMITMENTS

This is a strategy for the whole city, and in this spirit we want to offer partners the chance to pledge committing their time, expertise or support to deliver inclusive growth. Some stakeholders have already responded and their pledges are incorporated in this document, we aim to build on this over the summer.

## FINANCIAL AND PROFESSIONAL SERVICES

Leeds has the UK's largest financial services cluster outside the capital and the sector is growing strongly. There are over 30 national and international banks based in the city and the city region is also home to the headquarters of three of the five largest UK building societies. We have major offices of the Big Four accountancy firms in the city. Leeds has the UK's fastest growing legal sector, with Leeds firms offering a wide range of expertise which they export globally. The Leeds Legal Apprenticeship Scheme offers young people the opportunity for a career in the sector. Emerging fintech and cyber security sub-sectors are being recognised as advancements in technology and create new opportunities. The FCA has highlighted the Leeds / Manchester area as one of only two UK fintech hotspots outside London.



### CREATIVE AND DIGITAL

Leeds is rapidly establishing itself as the digital centre of the North, with a thriving private sector, internationally important infrastructure, a significant public sector presence through NHS Digital, and an approach to growing the sector based on close collaboration between the Council and the private sector. We are a world leader in Big Data and have a growing digital media sector. The Leeds Digital Skills Plan focusing on attracting and training talent for the digital sector has had many successes, including the Digital Careers Fair at Leeds Arena. The Leeds Digital Festival has helped raise the profile of the sector and encouraged collaboration. Elsewhere our film and TV companies have an annual turnover of £424m across Yorkshire and are growing at a higher rate than the national average.

### MANUFACTURING

Manufacturing and engineering is not simply about making things, the industry supports creativity, innovation and design, provides advanced services, whilst developing skills. There is a high level of innovation and exports in the sector. Nationally there is a growing shortage of trained people equipped for careers in this sector. Developing the right skills, making sure training and education matches the future needs of businesses is essential for growth. The sector has an ageing workforce meaning attracting young people and women into the industry is particularly important. Our new University Technical College will help address this. Protecting employment land, developing new sites and ensuring the existing stock specification is of a suitable standard for modern businesses are all priorities.

### TRANSFORMATIONAL PROJECTS IN LEEDS TO HELP DELIVER THE NATIONAL INDUSTRIAL STRATEGY

- **University of Leeds Technology Park** - anchored by a new £19m national institute for high speed rail engineering
- **Burberry Leeds Campus**, in Holbeck in Leeds South Bank adjacent to HS2
- **Hydrogen 21, Leeds** - the gas network in Leeds to be the first to convert from natural gas to 100% hydrogen
- **Leeds Innovation District** - creating a 21st Century Science park in Leeds City Centre
- **Screen Hub** - a package of measures to grow the screen industries in
- **Leeds Hub** - transformation of Leeds Station, already the busiest transport hub in the north

### HOUSING AND CONSTRUCTION

Leeds has adopted an ambitious house building plan including council housing. We have identified locations for growth across the city, including around some major regeneration and infrastructure projects such as the Enterprise Zone, South Bank and HS2. These will create jobs, apprenticeships and supply chain opportunities. There is a skills shortage in the sector (including higher level positions) that our specialised education facilities are seeking to address, aligning skills training to match local economic priorities and business needs. Initiatives such as the Forging Future Campus at Kirkstall Forge aim to offer young people and people from the local area the opportunity to get hands on experience and mentoring from contractors on site.

### RETAIL AND THE VISITOR ECONOMY

Our retail growth is bucking the national trend and the opening of Victoria Gate in 2016 has moved Leeds from fourth to third in the National Retail Ranking as the best place to shop in the UK. In recent years major developments have helped cement Leeds as a national destination offering a range of activities and events, including the Leeds Arena which attracts one million extra visitors to the city annually. The expected re-modelling of the West Yorkshire Playhouse will start during 2017 adding to our cultural offer. Leeds continues to produce world class athletes and host major sporting events in Rugby, Cricket, Football and other sports such as the Columbia World Triathlon Series which was watched by 80,000 people along the route. Developing a more professional and targeted approach to tourism promotion has helped showcase Leeds as a visitor and conference destination.

### SOCIAL ENTERPRISE AND THE THIRD SECTOR

There is a strong tradition of social enterprise in Leeds, from local self-help groups and cooperatives through to some of the best known social businesses such as John Lewis and Leeds Building Society. We have many thriving charities which are increasingly looking to trading as a way to fund social objectives. Social enterprises can provide routes into jobs and employment for those with enduring needs, and our experience in Leeds of using social value clauses to provide work in construction has much to offer in other settings. In recycling and environmental improvement, the sector makes a significant contribution to the city and to individual lives. There is a real sense that across the economy, social enterprise is poised to make significant growth and this is set out in our Third Sector Ambition statement.



# 3. OUR VISION

WHERE PEOPLE AND BUSINESSES GROW

## VISION

### IN 2023:

Leeds will have cemented a period of strong and inclusive growth.

The conclusion of a journey to become European Capital of Culture will have raised the city's profile, positioning Leeds on the European stage.

Leeds will continue to be open, dynamic, international, outward looking, multicultural, diverse and tolerant. As the centre of the city region and the economic powerhouse of Yorkshire, Leeds will remain a fantastic place to start, scale-up and grow a business, becoming a magnet for investment and talented people, and a hotbed of entrepreneurship.

Our schools, colleges, universities, and employers will be working closely together to develop people with the skills and access to opportunities to enable them to succeed and be resilient in a fast changing economy. People who are out of work or in low paid jobs will find it easier to obtain support and access to opportunities they need to get into the workforce and progress into better jobs. Our skills system will address the needs of our economy and employers.

The city centre will continue to grow. The regeneration of the South Bank will offer places to work, live and study, alongside leisure activities and a brand new city centre park. Construction will have begun on HS2, the waterfront

transformed and what was once a disconnected and underused area is now a modern, thriving extension to the heart of the city region.

New cutting edge NHS facilities will sit alongside hi-tech companies in the new Innovation District, having spun out of incubation space at the universities and beyond. Firms will be increasing their productivity by investing more in research and development, training staff, modernising their premises and equipment, exporting more, and through improved connectivity and collaboration.

Outside the city centre places such as Thorpe Park, Thorp Arch, White Rose, Capitol Park, Kirkstall Forge and the Airport will be growing strongly, providing thousands of jobs for communities nearby. Improved transport connectivity will have benefitted all communities in Leeds, new routes across bus and rail, improved capacity on trains, new interchanges and parkway stations, better links to the airport and progress on Northern Powerhouse Rail will have all helped link the city region, and the north together.

Strong business and economic growth will have created jobs and homes. Investment and leadership in communities will have strengthened their resilience and cohesion, improved neighbourhoods and regenerated places, as well as repositioning town centres as vibrant and successful places to shop, to run businesses, and to access public services.

High quality broadband and 5G infrastructure, smart city technology, clean energy measures to reduce carbon, and use of data will have made Leeds into a digital city. A huge upskilling phase will have equipped people with new digital skills and abilities, allowing new career opportunities and in-work progression as workers contribute to their full potential.

Leeds will be well placed to respond and be resilient to economic challenges and opportunities, implications from Brexit and potential economic downturns; drawing on its broad industrial base and its ability to reinvent its economy.

Devolution has enabled the city to take greater control of funding and programmes to support inclusive growth.

# YOUNG AND GETTING YOUNGER

Leeds  
**11.9%**  
2012-2015

Brussels  
**5.03%**  
2011-2015

Berlin  
**4.04%**  
2011-2015

Amsterdam  
**3.63%**  
2011-2014

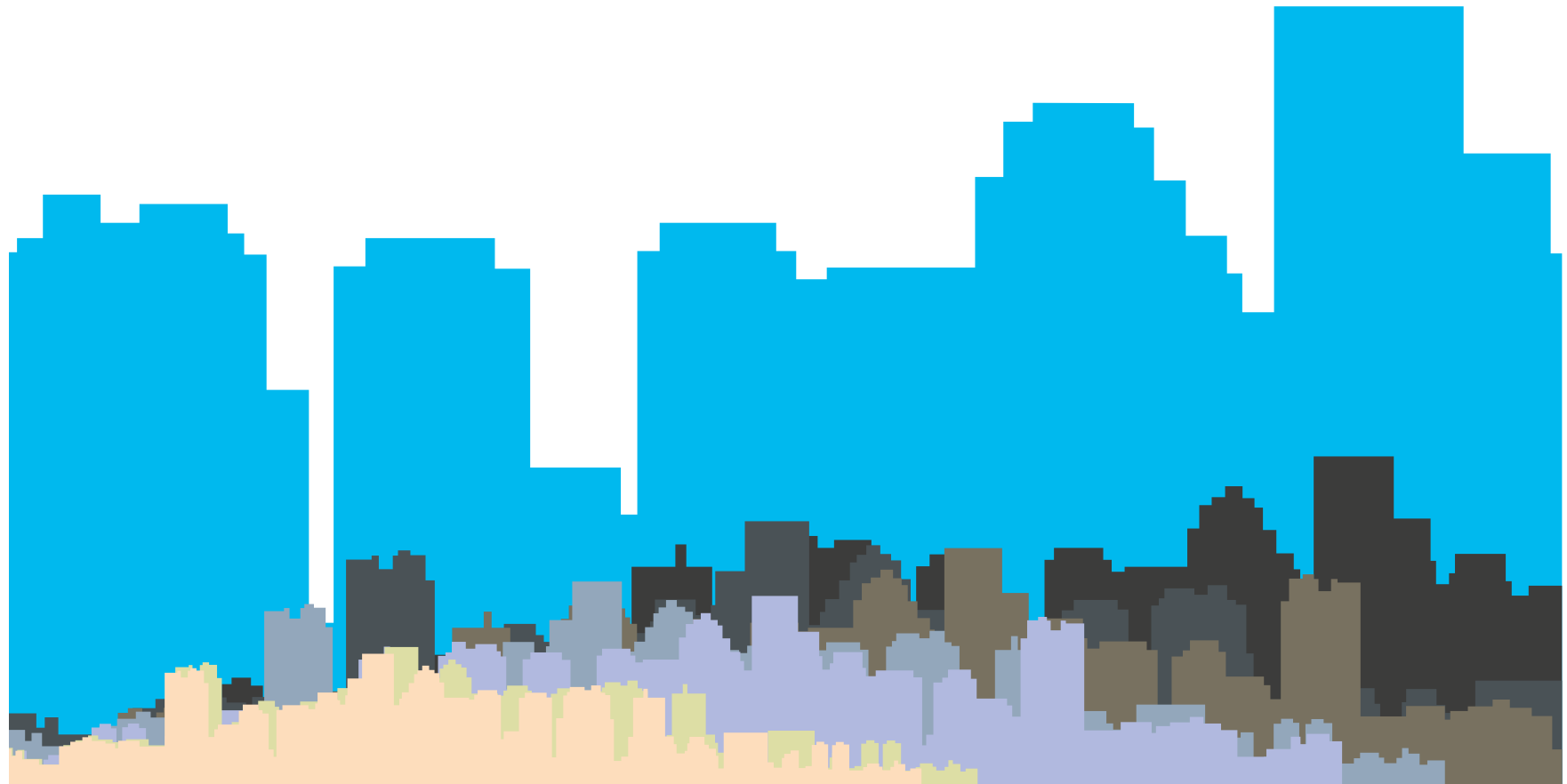
Vienna  
**3.12%**  
2011-2014

EU  
**2.9%**  
2002-2015

Madrid  
**2.12%**  
2011-2014

Stockholm  
**2%**  
2011-2014

Our working age population is increasing at a higher rate than both the EU as a whole and key cities such as Berlin, Madrid, and Milan. Our region is one of the youngest in the UK providing a talent pool that is more digitally skilled and enterprising than ever before. The impact of this is a growing student base, a dynamic start up culture and a more vibrant environment.





## 4. CONTEXT AND DRIVERS FOR CHANGE

THIS SECTION SETS OUT SOME OF THE MAIN FACTS, TRENDS, AND FUTURE SCENARIOS FOR THE LEEDS ECONOMY. IT OUTLINES THE STRATEGIC CONTEXT, RECENT SUCCESSES, CURRENT CHALLENGES AND FUTURE PROSPECTS. IT CONCLUDES BY IDENTIFYING AREAS WHERE ACTION IS NEEDED TO BOOST INCLUSIVE GROWTH IN LEEDS.

TO INFORM THIS STRATEGY ANALYSIS HAS BEEN UNDERTAKEN BY THE COUNCIL'S ECONOMIC DEVELOPMENT TEAM. INDEPENDENT ANALYSIS WAS COMMISSIONED FROM THE LEADING ECONOMICS CONSULTANCY VOLTERRA. EVIDENCE WAS ALSO SUBMITTED BY PARTNERS.

## STRATEGIC CONTEXT

### LEEDS CITY REGION

Leeds is the main economic hub for Yorkshire. The economic assets, quality of life, fabulous countryside, culture and heritage, and major events across Yorkshire – as well as the strong Yorkshire brand – are an important part of the attractiveness of Leeds as a place to invest, work and grow businesses. In turn, the city's economic success creates benefits across Yorkshire.

Leeds is at the centre of the Northern Powerhouse. Leeds station is the busiest transport hub in the North. The city is well placed to benefit from improved collaboration and connectivity with other cities in the North, creating business networks and labour markets of genuine critical mass across an area of 7.2 million jobs, and a £290 billion annual economy. If the North was a separate country it would be the world's 21st largest economy.

Leeds City Region signed the country's largest Growth Deal worth over £1 billion. The Growth Deal is expected to bring an estimated 8,000 jobs, up to 1,000 homes and at least £340 million investment into the Leeds City Region economy from both public and private sector partners by 2021.

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LEEDS CITY REGION  
IS THE  
**LARGEST**  
OUTSIDE LONDON

AND GENERATES  
**5%**  
OF THE UK'S  
OUTPUT





Leeds and Bradford are two close knit cities that share more than just a boundary. Our communities, businesses and workforce have strong connections and we recognise the opportunity to work more collaboratively in the future to tap into this potential. We have many joint strengths and a wealth of expertise among several sectors reflected in the high numbers of jobs.

## LEEDS CITY REGION STRATEGIC ECONOMIC PLAN

This provides an important context for the Leeds Inclusive Growth Strategy, the city and the region are working together closely to ensure the strategies are aligned.

The Leeds City Region Enterprise Partnership (LEP) published its Strategic Economic Plan 2016 - 2036 with a focus on "good growth", aiming to unlock the region's vast economic potential by enabling businesses and enterprise to thrive.

The Leeds City Region aims to deliver upwards of 35,000 additional jobs and an additional £3.7 billion of annual economic output by 2036. This extra growth, added to expected national trends means that the City Region is on track to become a near £100 billion economy in 20 years' time. The SEP promotes delivery through a wide range of partners and will be implemented through a set of interconnected delivery plans. It identifies challenges in innovation, exporting, skills and connectivity for the region.

## NORTHERN POWERHOUSE

Stronger links to the North's core cities will allow them to function as a single economy and be stronger than the sum of their parts, rebalancing the UK economy and establishing the North as a global powerhouse. A recent Ernst and Young region and city economic forecast, showed Leeds and Manchester performing better than the national average and highlighted the importance of cities as drivers for growth.

The 'Northern Powerhouse Independent Economic Review' forecasts the potential for productivity in the northern economy to rise. It predicts a 15 per cent increase creating an additional 850,000 new jobs in the North of England by 2050. The report identifies digital technologies, health innovation, energy and advanced manufacturing as the prime capabilities, and financial and professional services, education and logistics as support capabilities for creating new jobs which will help add £97 billion to the economy.

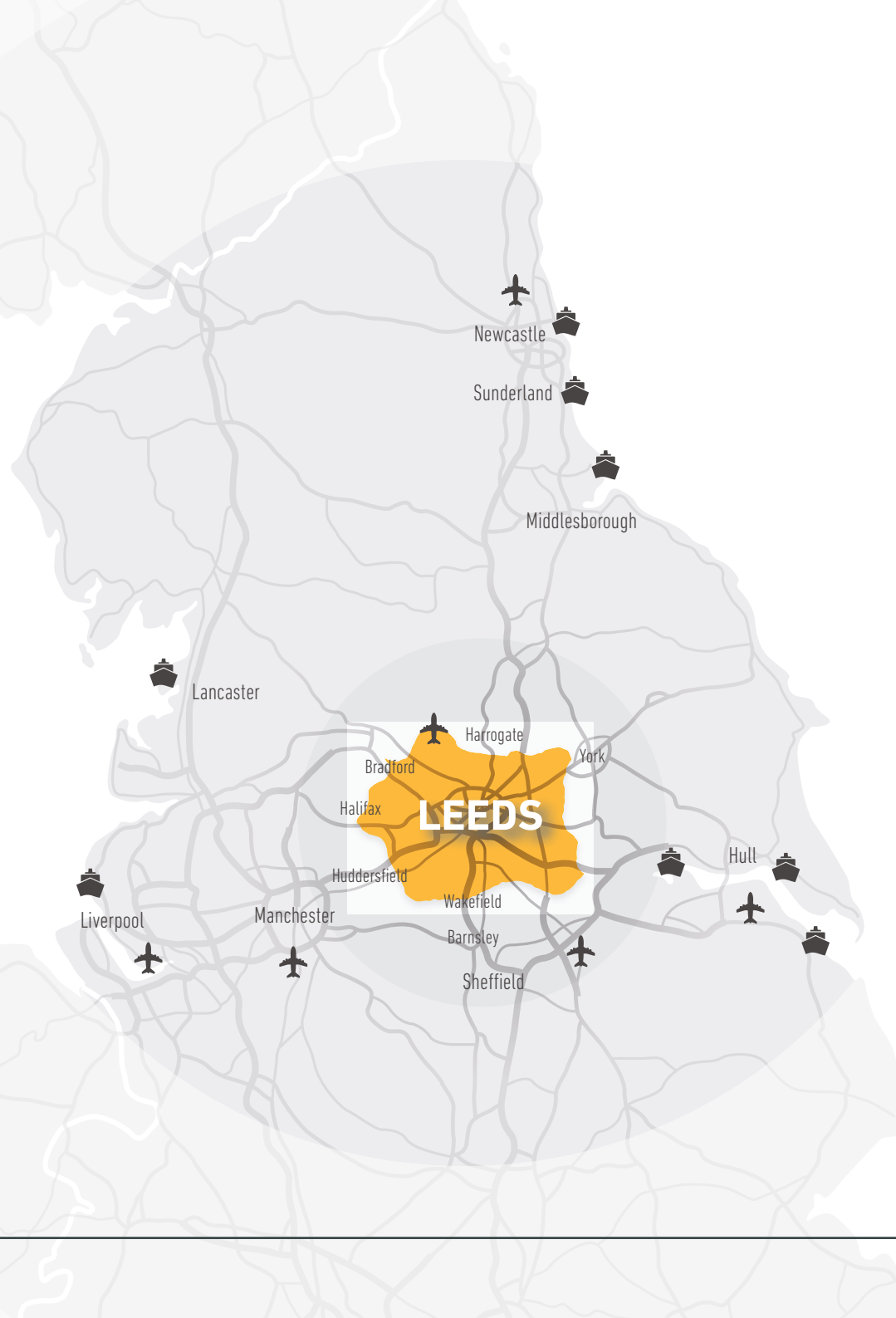
The Northern Powerhouse is much more than a transport project. Phase 2 will focus on skills, trade and investment, innovation, and housing. Devolution of adult skills budgets will enable the North's city regions to take a lead in ensuring that skills match the needs of their local economies.



**7.2**  
**MILLION JOBS**



**£290**  
**BILLION**  
ECONOMIC OUTPUT







*“In order to achieve the agglomeration benefits of the Northern Powerhouse, using the main cities as drivers for growth, there needs to be a focus on transport, communications, skills and education, business ambition, connectivity to rest of the world and devolution. The Northern Powerhouse is much more than just a transport project and can have real benefits to Leeds and the City Region economy.”*

**Lord Jim O'Neill**  
former Commercial Secretary  
to HM Treasury



## ECONOMIC TRENDS AND CURRENT CONDITIONS

### AN ECONOMIC SUCCESS STORY

Leeds is experiencing the fastest private sector jobs growth of any UK city. It has the largest city concentration of financial and professional services and digital jobs in the UK outside London. It is a major hub for health innovation, data analytics, innovative manufacturing, and knowledge intensive jobs. The city also has the second highest productivity levels (GVA per hour worked) of the core cities. Wages are up with average earnings increasing 6% over 2014 - 2015.

Leeds is a great place to start-up and scale up businesses, and to commercialise innovation. The city has the highest number of fast growing firms in the UK outside London and Cambridge. In recent years the University of Leeds has created more than 100 spin out companies, and has spun out more AIM listed firms than any other UK University.

There is dynamism in the Leeds economy with new firms, digital products and processes, medical technologies, telecoms and data storage infrastructure, and creative products and services being created. Leeds is the largest centre outside London of the "Flat White Economy" as defined by the economist Doug McWilliams who uses the term to describe the fast growing creative and digital economic activities.

People and firms outside Leeds are taking notice and we are now a leading UK destination for inward investment.

According to the EY Attractiveness Survey there were 56 successful inward investment projects to Leeds between 2014-16, compared to 9 in the period 2011-13. Leeds is now a top five UK tourism destination, attracting over 26 million visitors a year, and was recently identified by Lonely Planet as one of the top ten European destinations for summer 2017.

The city's economic success can be seen by the cranes on the skyline. Leeds currently has the highest levels of construction since the recession, with new office, retail, leisure, science and innovation, and residential developments on site. Leeds City Council has played a proactive role in helping kick start and de-risk developments. As a result the city's leisure and retail offer has been transformed in recent years through the First Direct Arena, Trinity Leeds, and Victoria Gate. New office space has been created in the city centre, at Kirkstall Forge, Thorpe Park and White Rose, and major new industrial spaces developed in the Aire Valley Enterprise Zone, Thorp Arch and West Leeds. Residential development is increasing – over 3,300 new homes were developed in Leeds last year, the highest number across the Core Cities.

### **BUT ALSO SIGNIFICANT CHALLENGES AND OPPORTUNITIES TO TACKLE POVERTY REMAIN**

Not everyone is benefiting from or contributing to economic growth to their full potential. Over 160,000 people in Leeds live in neighbourhoods that are amongst the 10% most deprived neighbourhoods in England. Over 26,400 children were living in poverty in the city in 2015. Unemployment has been reducing, but is still too high in some parts of the city.

Some of these issues are concentrated in particular neighbourhoods, where poor housing stock and conditions, financial exclusion, physical and mental health problems and poor quality local services can be issues. Some town and district centres in Leeds have struggled to adapt to changing retail trends.

A fast changing economy has implications for the skills people need to access jobs, progress within their careers and be resilient to economic shocks. Low pay is a growing issue. Over 80,000 jobs (many of them part-time and insecure) pay less than the Living Wage of £8.45 an hour as recommended by the Living Wage Foundation.

Whilst educational attainment is a narrow measure of people's suitability for work, Leeds lags behind cities such as London in attainment levels, from early years

to secondary schools. Our schools and skills system needs to do more to provide people with the skills and careers information they need to access the full range of opportunities in the modern economy and meet employer needs. Whilst some employers are leading the way in terms of staff development, apprenticeships, creating opportunities for school leavers, career changers and people returning to the workforce, others could do more.

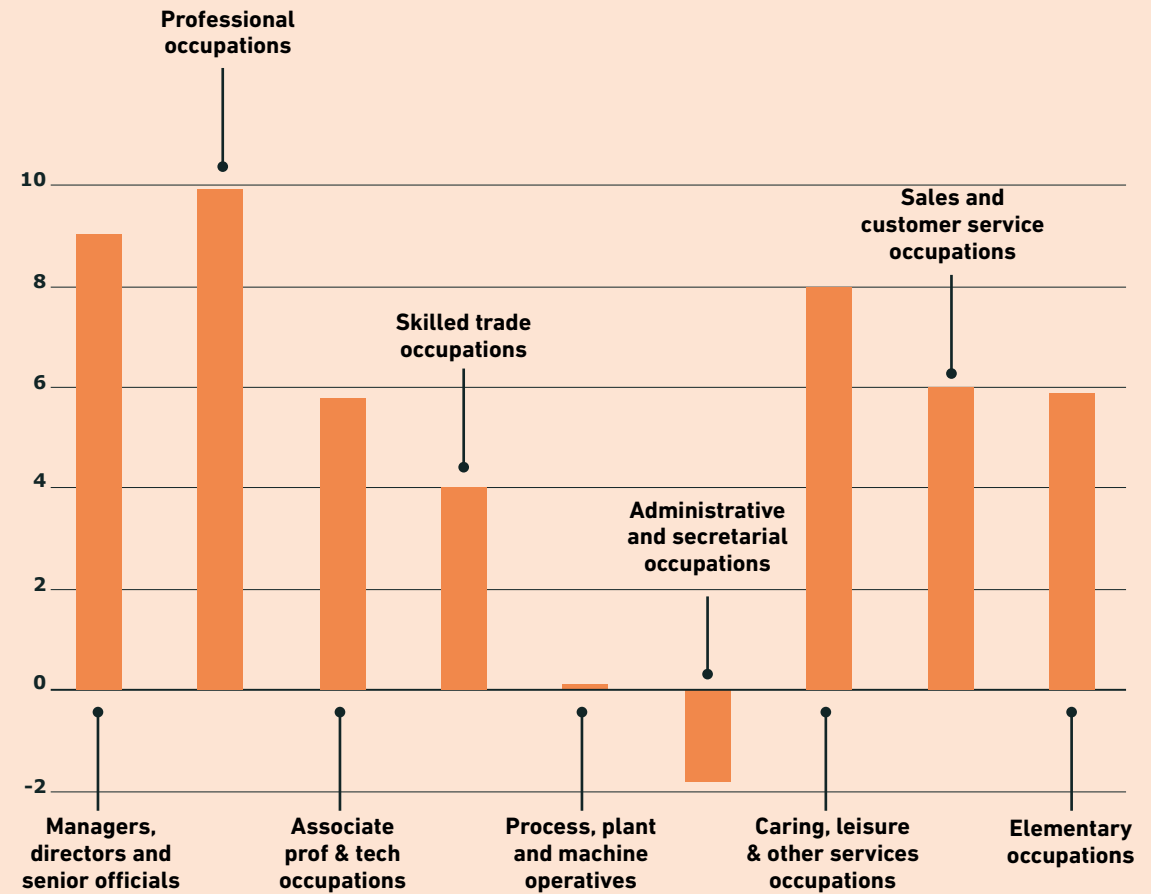
These issues hold our economic performance back, create costs to the public sector, affect productivity and mean that we are not drawing on the full talents of everyone in the city. They also provide an economic opportunity. If we can get people into work, support them to progress into better jobs, improve housing and health conditions, and make neighbourhoods and centres more attractive, we can boost the city's economic performance, and tackle the unfairness and costs of poverty and reduce costs to the public sector.

There are opportunities in all areas of the economy that are growing rapidly, but also in sectors where substantial new job opportunities will be created as people retire.



## HOLLOWING OUT OF THE LABOUR MARKET

### FORECAST % EMPLOYMENT CHANGE BY OCCUPATION IN LEEDS CITY REGION 2013-2020



Source: Joseph Rowntree Foundation



## OPPORTUNITIES TO BOOST PRODUCTIVITY AND COMPETITIVENESS

There are opportunities where the city's economic competitiveness could be enhanced.

Productivity (the economic output per worker / hour worked) in the Leeds economy has not risen significantly since the recession. This is partly because firms held on to workers in the downturn, and people have taken lower paid jobs or become self-employed. But it also reflects insufficient investment in training, exports, research and development, premises and plant, and infrastructure. If we can raise productivity, we can increase the value and resilience of economic activity. There is scope to increase Research and Development spending in Leeds across the public and private sectors, and our export performance.

Developing, attracting and retaining graduates will also provide an economic boost. Increasingly firms invest where there is a skilled and creative workforce. Leeds is already a net importer of people moving to study at university and graduates – the city experiences a brain

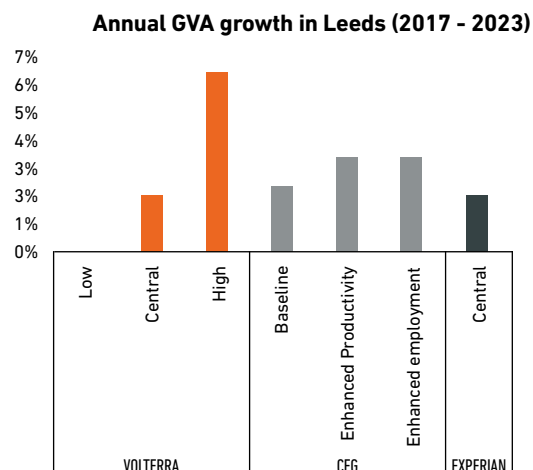
**The diagram to the right shows several GVA forecasts for the Leeds economy**

Source: CEG, Experian and Volterra forecasts

gain, not a brain drain. But more could be done through initiatives to widen participation of Leeds people in higher education, connect Leeds graduates to jobs in the city, and to attract graduate “returners” (people from Leeds who have moved away to study and work) as well as skilled people moving out of London.

More infrastructure investment, a more efficient transport system, more modern sites and business premises and better broadband would all help boost productivity. Better transport can bring new and more productive jobs within reach for people (enabling them to move job without moving house), new markets within reach of business, and support growth and innovation in the city centre, and in major growth locations across the city.

Strengthening the city's image, and awareness nationally and globally of its offer to investors, visitors and as a place to build a career can also play a role. There is also scope for Leeds firms to export more.



## FUTURE ECONOMIC PROSPECTS AND SCENARIOS

### A STORY OF TRANSFORMATIONAL ECONOMIC CHANGE AND ECONOMIC RESILIENCE

Future economic scenarios need to be informed by past trends. Over the past century, the Leeds economy has transformed from a traditional economy based on low skill manufacturing jobs to a knowledge economy with strengths across a wide range of sectors. This transformation is the reason for the city's economic success over recent years.

Leeds has bounced back strongly from the recession which followed the financial crisis of 2008 and 2009. There are now 30,000 more jobs and an extra 6,000 businesses than in 2009. Approximately 450,000 people work in the city, and unemployment is falling faster than the UK average.

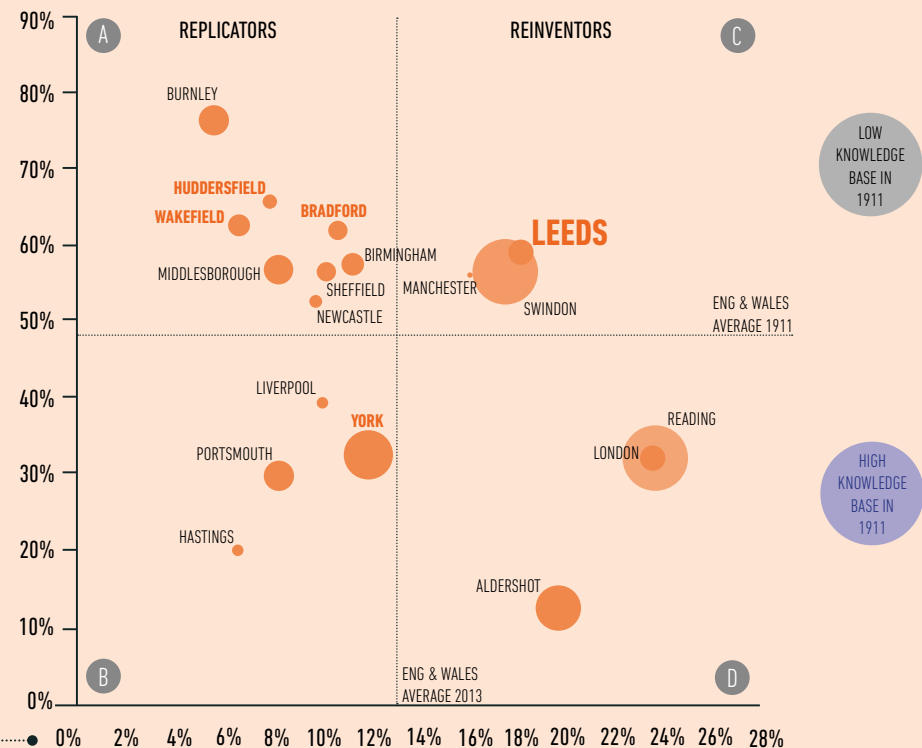
### LONG TERM ECONOMIC TRANSFORMATION

Over the past 100 years, Leeds has successfully reinvented itself as a centre of the modern economy. In 1911, 60% of employment in Leeds was in primary industries – mining, manufacturing and factory work. Today, one in 5 of all jobs is in the private sector knowledge economy.

Share of jobs in  
extractions,  
manufacturing,  
docking and  
general working, 1911

Share of jobs in  
private KIBS, 2013

Source: Census 1911; Nomis business register and employment survey





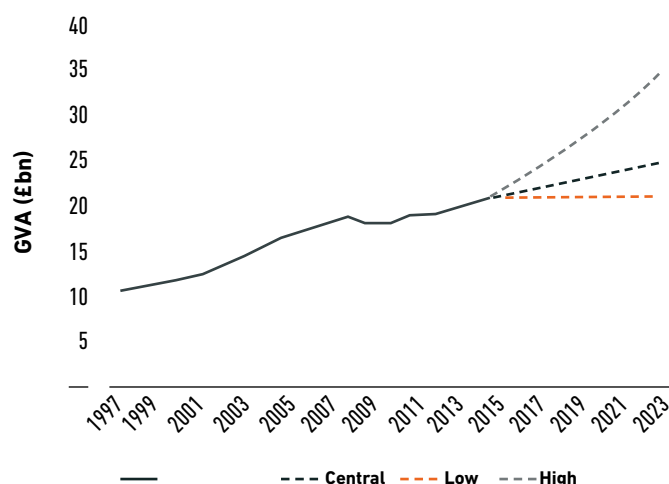
### POSITIVE FUTURE PROSPECTS

A series of forecasts predict Leeds will outperform the national economy over the next 20 years, increasing its output by an extra £9bn annually (growth of almost 50%) and create an extra 68,000 jobs.

These positive forecasts are based on analysis of underlying economic factors: the strong concentration of knowledge based jobs and a skilled workforce, a successful track record in providing new office space and attracting investments, large and growing financial and digital sectors, and high levels of business start-ups and scale-ups. The forecasts identify a range of factors that will make a difference as opposed to specific growth sectors or transformational technologies.

Leeds is likely to remain a broad based economy. This is a good thing. Economic diversity provides strength and resilience in uncertain times. Different sectors benefit from interactions with each other. For example, the professional services sector benefits from a strong manufacturing base, and manufacturing benefits from the capabilities of the digital and scientific sectors. Some of the most exciting innovation and business growth is where different sectors come together, such as fin-tech (financial technology) and manu-services (manufacturers selling their expertise as ongoing services).

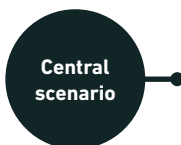
GVA In Leeds (2009 To 2015 Actual; 2016 To 2023 forecast)



Source: Regional GVA, ONS (2016); Volterra forecast



Positive growth of 6.4% per annum results in £11bn in additional GVA between 2017 and 2023.



GVA growth continues at trend rate of 2.0% per annum. This results in £3bn additional GVA over the plan period.



GVA stagnates and so there is no change from the 2015 level of GVA.

*“On the baseline forecast the Leeds economy will grow over the period 2015-2030 at a rate that is 69% above that which it achieved in the period 2000-2015. However, building on forecasts made for the Northern Powerhouse, and assuming some enhanced productivity growth, GVA could grow substantially more, by some 140% on its historic performance.....The strength of the Leeds financial sector is such that it is entirely plausible that Leeds, and in particular its expanding City Centre area, could experience growth in office-based employment towards the top end of our growth forecasts. This would create 47,000 extra office jobs in the City Centre over 2015-30 and a corresponding requirement for 7.5 million sq ft of new floorspace..... To ensure that the projected growth in jobs can be met it is essential that there is also an adequate supply of skilled labour.”*

**Cambridge Economic Associates**  
(economic forecast commissioned by CEG)

### BUT THERE ARE RISKS AND UNCERTAINTIES AHEAD

However there are also significant economic risks. It is almost ten years since the last recession and there are signs of a slowdown in consumer spending. Brexit has damaged business and investor confidence, and there is great uncertainty about future exchange rates, trade regimes, access to workers and the availability of research funding to universities.

Technological change in areas such as robotics, artificial intelligence, and big data will benefit the cities that are at the forefront of innovation, but could lead to job losses overall for other cities.

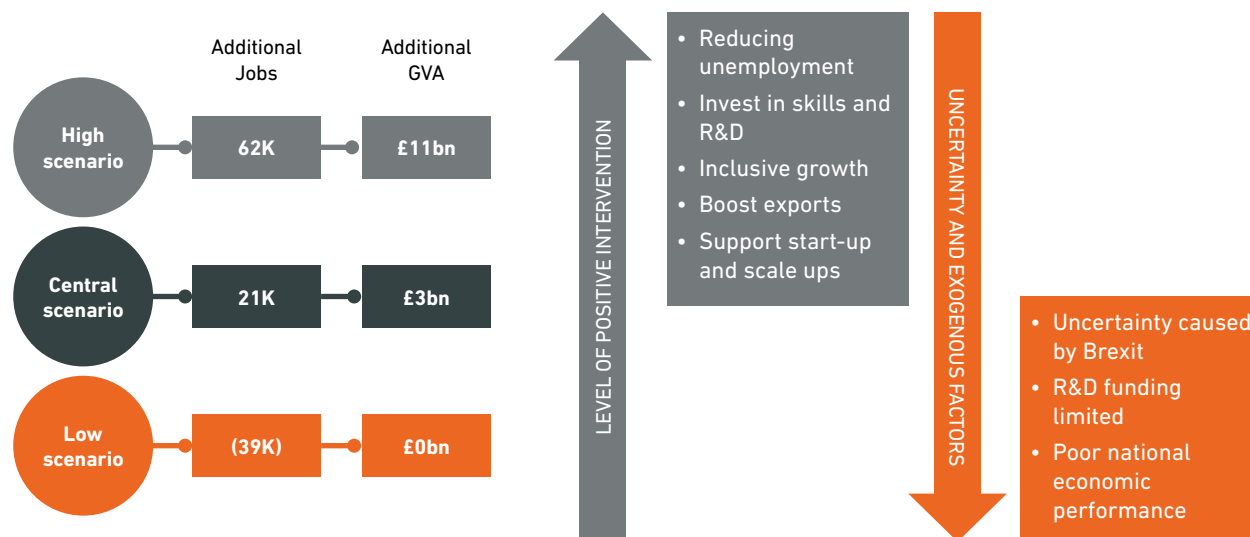
A failure to equip our people with the skills they need to succeed in the modern economy will hold them, and hold our city's progress back.

Improvements in infrastructure will be needed to secure and accommodate future growth as well as improving the city's resilience to extreme weather, and fluctuations in energy prices. A slowdown in development could restrict the supply of the new homes and business space we need.

2016 Yorkshire saw the second biggest rise in the number of new businesses created with a 1.8% increase, second only to London.

Leeds, alongside Cambridge and Liverpool has the highest proportion of female entrepreneurs in UK cities – at 29%.

## Growth scenarios – 2017 to 2023



Source: Volterra



IN 2016 YORKSHIRE SAW THE SECOND **BIGGEST** RISE IN THE NUMBER OF **NEW BUSINESSES** CREATED WITH A **1.8%** INCREASE, SECOND ONLY TO LONDON



**LEEDS**, ALONGSIDE CAMBRIDGE AND LIVERPOOL HAS THE **HIGHEST PROPORTION** OF **FEMALE ENTREPRENEURS** IN UK CITIES AT **29%**

## THE SCENARIOS

Three scenarios have been set out for the Leeds economy to 2023:

**A central scenario**, based on a continuation of long-run trends – this would see continued growth in financial and professional services and the knowledge economy, and continued progress with developing new infrastructure and office space in the city. It would be dependent on national growth remaining positive.

**A higher growth scenario**, based on a continuation of recent positive trends and progress being made on some of the issues holding the city's economy back and on inclusive growth – this would require substantial progress to be made on reducing unemployment, tackling

low pay and underemployment, a better education and skills system, attracting and retaining more graduates, a boost in exports and R&D, an increase in infrastructure investment, regeneration, and development of new homes and business space. It would be dependent on a strong national economy.

**A lower growth / recession scenario**, based on an economic downturn as a result of uncertainty, Brexit, skills issues, weaknesses in infrastructure, and problems of poverty are really beginning to harm the city's overall economic performance.

## WHAT IF THERE IS A RECESSION?

- One of the scenarios is for low growth. There is concern about recent slowdowns in national consumer spending, wage levels, uncertainty around Brexit, and global instability. It is almost ten years since the last recession, and another downturn is possible.
- If there is a recession, the Council will work with the LEP and other partners to support businesses and people. Potential interventions include:
  - Creating a standing taskforce to provide support for businesses facing pressures and the risk of closures and redundancies.
  - Developing a fund and an initiative to provide training, employment support and jobs brokerage for people that have been made redundant to help them get new jobs or start their own businesses.
  - Maintaining momentum on development and regeneration projects and kick starting progress on stalled sites through funding; and
  - Investing in infrastructure and regeneration to provide an economic stimulus.

## CONCLUSIONS

The Leeds economy has transformed over the past century from a traditional industrial economy, to an increasingly successful knowledge economy.

Leeds has a wide range of economic strengths: financial and professional services, innovative manufacturing, digital, healthcare and life sciences, retail and tourism, construction, education and social enterprise. This economic diversity has provided resilience and innovation.

Leeds is an enterprising city, and a great place to start and scale-up a business. Our innovators and entrepreneurs – in business, universities and in the community sector – are creating new products and processes to drive growth.

Our international profile is growing, reflecting the progress the city is making, the major events we are now hosting, and the diversity and dynamism of our communities. There has been a step change in recent inward investment activity and visitor numbers.

Leeds bounced back from the recession strongly, and our economy has been resilient in the face of austerity. Private sector jobs growth is strong.

Whilst we should be positive about the progress Leeds is making, we must not be complacent. The evidence also shows that there is more we can do to boost productivity, and particularly to tackle poverty which is currently a drag on our economic performance.



# 5. INCLUSIVE GROWTH

MAKING OUR ECONOMY WORK FOR EVERYONE

Inclusive growth is about an approach to developing a productive and resilient economy, to which all people and places contribute to and benefit from to their full potential. The approach is set out in the diagram below.

It is clear that not all people or places have benefited fully from rapid economic change; in fact many feel they have been left behind, and that austerity has added to the negative impacts. For far too long traditional policies and actions to support economic growth and to tackle poverty have taken place in different silos. The result is that well-intentioned efforts to achieve growth rely inadvertently on the concept of trickle-down to spread the benefits and efforts to tackle poverty become focused on mitigating the consequences of deprivation, not tackling the causes.

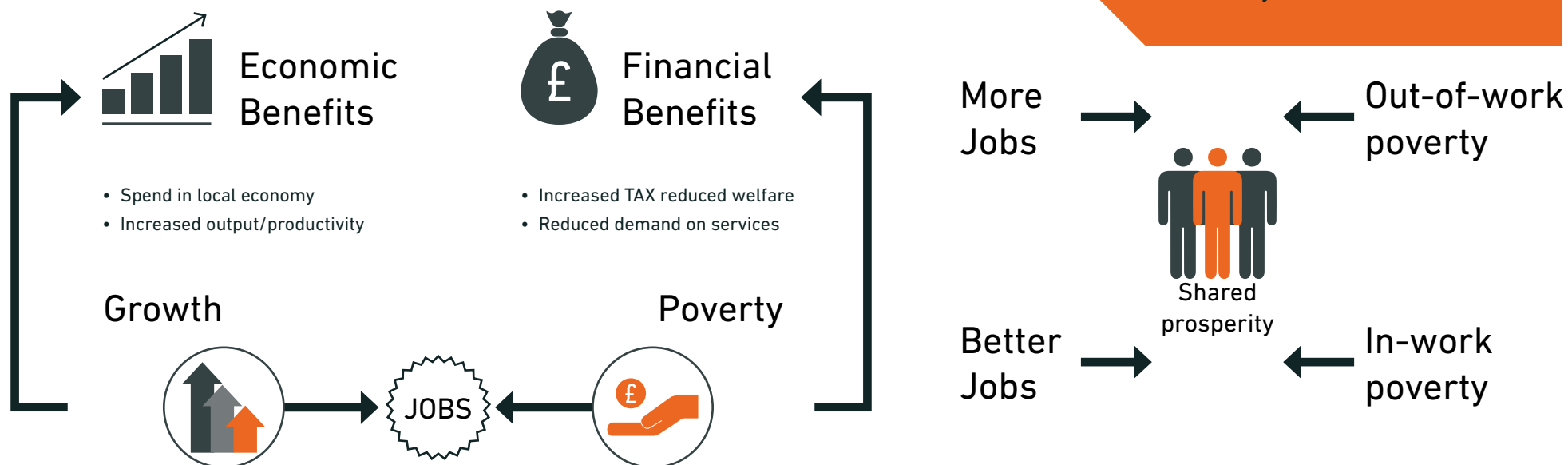
There is also increasing recognition that we cannot rely on a policy of 'grow now, redistribute later'. In an era of

ongoing pressure on the public finances, the scope for redistribution will be limited. We do need growth, but growth of the right type.

As a result, there is increasing interest both globally and in the UK, in the concept of inclusive growth. Leeds has led the way here working with Joseph Rowntree Foundation through the More Jobs Better Jobs Partnership, which was formed in 2014. Through this work we have taken an independent look at what can be done in areas such as tackling low pay, regenerating neighbourhoods, innovating with the benefits system, securing better social outcomes from the leadership and procurement by large "anchor institutions" in the city, and improving access to jobs through transport interventions. The work with JRF has informed this inclusive growth strategy.

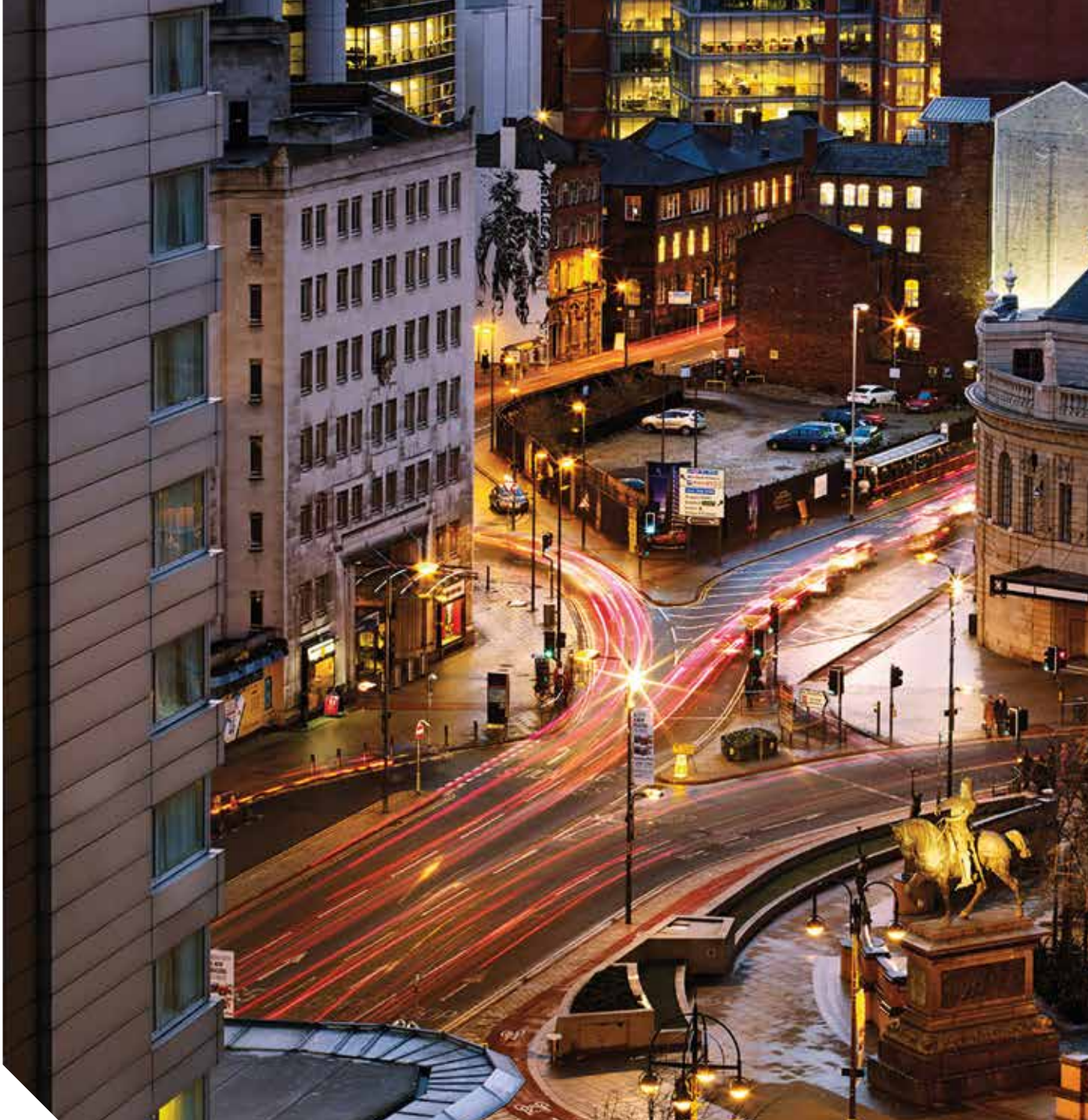
*'We need to replace the 'growth first-distribute later' axiom with a more complex and integrated approach in which the low income groups are better prepared to profit from globalisation, ensuring that they are more closely connected to innovation and global business opportunities. We need to increase social spending to improve social protection and safety nets in light of the changing work environment disrupted by digital technologies'.*

**Angel Gurría,**  
**OECD Secretary-General 6 June 2017**



Source: JRF





## MAKING OUR ECONOMY WORK FOR EVERYONE

The RSA's Inclusive Growth Commission highlights that reducing inequality and deprivation can itself drive growth. Investment in social infrastructure – including public health, early years support, skills and employment services – should go hand in hand with investment in physical infrastructure, and in business development. This will have a first order impact on productivity and living standards.



INCLUSIVE GROWTH  
COMMISSION







# 6. OUR BIG IDEAS

## THE CROSS CUTTING ISSUES UNDERLINING GROWTH

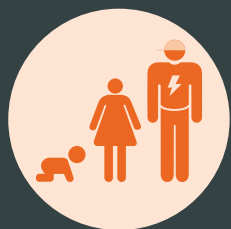
THIS SECTION SETS OUT OUR 12 BIG IDEAS THAT HELP FRAME THE ACTIONS FOR THE STRATEGY. THEY ARE THE CROSS CUTTING ISSUES UNDERLINING OUR APPROACH TO DELIVERING INCLUSIVE GROWTH.

THE ECONOMIC SCENARIOS AND FORECASTS IN THE PREVIOUS CHAPTER SHOW THAT THE PROSPECTS FOR THE LEEDS ECONOMY ARE POSITIVE. HOWEVER TO FULFIL OUR ECONOMIC POTENTIAL AND TO MAKE A HIGH GROWTH SCENARIO A REALITY WE NEED TO TAKE ACTION TO ENHANCE OUR COMPETITIVENESS AND TO GET EVERYONE CONTRIBUTING TO THE ECONOMY TO THEIR FULL POTENTIAL. WE WILL ALSO NEED TO SUPPORT OUR BUSINESSES AND COMMUNITIES TO BE RESILIENT IN THE CONTEXT OF ECONOMIC CHANGE AND RISKS.

THIS WILL MEAN INVESTING IN **PEOPLE**, IMPROVING EDUCATION AND SKILLS, PUTTING CHILDREN AT THE HEART OF THE GROWTH STRATEGY, AND EMPLOYERS AT THE CENTRE OF THE SKILLS SYSTEM. IT WILL MEAN TACKLING LOW PAY, SECURING BETTER SOCIAL AND ECONOMIC OUTCOMES FROM THE ROLE AND IMPACT OF LARGE ORGANISATIONS IN LEEDS.

IT WILL MEAN DEVELOPING AND REGENERATING **PLACES**, SUPPORTING NEIGHBOURHOODS, COMMUNITIES AND CENTRES TO RESPOND TO ECONOMIC CHANGE, GROWING THE CITY CENTRE AS AN ECONOMIC POWERHOUSE NOT JUST FOR LEEDS BUT ALSO FOR THE NORTH, AND GROWING MAJOR ECONOMIC HUBS TO THE NORTH, EAST, SOUTH AND WEST OF LEEDS. AN INCREASE IN NEW HOMES, IMPROVEMENTS TO EXISTING HOUSING AND INVESTMENT IN MODERN INFRASTRUCTURE WILL SUPPORT THE CITY'S GROWTH.

IMPROVING **PRODUCTIVITY** IS ALSO NECESSARY. BY BACKING INNOVATORS AND ENTREPRENEURS WE CAN BUILD ON OUR STRONG START-UP AND SCALE-UP PERFORMANCE. TECHNOLOGICAL CHANGE WILL CREATE OPPORTUNITIES FOR CITIES WHO ARE AT THE FOREFRONT OF THE NEXT WAVE OF DIGITAL TRANSFORMATION, BUT POSES RISKS FOR ANY CITIES THAT LAG BEHIND ON DIGITAL INVESTMENT AND DIGITAL SKILLS. PROMOTING A MODERN, DYNAMIC, DIVERSE AND OUTWARD-LOOKING IMAGE OF LEEDS – INCLUDING MAXIMISING THE ECONOMIC BENEFITS OF CULTURE - CAN DRIVE GREATER INWARD INVESTMENT, EXPORTS AND TOURISM.



## PUTTING CHILDREN AT THE HEART OF THE GROWTH STRATEGY

- Strengthening the role of schools developing students to contribute to the economy to their full potential, including getting them ready for the world of work, raising educational attainment, improving careers advice and business engagement in schools
- Extending Early Years provision, linking this to supporting more parents to get into work or to progress into better jobs

We are committed to building our growth strategy around the city's children and young people. Investing in children offers the greatest returns and we are committed to giving our children the best start possible, research shows that the most cost effective public sector investment is in the early years, with benefits through childhood and into adult life and work.

We will continue to protect and promote the successful and vital network of early years services, providing support to parents and carers to enter, stay and progress in work, through children's centres and childcare, and more targeted services such as the Stronger Families initiative. We will also work with employers to encourage and support parents returning to work after a period of childcare, including in higher skill roles where there are currently skill shortages.

Our ambition is to create a skills and education system focused on current and future jobs. This means working more closely with employers, particularly in schools to improve careers advice, mentoring and work experience. Young people with unclear or unrealistic career ambitions are far more likely to spend time not in education, employment and training, or stuck in a trap of low pay and low skills.

The proportion of Leeds schools judged to be good or outstanding is higher than the national and regional average but we are not complacent. Leeds

will continue to raise aspirations, standards and the quality of school leadership and develop our role as part of the City Region and Northern Powerhouse strategies for schools.

We will work with businesses and schools to improve careers advice. This should focus on raising aspirations and meeting the needs of the individual, enabling young people to make informed choices about all the possible routes into work. We will do more to promote the benefits of apprenticeships, rather than prioritising traditional academic paths. We will encourage more girls into sectors such as manufacturing, construction and digital.

Over **630** businesses, organisations and individuals have joined our campaign to make Leeds a child friendly city and signed up to be a child friendly Leeds ambassador







## EMPLOYERS AND PEOPLE AT THE CENTRE OF THE EDUCATION AND SKILLS SYSTEM

- Bringing employers and education providers together to develop and commission education and training to meet employers' needs and economic priorities
- Supporting our current and future workforce to be resilient to economic change
- Tackling skills gap at all levels
- Serving greater local control over our skills system

We will work with employers, schools, colleges, universities and training providers to try to shape a skills system that meets the needs of our economy.

Employers and education providers need to work more closely together, with business involvement directly in the classroom to mentor and inspire young people. Greater collaboration will help to develop and commission education and training that is tailored to the needs of employers and our economic priorities. We want our employers to commit to invest more in skills training, engage more with schools, and deepen their involvement in education. We will also continue to make the case to Government for greater investment and more local control over the skills system.

The new Apprenticeship Levy incentivises employers to drive up quality and invest in new progression pathways for their workforce. Good work has been done in this area over the last five years to put employers at the heart of the apprenticeship system, they now write the standards required and commission training providers, this not only benefits trainees but also business as the levy can offset funding costs to train staff.

We will look at how we can work with employers and providers to improve the skills of the existing workforce, to enhance people's productivity, progression and resilience. This will include looking

at how greater support can be provided to people who lose their jobs or whose skills need to be kept up to date.

An increase in graduate level jobs is forecast, but some major employers report challenges in attracting graduate applicants with the right skills, particularly in digital. This is despite Leeds experiencing a slight "brain gain" with more undergraduates and graduates moving into the city to study and work than those leaving.

We will work with our universities in widening participation of Leeds residents in higher education. We will develop programmes that create better awareness among Leeds students and potential returners (Leeds residents returning from work and study elsewhere) of available jobs in Leeds. We will continue to bring employers and higher education providers together to design courses to address higher level skills shortages, including creating new degree apprenticeships.

Our education and skills system is currently too fragmented with too many decisions being made in Whitehall, not locally. Through locally designed projects we have been far more successful in supporting people into work than the top-down national programmes. We will continue to make the case for greater devolution of our skills system.



**UTC Leeds**

*UTC Leeds pledges to support manufacturing growth in the city by developing young people with the technical abilities, confidence and curiosity needed to design, create and maintain the products of the future. By creating strong partnerships with industry, colleges and the University of Leeds we guarantee that any young person with an interest in engineering and technology will leave UTC Leeds well prepared to make a meaningful contribution to the city's economy and society at large.*





## BETTER JOBS – TACKLING LOW PAY AND BOOSTING PRODUCTIVITY

- Encouraging employers to pay the Real Living Wage
- Initiatives to support firms and people to improve their skills and progress into better jobs
- Continued investment in small scale productivity gains in SMEs

To support growth we need a more concerted focus on tackling low pay, enabling in-work progression creating better jobs. Workers in low-wage jobs in the UK receive less training than other European countries, this has an impact on productivity. A low pay initiative will launch alongside the Growth Strategy. This will focus on two main priorities: first encouraging more employers to pay the Real Living Wage (currently £8.45 an hour) to their staff and through their supply chain; and second an initiative to support employers to enhance the skills and progression of their lowest paid workers which will include making the most of the Leeds City Region Career Development Fund programme.

It is high paid - high skill jobs, and low paid - low skill jobs which are forecast to increase in Leeds. But intermediate level roles are forecast to increase at a lower rate, or in some cases to decline. The rungs on the ladder of career progression are moving further apart or being taken away.

Leeds has a broad based economy that changes rapidly and consequently many people in the labour market don't have the right skills, skills which are not transferable, or their skills are out of date. Advancing

technology will create further demand for digital skills, as automation changes the shape of the labour market and many current jobs become obsolete. Work is being done in this area, with labour market data shared frequently across the region with our higher and further education providers, giving them the tools to supply a relevant curriculum that meets the current and future demand for skills and provision. The Leeds City Region Skills Service provides comprehensive training needs and a skills planning service to help business identify skills gaps and development needs linked to their growth plan objectives. This has resulted in the upskilling of over 9,000 workers and £3.93m of grants approved, 35% of which were to businesses in Leeds.

Previous economic thinking that any job is the best route out of poverty does not reflect the modern economy. Research by the Joseph Rowntree Foundation shows that 55% of the households in poverty contain at least one adult that is in work, these families equate to approximately 7.4 million people across the UK. Continued investment in small scale productivity gains in SMEs will have an impact as will a focus on low wage sectors with high numbers of employers.









## INSTITUTIONS EMBEDDED IN AND WORKING FOR COMMUNITIES AND THE LOCAL ECONOMY

- Developing a strategic approach to corporate responsibility
- Securing better outcomes for the Leeds economy in terms of jobs, skills and supply chains from procurement by the public and private sectors, and through major development and infrastructure projects
- Securing specific commitments from organisations within the city to support inclusive growth and promote the city

Businesses have a role to champion local issues and support communities and the people in them. Both physical and social connectivity needs improving, particularly between poor and more affluent neighbourhoods.

Securing better outcomes for the Leeds economy in terms of jobs, skills and supply chains from procurement by the public and private sectors, and through major development and infrastructure projects is essential. There is a danger that money invested locally flows straight out into the wider economy instead of circulating to businesses and people in the local area. As an anchor institution the council has helped 2,395 people into work over the last four years through procurement and major development opportunities, but alongside other large businesses and institutions we still have a role to play in

protecting communities through local procurement and supply chain policies.

We will seek to secure specific commitments from organisations within the city to support inclusive growth and promote the city. We will develop the Leeds Social Value Charter to provide a framework which aligns with business and community needs. We will also work with businesses (both large firms and SMEs) and the third sector, through the Connective Leeds initiative, to develop a strategic approach to corporate responsibility building on the success of Child Friendly Leeds. We will work with the LEP to look at what more we can do to consider each firm's commitments to supporting staff development and economic inclusion when we make decisions on grant funding, procurement, business rates relief, and planning.

### **Leeds Community Foundation**

*Leeds Community Foundation (LCF) is the largest independent grant-maker in Leeds, distributing approximately £4m -£5m a year in grants to third sector organisations, charities and social enterprises. We are supportive of the Leeds Growth Strategy plans and, in particular, the enhanced focus on local communities. In support of the strategy we pledge to:*

1. *Continue to work closely with businesses to encourage them to expand their community investment activities so as to provide more support for local communities in terms of time, talent and finance.*
2. *Continue to prioritise our grant-making in the city's most deprived neighbourhoods to ensure that Leeds as a city of opportunity for all.*
3. *Work closely with the Council by hosting the Leeds Parks Fund to encourage investment in our parks and green spaces.*
4. *Continue to be active Ambassadors for Child Friendly Leeds including hosting the new Child Friendly Leeds Fund designed to raise funds to support children and young people in Leeds.*
5. *Provide a quick response and mechanism for gathering funds in the event of an emergency such as the 2015 floods.*
6. *Where appropriate, convene our annual lecture Leeds Leads which will help provide a focus on the city's strengths and encourage a wider awareness of and involvement in community engagement.*
7. *Secure and manage grants programmes that encourage and support social enterprise start-up and scale up as well as supporting individual social entrepreneurs.*
8. *Support the city's cultural and creative sector through championing the bid for Leeds Capital of Culture 2023, and through our normal work supporting work with communities via the city's major cultural institutions as well as community-based organisations, events and galas.*

### **Leeds Beckett University**

*As a major employer embedded in the local economy Leeds Beckett University pledges its full commitment and support to the Leeds Growth Strategy. We will seek to be an active and collaborative partner with organisations in our City Region to help make a positive and decisive difference to local people, communities and organisations. We therefore would like to make 5 core commitments:*

1. *We will help put young people at the heart of the growth strategy by guaranteeing a place at Leeds Beckett University to any student studying at School or College in the Leeds City Region who meets our admissions requirements. We will provide dedicated support to Schools and Colleges in Leeds to help their students overcome barriers to applying for a place in our University.*
2. *We will work in partnership with employers and the City Council to retain more of our talented graduates by creating a graduate employment bureau which will help them find the jobs they want and help local employers meet their emerging skills needs.*
3. *We will work in partnership to develop an Innovation District to boost innovation throughout the economy by supporting start-ups and scale-ups, commercialising knowledge, providing business support, and graduate employment. We will contribute £100m in capital developments to help develop the district.*
4. *We will be a firm and committed partner to the Leeds bid to become European capital of Culture in 2023, through corporate sponsorship, production of cultural capital, and a £75m investment in a dedicated cultural and creative hub.*
5. *We will boost the "Leeds £", and secure better outcomes for the Leeds economy in terms of jobs, skills and supply chains, by increasing the % of our purchasing spend made with organisations in the Leeds City region and advertising all of our job vacancies extensively to local people.*

asting Tower



## SUPPORTING PLACES AND COMMUNITIES TO RESPOND TO ECONOMIC CHANGE:

- Targeting investment and intervention to tackle poverty in priority neighbourhoods
- Improving housing and quality of place in priority neighbourhoods to tackle poverty
- Building more homes
- Transforming the role of town centres as economic and service hubs
- Making assets work to support growth and communities

Vibrant town centres, improving neighbourhoods, good quality open spaces and public realm all have a role to play in the growth of our economy. There are still vacant units and empty homes in some areas, these not only provide a physical blight on their environment but are underused assets. More flexibility is needed to repurpose and reuse excess stock, such as providing housing in town centres.

As the city expands and its population grows we are facing a housing shortage. But providing more homes should not simply be a numbers exercise. The location, type, tenure, size, design and quality of housing and the quality of place in neighbourhoods needs to reflect our economic ambitions by providing homes in places people want to live that are affordable. The ongoing design and development of the city should consider and support the needs of children and families at every stage to ensure Leeds remains an attractive place for families to relocate.

More needs to be done to support places to prosper in the context of economic change. We have changed people's lives and improved significantly housing conditions, the local environment and community facilities in places such as Cross Green and major investment through the Little London, Beeston Hill and Holbeck PFI which entailed £145 million capital investment in new homes. We have committed a £4 million investment in community work in the Holbeck area and the council is making £5 million available to improve and promote enterprise in our town centres

and link people to jobs within them. We will develop a coherent approach to using funds to revitalise centres and neighbourhoods, encourage enterprise and make best use of existing assets.

We will continue to target investment and intervention in places that are ranked by Government as amongst the most deprived in England, including current work focusing on the six priority neighbourhoods that have been identified as showing some of the most concentrated and long standing deprivation in the whole country. The Council will work with local people, partners and other stakeholders to develop programmes that focus on connecting these neighbourhoods back into the economic and social mainstream of the city so that residents are able to take advantage of the jobs and training opportunities that are often in close proximity, in the city centre or other centres of employment.





£

23

LEAST AFFORDABLE  
LONDON BOROUGH  
WESTMINSTER

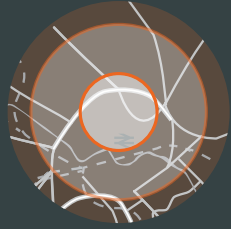
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MOST AFFORDABLE  
LONDON BOROUGH  
BARKING AND DAGENHAM

7

LEEDS

HOUSEPRICE TO INCOME RATIO



## DOUBLING THE SIZE OF THE CITY CENTRE

- Delivering new jobs, homes, a new city park and a revitalised waterfront in the South Bank, as one of the most significant regeneration projects in Europe
- Creating an Innovation District around the universities and hospital
- Rebuilding Leeds Station, the busiest transport hub in the North, including HS2 and Northern Powerhouse Rail
- Connecting people to jobs by improving links between the city centre and surrounding communities

Leeds City Centre is an economic powerhouse for the North, with over 50% of the jobs in Leeds City Centre in Knowledge Intensive Business Services (compared to 25% across the city region as a whole).

Firms are clustering in city centres because it provides proximity to other knowledge intensive businesses, Government and universities, enabling people to collaborate, compare and compete in what the economist Bruce Katz calls “the hyper-caFFEinated spaces between the buildings”.

South Bank Leeds offers a unique opportunity to increase the physical and economic impact of the city centre. It is one of Europe’s largest city centre regeneration opportunities and will be the biggest change the city has seen in more than a hundred years, creating 35,000 new jobs and over 4,000 new homes. It will be the home to HS2, Burberry, a new city centre park and education facilities which complement new office, retail, leisure and housing development. It is also an opportunity to open up the waterfront and make the most of the natural environment.

Rebuilding Leeds Station, already the busiest transport hub in the North, will equip us for an expected 114% increase in passenger numbers over the next 30 years. As the heart of the district over 55,000 people commute into Leeds for work, the majority are from the city region area but a further 8,000 come from further afield. Regional and national connectivity will be strengthened through HS2 and Northern Powerhouse Rail. Significant

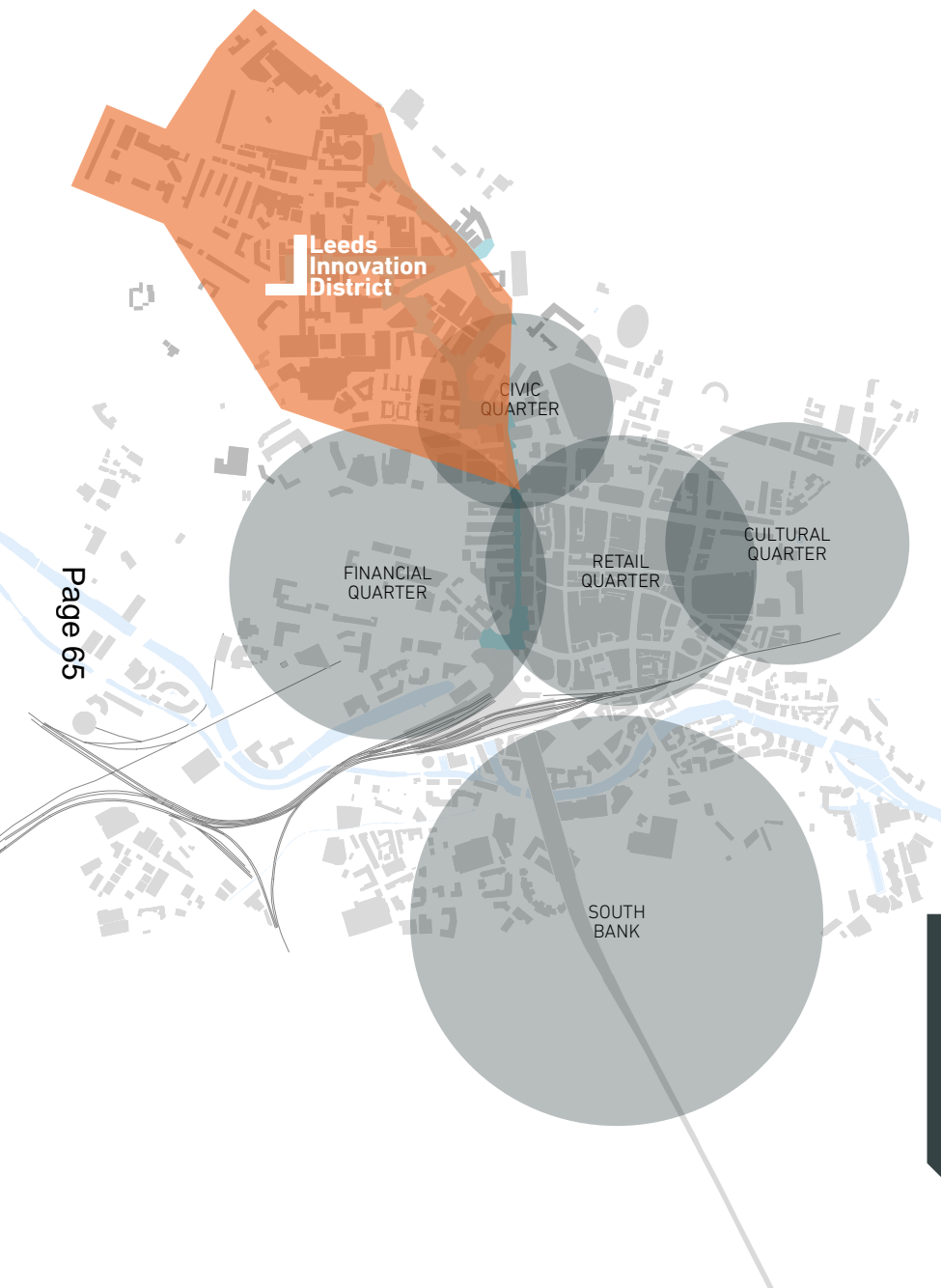
improvements will be delivered on the Northern and Transpennine services, where the council, working with other cities across the North took the lead in specifying the new franchises. Passengers will see huge benefits within the next five years including new trains, many more seats, wifi on trains, and faster journeys.

Our new Innovation District aims to make Leeds City Centre a 21st century science park centred on the universities and the Leeds General Infirmary in the northern part of the city centre, and attracting investment across the city centre from firms that want access to the knowledge created by the universities and hospital. This will drive greater collaboration bringing together some of the city’s most creative and innovative institutions, industry, researchers, clinicians and public sector leaders, boosting larger firms in the city and attracting new inward investment.

We will also support the city centre to expand to the east through the Quarry Hill and Victoria Gate Phase 2 schemes, and to the West through the developments along Whitehall Road and Kirkstall Road.

As jobs are created in centres we need to help people in surrounding communities access these jobs, this is particularly important in those areas that surround the city centre, for example, Hunslet, Beeston, Wortley, Holbeck, Armley, Kirkstall, Hyde Park, Little London, Harehills and Richmond Hill. Better walking, cycle routes and bus services, as well as improving career advice and skills can play a role here.





Nexus is the new Innovation and Enterprise Centre from the University of Leeds, a £40m project that will create 10,000m<sup>2</sup> of high quality space for technology-led businesses to accelerate their growth. It will be a hub for the local innovation community as well as national and international organisations looking to innovate, be more productive and grow.





## BUILDING A FEDERAL ECONOMY - CREATING JOBS CLOSE TO COMMUNITIES

- Strengthening transport links to enable people to access jobs
- Supporting growth and investment in main economic hubs in the north, south, east and west of the city including:
  - Aire Valley Enterprise Zone
  - Thorpe Park
  - Thorp Arch
  - White Rose
  - Capitol Park
  - Kirkstall Forge
  - Leeds Bradford International Airport

Connectivity is as much about reducing inequality as providing growth, by bringing our workforce within reach of jobs. Leeds has several areas of deprivation and these are often adjacent to much wealthier neighbourhoods. The 2011 census showed 32% of households in Leeds do not have access to a car and in many cases poor transport acts as a barrier, reducing mobility and the effectiveness of the labour market.

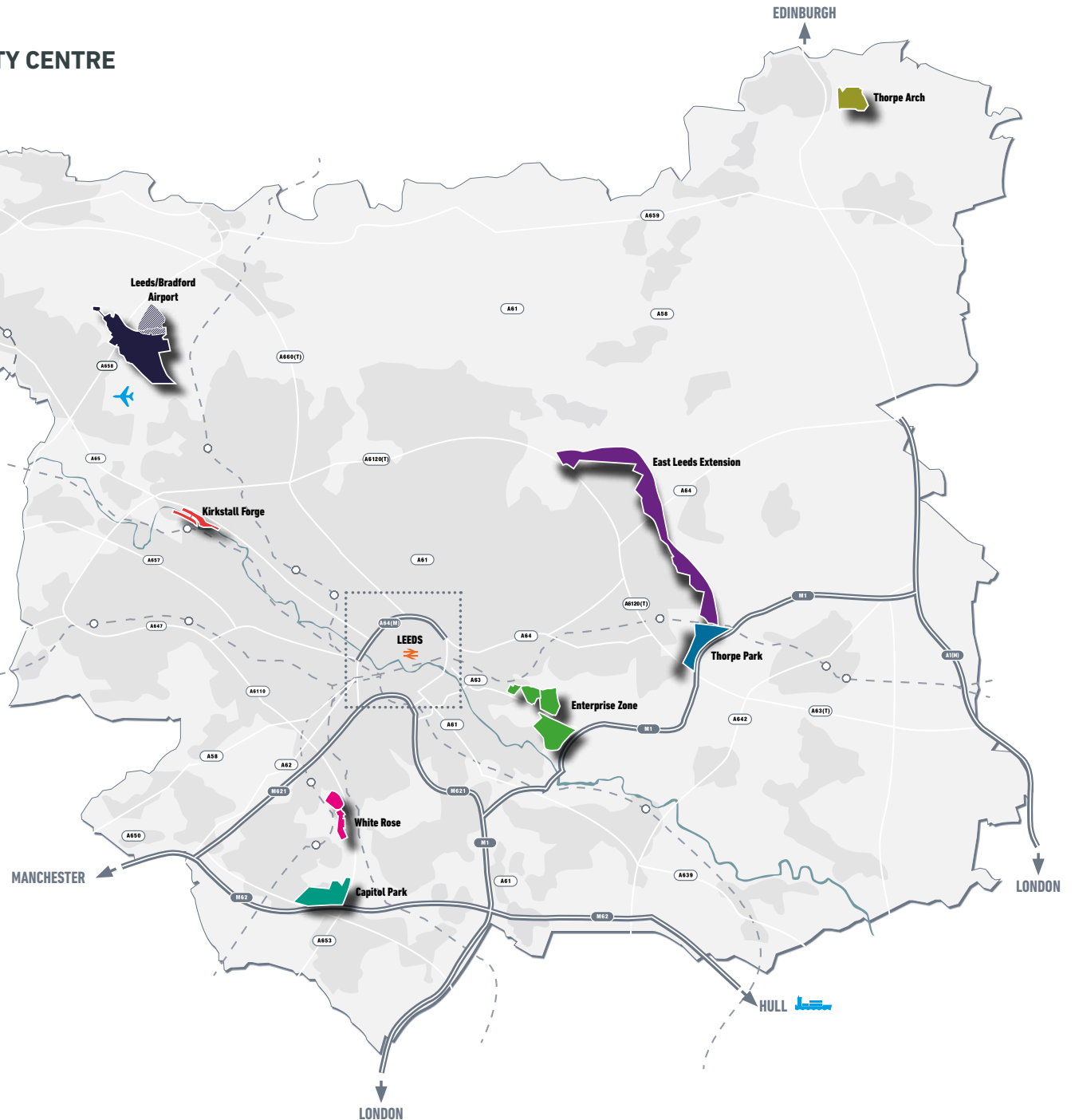
Unlocking development sites will make best use of the city's assets and targeted transport investment can open up opportunities, be that brownfield or future growth sites such as the new airport link road and East Leeds orbital road which will create new employment and housing. The aim is to make Leeds a more prosperous, liveable and healthy city.

Environment improvements will help attract new business and improve the city's readiness for future opportunities such as HS2 and the European Capital of Culture. People friendly streets encourage more walking and cycling whilst improvements to our bus fleet and more people travelling by public transport will improve air quality and reduce carbon emissions. Improvements to district centres will make them more prosperous and new bus services will make them more accessible, supporting new opportunities for skills development and new and better local jobs.

## MAIN GROWTH LOCATIONS OUTSIDE THE CITY CENTRE

### KEY

- THORP ARCH ESTATE** – Proposed residential redevelopment for c 1500 dwellings, as part of a mixed use business park over 155 ha.
- EAST LEEDS EXTENSION** – Major residential extension of 5,000 new dwellings supported by major infrastructure investment
- KIRKSTALL FORGE** – Kirkstall Forge is a new neighbourhood of 1,050 new homes in Leeds, combined with 300,000 sq ft of office space and a further 100,000 sq ft of retail, leisure and community space.
- THORPE PARK** – 21st century business destination with major 300 unit residential development and 140 acres of parkland and public realm.
- LEEDS CITY REGION ENTERPRISE ZONE** – The Leeds Enterprise Zone is one of the UK's most strategic locations for new employment floor space. Located at the heart of the motorway network at J45 of the M1 yet only minutes from Leeds City Centre, the EZ includes 142 hectares of prime development land capable of delivering in excess of 4.3 million sq ft of new employment floorspace. Leeds Enterprise Zone has already established itself as a proven location for manufacturing, logistics and distribution with John Lewis, Amazon, FedEx, Perspex Distribution, Mercado, Roberts Mart, Symingtons and Watershed Packaging already establishing themselves in the area.
- WHITE ROSE SHOPPING CENTRE AND OFFICE PARK** – One of Leeds' foremost office locations with occupiers such as O2 and HSBC, there is 45,000 sq ft of Grade A space available for lettings at two buildings: Optim and Calibre.
- CAPITOL PARK** – With excellent access to the M62, 8 major business and 1350 employees based at Capitol Park, the Park is split into two sites, the East and West linked by a pedestrian footway and letting opportunities available.
- LEEDS BRADFORD AIRPORT** – Subject to planning approval, there are proposals for a new 36.2ha commercial hub at the airport creating 5,500 new jobs at a new Airport Village, Air Innovation Park and Air Freight Park.





## 21ST CENTURY INFRASTRUCTURE

Coordinating plans and leveraging investment to improve infrastructure including:

- Transport
- Smart cities
- Low carbon energy - electricity, hydrogen and water networks
- Social infrastructure - schools, health services, community centres and sports facilities
- Flood protection
- Green infrastructure
- Housing of the right quality, type and range in the right places

Infrastructure improvements should act as a catalyst for regeneration. Improved transport will connect people to jobs, businesses to knowledge and markets, employers to talent, and can enable high densities of productive firms and jobs.

The £1 billion plus Leeds Public Transport Investment Programme will see a new phase in infrastructure investment. Our long term ambition for a mass transit system remains, but we have committed to spending £174m on projects that are deliverable in the short term, with anticipated local and private sector contributions the total investment package is expected to be worth £270m. This includes three new railway stations at White Rose, Thorpe Park and a parkway station connecting to the airport. Investment in 2,000 new park and ride spaces, the bus fleet and network, and cycling routes will reduce congestion in the city centre. A further £450m investment is planned for Leeds through the West Yorkshire Transport Fund programme now being undertaken to the local rail and motorway networks. In addition there will be huge investment in the rail network, and Leeds station.

In 2015, Leeds joined 50 other UK cities in signing a pledge that commits to eradicating carbon emissions and running the city on green energy by 2050. Evidence to date suggests that relying on national

policies alone will not achieve the city's targets. Large scale energy efficiency programmes such as insulating homes and further renewables will play a vital role in reducing energy demand.

We will continue to plan for and support investment in social infrastructure in communities. This will include providing new school places, modernising and improving health services, community facilities, sports facilities and parks.

Cutting carbon presents economic opportunities for Leeds firms and the city as a whole. A new district heating network will use the waste energy from the new Recycling and Energy Recovery Facility to pipe lower cost and lower carbon heat from the perimeter of the city to businesses and residents in dense urban areas.

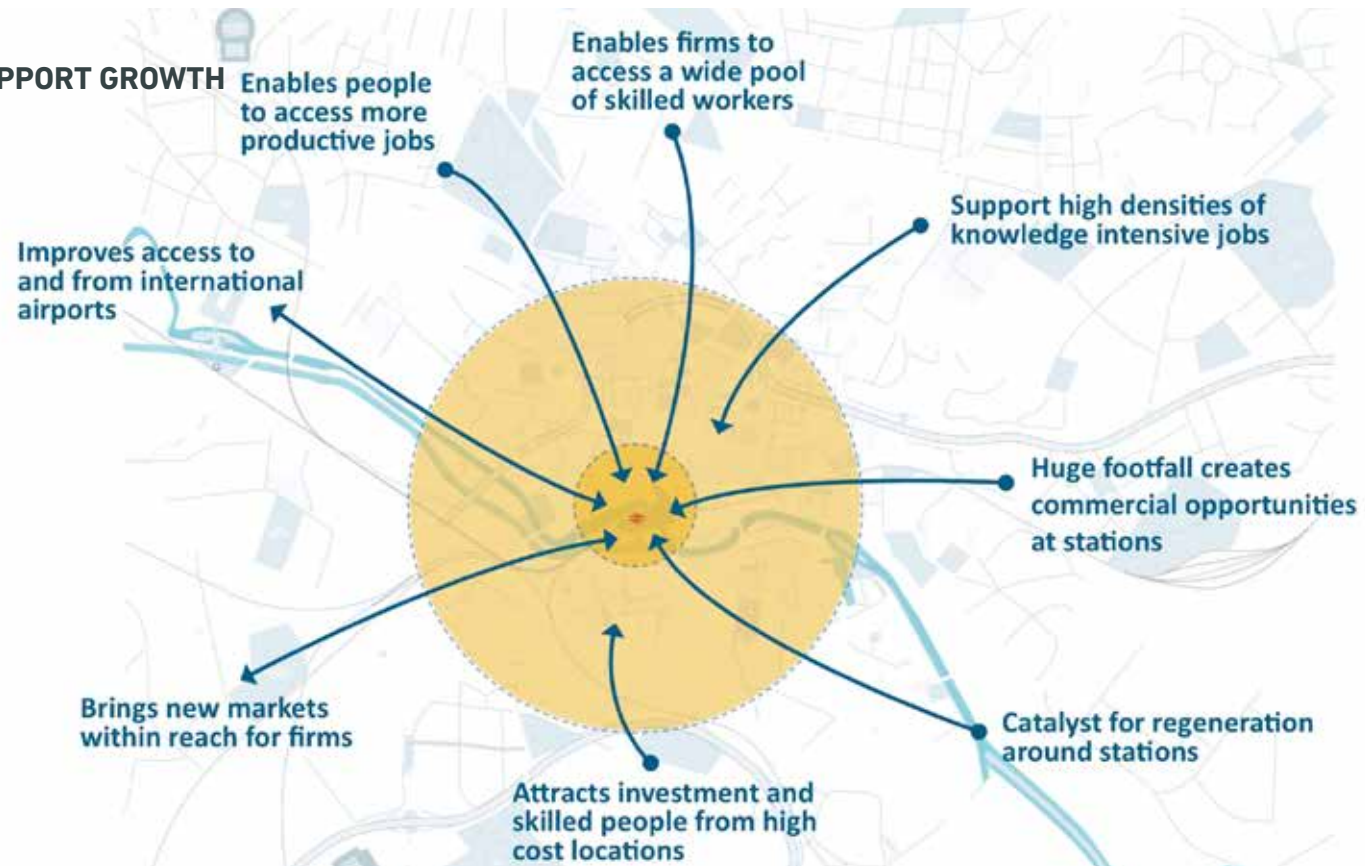
Elsewhere, we have ambitions to convert the existing natural gas network in Leeds to 100% hydrogen. Use of hydrogen as a fuel produces zero CO2 emissions at point of use and improves air quality. Leeds is anticipated to be the first city to be converted in what is essentially a vision for the country, with all major cities being converted by 2052. The cost of the project is estimated to be in the region of £2bn split between the costs of new gas infrastructure and appliance conversion. The earliest practical date for the initial conversion of Leeds is 2025.

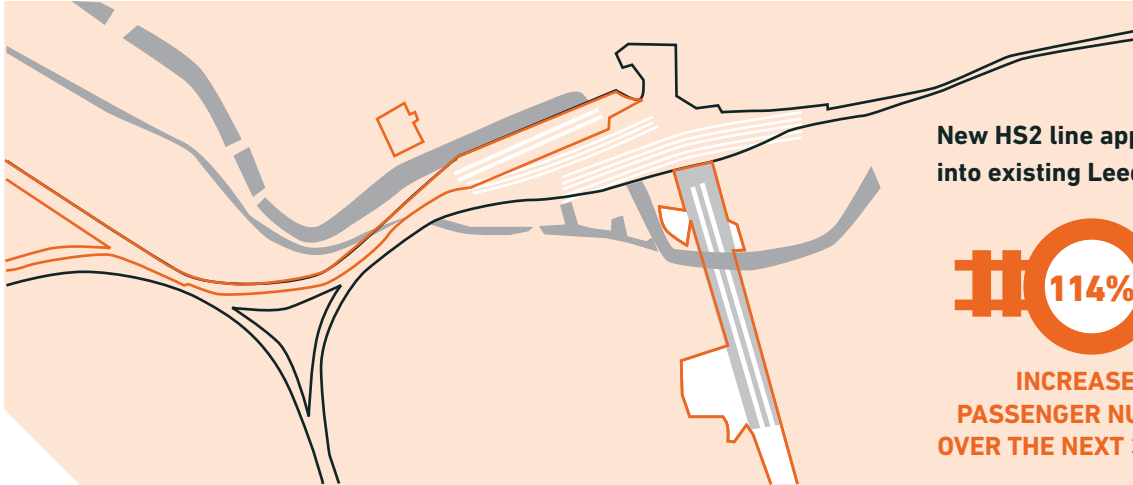
INFRASTRUCTURE  
SPEND IN LONDON IS  
**£1,870**  
PER PERSON  
COMPARED TO JUST



**£247**  
PER PERSON  
IN YORKSHIRE AND  
HUMBERSIDE


HOW TRANSPORT INVESTMENT CAN SUPPORT GROWTH






### BIG PLANS FOR LEEDS STATION

New HS2 line approaching from the south, with HS2 platforms reaching directly into existing Leeds station, creating a common concourse between services



**114%**

**INCREASE IN PASSENGER NUMBERS OVER THE NEXT 30 YEARS**



**28 MILLION DAILY PASSENGERS COMPARABLE WITH LONDON KINGS CROSS**



## LEEDS AS A DIGITAL CITY:

- Promoting and growing the digital sector
- Making every business a digital business
- Developing a workforce that can be resilient in the context of technological change
- Strengthening digital and data infrastructure (including 5G), promoting Leeds as a smart city and using data to help address challenges
- Increasing digital inclusion, so all people can access services, education, training and job opportunities
- Using digital technology and data to improve health outcomes and to reduce health inequalities

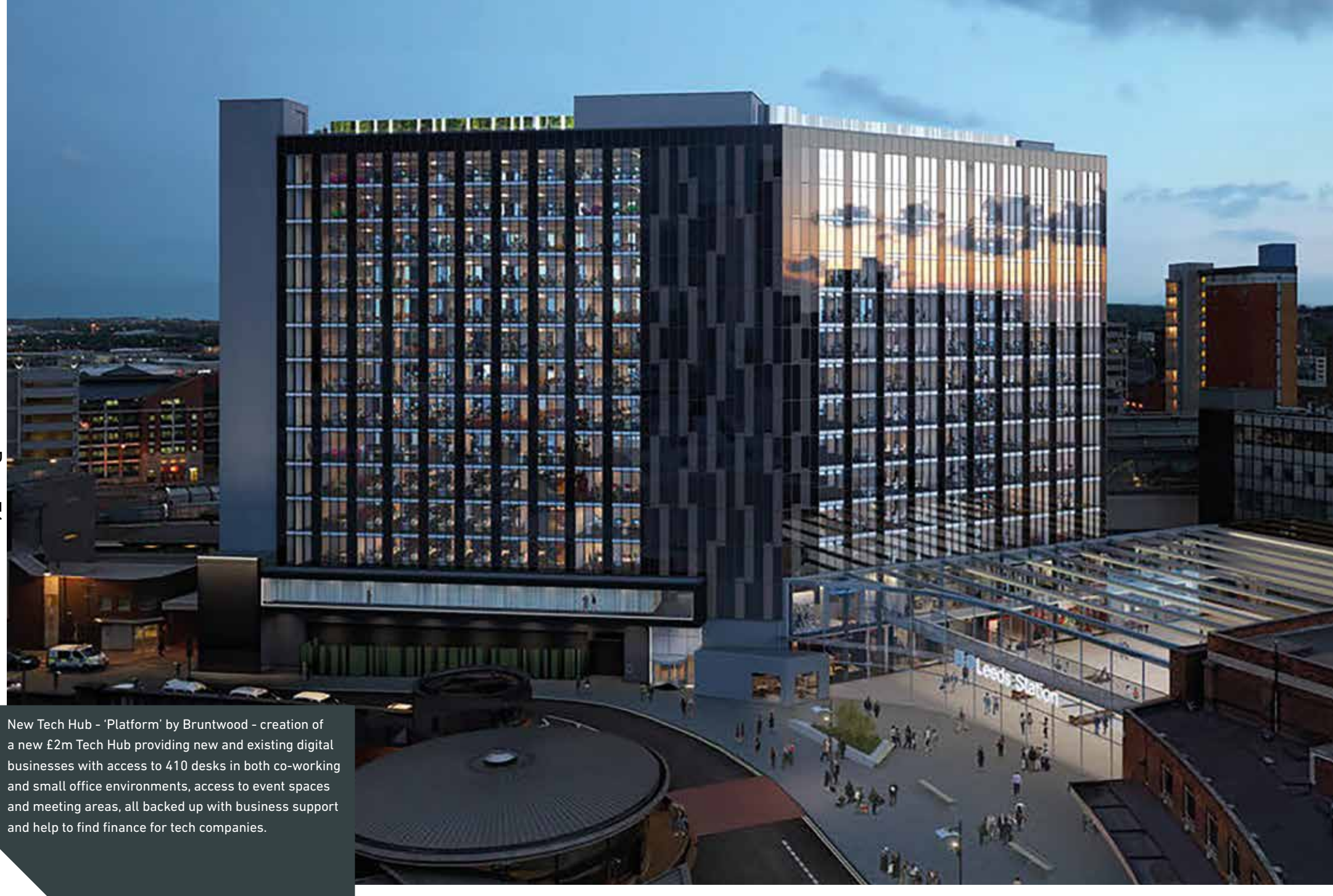
The fantastic growth in our digital sector is a sign of a trend towards digital and tech, changing the way we interact, do business and work with communities in our city. We need to develop a workforce that can thrive and be resilient in the context of technological change. This will build on the existing Leeds Digital Skills Action Plan. We will continue to develop the digital skills of all our people to support inclusion, access to services, information and jobs.

Digital connectivity is an essential part of the modern economy and increasingly people are working in more flexible ways. A smart digital city provides one solution to congestion challenges. At ground level there has also been lots of work undertaken to retrofit the telephone network to provide broadband, but we need a new full fibre network within the core urban area to remain competitive. We will continue to push for Leeds to be a test city for 5G.

Smart city technology is developing in Leeds and we want to be at the forefront of this technology. Electric car charge points, parking bay sensors, apps and autonomy will all shape the future of end to end journeys as well as benefiting the environment.

Digital Enterprise is a new business support programme, with £8.4m available to help up to 1,000 SMEs improve their digital capability, connectivity and technology in the Leeds City Region. As well as a voucher scheme, Digital Enterprise also offers workshops, masterclasses and mentoring support in topics such as digital marketing, social media and cybersecurity.





New Tech Hub - 'Platform' by Bruntwood - creation of a new £2m Tech Hub providing new and existing digital businesses with access to 410 desks in both co-working and small office environments, access to event spaces and meeting areas, all backed up with business support and help to find finance for tech companies.





## BACKING INNOVATORS AND ENTREPRENEURS IN BUSINESS AND SOCIAL ENTERPRISES

- Supporting start-ups and scale-ups
- Boosting innovation throughout the economy, including commercialising knowledge from universities and government, and supporting firms of all sizes in all sectors to improve their products, processes and capabilities
- Promoting social enterprises and innovation in public services

Innovation does not just occur in high tech sectors and top universities. Simple improvements to processes, finding new markets or adapting to new technology can increase productivity. We will continue to support the creation of new businesses and the growth of small businesses, including independents, which are an important part of the Leeds economy.

Business and Government expenditure on research and development is an area where Yorkshire and Humber lags behind most other parts of the UK. Whilst we have a large number of innovative firms, we need more companies investing in R&D. Our universities are doing great work in this area and will do more in the future, but we need government to direct more R&D spend to Leeds.

Leeds offers a wide range of incubator space and network and the new Innovation and Enterprise Centre (NEXUS) currently under construction by the University of Leeds will provide incubation space for up to 60 start-up and scale-up companies to grow and invest as part of the Innovation District.

We will support the plans of the University of Leeds to create an Institute of High Speed Engineering, which will make Leeds a global centre of excellence in rail research and engineering.

We will build on the strengths of Leeds as the principal UK hub outside London for medical technologies, taking forward the proposals set out in the Leeds City Region Science and Innovation Audit.

We will look at how we can do more to support the growth of manufacturing and medical technology firms, enabling them to access grow-on space and modern premises.

There were 4,275 start-up companies created in Leeds during 2014, this was the second highest of all the UK core cities. Perhaps even more importantly our business failure rate is low; the Leeds City Region is forecast to have the highest number of scale-up companies per year between 2014 and 2024.

New businesses and entrepreneurs need support in order to overcome any “growing pains” as they scale-up, these include finding employees with the right skills, building their leadership capability, accessing new customers and markets, capital, finance and regulation. The Council and LEP offer lots of support to business including Ad:Venture and the Digital Enterprise programme.

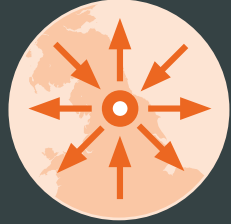
A wide range of support in the Business Growth service helps 300 businesses per year, and provides Key Account Management (KAM) services to 150 SMEs. The service is run jointly by Leeds City Region, Leeds Beckett University and Leeds City Council. In many ways KAM, engagement, problem solving and advocacy work is as important to business as a financial grant and we need to do more to increase this level of business support in Leeds.

We will also support spaces and initiatives that incubate small creative businesses, recognising that these firms are getting priced out of parts of the city centre, which may require the development of new spaces to be supported, and the Council to consider how best to use its assets and investments to support small business growth.

We will support social enterprises, and innovation in public services recognising the positive role social enterprises play in supporting economic growth and inclusion.

**AW Hainsworth**

*AW Hainsworth have been manufacturing world class textiles products in Stanningley, Leeds since 1783. We have a proud heritage in the city, as well as a commitment to supporting innovation and enterprise to nurture creative and textiles industry products and talent for tomorrow. We have partnered with Leeds Beckett University to develop excess space in our mill to support new fashion and textiles student entrepreneurs, and we will look at how we can expand this further.*



## PROMOTING LEEDS AND YORKSHIRE

- Building on recent progress to increase awareness of Leeds as place to invest, visit and live
- Inward investment, including strengthening links with London
- Tourism
- Attracting and retaining talented people
- Using our ambition to be a compassionate city as a powerful marketing message

EY's Attractiveness Survey shows that Leeds has substantially increased the number of inward investment projects in recent years. Between 2014-16 there were 56 successful inward investment projects into Leeds, compared to nine in the period 2011-13. As a city with a diverse, multi-cultural population, with a global reach as part of the wider Northern Powerhouse, our international links are important to our citizens and trade. Looking outward towards other nations will benefit our economy. In 2016 Leeds hosted senior investor delegations from international markets in Malaysia, Singapore, USA, China and the Middle East. Investor interest has focused around infrastructure, smart cities, regeneration, real estate and energy sectors.

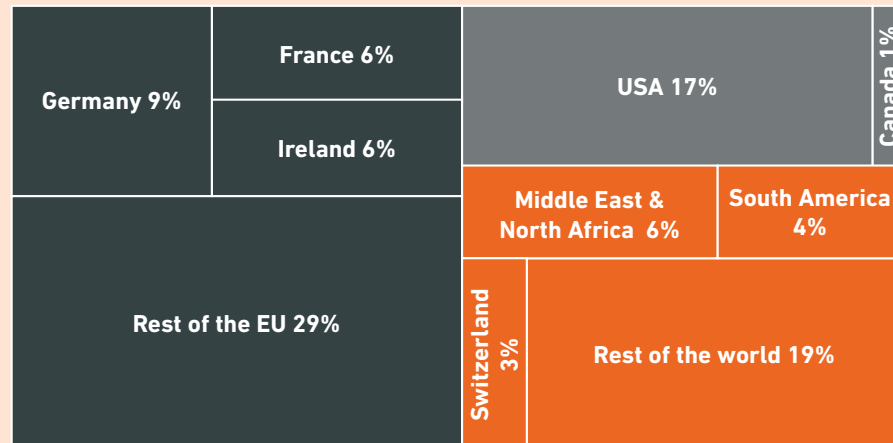
The Leeds offer is strong due to our competitive office market, high growth and supply of talent and skills. Recent major investments have been secured from firms and funds from China, Singapore, Sweden, France, Spain, the US, and major UK pension funds.

The city is attracting interest from firms looking to relocate functions from London, such as Burberry who are creating a major new office base in Leeds.

We will continue to work as part of a city region approach on inward investment. Visit Leeds has been successful in promoting Leeds as a tourism destination, working with Welcome to Yorkshire who have enhanced significantly the Yorkshire Brand.

Despite the polarising views on the UK's decision to leave the European Union, with Leeds voting right down the middle with a 50/50 split, there will be future trade deals creating new markets. The council, LEP and business will continue to host and visit our neighbours across the world building relationships. Investors are increasingly looking toward the regions to find better value for their money compared to London and Leeds is now starting to consolidate its position in the northern market place.

### Destination of Leeds' Exports









## MAXIMISING THE ECONOMIC BENEFITS OF CULTURE

- Supporting the city's ambitions to become European Capital of Culture 2023
- Increasing visitors and enhancing the image of Leeds through major cultural and sporting events and attractions
- Growing the cultural and creative sector as well as boosting creativity across the wider economy, education system and communities

Leeds is bidding to become the European Capital of Culture in 2023. Our bid will be submitted in October, 2017 with the final decision expected in June 2018. The competition offers an opportunity to reposition Leeds in Europe and raise our profile internationally, generating a substantial amount of investment in culture, arts, education and infrastructure.

Leeds has a great story to tell and the capital of culture competition has already inspired our creative talent. Winning will be a transformative experience making a significant contribution to the future course of Leeds. Furthermore, the actual process of bidding, irrespective of outcome, is recognised as having significant benefits and we have already seen a significant increase in self-confidence in the cultural sector.

There is an economic value of major events for the city, including presenting Leeds as a 24 hour city

with a thriving night-time economy. The Leeds offer also helps attract and retain talent, and creativity has strong links with innovation. We want to create an environment where new cultural organisations can flourish, where Leeds is at the forefront of cultural innovation, making the most of new and emerging technologies, and placing culture at the heart of the city's narrative.

The way people create and consume culture has changed, barriers between art forms continue to break down and artists move more seamlessly between a portfolio of subsidised, commercial and individual work. Creativity is valued as a key skill across a wide range of careers, not just within the creative sector – although this is one of the fastest growing sectors in Leeds.

## PLEDGE:

### **Leeds College of Art**

*As a world-facing, creatively driven specialist arts institution, it is our mission to promote distinctive, critically informed and relevant practice in order to support the economic growth and cultural advancement of individuals and society. We are strategically committed to help create a more attractive city and wider region and contribute to progress through professional and artistic practices at a local, national and international level. We aim to create opportunities for pre-university students to study the arts, expand opportunities for engagement with employability and enterprise activities and enable students to secure high level work and develop the skills of those with entrepreneurial ambitions. We will further build and strengthen our alumni community's engagement and develop partnerships and create new ones, both home and international, to facilitate shared teaching, research and joint collaborations.*





*“Culture is what we do and who we are, encompassing a broad range of actions and activities which have the capacity to transform, challenge, reassure and inspire, giving a place and its people a unique and distinctive identity.”*

**Leeds definition of culture,  
Culture Strategy for Leeds  
2017-2030**

Leeds  
2023





# 7. SECTORS

THIS SECTION FOCUSES ON OUR GROWTH SECTORS THAT WILL HELP DELIVER OUR BIG IDEAS. THEY COVER A LARGE PART OF THE LEEDS ECONOMY AND A RANGE OF JOBS AT ALL SKILL LEVELS. OUR SEVEN SECTORS ARE:

- HEALTH, MEDICAL AND THE AGEING POPULATION
- FINANCIAL AND PROFESSIONAL SERVICES
- CREATIVE AND DIGITAL
- CONSTRUCTION
- MANUFACTURING
- RETAIL AND THE VISITOR ECONOMY
- SOCIAL ENTERPRISE AND THE THIRD SECTOR

HEALTH, MEDICAL AND THE AGEING POPULATION

Leeds is on the way to becoming the best city for health and wellbeing, with a focus on understanding and tackling the challenges of an ageing population and preventing and delaying ill health. We have the ideal partners and assets to deliver our vision. The NHS has a huge presence in the city, and three out of five UK NHS bodies are headquartered in the Leeds City Region.

Leeds has world leading capabilities in digital health and care innovation, with two of the largest patient record providers based in the city (EMIS and TPP). The Leeds City Region hosts 22% of digital health jobs in England and our universities enable us to engage world leading educational and research capabilities, creating inward investment opportunities and innovating through collaboration.

Half of all research in Leeds is in health and care, and we have a leading international reputation for our capabilities in medical technologies (18% of all UK med-tech patents are in Leeds) and in personalised medicine. Connecting these assets through partnerships with industry, universities and local communities will deliver better local health outcomes, reduce inequalities and deliver the jobs of the future.

Our approach embraces the need for higher wages and more opportunities in the health and care sector, which

currently has a large number of low paid jobs and limited in-work progression effecting staff retention. There are difficulties in filling vacancies at all skill levels in the health service and careers advice needs to make young people aware of the range of jobs available in healthcare.

The new Innovation District and services such as Leeds Health Innovation Gateway will promote testing, trialling and prototyping to showcase our leading expertise in medical devices (surgical instruments, diagnostics, digital technologies), wearable technology and data analytics.

Health impacts have serious repercussions to the economy; Leeds currently has 32,000 residents claiming Employment and Support Allowance – the main out-of-work benefit for those with a disability or a health condition. Despite our growing workforce the ageing population means that the proportion of workers supporting those that are retired is in decline. This dependency relationship has far reaching consequences on and will only increase if the health of our workforce declines. There are currently 48,000 people in Leeds with diabetes, equating to 6% of the Leeds workforce. Allowing people to gain more control of their own health means building a healthy city of the future must be delivered with patients, citizens and communities, enabled by technology to live healthier, more productive, active and creative lives.

KEY ASSETS

- 1,600 undergraduates in University of Leeds, School of Medicine
- The largest cohort of post graduate researchers in Bio Medical and Musculo Skeletal Technologies in the world
- The Leeds Care Record supported by the two largest UK patient record providers

We have:

- Formed the Leeds Academic Health Partnership in order to address health inequalities, bringing together our three universities, NHS organisations and the City Council to create an ambitious alliance
- The Health and Wellbeing Strategy rooted in partnership working, inclusive growth and using technology to improve health
- A leading presence in learning and skills training with Health Education England based in the city

We will:

- Generate further investment, working alongside the LEP
- Develop the Leeds Innovation District and the Health Innovation Gateway
- Continue to support social care across the city including the Leeds Older People’s Forum
- Maximise the benefits from information and technology

SECTOR INFORMATION



### **University of Leeds**

*We will aim to support every element of the Leeds Growth Strategy and make the following specific pledges:*

- *The University has one of the most progressive admissions programmes in higher education; we will maintain our commitment to widening participation for students from all backgrounds, our support for local schools and our IntoUniversity centres in Beeston and Harehills.*
- *We will work through the Leeds Academic Health Partnership to address health inequalities; improve health outcomes and patient experience; attract investment for economic growth and work to develop and retain a highly skilled health and social care workforce in the City.*
- *We are committed to being part of an environmentally sustainable City and want to continue developing the concept of a 'living lab' which brings universities, civil society and business together to promote a smarter, energy efficient, connected, low carbon future.*
- *The University has been investing heavily in new research and technology platforms for: high performance computing and data analytics; climate and atmospheric sciences; clinical and pre-clinical imaging; personalised medicine, structural biology; medical and biological engineering; and robotics and mechatronics. We will welcome industrial partners who wish to collaborate in the use of these technologies to solve real world problems.*
- *The University is a diverse community of more than 40,000 people, with staff and students drawn from 140 different countries and an alumni base of 250,000 people around the world. We are always open to discussions within the City and the business community about how we can use this network to advance the economy of Leeds. Our global partnerships with overseas universities, businesses, government bodies and NGOs are also strong and might be leveraged to encourage inward investment.*



## FINANCIAL AND PROFESSIONAL SERVICES

Leeds has the UK's largest financial services cluster outside the capital. This is not just banks, building societies and insurance companies, but also crucial ancillary services such as legal, accounting, insurance, recruitment and consultancy. This collaborative ecosystem with a specialised and highly skilled workforce makes Leeds the perfect place to do business.

Emerging fintech and cyber security sub-sectors are being recognised, the FCA has highlighted the Leeds / Manchester area as one of only two UK fintech hotspots outside London. It is often in the intersections of different sectors, such as fintech where we are seeing the most innovation. Leeds has extensive infrastructure support including the only operational (mutual, not for profit) internet exchange in the North of England which provides connectivity to the rest of the globe via non-London routes.

The legal sector is another growth area for the city, and Leeds has positioned itself as the legal capital of the North with the restructure of the legal industry. Leeds has the fastest growing legal section of any UK city. This

has been fuelled by a growing talent base, the relocation of several firms from Manchester and the breadth and depth of capability of Leeds firms.

Our banking sector employs more people than Manchester, Glasgow or Birmingham. The city region is also home to the headquarters of three of the five largest UK building societies. Banks have a significant role in our economy, not just as major employers, but also through their social investments in the city.

The financial and professional services sector is playing a lead role in promoting social mobility. Almost every major law firm in Leeds is part of the Leeds Legal Apprenticeship Scheme. Some of the main accountancy and advisory firms in Leeds have changed their recruitment and promotion interim to enable a wider range of people to access roles. Other examples of good practice include degree apprenticeships, and initiatives to support parents return from a period of childcare to senior roles.

## KEY ASSETS

- The UK's largest centre for financial and business services outside London
- Over 30 national and international banks based in the city
- Major offices of the Big 4 accountancy firms
- The top legal centre in the UK outside London
- We have:
- Developed the Leeds Legal Network and the Leeds Legal Apprenticeship scheme
- Set out the potential for Leeds to be a major centre of excellence in fintech
- Secured several major inward investments in this sector

We will:

- Continue to develop Leeds as a centre for excellence in fintech and cybersecurity
- Provide more high quality, affordable office space in the city centre
- Explore the applications for new technology including blockchain, artificial intelligence and machine learning for the sector
- Support the LEP in creating a Financial and Professional Services network

## SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
92,800	21.2	18,700	7,270	3,687



## PLEDGE:

**Direct Line**

*At Direct Line Group we remain committed to playing an important role in supporting the Leeds economy.*

*As well as investing in physical bricks and mortar, with the stated aim of providing world class offices, we fully support the Grant Thornton led initiative to create inclusive growth in the city, with our Business Services Director, Christian Davis a member of the working party. We work closely with Creating Inclusive Cultures in Leeds, which is a collaboration of companies and employers who are committed to realising the benefits of diversity and inclusion to position their cities as business powerhouses. We are also dedicated to playing a key role in supporting the Leeds Council bid for the 2023 City of Culture.*

*Our development of new technologies, such as Robotic Process automation requires us to attract new skills to the area to help us build on this great advancement in our business. We have identified Leeds as a core location for attracting graduates as well as a variety of apprenticeship roles. Our development of the HR and Finance function has allowed us to bring in new talent to enable us to provide first class support to our colleagues across the UK community-based organisations, events and galas.*

**Bond Dickinson**

*We pledge to work with the Council and other partners in the City Region to support and drive the Growth Strategy, including by spreading positive messages about our city both internally and externally. Diversity and inclusion is at the heart of our firm's values and we see skills as a key factor in spreading the benefits of our city's success. We will continue to campaign for the legal profession in Leeds to be a beacon for inclusivity and accessibility, as well as quality. We work with and for many of the businesses and organisations who will be at the forefront of the digital, property and infrastructure strategies, in particular, and we will play our full part in striving for the best outcomes, whether acting for clients or simply doing our duty as good corporate citizens.*

## PLEDGE:

**PwC**

*As a major employer with deep roots in Leeds, PwC has a proud tradition of doing the right thing for our clients, our people and our communities. Our recent relocation to a state-of-the-art new office at Central Square, home to over 800 colleagues, demonstrates our ongoing commitment to the city and our further growth ambitions.*

*We are dedicated to supporting the future growth of Leeds, reflected for example in a range of business growth and mentoring initiatives in which we lead or participate, such as our Leadership Development Programme, our Social Entrepreneur Network and our thought leadership and pro bono activities which are helping to grow the rapidly expanding digital sector in Leeds.*

*In line with the Council's vision, social mobility is at the heart of our core values, where we continue to trail blaze across numerous initiatives, including:*

- *A range of measures to help increase the diversity of our recruitment, including our paid Business Placement Insight weeks for those still at school or college, our higher apprenticeship Head Start programme for school and college leavers, our Flying Start degree programme offering paid structured work placements and our mentoring schemes for local undergraduates;*
- *As one of the largest graduate employers, by removing UCAS scores as entry criteria for the majority of our graduate roles we have seen an improvement in the diversity of our graduate intake;*
- *A new technology degree apprenticeship, launched in partnership with the University of Leeds, to help give people from a broader range of backgrounds the chance to secure a career in technology; and*
- *A Back to Business returnship programme to help our people return to work after an extended break, for example after starting/raising a family.*



## CREATIVE AND DIGITAL

Leeds is rapidly establishing itself as the digital centre of the North, with a thriving private sector, internationally important infrastructure, a significant public sector presence through NHS Digital, and an approach to growing the sector based on close collaboration between the Council and the private sector.

Leeds is a world leader in big data, home to the Open Data Institute and Data Mill North. We have a growing digital media sector, including Sky's national technology centre of expertise and our first tech unicorn (a company valued at over £1 billion) in the form of SkyBet.

According to Tech Nation the digital economy is growing 50% faster than the wider economy. This pace of change means that attracting high skilled labour is now the number one challenge for the industry. In March, 2016 we launched our Digital Skills Plan focusing on attracting and training talent for the digital sector. This included working more closely with colleges and universities to design bespoke courses, supporting the Digital Careers Fair held at Leeds Arena, Code Clubs in primary schools and others. We're making good progress on these ambitions, but there is still more to do.

Two specific areas of the digital economy – fintech and cyber security – are thought to present significant

opportunities for the city. Leeds has a strong academic research background, a unique position arising from the physical infrastructure present in the city, and a large financial and professional services sector.

The Leeds Digital Festival has promoted the sector, showcasing companies, technology and talent. Events such as these bring people into the city, and over 10,000 people attended the Leeds Digital Festival 2017, but they also unite the sector and create networks for businesses to connect and work together in the future.

Elsewhere our film and TV companies have an annual turnover of £424m across Yorkshire and are growing at a higher rate than the national average. There is an opportunity to expand film production in the city building on our existing base including several independent businesses and ITV.

We will also work with digital firms to support digital inclusion, for example through initiatives such as 100% Digital Leaders where the council are working with the Good Things Foundation to develop an ambitious digital literacy plan for Leeds to get people online so they can access job opportunities and services.

## KEY ASSETS

- Highest number of scale-up digital companies outside of the South East.
- World leader in big data, open data, consumer data research and health tech
- The only independent internet exchange outside of London

We have:

- Formed the Leeds Digital Board
- Produced the Leeds Digital Skills Action Plan (recognised as best practice by government), including supporting the Leeds Digital Jobs Fair
- Supported the Leeds Digital Festival

We will:

- Continue our focus on skills, from code clubs in schools to new degree level courses in universities
- Help tech start-ups and innovators through the Tech Hub Fund
- Work with Tech North to cement Leeds as a digital capital of the North
- Improve digital inclusion, including women in tech
- Support 5G

## SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
29,500	6.7	6,900	3,465	1,286



## HOUSING AND CONSTRUCTION

The construction sector is boosted by a high demand for new housing, infrastructure and commercial development. Leeds has adopted an ambitious house building plan through its Core Strategy and has the highest number of home competitions of all the Core Cities.

The recently published Review of the UK Construction Labour Model cites the need for clear leadership, transparent collaborative working, embracing the fast paced digital world and the underlining issue of skills shortages in the sector. Based on the existing workforce age and current levels of people entering the industry, the review predicts there could be a 20-25% decline in the available labour force within a decade.

In Leeds we estimate that 4,500 additional jobs will be needed by 2024. Institutions such as Leeds City College and Leeds College of Building will help meet this demand, they have put in place delivery agreements with the Combined Authority to align their skills training to match local economic priorities and business needs, this includes an expansion of work and classroom based training for technical and higher skills (level 4 -6) as there is also a need for workers in managerial roles, site supervision, project management and off-site construction.

The Forging Futures Campus initiative at Kirkstall Forge is an example of how business, education providers and the public sector can work together to support people to make the transition from the classroom into the workplace. It aims to bring forward new apprentices by offering young people and people from the local area the opportunity to get hands on experience and mentoring from contractors on site.

It is important to work collaboratively with the industry to improve transparency and share best practice. Improving local supply chains is a particular issue, more open procurement and prompt payments are needed, use of project bank accounts should be encouraged to promote trust and fairness within the sector.

Anchor institutions should take more responsibility through procurement to improve local and social values. Some organisations already have criteria for social values when evaluating procurements and this should be extended. Local supply chains should be prioritised to ensure the economic benefits of development stay in the Leeds economy. There is also a need to ensure that apprenticeships are offered from these suppliers as part of procurement contracts.

## KEY ASSETS

- Specialised education facilities
- Major infrastructure projects
- Ambitious housing targets including new council housing
- Major regeneration projects including the South Bank and Aire Valley Enterprise Zone
- City wide economic growth nodes

We will:

- Have an enabling approach to urban extensions to help housing and business growth
- Use major infrastructure projects like HS2 to maximise jobs and supply chain opportunities
- Put further emphasis on social values and apprenticeships through procurement practices
- Press forward with transport infrastructure improvements
- Focus on inclusive growth and reducing inequality through the impact of new development and investment projects
- Build more than 1000 units of extra care housing by 2028 to support older people
- Form an infrastructure group to bring together major firms in the sector to identify how we can work together and promote Leeds as a centre for excellence in infrastructure and advanced urban science

## SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
18,800	4.3	200	3,085	1,175





## MANUFACTURING

Manufacturing and engineering is not simply about making things, the industry supports creativity, innovation and design, is increasingly a provider of services, whilst developing skills. Nationally there is a growing shortage of trained people equipped for careers in this sector. Developing the right skills, making sure training and education matches the future needs of businesses is essential for growth.

Greater diversity is also an issue that needs to be tackled, only 7% of the UK's engineers are women and there is a need to increase BAME representation on apprenticeships. The sector has an ageing workforce meaning attracting young people into the industry is particularly important. The new University Technical College which opened in September, 2016 is a good start and offers opportunities and an improved awareness of manufacturing careers to Leeds students. With capacity for 600 pupils it is the first school in the area to provide high quality academic and vocational training, developing the right skills, training and education for future businesses.

We need to do more to get employers engaged with local schools to promote careers in manufacturing. Collaboration with universities is also necessary for businesses developing new products, processes and materials, and harnessing creative talent.

The recent flooding had an impact on many manufacturing firms with some needing to relocate. Some businesses found this difficult and this highlights a growing issue for the sector, the availability of land and premises. Protecting employment land, developing new sites and ensuring the existing stock specification is of a suitable standard for modern businesses is essential. Older stock, particularly that which is land locked by residential development is particularly at risk, where these do need replacing a commitment should be made to retain employers within local communities, as well promoting industry towards our key city wide growth locations.

## KEY ASSETS

- **University Technical College**
- **A high level of innovation and exports, accounting for 72% of business Research & Development and over 50% of UK export earnings**

We have:

- **Designated the Leeds Enterprise Zone, and are continuing to bring forward sites**
- **Created the Manufacturing Forum working with the Chamber of Commerce**

We will:

- **Continue to deliver the business growth programme**
- **Support business growth to boost the local economy and jobs, including support for business investment, delivery of infrastructure and a wider range of sites and premises for new and existing businesses**

## SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
29,400	6.7	-2,100	1,615	1,709





## RETAIL AND THE VISITOR ECONOMY

Our retail growth is bucking the national trend and the opening of Victoria Gate in 2016 has moved Leeds from fourth to third in the National Retail Ranking as the best place to shop in the UK. Victoria Gate delivered around 1,000 retail and hospitality jobs anchored by John Lewis.

In recent years major developments have helped cement Leeds as a national destination offering a range of activities and events, including the Leeds Arena which attracts one million extra visitors to the city annually and contributes £25m to the night time economy. Our hotel sector continues to perform well with further developments planned in the city centre.

The expected re-modelling of the West Yorkshire Playhouse will start during 2017 adding to our cultural offer. Leeds continues to produce world class athletes and host major sporting events in Rugby, Cricket, Football and other sports such as the Columbia World Triathlon Series which was watched by 80,000 people along the route.

Developing a more professional and targeted approach to tourism promotion has helped showcase Leeds as a visitor destination. Recent successes include the Grand Depart in 2014, the Tour de Yorkshire, British Art Show, MOBO Awards and the growth of the Leeds Festival. In 2017, we will see the 50th anniversary of the West Indian Carnival.

Visitors do not recognise local boundaries and reflecting this, our visitor economy function operates across a number of geographies and partnerships, including Welcome to Yorkshire and other regional and national bodies, helped by continuing growth and development in both our rail and airport hubs.



## KEY ASSETS

- New retail centres including Trinity and Victoria Gate
- Growing night time and visitor economy
- 6th most popular visitor destination for overnight visitors in the UK
- Over 50,000 conferences and meetings annually

We have:

- Visit Leeds, the successful Destination Marketing Organisation for the city
- Conference Leeds helping to cement Leeds as the 5th most popular conferencing destination in the UK
- Helped to bring forward the new Leeds Business Improvement District

We will:

- Develop the Independent Food and Drink Academy to help to professionalise, sustain and grow the independent food and drink sector
- Support retail start-ups through Kirkgate Market
- Continue to promote the city centre as a leisure and business destination
- Support local retail centres throughout the city

## SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
69,900	16	-500	6,395	1,817





### **Leeds Indie Food**

*The independent scene has seen huge growth in the last five years and it was around three years ago that the idea to create a different platform to put the food scene on was conceived. Leeds Indie Food is all about empowering the smaller businesses who don't have a voice or a huge marketing budget. We have created one of the most exciting food festivals around, with plans to make it the best without losing the initial focus. We have successfully helped launched various projects and partnerships during the festival from breweries, products to new collaborations, the thoughts of Leeds Indie Food will always be to do what is best for the city. It gives smaller business the confidence to do something different too. Leeds is looking at huge growth currently so being at the front of one of the fastest growing industries is hugely important to us. It is a commitment to this growth and linking in more family focused events to having stronger links with all the education institutions, keeping the hospitality talent in Leeds and promoting Leeds as the food capital of Yorkshire.*

*As I Like Press we continue the food theme to help promote Leeds businesses like Bundobust, Friends of Ham, Eat North and the Independent Food and Drink Academy, helping them on journeys which help promote the exciting and unique offers the city has.*





## SOCIAL ENTERPRISE AND THE THIRD SECTOR

There is a strong tradition of social enterprise in Leeds, from local self-help groups and cooperatives through to some of the best known social businesses such as John Lewis and Leeds Building Society. We have many thriving charities which are increasingly looking to trading as a way to fund social objectives.

Across all sectors of our economy, we can point to social models for delivery. Whether in Healthcare, where Lhasa are at the forefront of supporting clinicians with information on drug combinations; financial services where Leeds Credit Union, one of the largest finance co-ops in the country, works with over 20,000 people to provide loans and savings; or construction where recent start-up Leeds Community Homes has just raised £250,000 through a community share issue to provide affordable new and refurbished homes.

Bramley Baths is an excellent example of the power that a social enterprise can harness when there is a strong

local cause. Working with the Council, the Friends of Bramley Baths took a failing local pool and transformed it into a fantastic community hub, breathing life into a Victorian building and getting people of all ages more active.

Social enterprises can provide routes into jobs and employment for those with enduring needs, and our experience in Leeds of using social value clauses to provide work in construction has much to offer in other settings. In recycling and environmental improvement, the sector makes a significant contribution to the city and to individual lives. There is a real sense that across the economy, social enterprise is poised to make significant growth and this is set out in our Third Sector Ambition statement.

## KEY ASSETS

- The third sector in Leeds employs around 13,000 people and is fuelled by 200,000 volunteers

We have:

- Developed a Third Sector Ambition statement that articulates how the sector can support civic ambitions
- Introduced rate relief for social enterprises that aren't registered charities, using our discretionary powers
- Supported 100 social enterprises to start and grow through our Ideas that Change Lives programme

We will:

- Develop a social enterprise strategy with the sector to underpin further growth
- Help the sector solve the challenges that we face as a city
- Get better recognition for the fantastic range of thriving social enterprises already making a difference to lives in Leeds

## PLEDGE:

### **Voluntary Action Leeds (VAL)**

*We support the vision of creating a strong economy within a compassionate city, and see the achievement of inclusive growth – economic growth that benefits everyone in the city and is sustainable – as being the key to this. We were delighted to play a key role, alongside Leeds City Council and colleagues from the NHS and the city's universities, in the creation of the Leeds Social Value Charter; we are fully committed to supporting its implementation and see it as a key tool to support the achievement of the city's growth goals. We are keen to develop our work with all sectors further and have a primary role in the delivery and coordination of employer supported volunteering, working with the private and public sectors to help them to share their skills with smaller and less established third sector groups.*

## TRANSFORMATIONAL PROJECTS TO HELP DELIVER THE NATIONAL INDUSTRIAL STRATEGY

The Government's Green Paper, Building our Industrial Strategy (January 2017) sets out proposals for how Government intends to develop a modern industrial strategy which is place-based, and builds on the UK's strengths in technologies, professions and research.

Leeds City Region is 5% of the UK economy. We have an important role to play in driving national growth. We believe that to make the Industrial Strategy a reality Government at national, city region and local levels need to get behind the specific bold and transformational private sector and university led projects that will drive growth, innovation and investment. The Advanced Manufacturing Park in Sheffield has shown the way, demonstrating how an ambitious and sustained commitment and investment from the public sector and universities can generate long-term private sector growth.

The following transformational projects in Leeds have this potential:

Sectors	Project	Catalytic Impact on Economy	Location	Public Sector Investment Needed
Advanced manufacturing, rail engineering, transport systems, smart cities	University of Leeds Technology Park - anchored by a new £19m national institute for high speed rail engineering	Boost to UK rail engineering and professional services sector, and a magnet for investment from rail manufacturing, built environment, robotics, and automotive sectors. It will be a trailblazer for industrial digitisation, and intelligent infrastructure maintenance. It will boost the ability of UK plc to export globally in rail and infrastructure	Tbc - likely to be Leeds Enterprise Zone	c.£10m investment to establish the first phase of the project
Creative industries, advanced manufacturing	Burberry Leeds Campus	Retention and growth of 700 existing skilled manufacturing jobs, and hundreds of design, branding and head office jobs, reshoring of textiles supply chain, major regeneration impact delivering hundreds of new homes and workspaces to create new jobs	Holbeck, Leeds South Bank	£10m-£20m
Energy and Low Carbon	Hydrogen 21, Leeds  The gas network in Leeds to be the first to convert from natural gas to 100% hydrogen in an incremental UK-wide roll-out strategy	New jobs and research capabilities, and in the long term a mainstream supply of zero carbon energy bringing with it significant opportunities for job creation, inward investment, manufacturing and reduced energy costs.  If UK relies on electricity for domestic heating, the carbon problem will not be solved, 100,000 jobs will be lost and energy security will be compromised. This project could make the UK the first zero carbon country in the World, as no one has an answer to decarbonising domestic heating	City wide	£10-20m
Health Innovation and Life Sciences	Leeds Innovation District - creating a 21st Century Science park in Leeds City Centre anchored by the new University of Leeds Innovation and Enterprise Centre, Nexus, and enabled by reconfiguration of Leeds General Infirmary	A hub for business growth, university and health service spin outs and inward investment in healthcare and medical technologies, health informatics, and health and social care innovation. We can leverage Leeds as the UK HQ of healthcare to accelerate a revolution in healthcare that allows people to live longer and reduces costs of the NHS and social care, resulting in improved life chances, reduced inequalities, and lower costs	Leeds City Centre	£250m is already being invested in the area by the universities and the Council. Government support needed for the £270m LGI modernisation plans
Creative and Digital	Screen Hub - Screen Yorkshire Content Fund, Skills Initiative, and Provision of studio space in Leeds	Leeds and Yorkshire will grow as a major location for the screen industries, including TV production and computer games, with opportunities also arising through the Capital of Culture 2023 bid process	Leeds City Centre and Yorkshire-Wide, including studios at Church Fenton in neighbouring Selby District	£8.5m
Cross-sector impact	Leeds Hub - transformation of Leeds Station, already the busiest transport hub in the north	Accommodating capacity increases on the existing network, HS2, Northern Powerhouse Rail and drive growth through doubling the size of Leeds City Centre, a catalyst for station-led regeneration and development, and boosting connectivity across the city region	Leeds City Centre, and South Bank - with positive impact across Leeds City Region and the North	Tbc through Leeds Station Masterplan and HS2 Growth Strategy





# 8. CONCLUSION

The growth and resilience of the Leeds economy in recent years is encouraging, and all our independent analysis of future trends predict a period of continuing growth. We are not complacent and our strategy outlines the necessary steps needed to support targeted sectors, and broader issues such as skills and job creation, in-work progression, productivity and place. These are set out in our 12 big ideas and apply across all sectors.

Delivering inclusive growth underlines the whole of this strategy. This is about ensuring that people and places contribute to and benefit from growth to their full potential. There are many challenges both nationally and locally, some we know about and are working on such as skills and tackling low pay, others are more difficult to foresee, including Brexit. The Leeds economy is broad based and has proven effective in responding to change, and we are well placed to weather any storm.

As the centre of the city region and a main hub in the North, we will continue to collaborate with our neighbours

and work together more closely, particularly on securing devolution. Our bid for European Capital of Culture offers us the chance to promote the city and success would raise our profile on the European stage.

Over the next few months we will be getting feedback on our ideas, this is the start of a conversation and we want your views. Following the consultation period we will be developing ideas and specific proposals before publishing the final strategy in the autumn. Finally, we will be seeking to get more commitments from businesses and stakeholders to drive our strategy forward.

The future holds many opportunities as we embrace Leeds as a digital city, move towards a low carbon economy and continue to grow, building a strong economy within a compassionate city.

## OUR FIVE POINT PLAN FOR BREXIT:

- **Maintaining progress on major development and infrastructure schemes and economic growth projects - Work closely with partners and the private sector to ensure progress continues to be made on existing projects and in attracting further developments in the city, whilst also investigating alternative funding streams.**
- **Supporting business and key institutions - Provide both advice, support and research assistance to businesses and institutions such as our universities to assess the impact of Brexit and ensure that we can respond to any issues of disinvestment and redundancies.**
- **Creating a more tolerant and united city - Reinforce our values as a city and seek to work with all residents to build understanding, tolerance and respect in all of our communities.**
- **Securing devolution; and**
- **Providing confident, outward-looking leadership and image of Leeds as an international city - Setting out a clear plan for securing international investment, promoting trade and exports, attracting visitors and hosting major events to enhance our image in the world including progressing our plans for the 2023 European Capital of Culture.**







## Report of Head of Governance and Scrutiny Support

## Report to Scrutiny Board (Inclusive Growth, Culture and Sport)

**Date: 6<sup>th</sup> September 2017**

**Subject: Work Schedule**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

## Summary of main issues

1. The Board's work schedule is attached as appendix 1. This will be subject to change throughout the municipal year.
2. Also attached at appendix 2 are the minutes of the Executive Board meeting held on 17<sup>th</sup> July 2017.

### Achieving inclusive growth by addressing local employment and skills gaps

3. At the beginning of the municipal year, the Board expressed an interest in undertaking a piece of Scrutiny work this year aimed at achieving inclusive growth by addressing local employment and skills gaps.
4. Reflecting on the discussion during the previous agenda item, the Board is now asked to determine the scope for this particular piece of Scrutiny work.

## Recommendation

5. Members are asked to:
  - (a) Consider the attached work schedule and make amendments as appropriate;
  - (b) Determine the scope for its forthcoming piece of work aimed at achieving inclusive growth by addressing local employment and skills gaps.

## **Background documents<sup>1</sup>**

6. None used

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Area of review	Schedule of meetings/visits during 2017/18		
	June	July	August
<b>European City of Culture 2030 Bid</b>		Detailed briefing on the current position SB 26/07/17 @ 11 am	
<b>Council's approach towards devolution</b>			
<b>Culture Strategy 2017-2030 Delivery Plan</b>			
<b>Tackling health inequalities through the promotion of more active lifestyles.</b>			
<b>Achieving inclusive growth by addressing local employment and skills gaps.</b>			
<b>Briefings</b>	Scrutiny Board Terms of Reference and Sources of Work SB 28/06/17 @ 10.30 am	Chief Executive's update to the Board SB 26/07/17 @ 11 am  South Bank Regeneration Area – Update on Burberry SB 26/07/17 @ 11 am	
<b>Budget &amp; Policy Framework/pre-decision Scrutiny</b>			
<b>Performance Monitoring</b>	Performance Update SB 28/07/17 @ 10.30 am		



## Scrutiny Board (Inclusive Growth, Culture and Sport) Work Schedule for 2017/2018 Municipal Year

Areas of review	Schedule of meetings/visits during 2017/18		
	September	October	November
<b>European City of Culture 2030 Bid</b>			
<b>Council's approach towards devolution</b>	Consideration of the potential gaps and opportunities regarding delivery of the devolution agenda. WG – date tbc		
<b>Culture Strategy 2017-2030 Delivery Plan</b>			
<b>Tackling health inequalities through the promotion of more active lifestyles.</b>		An overview of key challenges and opportunities SB 11/10/17 @ 10.30 am	
<b>Achieving inclusive growth by addressing local employment and skills gaps.</b>	An overview of key challenges and opportunities SB 06/09/17 @ 10.30 am		
<b>Briefings</b>			
<b>Budget &amp; Policy Framework/pre-decision Scrutiny</b>	Formal consultation on the new draft Inclusive Growth Strategy. SB 06/09/17 @ 10.30 am		
<b>Performance Monitoring</b>			

Key: SB – Scrutiny Board (Inclusive Growth, Culture and Sport) Meeting

WG – Working Group Meeting

## Scrutiny Board (Inclusive Growth, Culture and Sport) Work Schedule for 2017/2018 Municipal Year

Area of review	Schedule of meetings/visits during 2017/18		
	December	January	February
European City of Culture 2030 Bid			
Council's approach towards devolution			
Culture Strategy 2017-2030 Delivery Plan			
Tackling health inequalities through the promotion of more active lifestyles.			
Achieving inclusive growth by addressing local employment and skills gaps.			
<b>Briefings</b>			
<b>Budget &amp; Policy Framework/pre-decision Scrutiny</b>		Financial Health Monitoring SB 17/01/18 @ 10.30 am  2018/19 Initial Budget Proposals SB 17/01/18 @ 10.30 am	
<b>Performance Monitoring</b>		Performance Update SB 17/01/18 @ 10.30 am	

Key: SB – Scrutiny Board (Inclusive Growth, Culture and Sport) Meeting

WG – Working Group Meeting

## Scrutiny Board (Inclusive Growth, Culture and Sport) Work Schedule for 2017/2018 Municipal Year

Area of review	Schedule of meetings/visits during 2017/18	
	March	April (TBC)
European City of Culture 2030 Bid		
Council's approach towards devolution		
Culture Strategy 2017-2030 Delivery Plan		
Tackling health inequalities through the promotion of more active lifestyles.		
Achieving inclusive growth by addressing local employment and skills gaps.		
Briefings		
Budget & Policy Framework/pre-decision Scrutiny		
Performance Monitoring		

## EXECUTIVE BOARD

MONDAY, 17TH JULY, 2017

**PRESENT:** Councillor J Blake in the Chair

Councillors A Carter, R Charlwood,  
D Coupar, S Golton, J Lewis, R Lewis,  
L Mulherin, M Rafique and L Yeadon

### 25 Exempt Information - Possible Exclusion of the Press and Public

**RESOLVED** – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendices 1 and 4 to the report entitled, 'Development of a District Heating Network', referred to in Minute No. 32 are designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that:
  - (i) Appendix 1 contains information relating to the financial or business affairs of any particular person (including the authority holding that information). Appendix 1 contains detailed pricing information underpinning the Council's heat sales business case, which if disclosed could damage the commercial interests of the Council. Disclosure of this information would seriously harm the Council's negotiating position when discussing heat sales with potential customers. Therefore it is considered that the public interest in maintaining the content of Appendix 1 as exempt from publication outweighs the public interest in disclosure of the information.
  - (ii) Appendix 4 contains information which is commercially sensitive and which details the value of Council owned property. Disclosure of which may prejudice future property development and disposals. As such, it is considered that the public interest in maintaining the content of Appendix 4 as exempt from publication outweighs the public interest in disclosure of the information.
- (b) Appendix 1 to the report entitled, 'Leeds 2023 European Capital of Culture Bid: Interim Report', referred to in Minute No. 35 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information contained in Appendix 1 relates to the financial or

business affairs of any particular person (including the authority holding that information). It is considered that the public interest in maintaining the content of Appendix 1 as exempt from publication outweighs the public interest in disclosing the information, as it provides details of the proposed budget to be included in the Council's application to a competitive bidding process, and as such the release of such information at this time would prejudice the Council's position.

**26 Late Items**

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, 'Grenfell Tower Update'. This was to provide the Board with the latest position regarding the implications arising and actions being taken by the Council, as a result of the recent Grenfell Tower fire. The report advised that given the fast changing nature of the issues involved, in order to provide Board Members with the most up to date information possible, the report was not included within the agenda papers as published on 7<sup>th</sup> July 2017. However, it was deemed appropriate that the Board was provided with a formal report regarding such matters at the earliest opportunity. (Minute No. 44 refers).

**27 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting.

**28 Minutes**

**RESOLVED** – That the minutes of the previous meeting held on 21<sup>st</sup> June 2017 be approved as a correct record.

**CHILDREN AND FAMILIES**

**29 Annual Reports of the Fostering and Adoption Services and Annual Updates of the Respective Statements of Purpose.**

Further to Minute No. 8, 22<sup>nd</sup> June 2016, the Director of Children and Families submitted a report which presented the respective Annual Reports of the Fostering and Adoption services. In addition, the report also sought approval of the revised Statements of Purpose for those services.

In considering the establishment of the regional adoption service, it was undertaken that annual reports would be submitted to the Board, in order to make the Executive aware of the progress being made by the agency.

Members discussed the resource implications arising from the provision of demand-led services, such as those needed to care for looked after children. In addition, the Board considered the actions being taken to look to address any related resource pressures, such as via the recruitment of foster carers, and in response to an enquiry, received further information and context on the proportion of placements that were 'in house' foster carer placements, as opposed to independent foster agency placements.



In conclusion, the Chair thanked all of those people across the city who undertook foster carer duties, and to those who also played a crucial role as fostering ambassadors.

**RESOLVED –**

- (a) That the respective Statements of Purpose for both the Fostering and Adoption Services for Leeds City Council, be approved;
- (b) That in noting and reviewing the annual fostering and adoption report, the Board continues to support the work of the adoption and fostering service in order to ensure that children receive the best possible support.

**30 Transport Assistance for Post-16 Students with SEND**

Further to Minute No. 114, 16<sup>th</sup> December 2015, the Director of Children and Families submitted a report advising of the outcome of the associated consultation process, and which sought approval to implement a new transport offer for young people with SEND (Special Educational Needs or Disabilities) in post-16 education.

In presenting the report, the Executive Member for Children and Families highlighted how the submitted proposals differed from those that had been originally set out, as a result of the feedback received from the associated consultation exercise.

Responding to a Member's enquiry, the Board received assurances regarding the communication which had taken place with affected individuals and families to date, together with the individual assessment for each young person that was intended to be undertaken, should the submitted policy be approved.

Members thanked the Scrutiny Board (Children and Families) for the valuable work which had been undertaken by Board in this area, which included the Scrutiny Board statement, as appended to the submitted report. The Chair of the Scrutiny Board provided a brief summary of the statement, together with the accompanying recommendations, which the Executive Board was supportive of.

**RESOLVED –**

- (a) That the proposed Children's Transport policy, 17th July 2017, as detailed at Appendix 1 to the submitted report, be approved. With it being noted that: Personal Travel Allowances will be offered to eligible young people with SEND in post-16 education as an alternative to providing transport. Young people with the very highest level of need, however, will continue to receive bespoke transport. Transport assistance would in future be made available on the following basis, depending on the level of transport need, as detailed in the policy and assessed by Children's Transport:  
**A:** Independent Travel Training and a free bus pass (or equivalent cost) for a young person who is able to travel independently or could

make the journey to their learning setting on public transport accompanied by an adult as necessary.

**B:** A Lower Personal Travel Allowance (PTA) equivalent to £1 per mile for 2 single journeys per day.

**C:** An upper PTA equivalent to £1.50 per mile for 2 single journeys per day.

**D:** Provision of Bespoke Transport.

- (b) That the new arrangements be introduced from September 2017, with it being noted that phasing arrangements, as detailed at paragraphs 3.42 – 3.45 of the submitted report, will mean that young people with SEND entering post-16 education for the first time from September 2018 onwards will be the first to receive transport assistance under the new policy.
- (c) That it be noted that the officer responsible for the implementation of such matters is the Head of Commissioning and Contracting.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

### **31 Celebrating 5 Years of Child Friendly Leeds**

The Director of Children and Families submitted a report which provided details regarding the development and key achievements of the Child Friendly Leeds initiative, in order to mark the 5<sup>th</sup> anniversary since Leeds established itself as a child friendly city on 19<sup>th</sup> July 2012.

Board Members had been in receipt of further information, in the form of a booklet entitled, 'Making Leeds a Child Friendly City', which had been circulated prior to the meeting.

Members discussed the achievements which had been made since the establishment of the initiative, and discussed the challenges in this area that the Council still faced and the ongoing work which continued in order to address such challenges.

#### **RESOLVED –**

- (a) That the following be endorsed:
  - The contribution that Child Friendly Leeds makes to improving outcomes for children and young people, particularly the most vulnerable in our city;
  - The variety and breadth of activities which now comprise the Council's Child Friendly Leeds offer (as detailed at appendix 2 to the submitted report);
  - The feedback the Council is receiving on this in terms of the value it represents for those involved (as detailed at appendix 3 to the submitted report);

- The contribution Child Friendly Leeds has made to improving outcomes for children and young people in the city (as detailed at appendix 4 to the submitted report);
  - The impact, as further demonstrated by the January – March 2017 Child Friendly Leeds report card (as detailed at appendix 5 to the submitted report);
  - The key information which demonstrates that the ambition is enabling the Council to make a difference to the lives of children, young people and families in the city, including partner offers and enrichment projects (as respectively detailed at appendix 6 and appendix 7 to the submitted report).
- (b) That the following be supported:
- The various activities planned to celebrate the 5th birthday;
  - The Council's plans to further embed the ambitions for Leeds to be a child friendly city under the banner of 'Child Friendly Leeds II';
  - The social media campaign on Facebook and Twitter: by Executive Members posting and tweeting themselves, and also by liking and reposting posts and tweets made by other organisations and individuals.

## **ENVIRONMENT AND SUSTAINABILITY**

### **32 Development of a District Heating Network**

Further to Minute No. 141, 10<sup>th</sup> February 2016, the Director of Resources and Housing submitted a report detailing the progress which had been made in respect of developing a district heating network. In addition, the report detailed the outcome of the evaluation process undertaken in respect of the tenders received for the two procurements that would deliver the District Heating Network; outlined the funding arrangements and the business case that supported the project, and which sought approval to proceed with the project, subject to certain conditions being met.

Members acknowledged the ambitious nature of the scheme, and responding to a Member's enquiry, further information and assurance was provided in respect of the scheme's business plan and the actions which would be taken in order to mitigate any associated risk.

As part of the reassurance provided on such matters, although the recommendations within the submitted report were to delegate necessary authority to the Director of Resources and Housing to deliver the project, it was undertaken that prior to doing so under such delegated authority, consultation would be undertaken with the Leader of Council, the Executive Member for Environment and Sustainability and those Opposition Group Leaders on Executive Board.

Following consideration of Appendices 1 and 4 to the submitted report designated as exempt from publication under the provisions of Access to information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

**RESOLVED –**

- (a) That the contents of the submitted report, including the appendices, be noted;
- (b) That the injection of £0.276m into the Capital programme in order to provide the balance of funding to deliver the district heating network programme, be approved;
- (c) That authority to spend for the following be approved:
  - (i) The construction of the Spine District Heating Network of £21.276m funded through £17.276m supported prudential borrowing and £4m of grant from the West Yorkshire Combined Authority (WYCA);
  - (ii) The connection of the council housing District Heating Network of £17.42m funded through £11.3m of HRA capital and £5.774m of European Regional Development Fund (ERDF);
  - With the above being subject to:-
    - the Director of Resources and Housing being satisfied with the outcome of the external due diligence on the business case and securing the required heat loads; and
    - the approval of the grant from the WYCA.
- (d) That the necessary authority be delegated to the Director of Resources and Housing to enter into a contract with Vital Energi Utilities Ltd. for a maximum sum of £2m for a limited scope of works and services for the housing District Heating Network, as described at paragraph 3.8 of the submitted report;
- (e) That the necessary authority be provided in order to enter into the leases of the Sites for the energy centres based next to the Recycling and Energy Recovery Facility (referenced as site A within the submitted report) and at Saxton Gardens, and including the disposal of Site A at an undervalue;
- (f) That the necessary authority be provided in order to set up an energy trading company on the terms that are agreed by the Director of Resources and Housing and in consultation with the Leader, the Executive Member for 'Environment and Sustainability' and the Section 151 Officer;
- (g) That the necessary authority be delegated to the Director of Resources and Housing in order to enter into all other documentation and take all other decisions required for the delivery of the project, and also to approve operational decisions relating to the district heating scheme;
- (h) That further to the above resolutions, prior to the Director of Resources and Housing confirming the delivery of the project in line with the agreed delegated authority, the Director will first consult with the Leader of Council, the Executive Member for Environment and

Sustainability and those Opposition Group Leaders on Executive Board.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

## **ECONOMY AND CULTURE**

### **33 West Yorkshire Joint Services Trading Company**

The Director of Resources and Housing submitted a report setting out the background to the proposed establishment of a West Yorkshire Joint Services trading company. Appended to the submitted report was a business case to support the proposal which had been approved in principle by the West Yorkshire Joint Services Committee.

Responding to a Member's enquiry, the Board was provided with further information and assurance regarding the level of political oversight that Members would have on the operation of the trading company, in addition to any associated tax liabilities.

As part of such assurances, should the trading company be established, it was proposed that an annual update report on the performance of that company be submitted to Executive Board in order keep the Board informed on such matters.

#### **RESOLVED –**

- (a) That the legal position, as set out in Appendix 1 to the submitted report, be noted, in particular that the company will be a controlled company for the purposes of the Local Government and Housing Act 1989;
- (b) That it be noted that the Council will provide an indemnity to its appointed representative, under the terms of The Local Authorities (Indemnities for Members and Officers) Order 2004;
- (c) That the Business Case, as detailed at Appendix 2 to the submitted report, which is in support of the proposal to trade through the establishment of a trading company, be approved;
- (d) That approval be given to the formation of a Holding Company, to be limited by shares wholly owned by the founding members of the West Yorkshire Joint Services Committee, (i.e. Bradford, Calderdale, Kirklees, Leeds and Wakefield) which will protect the business of the West Yorkshire Joint Services Committee; and to 4 subsidiary companies for Materials Testing, Calibration Services, Archaeological Services and Business Hive, to be owned by the Holding Company;
- (e) That approval be given to the Council being involved as a shareholder in the West Yorkshire Joint Services Trading Company and its' subsidiaries, on the basis as set out within the submitted report;



- (f) That approval be given for the Council to participate as Directors of the Company on the basis, as set out within the submitted report;
- (g) That the proposed governance and funding arrangements for the company, as set out within the submitted report be noted and agreed;
- (h) That approval be given to participate through a shareholders agreement, on the terms as set out in draft in the submitted report, and that the City Solicitor be authorised to agree final terms and execute the agreement on behalf of the Council which should be on the same basis as the contribution rates payable to West Yorkshire Joint Services;
- (i) That the necessary authority be delegated to the City Solicitor in order to agree terms and enter into an agreement with the other 4 constituent authorities to indemnify Wakefield Council against any loss incurred as a result of making a working capital and investment loan to West Yorkshire Joint Services HoldCo up to a value of £1m, with the terms of such indemnity to be on the basis of each Council's contribution rate to West Yorkshire Joint Services;
- (j) That an annual update report on the performance of the trading company be submitted to Executive Board, in order keep the Board informed on such matters.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he voted against the decisions referred to within this minute)

#### **34 Leeds Culture Strategy 2017-2030**

Further to Minute No. 137, 8<sup>th</sup> February 2017, the Director of City Development submitted a report providing an update on the development of a new Culture Strategy for Leeds 2017-2030. The report recommended the adoption of the strategy, and sought a commitment to a culture-led narrative and focus for the city.

Members highlighted the importance of the cultural strategy for Leeds and the need to ensure that it was intrinsically linked to city's economic strategy. In welcoming the proposals, Members highlighted the need to progress the strategy, and noted that the next steps would be the development of a Delivery Plan.

#### **RESOLVED –**

- (a) That the new definition, values, aims, objectives and five areas of focus for the Leeds Culture Strategy 2017-2030, be adopted;
- (b) That a new narrative for the city, placing culture at the heart of all future major policy decisions, be adopted;

- (c) That officers be requested to continue the work with stakeholders in order to develop a delivery plan to implement the strategy;
- (d) That directorates be requested to consider how their challenges and opportunities could be reframed in light of the new Culture Strategy for Leeds 2017-2030 and how their service areas could contribute towards the Delivery Plan;
- (e) That the Director of City Development be requested to return to Executive Board with an update on the Delivery Plan later in the year;
- (f) That it be noted that the Chief Officer Culture and Sport will be responsible for the implementation of such matters.

### **35 Leeds 2023 European Capital of Culture Bid Interim Report**

Further to Minute No. 137, 8<sup>th</sup> February 2017, the Director of City Development submitted a report providing an update on the work being undertaken towards the preparation of a Leeds bid for European Capital of Culture 2023 and which sought approval for the associated recommendations, as detailed.

Members welcomed the proposals detailed within the submitted report and noted that the deadline for initial bid submissions was 27<sup>th</sup> October 2017.

Following consideration of Appendix 1 to the submitted report designated as exempt from publication under the provisions of Access to information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

#### **RESOLVED –**

- (a) That the overall progress made over the past twelve months, be noted;
- (b) That the incorporation of Leeds Culture Trust be noted, and that the process going forward of developing appropriate governance structures, be approved;
- (c) That the budget proposals, as detailed within exempt appendix 1 to the submitted report, for the delivery of European Capital of Culture in 2023, be approved;
- (d) That officers be requested to return to Executive Board in October 2017 with the full and final detailed bid in advance of the deadline for the first stage submission of 27<sup>th</sup> October 2017;
- (e) That it be noted that should Leeds be shortlisted, then a second and final application will need to be submitted by mid-2018.

### **36 Grants to Arts and Cultural Organisations**

The Director of City Development submitted a report which presented background information on the current arts funding delivered by Leeds City

Draft minutes to be approved at the meeting  
to be held on Wednesday, 20<sup>th</sup> September, 2017

Council, with a proposal to update and revise the arts@leeds scheme moving forward.

In presenting the report, it was brought to the Board's attention that at section 2.9.6 of the submitted report, the financial investment bracket for tier 2 of the programme should read: '£4,000 - £50,000', and not '£4,000 - £30,000', as detailed.

**RESOLVED –**

- (a) That the establishment of a revised 4-year arts@leeds programme, as described in the submitted report, be approved, subject to the inclusion of the correction referenced during the meeting (section 2.9.6 of the submitted report refers), to reflect that the financial investment bracket for tier 2 of the programme should read: '£4,000 - £50,000', and not '£4,000 - £30,000', as detailed;
- (b) That subject to the Council's annual budget setting process, approval be given to maintain the current total level of investment in the arts@leeds and 'Leeds Inspired' schemes for the period 2018/19 to 2021/22, in support of the City Council's medium term financial plan;
- (c) That a further report be submitted later this financial year in order to propose the investment levels for individual arts organisations through the arts@leeds scheme;
- (d) That funding for the Leeds West Indian Carnival and the Black Music festival be transferred to the city's annual events programme, rather than being considered through the arts@leeds grant funding scheme;
- (e) That it be noted that the Chief Officer, Culture and Sport is responsible for the implementation of such matters.

**37 Leeds Inclusive Growth Strategy - Consultation Draft**

Further to Minute No. 102, 16<sup>th</sup> November 2016, the Director of City Development submitted a report presenting the recent work undertaken in order to review and replace the Leeds Inclusive Growth Strategy for 2017 – 2023, specifically outlining the work undertaken to date in preparation of the draft, the proposed summer consultation process and the approach towards proposed publication in the autumn.

In referencing the 'Inclusive Growth' section of the consultation draft of the strategy, a Member highlighted: the need to ensure that all parts of the city benefited from the initiative; the value of community assets in helping to promote growth in a locality; and the importance of town and district centres.

Members also emphasised the need to ensure that this strategy was developed in partnership with the Council's other key strategies and plans, and was linked to relevant national initiatives.

**RESOLVED –**

- (a) That the publication of the draft Leeds Inclusive Growth Strategy be approved for the purposes of consultation;
- (b) That the approach proposed by officers to engage with business and stakeholders, seeking specific commitments for the strategy, be supported;
- (c) That agreement be given for a final draft of the strategy to be published in the autumn of 2017;
- (d) That agreement be given for the Chief Officer Economy and Regeneration to continue to lead on the Leeds Inclusive Growth Strategy throughout the remaining consultation period and publication.

**EMPLOYMENT, SKILLS AND OPPORTUNITY**

**38 Equality Improvement Priorities Progress Report 2016 - 2017**

The Director of Communities and Environment submitted a report setting out the annual progress which had been made against the Council's Equality Improvement Priorities for the period 2016 – 2017.

Members welcomed the submitted annual report.

**RESOLVED –**

- (a) That the Equality Improvement priorities Annual Report 2016 – 2017, be approved;
- (b) That the new Equality Improvement Priorities for the City Development directorate and the Resources and Housing directorate, be approved;
- (c) That the refreshed Equality Improvement Priorities for the City Development directorate and the Public Health directorate, be approved;
- (d) That approval be given to sign off the completed City Development directorate Equality Improvement Priority.

**RESOURCES AND STRATEGY**

**39 Medium Term Financial Strategy 2018/19 to 2020/21**

The Chief Officer (Financial Services) submitted a report presenting details of the Council's proposed medium term financial strategy for the period 2018/19 – 2020/21.

**RESOLVED –**

- (a) That the 2018/19 – 2020/2021 Medium-Term Financial Strategy be approved;

- (b) That it be noted that further proposals will be brought forward in order to address the current identified shortfall;
- (c) That it be noted that the Chief Officer Financial Services will be responsible for the implementation of such matters.

**40 Financial Health Monitoring 2017/2018 - Quarter 1**

The Chief Officer (Financial Services) submitted a report which presented the financial health position of the Council as at the end of the first quarter of the 2017/18 financial year. In addition, the report also reviewed the position of the budget and highlighted any potential key risks and variations.

Responding to concerns raised regarding the projected Children and Families directorate overspend and how such matters could be discussed and addressed moving forward, those concerns were acknowledged, and it was undertaken that further information and proposals, which would look to address such budgetary pressures would be submitted to the Board as part of the 2018/19 budget setting process.

**RESOLVED** – That the projected financial position of the Authority as at quarter 1, be noted.

**41 The Leeds Community Infrastructure Levy - Investment of the Strategic Fund**

Further to Minute No. 156, 11<sup>th</sup> February 2015, the Director of Resources and Housing submitted a report which sought approval for the investment of the Community Infrastructure Levy (CIL) Strategic Fund monies which had been accumulated for the period up to November 2016.

In considering the submitted report, a Member highlighted the importance of ensuring that the process for determining which sites would benefit from CIL Strategic Fund investment was simple and transparent.

**RESOLVED** –

- (a) That approval be given for the investment of the CIL Strategic Fund, as set out in Table 1 of the submitted report (up to November 2016), to be used to contribute towards the learning places deficit for schools;
- (b) That it be noted that the Chief Officer (Financial Services) is responsible for the implementation of such matters.

**42 Annual Corporate Risk Management Report**

The Director of Resources and Housing submitted a report which provided an update on the Council's most significant corporate risks and which detailed the arrangements currently in place, together with the further activity planned during 2017/18 to manage such risks.

Responding to an enquiry, assurance was provided that current arrangements would continue for the briefing of Group Leaders in respect of risk management issues.



**RESOLVED** – That the annual risk management report be noted, together with the assurances provided on the Council's most significant corporate risks, in line with the authority's Risk Management Policy and the Executive Board's overarching responsibility for their management.

**43 Best Council Plan Annual Performance Report 2016/17**

Further to Minute No. 139, 8<sup>th</sup> February 2017, the Director of Resources and Housing submitted a report inviting the Board to receive the draft Best Council Plan annual performance report and to note the progress made against the 2016/17 Best Council Plan.

In considering the submitted report, it was suggested that the Best Council Plan could look to provide further detail on those areas where challenges continued to exist, in order to enable further monitoring of performance management in those areas.

**RESOLVED** – That the draft Best Council Plan annual performance report be received, and that the progress made against the 2016/17 Best Council Plan be noted. In addition, it also be noted that further design work will take place and that some of the information included may change between this draft and the final design version being published as full-year results are finalised.

**COMMUNITIES**

**44 Grenfell Tower Update**

The Director of Resource and Housing submitted a report which provided the Board with details of the activity being undertaken and the current position in Leeds regarding the response to the events of the Grenfell Tower fire. Whilst the report acknowledged that such matters were still fast moving at this stage, it provided an outline of some key issues for consideration, both in the immediate term and over the coming months.

For those reasons set out within the submitted report, and as detailed at Minute No. 26, the Chair agreed for this report to be considered as a late item of business at the meeting. Copies of the submitted report and appendix had been provided to Board Members prior to the meeting.

By way of introduction to the submitted report, the Executive Member for Communities provided the Board with a detailed update which included: the partnership approach being undertaken with West Yorkshire Fire and Rescue Service; the current position regarding associated safety checks and inspections; together with details of the ongoing engagement programme with tenants, private landlords, schools, hospitals and universities. The Board also received further information regarding the ongoing investment into fire safety measures, and responding to an enquiry, the Board also received further detail regarding the provision of sprinkler systems in high rise blocks, with clarification being provided around prioritisation of such provision.

It was also emphasised that further updates would be provided to the Board in due course, whilst Members also noted that a related cross-party piece of work was currently being undertaken by the Local Government Association.

In conclusion, on behalf of the Board, Members thanked all officers involved for their considerable efforts in the associated communication and engagement strategy, which was ongoing.

**RESOLVED –**

- (a) That the progress made on delivering the action plan (annex 1 to the submitted report) be noted, and that support be given to the ongoing prioritisation of the post-Grenfell work, noting the early implications and issues for consideration, as detailed within the submitted report;
- (b) That in relation to the role of Scrutiny Boards, the following Scrutiny Boards be requested to pick up scrutiny of the relevant actions / emerging issues:-
  - (i) Scrutiny Board (Strategy and Resources) – emergency planning;
  - (ii) Scrutiny Board (Infrastructure and investment) – private sector properties and building control;
  - (iii) Scrutiny Board (Environment, Housing and Communities) – Council housing stock safety, resident engagement and investment decisions;
- (c) That further updates and reports on issues with implications for the city be submitted to Executive Board, as and when required.

**45 A Strategic, Co-ordinated and Inclusive Approach to Migration in Leeds**

Further to Minute No. 63, 21<sup>st</sup> September 2016, the Director of Communities and Environment submitted a report which provided an overview of the arrangements in place with respect to migration activity across the city, and which sought approval of a further strengthened approach towards such arrangements.

The Executive Member for Communities extended her thanks to the Scrutiny Board (Citizens and Communities) for the work that the Board had undertaken in this area, and the significant contribution that the Scrutiny Board had made to the submitted proposals.

**RESOLVED –**

- (a) That the strengthened arrangements developed following the Citizen's and Communities Scrutiny Board inquiry into migration be approved, with the aim of ensuring a more strategic, co-ordinated and inclusive approach to migration, with the current and future work that is planned on such matters being endorsed;
- (b) That it be noted that the Director of Communities and Environment and the Executive Member for Communities are responsible for leading this work through the Council's 'Stronger Communities' Breakthrough Programme;

- (c) That an update report on the progress being made in this area, be submitted to the Executive Board in July 2018.

**46 Council House Growth Programme - Delivery of Extra Care Housing**

The Director of Resources and Housing, the Director of City Development and the Director of Adults and Health submitted a joint report which set out proposals for the delivery of extra care housing for older people across the city as part of the Council House Growth Programme and in support of the Better Lives Programme. In addition, the report also set out recommendations in order to enable the project to progress, including the use of Council owned sites which had been identified as suitable for delivery of extra care, the commitment of funding for the project from the Council House Growth Programme and the intended delivery strategy.

Members discussed the pace at which the programme was progressing, and highlighted the importance of using the initiative to encourage developers to bring their own land and schemes forward for the purposes of extra care provision. The Board also noted the cross-directorate working which continued in this area to progress the initiative.

In considering the sites detailed within the submitted report and the geographical spread of them, it was noted that the sites referenced were simply a shortlist which had been drawn up for extra care provision.

In conclusion, it was suggested that a cross-party working group could be established in order to assist with the progression of this scheme.

**RESOLVED –**

- (a) That the investment being made in the delivery of extra care housing as part of the Council House Growth Programme be noted;
- (b) That agreement be given that the sites included in section 3.13 of the submitted report should be dedicated to the delivery of the extra care housing programme, and that it be noted that any decisions on the disposal of Council land to enable this will be taken by the Director of City Development;
- (c) That the intended procurement strategy for the delivery of extra care housing, as set out at paragraphs 3.15-3.20 of the submitted report, be agreed;
- (d) That the needs assessment already undertaken to provide the evidence base for extra care delivery be noted;
- (e) That the potential revenue savings to the Council, which will result from the provision of additional extra care housing places across the city be noted, and that it also be noted that these will be accrued through the use of sites that would otherwise be disposed of to generate a capital receipt;

- (f) That the potential reduction in forecast capital receipts arising from the inclusion of the identified sites in the extra care programme be noted, together with the fact that this will be kept under review, but will be offset by future annual revenue savings and any additional land receipts arising from the delivery approach;
- (g) That a further report on progress regarding the delivery of the programme be submitted to the Executive Board in June 2018;
- (h) That it be noted that the responsible officer for the implementation of such matters is the Director of Resources and Housing.

#### **47 Community Led Local Development**

The Director of Communities and Environment submitted a report regarding the work which had been undertaken to secure Community Led Local Development (CLLD) funding for Leeds. The report also sought approval to enter into contracts with the Department for Communities and Local Government (DCLG) and the Department for Work and Pensions (DWP) in order to deliver the CLLD programme.

Members welcomed the content of the submitted report, highlighted the need to ensure that the Leeds City Region continued to benefit from the receipt of similar funding following Brexit, and noted the clear funding criteria and framework which had been used in this process.

#### **RESOLVED –**

- (a) That Council expenditure for the three CLLD Programmes of £1,093k, be authorised;
- (b) That the necessary authority be delegated to the Director of Communities and Environment in order to enter into contracts with DCLG and DWP for the CLLD Programmes in the Inner East, Inner South and Inner West areas.

### **REGENERATION, TRANSPORT AND PLANNING**

#### **48 Design and Cost Report, Proposed Refurbishment, West Yorkshire Playhouse**

Further to Minute No. 28, 15<sup>th</sup> July 2015, the Director of City Development submitted a report which sought approval to submit a Stage 2 application to Arts Council England for the purposes of grant support towards the cost of the proposed West Yorkshire Playhouse refurbishment works, whilst also seeking the relevant authority for an injection into the Capital Programme and associated authority to spend. In addition, the report also outlined proposals for the Council, supported by stakeholders, to progress associated public realm improvements.

Members noted the wider public realm works which were proposed to accompany the Playhouse refurbishment scheme, highlighted the importance

for the Playhouse building to have good quality architectural design, whilst also considered the financial aspects of the proposals.

**RESOLVED –**

- (a) That the submission of a Stage 2 application to Arts Council England for a grant of £6.330m towards the cost of refurbishing and reconfiguring the West Yorkshire Playhouse, be authorised;
- (b) That an injection of £13.040m into the Capital Programme (Capital Scheme No. 32019) be authorised, subject to the City Council's Stage 2 grant application to Arts Council England for £6.3m being successful;
- (c) That 'Authority to Spend' of £13.040m from Capital Scheme No. 32019 for the proposed refurbishment and reconfiguration works to the West Yorkshire Playhouse be approved, subject to the City Council's Stage 2 grant application to Arts Council England and the tender for the proposed works being within the project's cost plan allowance;
- (d) That the award of the contract for the proposed refurbishment and reconfiguration works at the West Yorkshire Playhouse be authorised, subject to the tender for the proposed works being within the project's cost plan allowance;
- (e) That the inclusion of the proposed public realm improvement works to Gateway Court in the contract for the proposed works to the West Yorkshire Playhouse be approved in principle, and that it be noted that a further report detailing the proposed public realm improvement works will be presented to Executive Board for approval in due course;
- (f) That approval be given to bringing forward for disposal for residential use the site on Quarry Hill previously held for use as a coach layover facility, and approval also be given to use the subsequent capital receipt in order to contribute towards the cost of the proposed public realm improvement works at Gateway Court;
- (g) That subject to consultation with the Executive Member for Regeneration, Transport and Planning, the Director of City Development be authorised to negotiate and approve the final terms of all legal agreements associated with the delivery of the project, in accordance with the Council's officer delegation scheme;
- (h) That the actions required to implement the above resolutions, together with the proposed timescales to progress the project (as detailed in paragraph 3.6 of the submitted report) be noted, and that it also be noted that the Chief Officer Culture and Sport will be responsible for the implementation of such matters.



**49 Ground lease of land at Beeston Village Community Centre to Health for All (Leeds) Ltd**

The Director of City Development submitted a report which sought approval to grant a 50 year lease at peppercorn consideration to Health for All (Leeds) Ltd. for land at Beeston Village Community Centre, St Anthony's Drive, Beeston, Leeds, LS11 8AB. In addition, the report also sought approval to grant permission for Health for All (Leeds) Ltd. to demolish the existing Beeston Village Community Centre building.

**RESOLVED –**

- (a) That approval be given to grant a 50 year ground lease to Health for All (Leeds) Ltd. for a peppercorn consideration for land at Beeston Village Community Centre, St Anthony's Drive, Beeston, Leeds, LS11 8AB, in order to enable a new community centre to be built using external funding;
- (b) That approval be given for Health for All (Leeds) Ltd. to demolish the existing Beeston Village Community Centre building;
- (c) That it be noted that the Head of Asset Management will be responsible for the implementation of such matters.

**HEALTH, WELLBEING AND ADULTS**

**50 Leeds Health and Care Plan: A Conversation with Citizens**

The Director of Public Health, the Director of Children and Families and the Director of Adults and Health submitted a joint report presenting the draft 'Leeds Health and Care Plan on a Page' together with the accompanying narrative, and which sought approval for the use of those documents as a basis for a proposed engagement and consultation exercise with citizens regarding the future health and care in Leeds.

Responding to a Member's enquiry, the Board received further information on the ways in which the success of associated outcomes would be measured, and how the plan would help enable the development of more efficient ways of working and the prioritisation of service provision.

**RESOLVED –**

- (a) That in considering the draft narrative for the Leeds Health and Care Plan (as appended to the submitted report), the contents be noted, together with the comments made by the Board during the meeting, which can be incorporated into future iterations and which can be used in the Council's conversation with citizens about the future of health and care in Leeds;
- (b) That the plans to progress a conversation with the public, based around the content of the submitted summary report, and delivered in conjunction with the 'Changing Leeds' discussion, be supported;

- (c) That it be noted that the Leeds Health and Wellbeing Board will continue to provide strategic leadership for the Leeds Health and Care Plan;
- (d) That the continued availability of staff and resources from Leeds City Council to support and inform the development and implementation of the Leeds Health and Care Plan, be noted.

## **51 Leeds Academic Health Partnership**

Further to Minute No. 166, 20<sup>th</sup> April 2016, the Director of Adults and Health and the Director of City Development submitted a joint report presenting the progress made by the Leeds Academic Health Partnership (LAHP) to establish a programme of active projects to deliver the Partnership's priorities. In addition, the report also described the support required in order to ensure that LAHP's performance is sustained in the long term.

A Member highlighted the value of the 'One Leeds Workforce' initiative which was outlined within the report, emphasising how it linked well to the Council's 'inclusive growth' ambitions.

### **RESOLVED –**

- (a) That the progress made by the Leeds Academic Health Partnership and its programme be noted, which looks to deliver better health outcomes, reduced health inequality and more jobs, whilst also stimulating investment in health and social care within the city's Health and Wellbeing Strategy;
- (b) That the extension of the period covered by the City Council's contribution towards the running costs of the LAHP and delivery of the LAHP's programme of work from one year to three years in order to give certainty and reflect the long term impact of its priority project, be supported;
- (c) That support be given to the principle of the Academy, which is a tool for better managing workforce challenges, and that officers be delegated, in consultation with the lead Member, the task of taking forward the Council's involvement whilst also keeping the Executive Board involved;
- (d) That it be noted that the Chief Officer, Health Partnerships Team will be responsible for overseeing the implementation of the programme by the LAHP.

**DATE OF PUBLICATION:** WEDNESDAY, 19<sup>TH</sup> JULY 2017

**LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS:** 5.00P.M., WEDNESDAY, 26<sup>TH</sup> JULY 2017

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