



SCRUTINY BOARD (INCLUSIVE GROWTH, CULTURE AND SPORT)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Wednesday, 15th November, 2017 at 10.00 am

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

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;

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

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

Produced on Recycled Paper

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</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>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <ol style="list-style-type: none"> 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. 2. To consider whether or not to accept the officers recommendation in respect of the above information. 3. If so, to formally pass the following resolution:- <p>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:</p> <p>No exempt items have been identified.</p>	

3

LATE ITEMS

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

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.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 11 OCTOBER 2017

1 - 4

To approve as a correct record the minutes of the meeting held on 11th October 2017.

7

EMPLOYMENT AND SKILLS - KEY CHALLENGES AND OPPORTUNITIES

5 - 70

To receive a report from the Head of Governance and Scrutiny Support presenting information in line with the Board's key area of interest around local employment and skills challenges and opportunities.

8

WORK SCHEDULE

71 -
88

To consider the Scrutiny Board's work schedule for the 2017/18 municipal year.

9

DATE AND TIME OF NEXT MEETING

Wednesday, 13th December 2017 at 10.00 am
(pre-meeting for all Board Members at 9.30 am)

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, 11TH OCTOBER, 2017

PRESENT: Councillor A Lamb in the Chair

Councillors B Flynn, R Grahame,
M Harland, G Hyde, J Illingworth, S Lay,
K Maqsood, R. Stephenson and
K Wakefield

26 Late Items

There were no late items.

27 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

28 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillors M Robinson and N Walshaw.

Notification had been received that Councillor B Flynn was to substitute for Councillor M Robinson.

29 Minutes - 6th September 2017

RESOLVED – That the minutes of the meeting held on 6 September 2017 be approved as a correct record.

30 Systems approach to physical activity in Leeds

The Head of Sport and Active Lifestyles submitted a report which outlined a new model for the delivery of physical activity within localities and sought support in engaging communities and partners into this collaborative, systems based approach.

The following information was appended to the report:

- Sport England – Local Delivery Pilots, Expression of Interest form (March 2017)

The following were in attendance:

- Councillor James Lewis, Executive Member for Resources and Strategy
- Mark Allman, Head of Sport and Active Lifestyles

Draft minutes to be approved at the meeting
to be held on Wednesday, 15th November, 2017

- Susan Haigh, Active Leeds Partnership Manager, Sport & Active Lifestyles
- Gill Keddie, Development Manager, Sport & Active Lifestyles
- Judith Fox, Public Health Manager, Adults and Health
- Mark Mills, Executive Manager, Asset Management and Regeneration
- Baksho Uppal, Area Leader, Communities Team.

The Board received a PowerPoint presentation on 'Approaches to reducing physical inactivity in the city'.

The key areas of discussion were:

- The health and wider benefits of physical activity.
- The need to embed physical activity into people's everyday lives in terms of the physical and social environments.
- The strong links between inactivity and deprivation – the Board particularly acknowledged how this informed the Council's original expression of interest to the Sports England Local Delivery Pilot fund in March 2017.
- The reasons for the local delivery pilot bid not being successful and details of subsequent discussions held with Sport England to still develop an investment plan for whole systems work in priority communities in Leeds.
- The opportunities presented by the Council's move towards more focused locality working in terms of achieving greater alignment and more collaboration around the physical activity agenda. Reference was also made to the case study work undertaken with the Communities Team in the inner south of the city.
- An overview of existing successful local projects.
- The need to promote the range of activities in communities and making greater use of existing provision. Linked to this, the Board particularly recognised the need for schools to also open up their sports facilities and pitches for wider community use.
- The importance of a whole school approach including physical education, after-school sports and active travel to and from school.
- The involvement of sports clubs, e.g. Leeds Rhinos and Yorkshire Cricket Club, in encouraging young people to take up physical activity.
- The next steps and key challenges in delivering a systems approach to physical activity.
- The Board acknowledged the powerful contribution that physical activity and sport can have in support of wider council outcomes and priorities. It therefore agreed to arrange a further session surrounding the development of a systems approach to physical activity and to invite a wider range of representatives, including the Council's Chief Executive and Leader.

RESOLVED – That a further session surrounding the development of a systems approach to physical activity is scheduled into the Board's work schedule.

(Councillor R Stephenson left the meeting at 11.05am, Councillor K Maqsood at 12.30pm and Councillor B Flynn at 12.40pm, during the consideration of this item).

31 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.

The following updates were provided:

- Council's approach towards Devolution – the Board agreed to hold a working group meeting to consider potential gaps and opportunities regarding delivery of the devolution agenda. It was agreed that the meeting be held on Monday, 13 November 2017 at 9.30am.
- Locality Working – It was advised that Environment, Housing and Communities Scrutiny Board was holding a working group meeting on Monday, 30 October at 9.00am to discuss the development of a new locality working model. In view of the cross-cutting nature of this matter, other Scrutiny Board Chairs were being invited to attend this working group meeting or to nominate another Scrutiny Board representative in their absence. Councillor S Lay expressed an interest in attending this working group meeting if required.

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

32 Date and Time of Next Meeting

Wednesday, 15 November 2017 at 10.00am (pre-meeting for all Board Members at 9.30am)

(The meeting concluded at 12.55pm)

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Report author: Angela Brogden
Tel: 3788661

Report of Head of Governance and Scrutiny Support

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

Date: 15th November 2017

Subject: Employment and Skills – key challenges and opportunities

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 Scrutiny Board expressed an interest in undertaking a piece of work aimed at achieving inclusive growth by addressing local employment and skills gaps. However, it was agreed that the Board would firstly consider the Council’s wider draft Inclusive Growth Strategy as part of the formal consultation process. This was undertaken during the Board’s September meeting.

2. Since then, the Council has also launched its draft Leeds Talent and Skills Plan for wider consultation. This Plan covers the period 2017 – 2023, which is the same period as the Leeds Inclusive Growth Strategy. The Plan is also closely aligned to the Strategy, reflecting the critical importance of skills to economic growth, and similarly has been developed through collaboration between the Council, employers, residents, and education and skills providers. The people of Leeds are also at the heart of the Plan, from equipping local young people with the right skills and careers advice, to enabling in-work progression, retraining and lifelong learning in our ever changing labour market.

3. Many of the Scrutiny Board’s main interest areas around employment and skills are reflected within the draft Leeds Talent and Skills Plan and therefore this has been appended as a key reference document (see appendix 1).

4. However, the Board also expressed a specific interest in exploring how young people who have offended are also supported into the labour market. A separate briefing paper has therefore been provided by the Leeds Youth Offending Service (YOS) outlining some of the challenges that these young people face in terms of accessing

opportunities as well as briefly outlining some of the initiatives that have been developed to address these challenges (see appendices 2 and 2a).

5. During the meeting, the Board will also receive a brief presentation on the following:
 - An overview of the changing labour market and the consequential skills issues across the different sectors within the city; and
 - A general explanation about the Council's city leadership and enabling role and how this is reflected in the current draft Leeds Talent and Skills Plan.
6. Both the Chief Officer for Employment and Skills and the Head of Service at Leeds YOS will be attending today's meeting to respond to questions raised by the Scrutiny Board and also assist the Board in determining appropriate next steps.

Recommendation

7. Members are asked to consider the attached appendices and information presented during the meeting and determine its next steps in terms of undertaking further Scrutiny work.

Background documents¹

8. None used

¹ 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.

NEW SKILLS FOR THE NEW ECONOMY

THE LEEDS TALENT AND SKILLS PLAN 2017-2023

CONTENT

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4. CONCLUSION AND NEXT STEPS	00



FOREWORD BY THE LEADER OF THE COUNCIL

Earlier this year I was pleased to present the Leeds Inclusive Growth Strategy for consultation. The Leeds Talent and Skills Plan builds on that firm commitment to inclusive growth, enabling everyone to benefit from the growing strength of our economy, through the development of the skills and talent our businesses and our city need.

Skills and talent are fundamental to our continuing economic success. Increasingly it is skills, not just qualifications, that employers look for first – whether they be in the private sector, where Leeds is home to global as well as local businesses, many of them small and medium sized enterprises, or in our significant public sector bodies across health, government, and education.

The City's continuing economic growth creates both opportunities and challenges. The pace of growth is outstripping the supply of skilled labour in some key sectors and businesses invest where they can recruit the workforce they need. Brexit is already impacting the supply of skilled workers from abroad and we need to seize the opportunity now to invest in and grow the City's talent pool.

We recognise that we need to do more as a city to improve the skills of our people, creating a better match between what employers are looking for and the system provides. That includes making better links between industry and education, helping to bridge the gap between learning and the application of learning, and enabling everyone to better understand how the skills needs of the city are changing as our economy changes.

This plan sets out how as a city we can collectively improve the supply of skills that our residents need to play a full and more productive part in the labour market, and that our businesses need to thrive, helping to create a more inclusive economy in a compassionate city. It draws on much existing good practice both within the council and the city, including our More Jobs, Better Jobs Breakthrough Project, but also in the wider city region and nationally, where we have led the way in calling for growth to be more inclusive and equitable.

As well as putting forward interventions in support of specific sectors, the plan sets out a series of actions for growth in the form of six challenges. Those challenges are, I believe, shared by stakeholders across the city – and I welcome their support in making our case to Government for real change in the education and skills system. We have already done a great deal to be proud of as a city, and are committed to doing more. In some cases that will require new and meaningful commitments from Government to help us build a truly inclusive economy, recognising that we as a city know our needs best.

As part of this plan we are seeking firm commitments from businesses and stakeholders to offer support for our city. As in the Inclusive Growth Strategy, some major stakeholders have already indicated their enthusiasm for working with us to achieve our ambitions, and we look forward to developing these commitments, and welcoming further pledges, through the consultation period.



Councillor Blake, Leader,
Leeds City Council



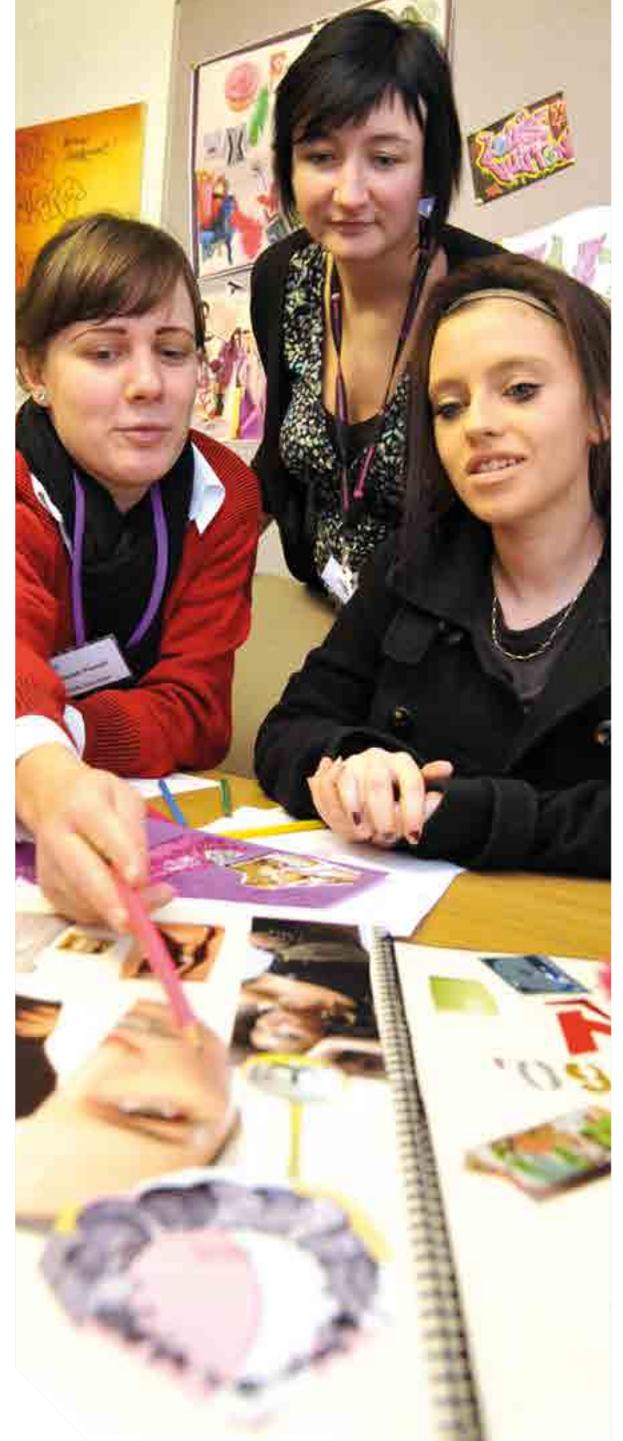
INTRODUCTION

This Plan provides a framework for improving the supply of skills that our residents need to play a full and more productive part in the labour market (whether through direct employment or self-employment), and that our businesses need to thrive, helping to create a more inclusive economy in a compassionate city. It sets out a series of actions for growth in the form of six challenges, as well as putting forward interventions in support of specific sectors.

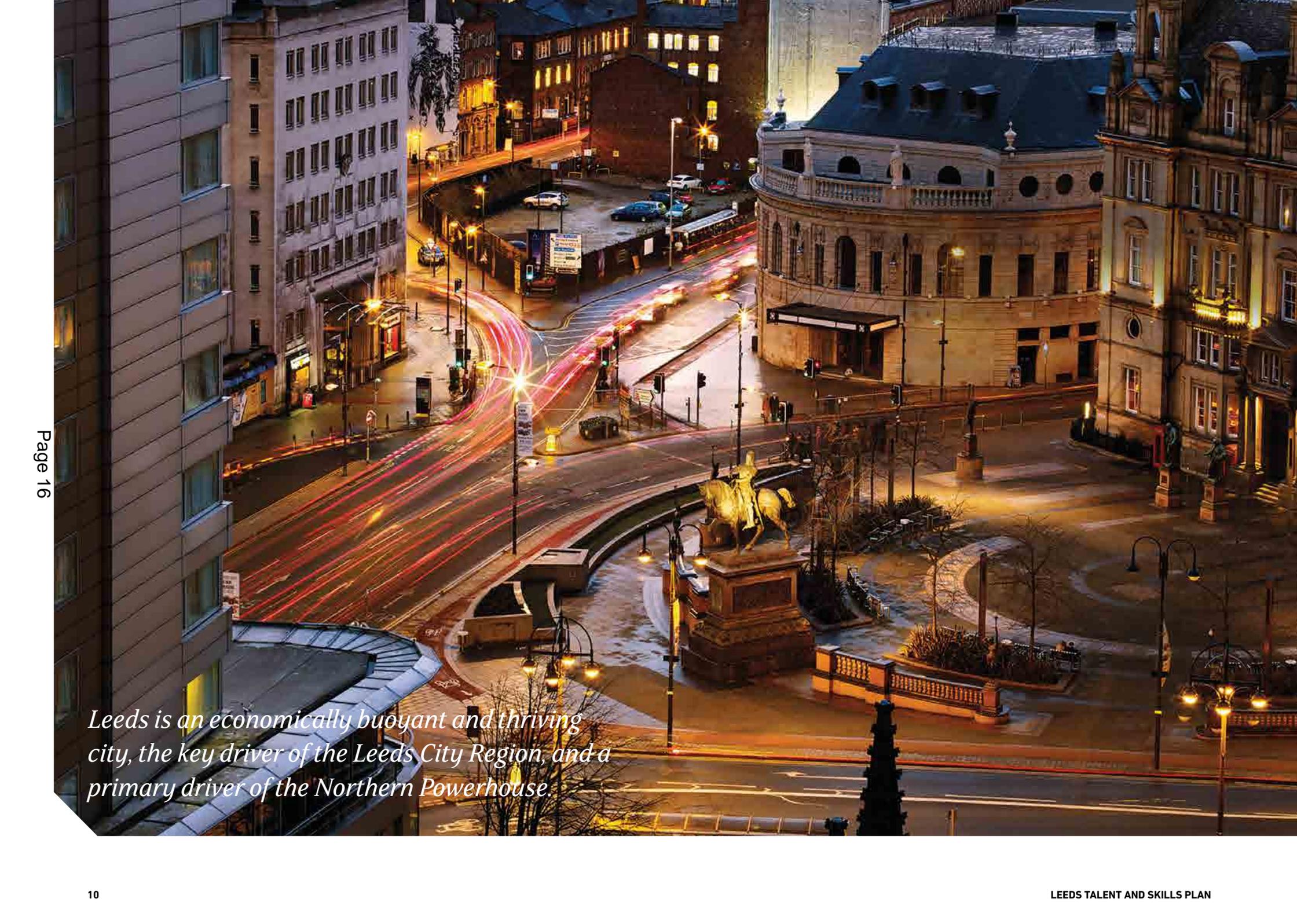
There is a need to raise our collective game on skills to ensure everyone in the city contributes to and benefits from the economy to their full potential. There is a need to do more to tackle productivity, but also poverty, which is driven not just by worklessness but by low pay and job

insecurity, and the Plan recognises the importance that low wage sectors have in our economy and how we might address improving productivity in them. While some sectors may not experience high levels of employment growth, such as manufacturing for example, they still provide jobs and incomes, and many have high job replacement requirements and support essential public services such as social care.

Building a Plan centred on inclusive growth means providing everyday jobs in everyday places. The people of Leeds will be at the heart of the Plan, 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.



1. CONTEXT



Leeds is an economically buoyant and thriving city, the key driver of the Leeds City Region, and a primary driver of the Northern Powerhouse.

THE STARTING POINT OF OUR JOURNEY

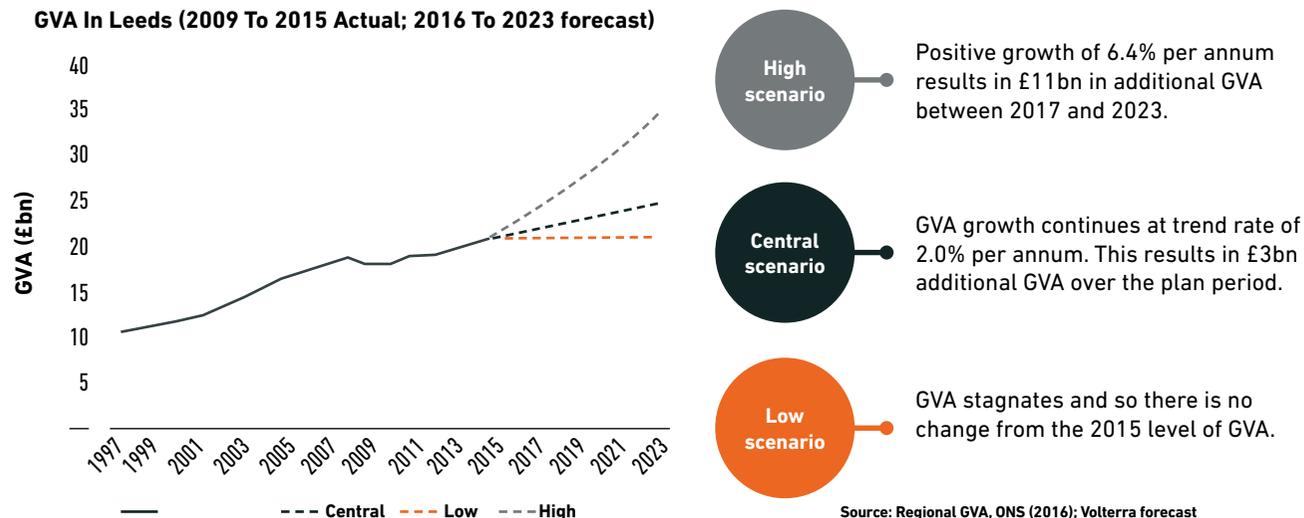
Leeds is an economically buoyant and thriving city, the primary economic driver of the Leeds City Region, and a key driver of the Northern Powerhouse economy.

The city's economy is performing well, with 8% growth since the end of June 2014 giving it a higher growth rate than London since the launch of the Northern Powerhouse programme, and outperforming the capital and Manchester in terms of job creation rates (9.5%). 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 AIM 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.

We can reflect positively on the role that the Council and our partners have played in this success. We have not just sat back and left it to the market to provide the economic recovery. We have intervened proactively to kick-start development and regeneration projects, support businesses to grow and invest, and to help people into work. Whether it be stepping in to unlock development as the city faced and then emerged from recession, working in partnership with the private sector to bring forward the South Bank and Aire Valley Enterprise Zone, forward funding the new railway station at Kirkstall Forge, helping bring forward a major brownfield development project with 1000 new homes, to using our funding to secure a substantial programme of European Structural Investment Funded employment support for residents furthest from the labour market (in partnership with the City of Bradford), to our ongoing commitment

to promoting apprenticeships as a meaningful and rewarding pathway to a career through our support of the annual Leeds Apprenticeship Recruitment Fair, the biggest such event in the North of England. Through the use of obligations on Council contracts and planning permissions, we have supported over 2,300 people into work, an approach recognised by independent evaluation as best practice nationally, and now adopted by the West Yorkshire Combined Authority in its procurement of major development schemes.

So there is much to be positive about, despite the challenging economic climate following the recession. And the future also looks increasingly healthy: Leeds' economy is set to grow by 12.8 per cent in the next 10 years.



While growth is positive, it is also a challenge. In some sectors, the pace of growth is outstripping the supply of skilled labour, leaving us dependent on in-migration or at risk of companies relocating elsewhere to be closer to supply. That risk is likely to be exacerbated by the process of leaving the European Union and the impact on economic migration and the supply of skilled workers from abroad.

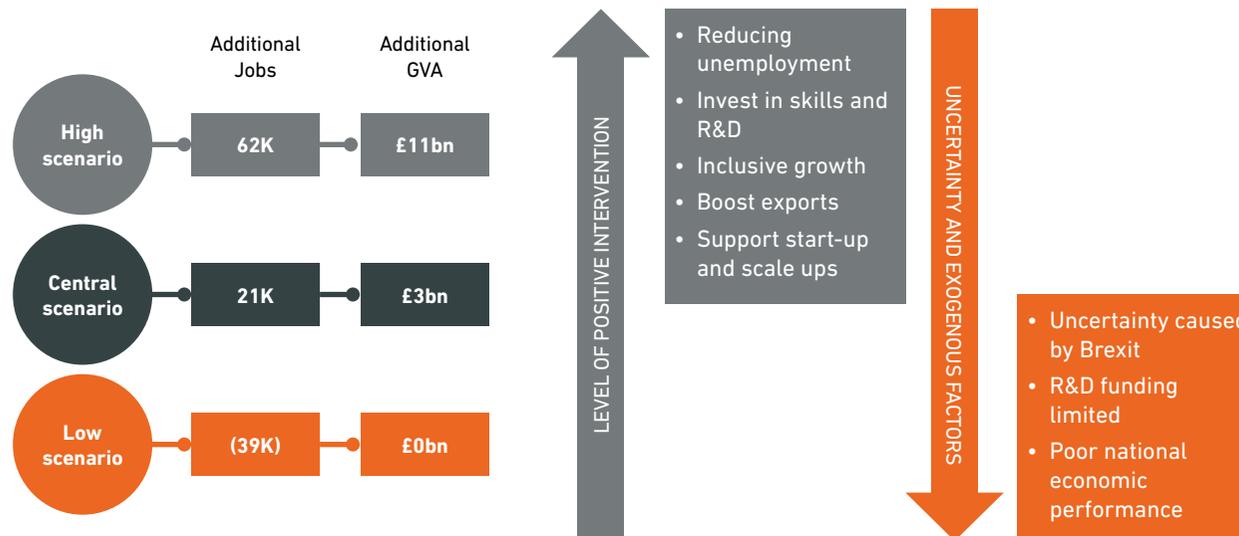
The other risk is that growth is not inclusive. The Council's ambition is to see a strong economy in a city that is compassionate, and where all our residents can benefit from inclusive growth. We do not wish to just see jobs, but good jobs – a key theme of our partnership with the Joseph Rowntree Foundation and the Leeds City

Region Enterprise Partnership. Better jobs are jobs that enable progression, that avoid the social and economic challenges of low pay, and in-work poverty.

We are not going to say that this is easy. Employers are already under strain from a range of policy interventions and legislative commitments that we touch on shortly. To have a labour market that is more inclusive and economically productive, we need more of our residents to be equipped with the skills that employers need. That means our education providers: our schools, colleges, universities, and training providers, need to do more to ensure the supply of labour is adequate and appropriately skilled.

This is not just a social ask: there are clear and sound economic and fiscal benefits too. The more residents we can move into economic activity, and good jobs, the less we will spend on employment welfare and other benefits. The more income residents will have to spend locally. The lower the demands will be on our health and social care services, including mental health support. The benefits of a household with people in work, good work, and no longer in poverty, and the positive impact this has on children and other dependents, their school attendance and attainment, and their own ambitions for a working life, are profound and far-reaching.

Growth scenarios – 2017 to 2023



Through the Council's partnership with the Joseph Rowntree Foundation (JRF) and Leeds City Region Enterprise Partnership (LCREP), the "More Jobs, Better Jobs" research programme was established in February 2013 to provide a 4 year programme of practice focused research to identify what can be done, by whom, at city and city-region level to create more and better jobs that help lift people and places out of poverty. The Council has been implementing some of the findings from this research through our More Jobs, Better Jobs Breakthrough Project, accelerating new ways of working and delivery through partnerships between Council services and partners.

AS WITH THE CITY'S DIGITAL SKILLS ACTION PLAN, THE PLAN SEEKS TO INFORM AND SHAPE THE MARKET SO THAT PROVIDERS CAN BRING FORWARD SOLUTIONS – NOT OFFER A PRESCRIBED APPROACH. THAT SAID, THREE PRINCIPLES UNDERPIN IT AND THE ACTIONS WE HOPE WILL BE TAKEN AS A RESULT OF IT:

1

GOOD GROWTH IS INCLUSIVE, EQUITABLE AND SUSTAINABLE

It is not detached from local people, and should not happen around people, rather it should directly enhance their opportunities and maximise the potential for them to benefit from a strong economy.

This Plan seeks to enable all of our residents to contribute to inclusive economic growth, countering disadvantage and inequity

2

ALIGN AND COMPLEMENT

The interventions that are proposed here and brought forward should be aligned to and complement existing provision where that is appropriate. Activity should not duplicate existing work, although challenge should be welcomed.

3

THE LIVING PLAN

The Plan should be a living document which changes in both ambition and actions as time passes. It should not be static, or unchanging, as this would undermine the action focused principle.

While we hope all actions will be achieved, circumstances and events will give rise to more needs which the living Plan should accommodate and address

THE NATIONAL CONTEXT

The education and skills landscape at the local level is profoundly affected by decisions made by the Government and a range of executive agencies including the Education and Skills Funding Agency, the Institute for Apprenticeships, and others. While devolution is an important part of our plan, and we set out a number of interventions in this document that make asks of Government for powers, freedoms and flexibilities, national policy will continue to have a huge impact on what we can achieve here in the city, and how we achieve it.

It is worth, then, setting out very briefly some of the policy and economic context in which the Plan is set. This does not seek to be exhaustive or comprehensive as the context is so broad, but highlights issues which we think are key.

From the perspective of employers, education providers, and learners, the last two years have seen what could reasonably be called a revolution in education and skills policy and funding including:

- Mandatory pension provision and auto-enrolment
- The national minimum wage and the national living wage
- The change from apprenticeship frameworks to standards, apprenticeship funding reforms, and the Apprenticeship Levy

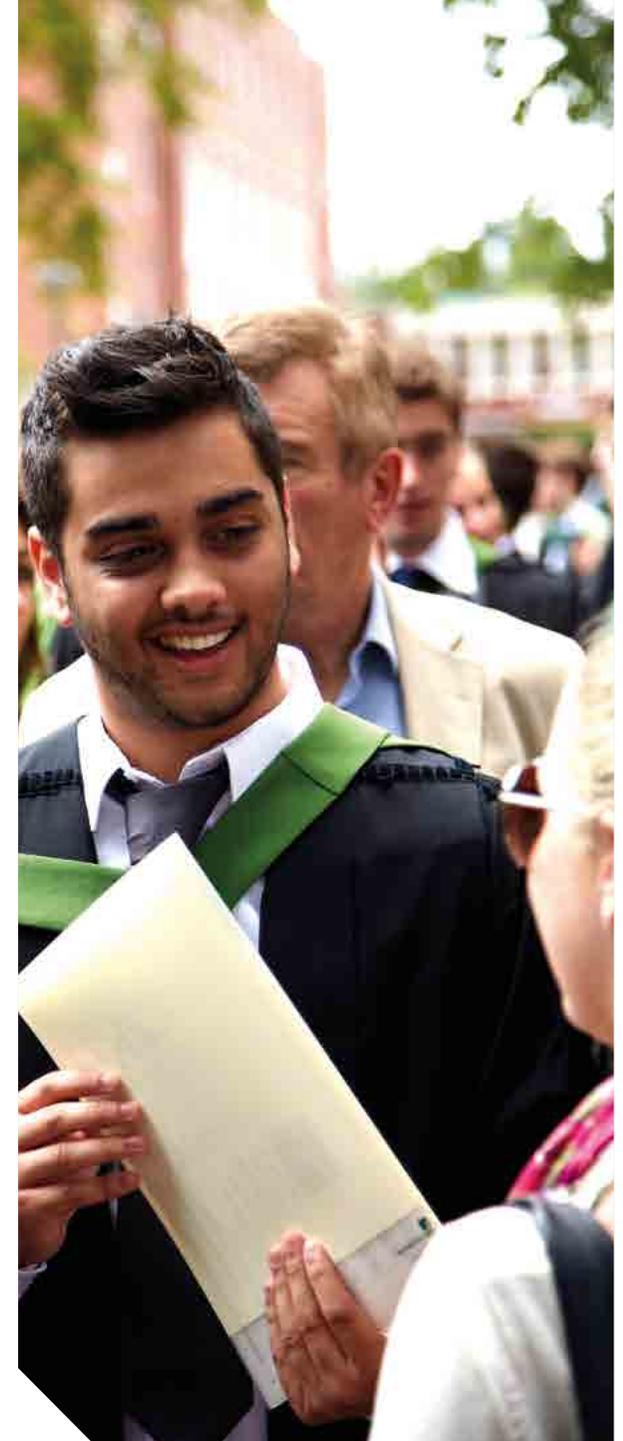
The Government has recently set out a strong focus on technical and vocational skills through the Post-16 Skills Plan and the announcement of the development of T-levels, with 15 proposed study routes including

construction, digital, engineering and manufacturing, health and science, and social care. While the introduction of such qualifications and a focus on technical education is welcome, this is long overdue, and the impact on the labour market of these developments will be subject to a lag, even if the traditional perception of vocational qualifications as being 'second choice' can be overcome.

At the time of writing, the impact of Brexit on the labour market in the short, medium and long term is unclear. This Plan does not seek to forecast what that impact will be, or even to speculate, other than to state that is likely to be very significant in a number of ways. The Plan, and the interventions contained in it, seek to build flexibility into the local labour market, but at some point in the not too distant future it may be necessary to revisit this thinking when clarity around the impact of Brexit is better understood.

The changing face of the labour market is something we need to recognise. The rise of the gig economy, zero hours contracts, and an increase in insecurity of work, is likely to continue. This seems to be the trade-off for increasing volumes of work.

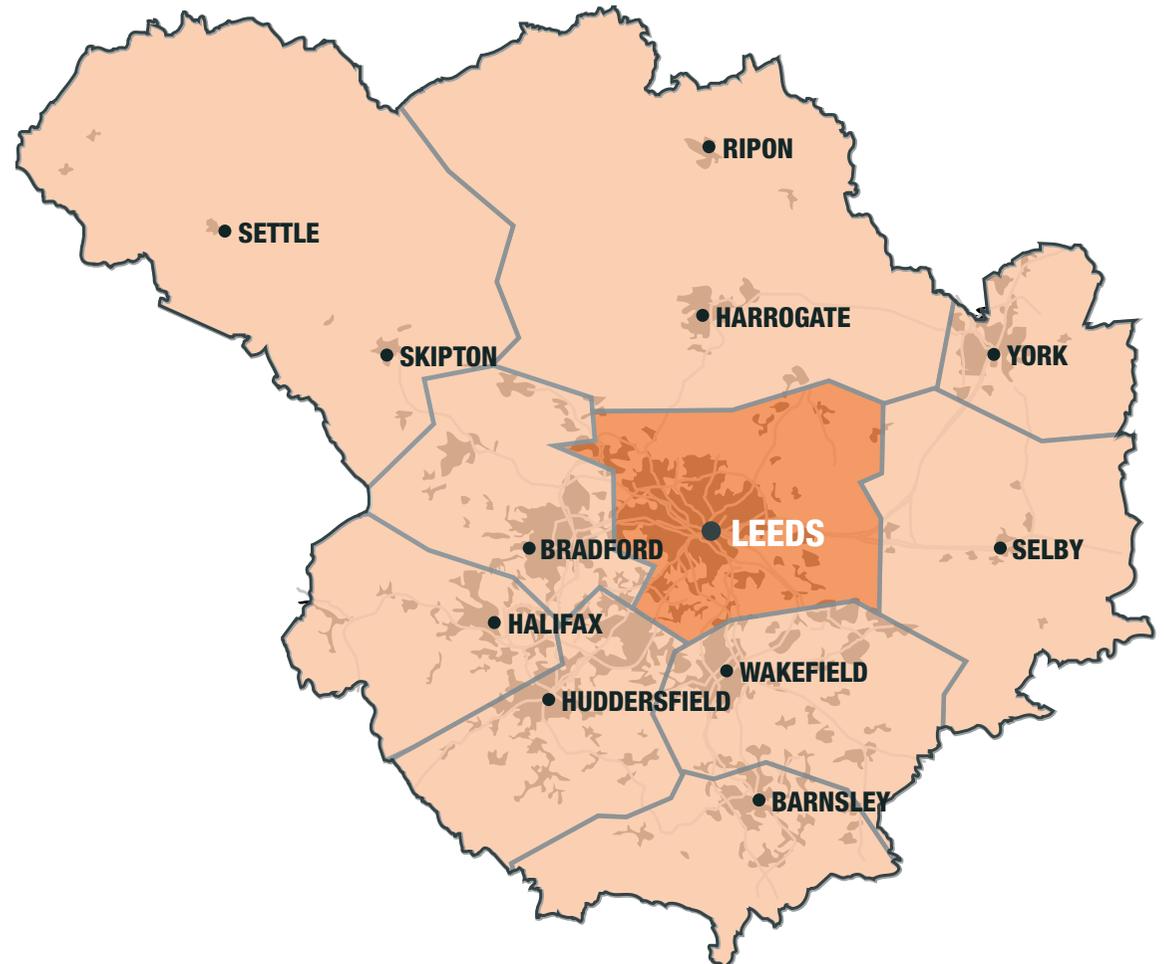
Increasing automation of tasks, increasingly including those in service industries, is a challenge that is already on us. The development of artificial intelligence and its application to the world of work might lead to the loss of around 47% of jobs. Those may be replaced by new jobs, but they will be different, requiring new skills. We need to be alert to these changes and ensure our skills system can respond to them.



THE REGIONAL CONTEXT

Leeds is the main economic centre for Leeds City Region, and a driver of growth for Yorkshire, the Northern Powerhouse and the national economy. This plan aligns with and contributes to the Leeds City Region Employment and Skills Plan and will contribute to the delivery of 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.

Across the City Region, at district level and below, there are marked differences in how jobs are distributed and the skills profile of its residents, however, there are many common challenges. Inclusive growth requires collaboration to deliver the improved connectivity between people and jobs at both the overall City Region level but also within the local labour market. We will continue to work with our city region partners to make sure we have a skills and employment support system that works for all and that the City can play its part in shaping and delivering any future devolution deal.



THE LOCAL CONTEXT

Leeds is an economically buoyant city, 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) of the core cities. There are positive signs of wage growth, 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, the second highest number of any UK university.

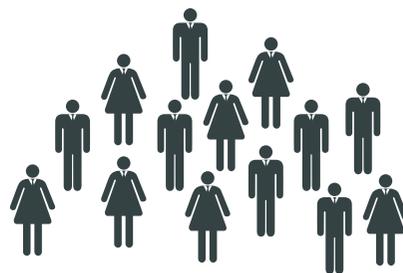
There is dynamism in the Leeds economy with new firms, digital products and processes, medical technologies,

telecoms and data storage infrastructure, and creative products and services being created.

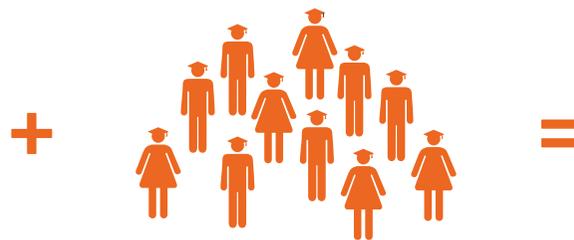
The city's leisure and retail offer has been transformed in recent years through the First Direct Arena, Trinity Leeds, and Victoria Gate. New office space has been created in the city centre, at Kirkstall Forge, Thorpe Park and White Rose, and major new industrial spaces developed in the Aire Valley Enterprise Zone, Thorpe Arch and West Leeds. While the arrival of High Speed 2 rail is over a decade away, the city region is already putting in place a strategy to ensure residents and businesses benefit from the transformational opportunity it offers, both in terms of the project and the wider economic and employment growth we are forecasting it will deliver. Residential development is increasing – over 3,300 new and converted homes were developed in Leeds last year, the highest number across the Core Cities.

We have significant educational assets in the form of our higher and further education institutions, being home

to four universities, one of the largest colleges in the country in Leeds City College, and specialist provision through Leeds College of Building and Leeds College of Music, many of which have undertaken significant expansion programmes in recent years, supported by the Leeds City Region Skills Capital funding. Our education institutions offer a broad range of qualifications, including apprenticeships and degree apprenticeships, which are increasingly developed in partnership with employers, and encourage work placements so that students can develop their experience of the world of work while studying. Many of our schools are rated as good or outstanding by OFSTED, and there are a range of partners working to improve connections between the business community and schools.



HIGHER EDUCATION
62,745



FURTHER EDUCATION
33,500



TOTAL
96,245

Employment support is available to many residents, through statutory provision in Job Centres, to the Council's own network of Job Shops, which in 2016/17 helped over 6,500 people into work. Substantial programmes of support secured from European funding, such as the STEP programme, will support over 1,500 residents from hard to reach backgrounds into work by 2019. Our adult learning programme supported over 7,500 people to learn new skills in 2016/17, and we are seeking the full devolution of the adult education budget from central government to the city region to ensure provision is more closely matched to the needs of learners and the city.

While this Plan focuses on the city, we recognise and welcome our role as the key driver of the Leeds City Region. The Council works in close partnership with the Leeds City

Region Enterprise Partnership, and in recent years the West Yorkshire Combined Authority, to drive growth at the sub-regional level, and especially in making the case for increased devolution of powers and funding to drive our economic future. We share the city region's ambitions for growth, and support the Strategic Economic Plan and the Employment and Skills Plan – 'Skilled People, Better Jobs'. Many of our own ambitions for the city can only be achieved through working in partnership at the city region level, where key programmes such as the Skills Service, which has supported over 9,000 people to acquire new skills while in work, are delivered, and the Enterprise Advisor Programme, which has connected over 100 business leaders and over 130 schools since February 2016. The Talent and Skills Plan is strongly aligned to these city region ambitions and programmes of activity.



WHAT ARE THE CHALLENGES?

Not everyone is benefiting from or contributing to economic growth to their full potential. Over 170,000 people in Leeds live in neighbourhoods that are ranked in 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.

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. It is estimated that one-fifth of all Leeds working residents earned less than the Real Living Wage (as defined by the Living Wage Foundation) in 2016, affecting nearly 65,000 residents.

Productivity (the economic output per worker / hour worked) in the Leeds economy has not risen significantly since the recession, and lags well below the national average, in common with our northern peers. 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.

Worklessness and skills sits at the root of all of these issues. Without a concerted drive to improve skills (not necessarily qualifications) the city will never be able to approach its full economic potential.

At the very beginning of the skills supply chain, while

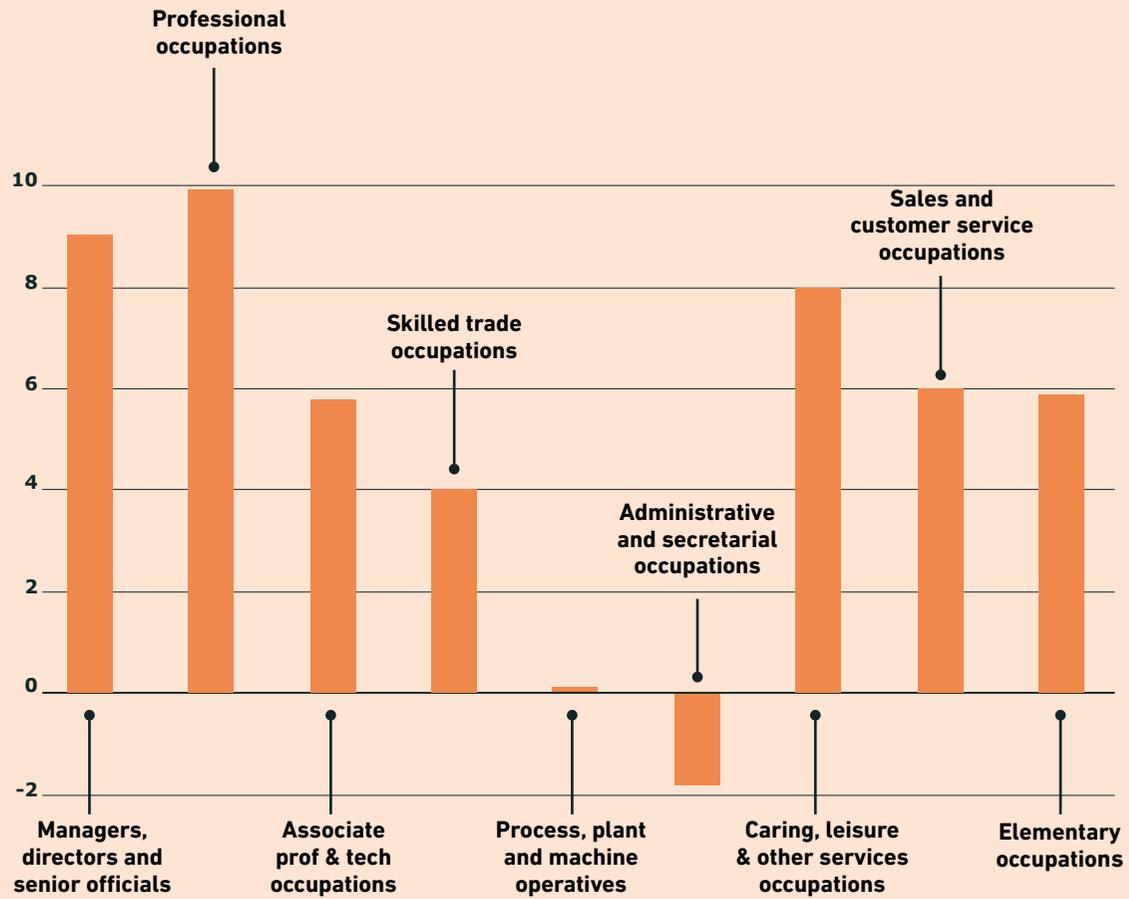
many of our schools are rated as good or outstanding, we know that poor educational attainment is an issue for a number of our young people, including at GCSE level. While there is a debate to be had about the relevance of GCSE qualifications to what makes a young person a productive employee, it is inescapable that this basic level of attainment is usually fundamental to achieving employment, whether in a job or apprenticeship.

More broadly, skills levels in the city are not adequate. As the requirements of employers evolve, an increasing number of employees with higher level skills (level 4 and above) are needed. The city does not have them. In fact, a number of our residents do not have any qualifications at all, and far too many have only Level 1 and 2 qualifications. We have seen and continue to see a hollowing out in the labour market, where mid-skilled jobs decline and low and high-skilled jobs increase, and too many of our residents are being left behind by this change. In a new economy, with new jobs, people need new skills and improved skills in order to share in the benefits of growth.

The Council and its partners in the Leeds City Region are already taking steps to address some of these challenges through the delivery of a range of programmes. These include support for individuals already in employment to help them acquire new and improve existing skills, opening up new possibilities for progression and increased pay, delivered by a consortium of West Yorkshire FE colleges. New programmes to support employers collaborate with education providers to develop skills provision are being brought forward.

Many employers are leading the way in terms of staff development, apprenticeships, creating opportunities for school leavers, career changers, people returning to the workforce, and those with health barriers and disabilities, more can be done.

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



2. COLLECTIVE CALLS TO ACTION

WHAT AND WHY?

There are a number of significant issues which the city needs to tackle in order to achieve the ambition to address skills gaps and shortages and enable our residents to achieve their full economic potential. These issues are framed as our city calls to action, as achieving them will only happen through all stakeholders working together. Additionally, some of them can only be achieved through the support of Government in progressing devolution of powers, freedoms and flexibilities. In some cases this will require a collective voice greater than just Leeds, working through partners such as the Northern Powerhouse (where Leeds is the lead city on skills), or the Core Cities.

The first three calls are reflective of the same 'big ideas' set out in the Growth Strategy, but focus more on the skills and employment aspects of those ideas.



PUTTING CHILDREN AT THE HEART OF THE SKILLS PLAN

- Strengthening the role of schools in 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 Skills Plan 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. 34% of working age mothers do not work; this increases to 45% of single mothers; and decreases to 28% of coupled mothers who share care with a partner. Supporting more of this cohort into economic activity will have a significant benefit.

The proportion of Leeds schools judged to be good or outstanding is in line with the national average, and above the regional average but we are not complacent. Leeds will continue to raise aspirations and standards and develop our role as part of the City Region and Northern Powerhouse strategies for schools.

Careers education, information advice and guidance (CEIAG) in schools is failing to prepare young people for the world of work, and requires fundamental and

systemic change. Young people are not emerging from the education system ready for the world of work, and 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. Schools are not preparing them for work, partly because of the all-encompassing drive for results, meaning many school leaders and teachers are not familiar with modern labour markets and are not incentivised to prepare pupils for the world of work. Government has not put in place structures that will challenge this, and our challenge to them is to work with us to develop an approach to careers education that works.

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, including degree apprenticeships, rather than prioritising traditional academic paths, and work to encourage much greater gender and ethnic diversity across our workforce, particularly in sectors such as manufacturing, construction and digital. We will explore how a new approach to work experience can benefit young people, giving them a more rounded insight into the world of work while they are still in school, and how teachers might benefit from increased information and understanding of the local economy and our key employment sectors.





EMPLOYERS AND RESIDENTS TOGETHER AT THE HEART 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

We will work with employers, schools, colleges, universities and training providers 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 and the lecture theatre to mentor and inspire young people, and to help educators in primary, secondary and further and higher education better understand the needs of industry. There is much good practice to draw on, with the the Leeds City Region Enterprise Adviser Programme, and the ESIF Future Jobs Programme working well in many of our schools. But we need to scale this up, and crucially, ensure that these programmes are reaching young people at the right times in their school and education pathways. Greater collaboration will help to develop and commission education and training that is tailored to the needs of employers and our economic priorities, but to unlock the real power of this collaboration we will continue to make the case to Government for greater investment and more local control over the skills system, including the devolution of the Adult Education Budget, which in Leeds is valued at £19m per annum and in 2015/16 supported 36,450 learners in the city.

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. The Apprenticeship Levy offers one mechanism for achieving this, and there are already encouraging signs of businesses not just recruiting new staff onto apprenticeships, but enabling existing staff to upskill and progress through doing an apprenticeship, particularly at higher and degree

levels. The Leeds City Region Careers Development Fund is another opportunity, and we will promote this to employees across the city.

As the labour market changes, with increasing automation a particular feature, some jobs in particular industries and involving particular tasks will be lost. We will work with partners to provide support to people who lose their jobs, with a particular focus on retraining to enable them to enter other sectors where appropriate, or to consider starting their own business. This will build on the good relationships we have developed with a number of key employers through our key account management approach.

An increase in graduate level jobs is forecast, but some major employers report challenges in attracting graduate applicants, 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 continue the strong start to working with our universities and our businesses to improve students' awareness of Leeds as a place to stay and build a career in businesses ranging from global corporates to independent micro-enterprises, or to start their own business. We will work with our universities and FE colleges in widening the participation of Leeds residents in higher education, and with businesses guiding the way, expanding the range of degree apprenticeships that can help new entrants and people wanting to improve their skills to earn while they learn, as well as avoiding significant levels of graduate debt.





BETTER JOBS – TACKLING LOW PAY AND PRODUCTIVITY

- Encouraging employers to pay the Living Wage
- Initiatives to support firms and people to improve their skills and progress into better jobs

Previous economic thinking that ‘a job, any job’ is the best route out of poverty does not reflect the modern economy. Too many people have become stuck in low paid work and are unable to raise themselves above the poverty line despite working. This disproportionately impacts on certain groups of people and those that work in certain sectors such as retail and care. Too many businesses likewise are stuck in a low pay, low skill, low productivity cycle, when those who invest in skills see associated improvements in competitiveness, productivity and growth that in turn support higher wages. The trend of low skill and low pay is set to continue, compounded by a hollowing out of the mid-level labour market. All of this works together to hold people back from fulfilling their potential, puts the brakes on economic growth and output, and leads to a higher welfare and service bill for government.

Increasing the responsiveness of the skills system to reflect changes rapid changes to the labour market, driven through technology and other factors, is no small task. The Council and the LEP are sharing labour market data with our higher and further education providers, giving them an understanding of the changing conditions to help inform provision, and employers can access funding from the LEP Skills Service to help 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. We recognise that as the pace of change increases, we will need to be increasingly flexible to ensure we both capitalise on the economic

opportunity, but also ensure our residents are not disadvantaged as the labour market evolves.

The Council’s ‘More Jobs, Better Jobs’ partnership with the Joseph Rowntree Foundation has led to the development of the collaborative and systematic approach to engaging with anchor institutions, large employers in both public and private sectors, on an innovative new framework to support action on employment, low pay, procurement and supply chain management. Building on the More Jobs, Better Jobs Anchors Programme, we will focus on two main priorities: encouraging more employers to pay the Living Wage to their staff and through their supply chain; and an initiative to support employers to enhance the skills and progression of their lowest paid workers which will include making the most of the LCR Career Development Fund programme.

We recognise that employers are already under significant pressure from a range of sources, and that a call for the living wage to be paid in the city adds to that pressure. We will make the case that investment in staff leads not just to productivity gains that justify wage increases, but that tackling low pay has a long run impact on significant social and economic issues that are a vast cost to the UK economy, and that it is in the best of interests of business to make this commitment.

In 2014/15, for every out-of-work claimant that moved into a job that paid the Living Wage (then £7.45 per hour), the government gained, on average, almost £6,900. The local economy benefited, on average, by more than £14,000 per year every time an unemployed person began a Living Wage job.

The City Council has led the way by adopting the West Yorkshire Combined Authority's Low Pay Charter committing the Council to initiatives that improve how lower paid staff are supported, including training and development, and paying a minimum of £8.45 per hour.





INCREASING LABOUR MARKET ACTIVITY AND PRODUCTIVITY THROUGH A MORE REPRESENTATIVE WORKFORCE

- Encouraging employers to employ older people, people with disabilities and health barriers, and people with responsibilities that need flexibility of employment
- Encouraging employers to employ care leavers, armed forces leavers and people with criminal convictions
- Ensuring the workforce is more representative of the diversity of the city

Too many people who could be economically productive are not participating in the labour market, sometimes as a result of their own apprehension about employment offering a route out of poverty, but also sometimes as a result of employer misunderstanding about their capacity to work, or what it might involve to support someone with a disability, for instance, to work. Improving the employment opportunities for these groups, enabling them to make a contribution to the economy, is to their benefit as individuals, to the benefit of employers as productive members of the workforce, and to the benefit of the city as whole.

At a time when the pension age is increasing, and young people can expect to have to work longer than the previous generation, increasing the longevity of the working population has never been more important. Helping employers to understand the value of older workers, and to support them effectively, is a priority.

Some of our residents may be unfamiliar with the labour market as a result of serving their country, despite having expertise and experience that can be very attractive to employers across sectors. There are some great examples of businesses who have a particular focus on recruiting ex- members of the Armed Forces who can act as ambassadors to the wider business community.

Some of our residents have spent time out of the labour market, or sometimes have never engaged in it, because of criminal behaviour. The underlying theme for most is a poor start to life and the lack of sustainable work. Usually by their mid-30's most

offenders) are looking for a way out of a life of crime, and supporting more to do so through employment generates a significant return on investment for both employer and the community.

And a significant number of our residents face circumstances often beyond their control, including being taken into care as a child, health conditions, including mental ill-health, and learning and physical disabilities that are working to exclude them from the labour market. In many cases these barriers don't just prevent them getting into work, but also hinder them staying in work. The Council has been working to address some of these challenges with our care leavers, and some innovative work for people affected by autism to progress into apprenticeships, but the scale of the challenge calls for a more collective approach in partnership with businesses.

We want more employers to adopt innovative and inclusive recruitment practices to increase the representation of such groups in their workforce, and build capacity in their businesses to support these individuals through, for example, becoming a Mindful Employer.

This is not just about asking employers to do more. As a city, partners involved in employment support such as Jobcentre Plus and organisations like Leeds Community Foundation, PATH Yorkshire, Remploy and others, already do great work supporting residents to access the labour market despite barriers. We need to collectively do more so that residents are supported to work, and businesses can have confidence in their capacity to support them.





ATTRACTING AND RETAINING TALENT IN THE CITY, AND WIDENING PARTICIPATION IN EDUCATION AND TRAINING

- Do more to keep talented people who study here working in Leeds businesses
- Increase the number of people participating in further and higher education

While the city has a positive story to tell about attracting young people to study here, and retaining them after study, there is more we can do to promote the city as an attractive destination for professionals, not just a student city. That might be for young people thinking of their first job and not realising the incredible diversity of work on offer in Leeds, or experienced professionals looking to return or move to the north.

The Council and the universities, along with our further education colleges, are already working together with business to create a programme of activity to help tell the Leeds story to students and encourage more of them to stay and work in the city. Initiatives such as InLeeds, which enables students to visit a number of businesses in the course of a day, and a drive to increase the number of work placements offered to students, are helping but there is more we can do. We are particularly keen to see more interaction between students and smaller businesses, through student/business challenge projects for example, and more of our students leaving education to work in our large and diverse SME community, or starting a business of their own.

Widening participation in further and higher education has long been a priority for the city, but we recognise that this should not come at the price of following an educational pathway that isn't right for them. In this context, the development of T-levels are a welcome sign that the Government is heeding the voice of business, putting vocational education on a par with traditional academic education, and supporting the further expansion of apprenticeships. We support T-levels, and will promote them to schools and young people as a serious and ambitious programme of study, and encourage businesses to recognise them as meaningful qualifications and measures of a learner's potential for work.

Getting more people into apprenticeships, especially at higher levels, remains a very important ambition for the Council and the city. We will continue to support the annual Leeds Apprenticeship Recruitment Fair at the Leeds Arena, the biggest event of its kind in the country. We will work with training providers, colleges, and universities, to promote apprenticeships to our residents, and encourage businesses to take on more apprentices – paying the living wage, not the national apprenticeship minimum wage.





IMPROVE CONNECTIONS BETWEEN EMPLOYMENT OPPORTUNITIES AND RESIDENTS

- Ensure no-one cannot work or does not work because of unaffordable transport connections

Leeds has increasing opportunities for employment growth as physical development takes place in locations such as the South Bank, and the potential doubling in size of the city centre, the Innovation District, the Enterprise Zone, Thorp Arch, White Rose Shopping Centre, and the airport. But evidence suggests there is a growing spatial mismatch between the location of housing and major centres of employment, and inadequate transport links between the two. This is especially the case for lower income groups as low-skilled occupations have become increasingly dispersed to out-of-town locations.

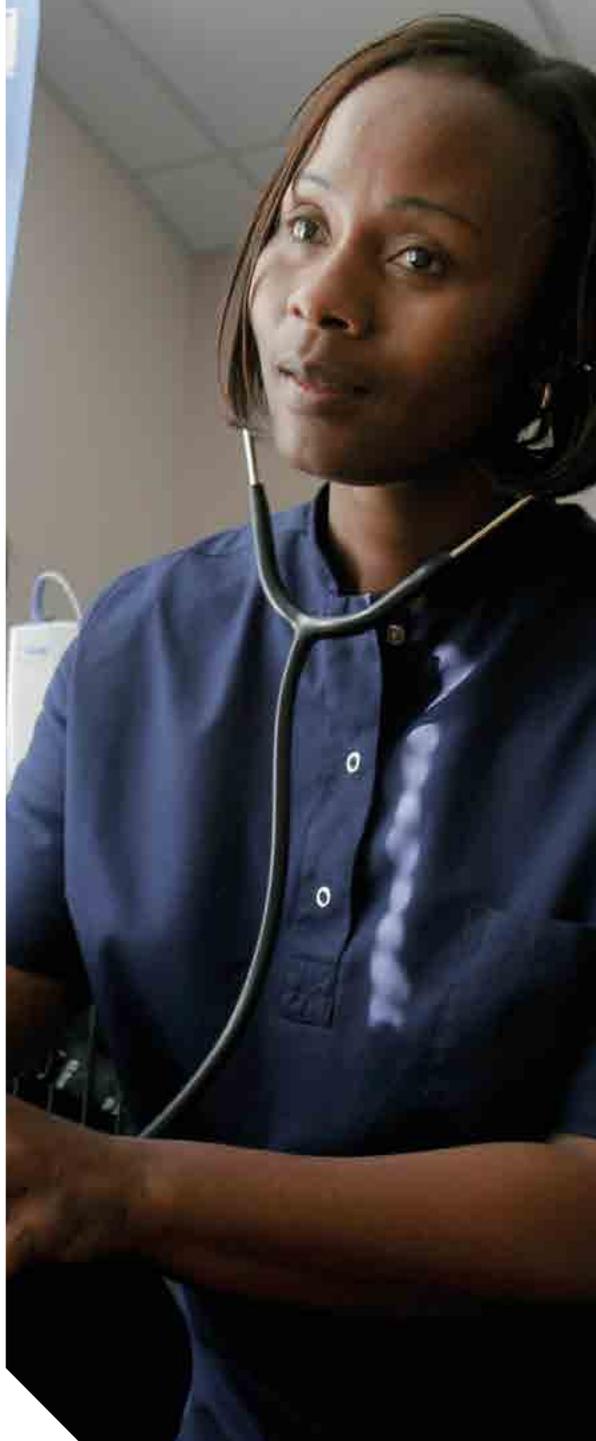
Our employment growth locations, including those outside the city centre, need to be well-connected to people who are looking for work, with better connections and new infrastructure in places, allied to targeted interventions that help people overcome a wide range of barriers to making journeys beyond their communities. We will work with partners, including transport providers, to develop a more integrated transport solution that means that no-one is disenfranchised from taking a job as a result of

unaffordable transport connections. Our Core Strategy and draft Leeds Transport Strategy are already underpinned by such a commitment.

We are already ensuring that the £173m of funding for transport improvements announced in 2017 is invested in a way that improves accessibility and connectivity to centres of employment, with projects including rail connections to Thorpe Park, the White Rose Centre and the airport proposed. We will also seek to influence the spending of the West Yorkshire Plus Transport Fund to maximise these kinds of connections. The arrival of High Speed Two into Leeds city centre by 2033 offers a further opportunity to improve connectivity and open up increasing numbers of jobs, particularly in knowledge intensive businesses, across the city region, as does the emerging Northern Powerhouse Rail proposal, creating better links between the city and other northern cities, making opportunities outside Leeds more accessible to our residents.



3. INTERVENTIONS



OUR SECTORAL FOCUS

The Leeds Inclusive Growth Strategy sets out seven sectors which cover a large part of the economy and a range of jobs at all skill levels. They 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

In this Plan we focus on a subset of those sectors. This is because these are the sectors where we consider there is the greatest risk and reward from intervention, whether that be because of forecast growth, or issues around pay and productivity. They are:



HEALTH
AND CARE



CREATIVE AND
DIGITAL



CONSTRUCTION AND
INFRASTRUCTURE



MANUFACTURING
AND ENGINEERING

However, we do identify some potential interventions which address skills shortages and gaps in other sectors under a general heading towards the end of this section.

CHARACTERISING THE INTERVENTIONS

The interventions that are set out in the remainder of the Plan can be characterised in two ways. This is a practice we adopted in the development of the Leeds Digital Sector Skills Action Plan, and which we have found helps to clarify the nature of the activity and the outcome it aspires to achieve.

Some of the interventions can be achieved, and can deliver results, in the short term. Some will take longer to both implement and deliver. We have classified each intervention in terms of the short, medium and long term deliverability and potential impact.



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT:

All of our growth sectors are under pressure to recruit, retain and ideally progress employees. Some of this pressure is driven by policy such as the Apprenticeship Levy, but much of it is due to growth, changing workforce requirements, and changing workforce demographics. Ensuring pipelines of talent into our growth sectors, and progression through them, is key.



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES):

While creating and promoting entry routes to the sector, both to alleviate short term pressures and to develop a more robust supply of skilled individuals, is vital, we need to look beyond these entry points and work to improve the dialogue between employers and education providers to ensure supply more appropriately meets demand. This means creating targeted interventions to ensure that employers and education providers are better connected, giving employers the opportunity to inform the development of provider offers, and providers the opportunity to inform their offer with what employers really need. It also involves making better connections between employers and the education system to drive an increase in young people, especially women, entering our growth sectors, with work experience and work placements a vehicle to enthusing them about the opportunities on offer.

THE ADVANCED MANUFACTURING AND ENGINEERING SECTOR

While employment numbers in the city have declined over recent years, reflecting national trends as the service sector increasingly grows in influence, the sector remains a significant employer with just under 30,000 jobs, or 6.7% of the city's workforce, and 1,615 businesses in the sector.

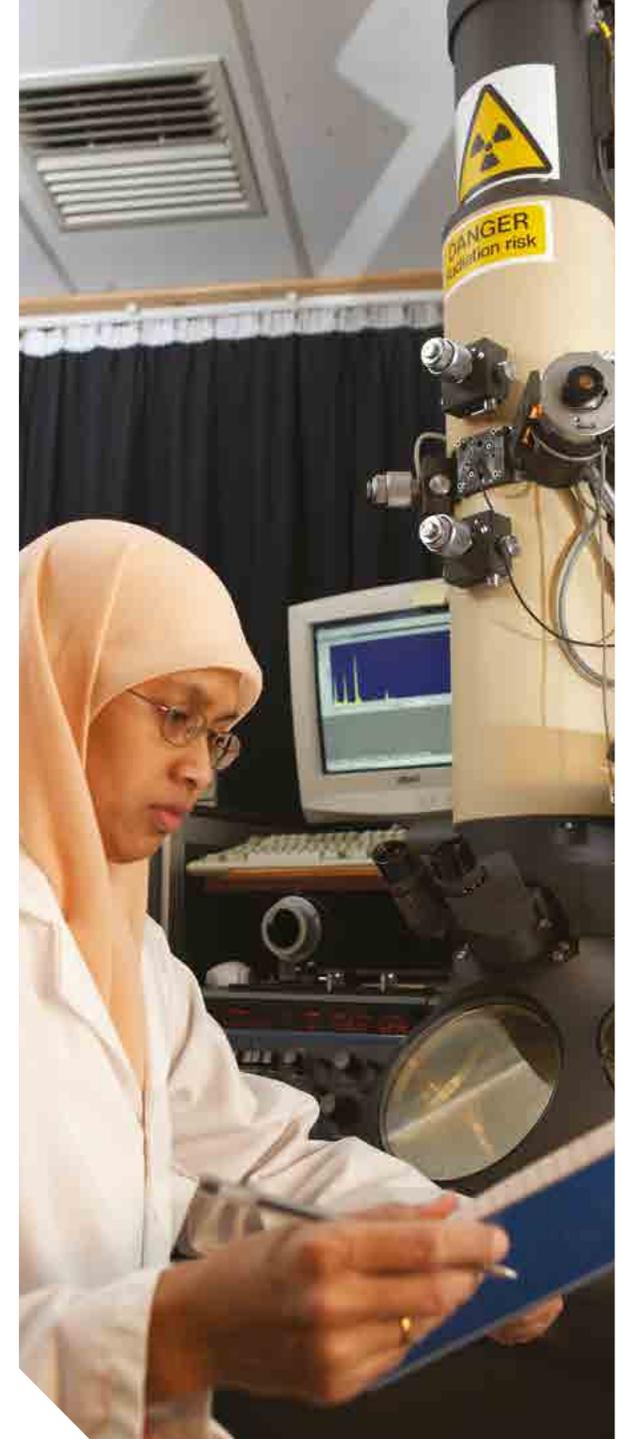
Just as important is the critical nature of the sector in enabling the city to grow economically, and in offering opportunities to our residents all along the skills spectrum. There are high levels of innovation and R&D in our manufacturing and engineering businesses, supported by research strengths in the city (particularly at the University of Leeds) but also in the wider city region. This is a key enabler of growth.

And with major engineering schemes like HS2 on the horizon, there is an opportunity to enhance the position of the city as a centre for rail engineering and associated manufacturing, building on the presence of employers such as Siemens and their mechanical drives facility in Hunslet, and William Cook in Cross Green.

But the sector faces serious challenges in attracting new entrants, at a time when replacement demand is at an all-time high. The sector also lacks diversity, with only 7% of the UK workforce female, and poor representation from BME communities.

Some of these gaps and shortages can be tracked back to school-age education. Insufficient numbers of young people are taking STEM subjects, the underpinnings of further/higher education and entry to the sector. The Advanced Manufacturing and Engineering University Technical College in the city's education quarter is addressing this challenge, but even at full capacity can only make a start on ensuring the city has a pipeline of skilled engineers and technicians entering the sector.

Finally, we have seen how the pace of industrial change can have a damaging effect on businesses in particular subsectors. While employment in the sector will continue to slowly decline, we need to do more to retain skilled employees within the wider sector when economic shocks do occur.



SECTOR INFORMATION

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

INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: SUPPORT FOR AND SUSTAINABILITY OF THE FUTURE JOBS PROGRAMME

The ESIF funded Future Jobs Programme is providing support to schools across the city region to promote careers in the sector. We will promote the programme to Leeds schools, and encourage employer support for it, but we want to ensure that programme activity can be sustained beyond its current life (to 2019).

There is a significant opportunity to align this work to the LCR HS2 Growth Strategy, which calls for a funded programme of careers insight and education running to 2033. Manufacturing and engineering is a key plank of the HS2 skills challenge.

SHORT
TERM

ACTION: EVERY SCHOOL TO BE AWARE OF THE TOMORROW'S ENGINEERS AND WISE CAMPAIGN, AND MORE EMPLOYERS TO PARTICIPATE IN BOTH

Tomorrow's Engineers and Women in Science and Engineering are two campaigns which seek to improve the understanding of young people, women in particular, of the science and engineering world. Using employer ambassadors they promote careers, including apprenticeships, in the sector in schools. We will ensure that every school is aware of their offer, and promote membership to our cohort of businesses in the sector.

MEDIUM
TERM

ACTION: EVERY SCHOOL TO HAVE ACCESS TO A STEM EMPLOYER GOVERNOR

Employer governors are increasingly present in Leeds schools, both primary and secondary. They play an important role in helping school leaders and staff understand the skills needs of industry, as well as promoting sectors that may have an image problem. We want every school in Leeds to have an employer governor from, or with significant knowledge, of STEM and advanced manufacturing and engineering.

LONG
TERM



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES)

ACTION: RETAINING THE WORKFORCE THROUGH ECONOMIC SHOCKS AND INDUSTRIAL EVOLUTION

The pace of change in the sector through industrial evolution is fast, and this can have serious implications for employers. The sector, and particular subsectors, are also exposed to economic shocks that can prove critical for the local workforce.

While we would always wish to avoid redundancies, sometimes they are inevitable. But it should not be inevitable that those affected are lost to the labour market for good, or even from the sector as a whole. Programmes exist to support those affected by redundancy to reskill, and this is one way of supporting the growth of other sectors. But we will also look to work with employers in the broader sector to develop links in the hope that where demand is buoyant, they may be able to offer opportunities to those people unfortunately affected. In doing so we aim to retain more skilled workers within the sector's workforce more generally.

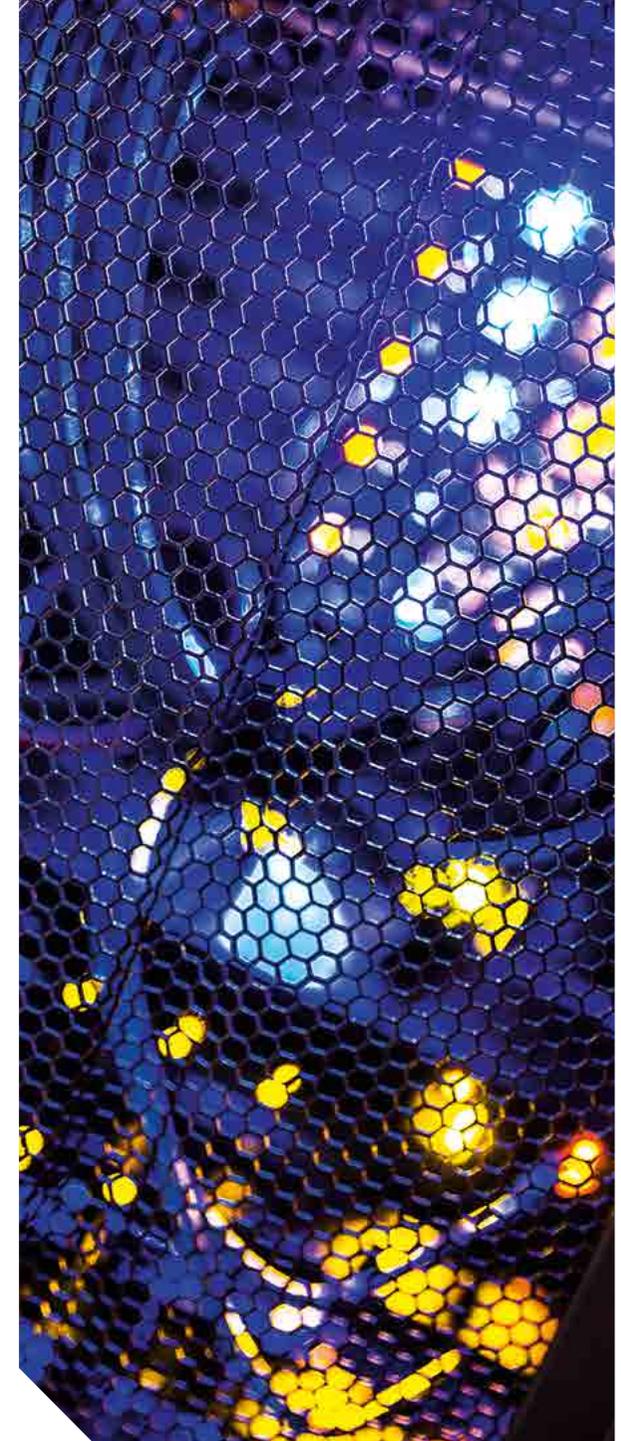
SHORT
TERM

THE DIGITAL AND TECHNOLOGY SECTOR

Leeds is rapidly establishing itself as the digital centre of the North, with a thriving private sector anchored by major businesses 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, internationally important digital infrastructure, a significant public sector presence through NHS Digital, world leading academic research and innovation in big data through the Open Data Institute and Data Mill North, and an approach to growing the sector based on close collaboration between the Council and stakeholders in the shape of the Leeds Digital Board. Our impact was recognised in the Government's Digital Skills Strategy as being good practice.

The digital economy is growing significantly faster than the wider economy, and this pace of change means that attracting high skilled labour is now the number one

challenge for the industry. In March 2016 the Leeds Digital Board launched the Leeds Digital Skills Plan, focusing on attracting and training talent for the digital sector. Since then we have seen four very successful digital jobs fairs, the launch of degree apprenticeships, the development of an accelerated two year degree programme, and more. So we're making good progress on these ambitions, but there is more to do to make the sector more inclusive and accessible for more of our residents, and to facilitate growth for our businesses.



SECTOR INFORMATION

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

INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: DEVELOPING A PILOT LEEDS DIGITAL 'BOOTCAMP'

While the supply of skilled labour into the sector from education remains insufficient, there is both a need and an opportunity to increase supply for career changers and people returning to the labour market, through short, intensive courses which equip people with key skills. Many such courses are endorsed by employers, with some offering job guarantees on successful completion.

Since the launch of the Digital Skills Action Plan in 2016, it has become clear that there is the need for a pilot programme to prove the concept of a boot camp for both employers and potential candidates.

The Council will work with partners in the sector to work up a proposal for a pilot scheme to demonstrate the value and impact of the approach, with a particular focus on residents from our disadvantaged communities. There may be an opportunity to align this work with the WYCA/LCR LEP proposal to create 'digital bursaries' to support training in digital skills, and to use National Coding Week activity to identify possible candidates.

SHORT TERM

ACTION: SUPPORT AND PROMOTE NATIONAL CODING WEEK

National Coding Week aims to give adults a taste of coding through short introductory sessions often delivered by volunteers. In Leeds, a number of employers have been very supportive of NCW, and in 2016 the city was close to the top ranking for cities providing taster sessions.

These taster sessions are useful in their own right in terms of digital literacy, but offer a real chance for residents to get a flavour of what is involved in just one aspect of the sector. It also gives employers an opportunity to scout talent and potential recruits.

We will continue to support and promote National Coding Week, with an ambition to host sessions in every ward of the city, and more sessions than any other city in the UK.

SHORT TERM

ACTION: THE LEEDS DIGITAL CAREERS FAIR

Now into its fourth staging in its home of the Leeds Arena, the Leeds Digital Careers Fair, hosted by Herd, is a critical part of the sector's recruitment activity and wider awareness raising for residents of the incredible range of jobs in tech. Exhibitor take up has grown alongside visitor numbers, with feedback about the range of job opportunities and potential candidates consistently high.

SHORT TERM

ACTION: PROMOTING APPRENTICESHIPS INCLUDING DEGREE APPRENTICESHIP OPPORTUNITIES

New apprenticeship standards for digital sector roles are increasingly available in the city, and offer an entry route to the sector which is likely to be very appealing to young people in particular, but also creates an opportunity for existing employees to develop new skills and gain a qualification. For those employers who are liable to the Apprenticeship Levy, there is a significant financial incentive.

MEDIUM TERM

ACTION: SUPPORT THE EXTENSION OF CODE CLUBS TO ALL LEEDS PRIMARY SCHOOLS

Code clubs are a great way to get young children interested in tech and have wider benefits beyond learning to code. Problem solving and logical thinking skills are useful for a range of other disciplines including maths. Code clubs are also a great way to get girls interested in tech at an early age. Many of our primary schools are already part of the programme, supported by employer volunteers. By the start of the 2018-19 school year we want to see every primary school regularly hosting Code Clubs.

LONG TERM



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES)

ACTION: STAGE A DIGITAL SKILLS SUMMIT

In March 2018 we will stage a Digital Skills Summit, celebrating the two year anniversary of the launch of the Digital Skills Plan, reviewing progress, and identifying new priorities where appropriate.

The summit will also be an opportunity for employers and education and skills providers to come together to discuss how the skills system can respond to the needs of the industry

SHORT TERM

THE CONSTRUCTION AND INFRASTRUCTURE SECTOR (INCLUDING HOUSING)

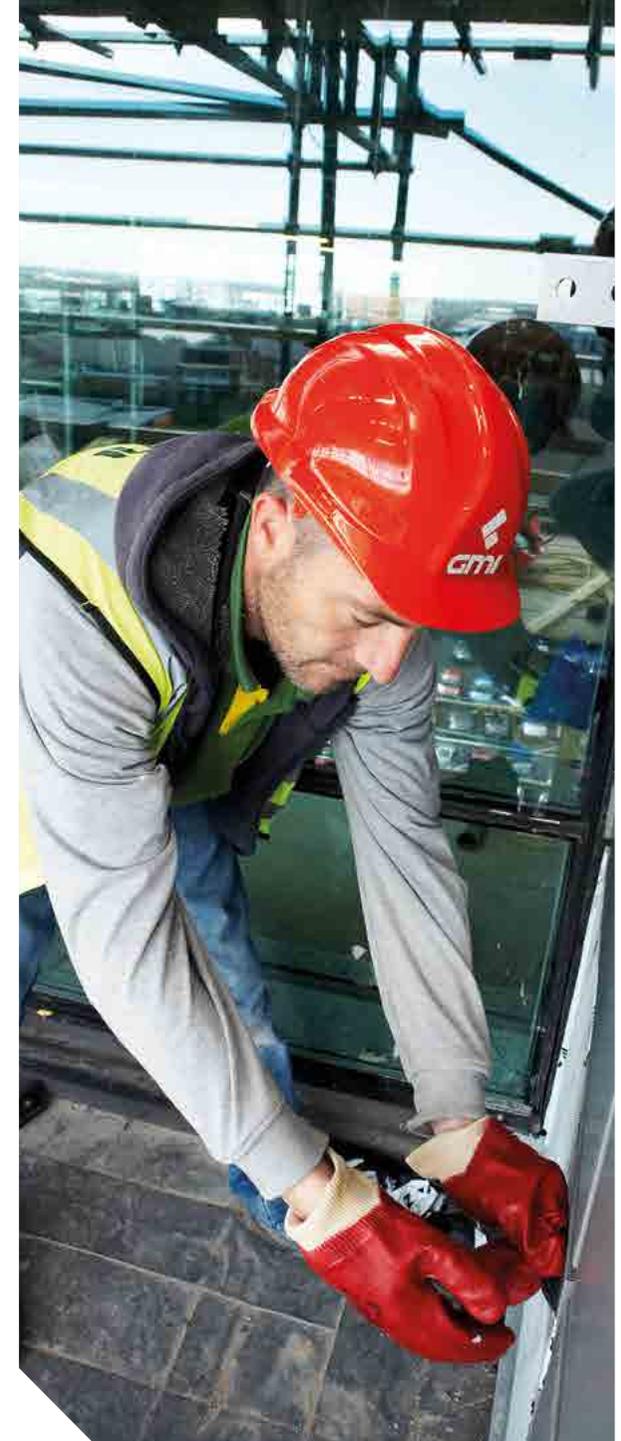
The construction sector is boosted by a high demand for new housing, infrastructure and commercial development, with an ambition to double the physical scale of Leeds city centre. The deployment of the £1bn West Yorkshire Plus Transport Fund and the development of the HS2 rail line and associated infrastructure, including a new Yorkshire Hub station in Leeds city centre, offer huge opportunities for the sector to capitalise on significant investment. In total there is around £600m of development programmed in the city over the next few years, including exciting opportunities for the city to take the lead in new techniques such as modular housing. CITU/LCOB picture and pledge?

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. At the same time, the changing nature of the industry has a bearing on the skills and labour needs of the workforce. Increased offsite provision, specialist teams retained by developers, and

other factors, mean that the size of a workforce for, as an example, a £9m commercial development, is no more than 40 people over less than 12 months.

Despite this, in Leeds we estimate that 4,500 additional jobs will be needed by 2024, including workers in managerial roles, site supervision, project management and off-site construction. Institutions such as Leeds College of Building, the UK's only specialist construction college, and Leeds City College can help meet this demand, with delivery agreements with the Combined Authority to align their skills training to match local economic priorities and business needs, including an expansion of work and classroom based training for technical and higher skills (level 4-6).

In addition to a critical challenge around attracting new entrants to the sector, it is important to work collaboratively with the industry to improve in-work progression through training and development, and to bring forward activity to address the substantial under-representation (in line with the national picture) of women and black and minority ethnic groups in the sector.



SECTOR INFORMATION

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

INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: CREATING A VIRTUAL CENTRE OF EXCELLENCE IN SKILLS FOR OFFSITE MANUFACTURING FOR THE CONSTRUCTION INDUSTRY

Leeds is increasingly developing a reputation for excellence in offsite manufacturing for construction, particularly in housing. In the city centre, innovative developers Citu are bringing forward a residential development manufactured offsite, with the production facility based in the South Bank. Not far away in Selby, Legal and General are building a large production facility which aims to manufacture xx,xxx homes a year.

Leeds College of Building are already working with Citu and others to develop bespoke qualifications, including apprenticeships, to train the workforce of the future. The University of Leeds, with its expertise in manufacturing technologies, could also potentially play a part in driving the development of a centre of excellence in this field, which as well as offering skills training to a potentially wider pool of entrants to the profession, could also be of benefit in attracting inward investors to the city.

SHORT
TERM



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES)

ACTION: LEVERAGING THE OUTCOMES OF PLANNING

Many developers and contractors are already involved in great examples of programmes designed to introduce people to the construction industry, with a particular focus on young people. For many young people, the image of the industry is not an attractive one, so these activities help to dispel some of the myths around what is increasingly becoming a high tech sector with significant use of digital technologies, as well as growing opportunities in areas such as project management and so on.

Some of this work is stimulated by the way in which the Council attaches obligations to planning permissions and Council contracts, but this is only one part of the process. Many contractors and developers are involved in this kind of work because they recognise that the future of their workforce depends on it.

We will continue to use employment and skills obligations to encourage this work, but more generally we will encourage and facilitate better connections between our schools, and other education providers, and the industry – helping both sides to understand the part they can play in improving supply and demand.

SHORT
TERM

THE HEALTH AND SOCIAL CARE SECTOR

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 medtech 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. The sector is also exposed to a Brexit-based risk given a substantial proportion of EU-migrant workers. 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. While the sector has a major challenge attracting candidates to entry level positions, once employed the sector has a reputation for developing staff, encouraging continual development and progression through the career ladder.

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, with significant concentrations in our most disadvantaged areas which reinforces inter-generational worklessness. 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. The Council is developing a Work and Health Strategy that will address some of these challenges and constraints on growth.



SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
55,600	12.7	600	2,365	1,216

INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: HEALTH AND SOCIAL CARE AMBASSADOR PROGRAMME

Job roles in this sector often come with a social stigma, as they can include dealing with death and illness and providing personal care. Work needs to be done to promote the positive aspects of these roles, how essential they are to the community and city and how rewarding these roles can be. We will develop an ambassador programme which promotes the sector, particularly to schools, through the use of role models.

SHORT
TERM

ACTION: PROMOTE THE SECTOR TO RETURNERS TO WORK AND CREATE PATHWAYS TO ENTRY FOR MATURE ENTRANTS

As care in particular continues to move to a more community based model, requiring flexible working and a degree of self-autonomy, there is an opportunity to encourage people returning to the workforce and who might not wish to work full time or perhaps wish to work in a community setting. To support that outcome, appropriate entry routes and qualifications might need to be developed, or a different model of recruitment targeted on previously untapped audiences.

SHORT
TERM



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES)

ACTION: SCOPE OUT A HEALTH AND SOCIAL CARE WORK EXPERIENCE PROGRAMME

For understandable reasons, it can be difficult for young people to get exposure to careers in the health and social care industry, which could lead to them considering alternative career options. As well as information being readily available in schools about the range of opportunities and the career progression offered, a pilot programme of work experience might be usefully developed, working with employers and education providers to

SHORT
TERM

OTHER IMPORTANT SECTORS

While we have identified and will focus on the above sectors as a priority, other sectors are also critical to the economic life of the city, in particular retail and hospitality and 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

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.

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, with a commitment to employing at least one apprentice. Increasingly many of these are

taking the level six apprenticeship solicitor qualification. Some of the main accountancy and advisory firms in Leeds have changed their recruitment and promotion processes to enable a wider range of people to access roles, including PWC removing UCAS scores as entry criteria for the majority of roles, and a Back to Business returnship programme to help people return to work after an extended break, for example after starting/raising a family, or caring responsibilities.

The sector is a significant employer, and generator of economic growth. Key to our ambitions to creating inclusive growth is helping more people to understand that they have the potential to work in the sector, whatever their background, training, or point of entry. Our focus for intervention is, therefore, ensuring the sector is more visible to those from more disadvantaged backgrounds, and continues the good work already underway to promote careers to them.



SECTOR INFORMATION

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

INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: ALL BUSINESSES IN THE SECTOR, BUT ESPECIALLY SIGNIFICANT CORPORATES, TO REACH OUT TO A WIDER AUDIENCE OF YOUNG PEOPLE TO ENCOURAGE THEM TO SEE THE POTENTIAL FOR A CAREER IN THE SECTOR

Many employers in the sector are already engaged in significant social mobility work, engaging with young people in our communities.

But many young people in Leeds do not believe that a career at a company like KPMG, for example, is in their reach. To change that perception more businesses in the sector need to be active in our communities, telling the story of their approach to inclusive growth, and setting out how young people from every background have the opportunity to develop careers in accountancy, law, consulting, and other professional services.

MEDIUM
TERM

ACTION: WORK WITH THE CITY'S UNIVERSITIES TO IMPROVE LEVELS OF GRADUATE RETENTION

Graduate retention features in our cross-cutting city calls, but the sector is such a significant employer of graduates that it has a particular role to play. As well as getting involved in the city's graduate retention initiative, businesses in the sector can create a momentum in their SME customer base around graduate recruitment, potentially even to the point of acting as an aggregate recruiter for the wider supply chain.

MEDIUM
TERM

RETAIL AND THE VISITOR ECONOMY

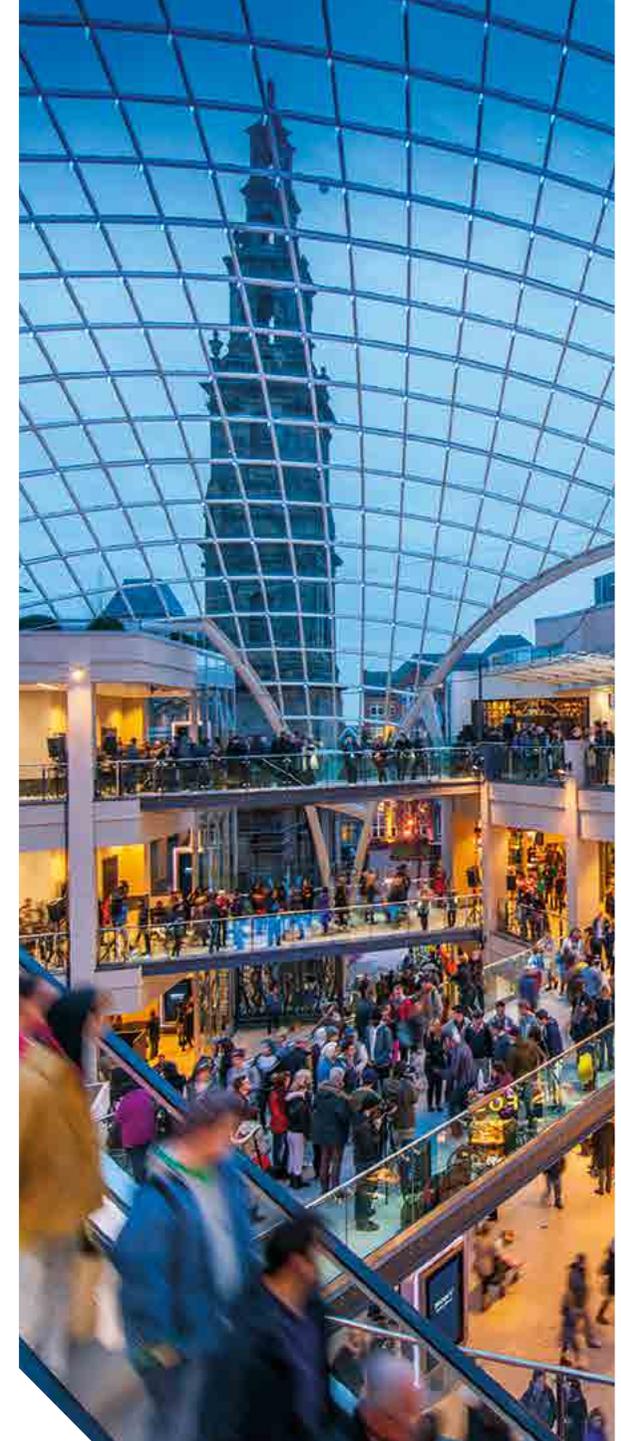
The growth of our retail and hospitality sector is bucking the national trend and the opening of Victoria Gate in 2016 has moved Leeds from fourth to third in the National Retail Ranking as the best place to shop in the UK.

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 and contributes £25m to the night time economy. Our hotel sector continues to perform well with further developments planned in the city centre.

And yet the sector faces significant challenges. For many, it is a second choice, or a sector in which people work to supplement study. And for many it is a pathway not to progression but to low pay and insecure work. And it is unattractive to young people in particular. In 2016 the city hosted for the first time the Big Hospitality Conversation, a national event to connect hospitality employers to

potential recruits and to raise awareness of the sector's career offering. Despite extensive promotion to the city's schools, interest in the event was very low. In part this is because potential entrants do not recognise, and perhaps the sector does not adequately promote, the incredible diversity of job roles it offers. From HR to e-commerce, visual merchandising to supply chain management, head chef to sommelier, the variety is probably unrivalled. Telling the story of this diversity and promoting the sector as an opportunity to build a career, not just a series of jobs, is one we need to better.

The focus of our interventions in the sector are therefore on raising awareness of the diverse career offer, improving the progression pathways within the sector and tackling low pay.



SECTOR INFORMATION

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

INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: THE LEEDS RETAIL AND HOSPITALITY SKILLS CENTRE FOR EXCELLENCE

In early 2017 the Council, working in partnership with the Leeds Business Improvement District, set out proposals to develop a centre of excellence for skills in retail and hospitality. Progress towards this has been good, with significant stakeholder engagement and buy-in and an outline business model developed. The launch of the centre in 2018 will meet a significant gap in the market for training and development, enabling providers to respond to aggregated demand and giving employers the opportunity to share their workforce needs.

MEDIUM
TERM

ACTION: THE LEEDS BIG HOSPITALITY CONVERSATION

In 2016 the national Big Hospitality Conversation was held in Leeds for the first time. This high profile event seeks to engage and enthuse young people in the sector, one which is growing strongly in Leeds. In 2018 we will stage the Leeds Big Hospitality Conversation, working with employers to promote the sector, and current and future job roles, to residents including schools.

LONG
TERM

4. CONCLUSION AND NEXT STEPS

CONCLUSION

This plan sets out a range of potential interventions which the city could collectively bring forward to address the above. These interventions are the result of consultation with the business community and with education providers, and have been shaped by reflection on the challenges we face, the current activity addressing these issues in the city and city region, and past experience.

The Plan seeks to inform and shape the market so that providers can bring forward solutions – not offer a prescribed approach. We hope that the city's stakeholders will endorse the approach, the city challenges, and the practical interventions, and join us in making change happen for the benefit of all our businesses, residents, and communities.

NEXT STEPS

We said at the outset that the Plan should be a living document which changes in both ambition and actions as time passes. It should not be static, or unchanging, as this would undermine the action focused principle.

We also said the Plan should not have one single owner, but be collectively owned by stakeholders in the city. But in order to have real impact, the Plan needs a custodian, to prompt and challenge stakeholders, to review progress, and to identify new trends and challenges to the city's supply of talent that we will tackle. The Council's Employment and Skills Service will play this part, convening stakeholders and reviewing progress against the Plan on an annual basis.



Report from Leeds Youth Offending Service for IGCS Scrutiny Board, November 2017

An overview of current initiatives and existing challenges associated with assisting young people who have offended into the labour market

1. Background information

Leeds Youth Offending Service works with children and young people aged 10 – 17 with the aim of preventing offending and reducing re-offending. The YOS continues to support the Leeds Children's Services obsessions of reducing the numbers of looked-after children, reducing the number of young people not in education, employment and training and improving school attendance. We have three multi-agency area teams based in each wedge in the city, each having an education officer with the specific remit of maximising young people's access to suitable education, training and employment. Our statutory partners come from education, health, local authority, police and probation services.

Our principle methodology involves working with young people and their families to build their ability to desist from crime. We recognise that meaningful education and securing a training placement or employment is a key desistance factor, often leading to improvements in young people's self-worth, a positive identity away from offending and integration within the community. This paper gives information about some of the challenges young people face in accessing such opportunities as well as briefly outlining some of the initiatives we have developed to address these challenges.

At the time of writing, Leeds YOS is working with around 300 individual young people on a range of disposals, from youth cautions and voluntary preventative interventions through to young people in custody. Just over half of these young people are aged 10 – 16 year olds within the school system. 70 are logged as having Education Health and Care Plans (EHCPs). 45% of the young people over the age of 16 are enrolled in training provision of some sort. 9% have some sort of full or part time employment. 41% are NEET. 4% have no Employment, Training and Education information recorded.

2. Existing challenges

Complexity and disadvantage

As the number of young people being processed through the youth justice system decreases, there is a corresponding increase in the complexity and risk associated with those who remain within it. Our young people are among the most disadvantaged in the city and have frequently faced significant trauma in their early years. Their family life has often been characterised by domestic abuse, substance use, poor mental health and

poverty, with parents who struggle to provide a safe, secure home. High numbers of children and young people who come to the attention of youth justice services also have learning, speech and communication problems, low levels of educational attainment and far more unmet health needs than their peers. Often young people who offend have been victims of serious crime themselves. This means that young people in the youth justice system are frequently simply not job-ready at the same time as many of their peers, with poor basic skills and motivation.

Criminal records

The Rehabilitation of Offenders Act 1974 allows some convictions to be 'spent', meaning they do not have to be mentioned when applying for most jobs or courses after a certain length of time. The rehabilitation period for people receiving cautions or convictions when they are under the age of 18 is shorter than is the case for adults. However, it remains the case that a criminal record acquired in childhood can have far-reaching effects that go well beyond the original sentence or disposal. Certain sentences will never become spent, and certain convictions or cautions will always be disclosed when an individual seeks employment in a particular field.

Special education needs, disabilities and poor attainment

Many of the children and young people in the youth justice system have had little meaningful engagement in education, particularly when reaching high school age. Some have learning difficulties and lack the basic skills in literacy and numeracy to succeed at school, while others have been permanently or temporarily excluded. Around a third of young people of school age who are currently known to the YOS have education and health care plans (EHCPs).

Support needs

As a vibrant economic regional hub, young people in Leeds do generally have the benefit of employment and training opportunities in a number of sectors within a reasonable distance of their locality. However, many YOS young people struggle to access these opportunities. Some cannot tell the time or are excluded from mainstream opportunities due to poor literacy or numeracy. Others do not feel safe outside their immediate area. Some feel so excluded that they do not perceive that the employment market could be for them. Others do not have friends or family who have experience of work and therefore do not get the practical and emotional support many young people need when starting the routine of regular training or employment.

3. Current initiatives to assist young people who have offended into the labour market

Skill Mill (see leaflet attached)

Leeds YOS, in partnership with Newcastle Youth Offending Team, has over the past three years established a Skill Mill. The Skill Mill provides young ex-offenders with a paid job for six months working in natural environments, developing practical and employability skills and promoting desistance from crime. Young people on the programme are also expected to spend a proportion of their time improving their basic skills and gaining qualifications in areas such as construction skills, working at heights, health and safety, invasive species and others. The Skill Mill specifically targets young people who would struggle to obtain/sustain a mainstream apprenticeship or training opportunity without considerable support.

Five cohorts of young people have now completed the Skill Mill programme and the sixth cohort began work in October 2017. The programme has had considerable impact in terms of high levels of engagement (and lower breach rates); lower offending rates and feedback from young people, partners and community has been overwhelmingly positive. Leeds Skill Mill has recently become a Community Interest Company in its own right.

One of the strengths of the programme is that it brings together many partners both within the city council, private business, community and education sectors and also organisations with local, regional and national profiles. Partners include the Environment Agency; Leeds City Council; Yorkshire Water Ltd; the Esh Group; Leeds College of Building; Futureworks Yorkshire; River Stewardship Company; CEG plus other private sector organisations providing free or low cost professional services as a demonstration of their corporate social responsibility. Grant funding has also been secured from Leeds Community Fund and the Police Crime Commissioner.



Partnership work with CEG & Canal Rivers Trust – Vegetation Removal on the Leeds & Liverpool Canal

The process of growing the Skill Mill has been both challenging and rewarding in equal measure. We owe a great deal of thanks to those organisations which have shown their confidence in the idea of the Skill Mill. Partnership is the key to our success and thanks to the direct commissioned work we receive we have been able to develop in both confidence and size.

The Skill Mill continues to spend time at Kirkstall Forge and we have recently been working with the Project Co-ordinator at the Forging Futures site to rebuild a retaining wall, as well as carrying out site maintenance tasks and clearance work.

West and South Yorkshire Resettlement Consortium

There were 27 young people resettled to Leeds last year from custody (licence periods starting between 1/04/16 and 31/03/17). Leeds reflects the national trend of decreasing use of custody.

Since September 2014, Leeds YOS has been the operational lead on the South and West Yorkshire Resettlement Consortium providing a co-ordinated approach and additional services for the successful resettlement of young people into the community from custody. Originally funded through the Youth Justice Board, the consortium is now supported by the nine youth offending teams in South and West Yorkshire, and the links developed and partnerships made will continue to enhance the resettlement prospects for all young people leaving custody and returning to the community.

Delivery is focussed on specific issues we know are crucial for successful resettlement: accommodation, education training and employment, support for family life, and advice around finance, benefits and debt. For example, the resettlement consortium has worked with Wetherby YOI to maximise opportunities for release on temporary licence for purposes such as interviews for college or training placements and to improve planning processes for release.

Basic skills

Many of our young people struggle with literacy as a result of their poor experience of the education system, which functionally excludes them from the job market. To address this, Leeds YOS has recently invested in a new software programme which, alongside one to one support, enables learners to rapidly improve their core language skills – involving reading, writing, speaking and listening. The programme ensure learners understand the core language that has the greatest impact on their understanding of their course or job. We are currently delivering this programme intensively to seven young people.

Right Direction programme

Many of our young people wish to work but need to improve their social and listening skills, understanding of the job market or training providers and confidence before they are ready to move forward. The Right Direction 6 week programme is run by our NEET specialist education officer and aims to get young people work, apprenticeship and college ready to improve their prospects of both getting and retaining the right opportunity. The programme covers presentation and listening skills, interview techniques, understanding all

the different employment and training pathways, CV writing and dealing with disclosure issues. Young people are then supported to access opportunities appropriate to them.

Volunteering

Leeds YOS runs a large and well respected volunteering programme with a wide range of volunteering roles. Part of this programme involves encouraging, supporting and training young people themselves to become volunteers, both within our own service and within their wider communities. Our reparation opportunities are designed to build young people's skill sets and confidence as well as give them an opportunities to make amends. We also run a young people's participation group #RealTalk which has contributed to service improvements in the YOS and within partner agencies. Our CARE group gives a voice to young people who have experience of both care and criminal justice systems and has provided opportunities for young people to take part in consultation events, training, conferences and campaigning to improve provision for young people in care. Such experience is invaluable in improving young people's confidence, skills and ambitions for their future lives, increasing their employability.

Individualised support

Each young person known to the YOS is the subject of a thorough assessment leading to an individualised plan to address their specific needs. All young people have an allocated YOS worker responsible for delivering the plan. This may involve one of the YOS specialist workers, such as the CAMHS nurse or the substance use worker. The YOS education officer will get involved if the young person does not have appropriate school provision, if they have an attendance problem or if they are NEET.

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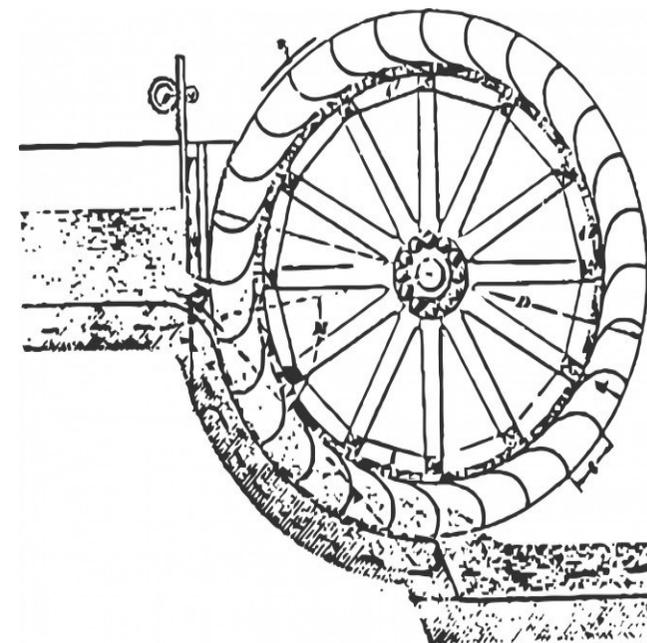
One young person was excluded from mainstream school and struggled to engage with any alternative provision. Since joining the Skill Mill he has recorded 100% attendance at work, and is now cycling into work using a bike which was donated. The Skill Mill has enabled him to pick up new skills and experience whilst earning a regular wage. Since being involved with the project he has also worked hard to improve his numeracy & literacy and gained other work related qualifications.



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In partnership with:



The Skill Mill®

Support the Skill Mill

Please contact us if you can provide:

- work contracts for the Skill Mill to deliver
- education/training opportunities
- new life experiences for young people



Company Limited By Guarantee –
Not For Profit

Company Number; 8705865

Email - info@theskillmill.org

Web: www.theskillmill.org

Twitter - @The_Skill_Mill

Tel: +44 (0)113 3782055

The Social Enterprise Providing Employment for
Young People in Watercourse and
Horticultural Services

Web: www.theskillmill.org

Email: info@theskillmill.org

Twitter: @The_Skill_Mill

tel: +44 (0) 113 3785055

What is the Skill Mill?

The Skill Mill Ltd is a Not-For-Profit Social Enterprise which aims to provide training and employment to enable young people aged 16-18 with a long history of offending to change their lives. The model was first established in Newcastle and following successful outcomes with their young people and winning three national awards, it expanded to set up in West Yorkshire in partnership with Leeds Youth Offending Service from August 2015.

Young people are recruited through the Youth Offending Service. The model is a three day working week on site with a day release to education, although this is flexible depending on the needs of the job. On any job the Skill Mill will provide:

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A team of four young people with a supervisor on site

- Risk assessments
- Delivery of work on site to an agreed standard
- Van, protective clothing and equipment for the young people
- Mentoring support and pastoral care to the young person to enable them to fulfill their work commitments and progress to training/employment
- Contact points and regular review of progress
- Participation in media work as appropriate
- Education placements for the young people

The Skill Mill has Health and Safety and related policies available on request, and public insurance liability cover. Because the team are in their first jobs the cost of hiring the team is financially competitive – please contact us to discuss

Examples of work

- Flood recovery assistance in Kirkstall
- School playground improvements at Gildersome Primary School
- Giant Hogweed removal at Thwaite Mill
- Dry Stone Walling at Otley
- Bench building and installation at various locations in West Leeds
- Tree work in Meanwood
- Steps in Rodley & Burley
- Hedge Laying at Calverley picnic site
- Garden maintenance and landscaping in Hunslet
- Vegetation clearance work at Lin Syke & the River Aire (Castleford)



Why work with the Skill Mill?

The Skill Mill innovatively brings together the private, public and voluntary sector to co-produce an approach to reducing crime, increasing community safety, improving the lives of young people and improving the public realm. We help to remove the barriers to employment faced by this marginalised group through providing a real opportunity to gain education and employment and access to the wider labour market. We challenge the discrimination they face by employers and the wider community. Employees demonstrate pro-social modelling to their peers who are still active in offending and promote desistance and raise aspirations.

The Skill Mill has an active Advisory Group which includes senior representatives of The Environment Agency, Yorkshire FutureWorks, Leeds City Council, Leeds Youth Justice Service, Yorkshire Water Ltd, The Canal and Rivers Trust, Groundwork, the ESH group, Royal Haskoning, Leeds College of Building, Leeds University and others. It has received grant funding support from the South and West Yorkshire Resettlement Consortium and the Office of the Police and Crime Commissioner for West Yorkshire.

Report of Head of Governance and Scrutiny Support

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

Date: 15th November 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 18th October 2017.

Recommendation

3. Members are asked to consider the work schedule and make amendments as appropriate.

Background documents¹

4. None used

¹ 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.

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Area of review	Schedule of meetings/visits during 2017/18		
	June	July	August
European City of Culture 2030 Bid		Detailed briefing on the current position SB 26/07/17 @ 11 am	
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	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	
Budget & Policy Framework/pre-decision Scrutiny			
Performance Monitoring	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
European City of Culture 2030 Bid			
Council's approach towards devolution			Consideration of the potential gaps and opportunities regarding delivery of the devolution agenda. WG – 13/11/17 @ 9.30 am
Culture Strategy 2017-2030 Delivery Plan			
Tackling health inequalities through the promotion of more active lifestyles.		An overview of key challenges and opportunities SB 11/10/17 @ 10.30 am	
Achieving inclusive growth by addressing local employment and skills gaps.			Employment and Skills – key challenges and opportunities SB 15/11/17 @ 10.00 am
Briefings			
Budget & Policy Framework/pre-decision Scrutiny	Formal consultation on the new draft Inclusive Growth Strategy. SB 06/09/17 @ 10.30 am		
Performance Monitoring			

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		Update on the Culture Strategy Delivery Plan SB 17/01/18 @ 10.30 am	
Tackling health inequalities through the promotion of more active lifestyles.	Development of a systems approach to tackling physical inactivity - addressing key challenges. SB 13/12/17 @ 10.00 am		
Achieving inclusive growth by addressing local employment and skills gaps.			
Briefings			
Budget & Policy Framework/pre-decision Scrutiny		Financial Health Monitoring SB 17/01/18 @ 10.30 am 2018/19 Initial Budget Proposals SB 17/01/18 @ 10.30 am	
Performance Monitoring		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

WEDNESDAY, 18TH OCTOBER, 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

73 **Late Items**

Although no formal late items of business had been submitted to the Board for consideration, prior to the meeting Board Members had been provided with colour versions of the Leeds Safeguarding Adults Board 2016/17 Annual Report together with colour copies of the 'easy read' version. (Agenda Item 14, and Minute No.84 refers).

74 **Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting, however, in relation to the agenda item entitled, 'Leeds United Football Club's Training Ground Proposals', Councillor Blake drew the Board's attention to her position as a Trustee of the Leeds United Foundation, whilst in relation to the same item, Councillor J Lewis drew the Board's attention to the fact that he was a Leeds United season ticket holder. (Minute No. 80 refers).

75 **Minutes**

RESOLVED – That the minutes of the previous meeting held on 20th September 2017 be approved as a correct record.

ECONOMY AND CULTURE

76 **Leeds 2023 European Capital of Culture Bid**

Further to Minute No. 35, 17th July 2017, the Director of City Development submitted a report which sought approval of the Leeds bid to become European Capital of Culture in 2023 for the purposes of submission to the Department for Digital, Culture, Media & Sport (DCMS) by the 27th October 2017. The bid document was appended to the submitted report.

As part of the introduction to the submitted report, the Board viewed a short film entitled, 'I Am A Spark', which had been produced to accompany and support the city's bid.

In presenting the report, the Chair conveyed her appreciation, on behalf of the Board, for the supportive cross-party approach which had been taken throughout the preparation of the bid, and also to the pivotal role played by the Leeds 2023 Independent Steering Group, which had recently recommended the bid document to Executive Board for approval.

Members noted the wide ranging support and positive attention that the bid had received since its recent publication; noted the commitment that the bid was being submitted on behalf of and reflected the whole city; and highlighted the range of opportunities including the positive legacy and economic benefits that being European Capital of Culture could potentially bring.

In addition, the Board's approval was sought for the Chief Officer (Culture and Sport) to make any minor amendments and clarifications to the bid document which were required, prior to the document's formal submission to the DCMS.

RESOLVED –

- (a) That approval be given to the Council submitting the bid for European Capital of Culture, as presented at Appendix 1 to the submitted report, for submission to the DCMS by 27th October 2017;
- (b) That the Board's thanks be expressed to the Independent Steering Group and all of the organisations and individuals in the city who have contributed over the last three years;
- (c) That for the reasons detailed within the 'Legal Implications, Access to Information and Call In' section of the submitted report, the resolutions made by the Board within this minute be exempted from the Call-in process;
- (d) That should Leeds be shortlisted to the second stage, the following be agreed:-
 - (i) It be noted that a second and final application will need to be submitted during 2018, incorporating further developments and feedback from the judging panel;
 - (ii) That the Chief Officer Culture and Sport be requested to support a recruitment process in order to appoint a Chair of Leeds Culture Trust;
 - (iii) That the Chief Officer Culture and Sport be requested to initiate a 'Readiness Board' within the Authority across the different Directorates in order to start to plan for supporting the delivery of the year.
- (e) That the Chief Officer (Culture and Sport) be provided with the necessary authority to make any minor amendments and clarifications to the bid document which were required, prior to the document's formal submission to the DCMS.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process for the reasons as stated within the submitted report, namely to enable the submission of the bid by the deadline of 27th October 2017, with the implication of not exempting the decision from Call In being that the Council may not be able to submit the bid to become

European Capital of Culture 2023 within the required timescales and would therefore forgo the opportunity that this would bring to the city. In addition, it was also noted that given the competitive nature of the bidding process, it was considered that the bid could not have been submitted to an earlier scheduled Board meeting and therefore enabling it to be made available for Call In, as this could have potentially prejudiced the Council's interests, should the bid have been revealed to competitors at an earlier stage).

EMPLOYMENT, SKILLS AND OPPORTUNITY

77 'More Jobs, Better Jobs': Progress Report

Further to Minute No. 68, 21st September 2016, the Director of City Development submitted a report providing an update on the work which had been undertaken, together with the achievements made over the past 12 months in support of the key work streams of the 'More Jobs, Better Jobs' Breakthrough Project.

In presenting the report, the Executive Member for 'Employment, Skills and Opportunities' paid tribute to the recently deceased Professor Mike Campbell OBE for the integral role he had played in the work of the More Jobs, Better Jobs Research Partnership.

Responding to a Member's enquiry, the Board was provided with further detail on the actions which were being taken to ensure that a collaborative approach continued to be developed in order to ensure that the positive results arising from the breakthrough project were being maximised, whilst the Board also considered how the Council's role in the area of job retention and creation would continue to evolve in the future.

With regard to measuring the outputs arising from the breakthrough project and the related supporting data to illustrate performance comparative to other Core Cities and Local Authorities, Members were provided with further detail on this during the consideration of the item. However, it was acknowledged that consideration would be given as to how such data could be communicated more effectively, and what metrics could be used in the future in order to measure the progress that was being made.

RESOLVED – That the comments made by the Board be noted, together with the progress which has been made to date in taking forward the 'More Jobs, Better Jobs' Breakthrough Project.

RESOURCES AND STRATEGY

78 Financial Health Monitoring 2017/18 - Month 5

The Chief Officer Financial Services submitted a report which set out the Council's projected financial health position for 2017/18, as at month 5 of the financial year.

Responding to a Member's enquiry, the Board was provided with information regarding the proactive approach being taken to reduce employee sickness

levels in the Council, with it being undertaken that relevant officers would brief the Member in question on such matters.

Members also received clarification with regard to the current level of expenditure in respect of agency staffing.

In addition, responding to an enquiry, it was undertaken that a briefing would be provided to the Member in question regarding the budget forecast variation as detailed within the submitted report in respect of Children's Centres.

RESOLVED – That the projected financial health position of the authority, as at month 5 of the financial year, be noted.

79 Hunslet Rugby League Foundation, John Charles Centre for Sport, Leeds

The Director of City Development submitted a report which sought approval to the letting of space at the John Charles Centre for Sport to Hunslet Rugby League Football Club, on the terms which were detailed within the submitted report.

RESOLVED – That in supporting the principles of the arrangement outlined within the submitted report, the Director of City Development be authorised to agree new lease and licence terms which are in accordance with the Heads of Terms, as outlined within the submitted report.

REGENERATION, TRANSPORT AND PLANNING

80 Leeds United Football Club's Training Ground Proposals

The Director of City Development submitted a report informing of Leeds United Football Club's proposals to relocate their training, Leeds Community Foundation and Academy facilities closer to Elland Road, at both Fullerton Park and the former Matthew Murray High School site.

In considering the report, the Board noted the potential opportunities arising from the club's proposals; highlighted the club's long term vision; discussed the proposals regarding the Elland Road site at Fullerton Park and considered the issue of car parking provision in the area; and made reference to the implications of the proposals for the Thorp Arch Academy site. In addition, it was emphasised that effective communication between the local community, the Council and the football club would be key to the progression of any such proposals.

Concluding the discussion, it was suggested that at the appropriate time, representatives of the football club be invited to a future Executive Board meeting in order to provide an opportunity for them to address the Board and set out their vision for the club and its contribution towards local communities and also the city as a whole.

Finally, it was brought to the Board's attention that paragraph 2.12 of the submitted report should read: 'Elland Road has recently been listed as an

Asset of Community Value. Nominated by Leeds United Supporters' *Trust...*, rather than stating: 'Leeds United Supporters' *Club*' as detailed within the published report. In noting this correction, it was

RESOLVED –

- (a) That, in noting the correction to the submitted report as detailed above, the principle of the Council formally entering into one-to-one negotiations with Leeds United Football Club for the development of new football training facilities at Elland Road and the Matthew Murray site for use by Leeds United Football Club and Leeds United Foundation, be agreed;
- (b) That it be noted that the Director of City Development is responsible for progressing resolution (a) above.

(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)

81 Transport for The North Regulations: Incorporation as a Sub-National Transport Body

The Director of City Development submitted a report which sought the Board's consent on behalf of the Council, as Local Highway Authority, to the making of Regulations by the Secretary of State to establish Transport for the North (TfN) as a Sub – National Transport Body under section 102J of the Local Transport Act 2008.

RESOLVED –

- (a) That the Board provide formal consent under section 102J of the Local Transport Act 2008 to the making by the Secretary of State of Regulations to establish Transport for the North as a Sub-National Transport Body, whilst also giving TfN concurrent highway powers with Leeds City Council as the local highway authority;
- (b) That the resolutions made within this minute be exempted from the Call In process, for the reasons as detailed within section 4.6.1 of the 'Legal Implications, Access to Information and Call In' section of the submitted report;
- (c) That the City Solicitor be instructed to notify the Department for Transport (DfT) of the decision made in respect of resolution (a) above.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process given that, as stated within the submitted report, the DfT has requested that Authorities confirm their decisions no later than the 20th October 2017. It was considered that the implication of not exempting such decisions from Call In could jeopardise the

Authority's ability to meet the deadline of 20th October 2017, which would prejudice the making of the Regulations and therefore the process for designating TfN as a statutory body. In addition, it was noted that the matter could not have been submitted to an earlier scheduled Board meeting, and therefore enabling it to be made available for Call In, as the DfT only confirmed on 21st September 2017 that the constituent Highway Authorities within those areas covered by a Combined Authority must also give their prior consent to the making of the regulations).

82 Leeds Integrated Station Masterplan and Leeds City Region HS2 Growth Strategy

Further to Minute No. 51, 27th July 2016, the Director of City Development submitted a report providing an update on the preparations being made for bringing HS2 to the region: including the draft HS2 Growth Strategy and the Leeds Station Integrated Masterplan principles. In addition, the submitted report also sought endorsement of the work which had been undertaken to date and for the relevant approvals for the proposed next steps, which included a public consultation exercise.

Members highlighted the significance and ambitious nature of the project, and emphasised the inextricable link between this project and the South Bank Leeds Framework Plan. In acknowledging the scale of the proposals, the Board noted the range of challenges which would be faced during the development process, with emphasis being placed upon the need for the masterplan to be flexible enough to overcome such challenges. In addition, the key importance of ensuring that Members were kept informed of the progress being made was highlighted.

A concern was raised by a Member regarding the route of HS2 in its approach to the city, and the affect that this could have on local communities, with a suggestion that a report be submitted to a future Board meeting regarding the potential environmental and economic impact that the construction of the HS2 project may have on affected communities.

In conclusion, Members highlighted the whole range of potential opportunities and economic benefits that this development would bring to the city and the wider region, with emphasis being placed upon the need for the Council to continue to be ambitious in respect of such matters, whilst also listening to the views of local communities.

RESOLVED –

- (a) That the draft Leeds Integrated Station Masterplan principles, as contained within section 3.1 of the submitted report be endorsed, as a basis for public consultation;
- (b) That the principles of the emerging Leeds City Region HS2 Growth Strategy and proposed next steps, as contained within sections 3.3 and 3.4 of the submitted report, be supported;

- (c) That following resolutions (a) and (b) above, the Director of City Development, in consultation with the Leader of the Council; the Executive Member for 'Regeneration, Transport and Planning'; and the Director of Resources and Housing, be requested to:
- (i) further develop the Council's input into the Leeds City Region HS2 Growth Strategy and to report back to Executive Board with a proposed final version of the Growth Strategy, with such a report to include proposed delivery, funding and implementation plans for projects involving the Council;
 - (ii) undertake consultation with central Government and city partners on the Growth Strategy proposals alongside the West Yorkshire Combined Authority ahead of a final strategy being developed;
 - (iii) continue collaboration with partners in order to bring forward the delivery of the Leeds Integrated Station Masterplan Vision; and
 - (iv) provide an update to Executive Board in 2018 on the progress made on matters contained within the submitted report.

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

83 South Bank Leeds Framework Plan

Further to Minute No. 51, 27th July 2016, the Director of City Development submitted a report presenting the outcomes from the public consultation exercise on the draft South Bank Leeds Framework Plan undertaken during Autumn/Winter 2016. The submitted report outlined suggested amendments to the Plan in response to the representations received via the consultation process, and sought approval to undertake a further 6 week consultation on an amended version of the South Bank Leeds Regeneration Framework, with a view to formally adopting the framework as a Supplementary Planning Document (SPD).

Responding to a Member's enquiry, the Board was provided with assurances that the proposed process of adopting the South Bank Leeds Framework Plan as a Supplementary Planning Document would work alongside the proposals regarding the Leeds Integrated Station Masterplan and the Leeds City Region HS2 Growth Strategy.

Members highlighted the ambitious nature of the vision for the South Bank area, with specific reference being made to the plans regarding the creation of a city park.

RESOLVED –

- (a) That the contents of the submitted report, which summarises the feedback from the public consultation exercise, be noted;
- (b) That the Board's agreement be given for the draft South Bank Leeds Framework Plan to be updated in order to reflect representations which have been received through the consultation exercise, as set out at paragraph 3.11.4 and 3.12.2 of the submitted report; and that support

Draft minutes to be approved at the meeting
to be held on Wednesday, 15th November, 2017

be given to the proposal to amend the Framework Plan, in order for it to become a Supplementary Planning Document;

- (c) That following resolution (b) (above), the Chief Planning Officer be requested to undertake a six week consultation exercise on a revised draft South Bank Leeds Regeneration Framework Supplementary Planning Document;
- (d) That following the consultation period, and subject to any amendments required having regard to the representations received, approval be given for the Chief Planning Officer to adopt the SPD.

HEALTH, WELLBEING AND ADULTS

- 84 Safeguarding Adults Board, Annual Report 2016/17 and Strategic Plan** Further to Minute No. 100, 16th November 2016, the Director of Adults and Health submitted a report presenting the Leeds Safeguarding Adults Board (LSAB) Annual Report for 2016/17, and which summarised the Board's areas of focus and achievements over the past 12 months. The Strategic Plan was also included which presented the ambitions for the next three years.

The Board welcomed Richard Jones CBE, Independent Chair of the Leeds Safeguarding Adults Board to the meeting, who was in attendance in order to introduce the key points of the annual report and to highlight key priorities.

Responding to an enquiry, the Board received information on the approach being taken to further address the issue of social isolation, whilst information was also provided to the Board by the Independent Chair of the LSAB on the key challenges that the Safeguarding Board currently faced. In addition, Members also received information regarding the level of comparative data which was available in order for the Safeguarding Board to assess Leeds' performance against other Core Cities and Local Authorities.

In conclusion, the Chair, on behalf of Executive Board, thanked Richard Jones, together with all other members of the LSAB for the crucial work which they continued to undertake.

RESOLVED – That the contents of the Leeds Safeguarding Adults Board 2016/17 Annual Report and the Board's Strategic Plan, as presented within the submitted report and appendices, be noted.

CHILDREN AND FAMILIES

- 85 Cultural Cohesion Quality Mark** The Director of Children and Families submitted a report which introduced the Cultural Cohesion Quality Mark (CCQM) scheme, and which sought approval for Children and Families directorate to resource, manage and deliver the scheme.

Members welcomed the proposals detailed within the submitted report. However, responding to specific concerns which had been raised by a Board Member, assurances were provided regarding the aims, remit and proposed operation of the scheme.

RESOLVED –

- (a) That the Cultural Cohesion Quality Mark be approved, and that Leeds City Council (Children and Families directorate) be enabled to initially resource the scheme, which will include financing, hosting, managing and delivering the CCQM;
- (b) That the following be noted:
 - (i) the next steps required to implement the CCQM, as per paragraph 3.3 of the submitted report;
 - (ii) the proposed timescales of the CCQM, as per paragraph 3.3.3 of the submitted report;
 - (iii) the officer responsible for the implementation of the CCQM shall be the Chief Officer Learning Improvement, Children and Families.
- (c) That Executive Board receive annual reports regarding the CCQM's impact and effectiveness in relation to reducing inequalities and improving outcomes for Leeds citizens.

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

86 Outcome of School Admissions Arrangements 2017

The Director of Children and Families submitted a report which presented an overview of, and supporting statistical information regarding the outcome of the Admissions Round for 2017 entry into Reception and Year 7, whilst also providing data relating to the in-year admissions functions.

RESOLVED – That the following be noted:-

- The number of applications received for places in Reception and Year 7 for September 2017; and that 87% of Reception children and 85% of Year 7 children were offered a place at their first preference school;
- The number of children receiving an offer at one of their top 3 preferred schools was 95% for Reception and 95% for Year 7;
- That requests for in-year transfers continues to rise, with 7,455 children requesting new school places in Leeds schools between September 2016 and July 2017 – some being new arrivals in the city and some being requests to move within the city;
- That the officer responsible for this area of work is the Lead for the Admissions and Family Information Service.

COMMUNITIES

87 Lettings Policy Review and Housing and Planning Act Update

Further to Minute No. 138, 10th February 2016, the Director of Resources and Housing submitted a report setting out proposed amendments to the Council's Lettings Policy, and which also provided an update on the Housing and Planning Act in relation to the Council's Tenancy Agreement and Tenancy Strategy.

With regard to the review of the Policy, Members noted that the initial intention was for this to be co-ordinated with the Housing and Planning Act 2016, and the publication of related guidance and regulations by the Department for Communities and Local Government (DCLG). However, given that currently there were no confirmed timescales for the release of such documents, the proposal was to commence such a review, with any new regulations being taken into consideration once issued.

It was also highlighted that the lobbying of Government would continue with the aim of the Council gaining further resource and freedoms to provide greater housing provision in the city, given the significant demand which existed.

In noting the significantly lower levels of temporary accommodation placements in Leeds when compared with other Core Cities, Members paid tribute to the work undertaken by the Council's Housing Options team for the preventative approach which they took, and which continued to achieve very positive results.

RESOLVED –

- (a) That the proposed amendments to the Council's Lettings Policy, as set out in sections 4.7 – 4.46 of the submitted report, to be implemented from February 2018 by the Chief Officer, Housing Management, be noted;
- (b) That the developments regarding the Tenancy Agreement review, as set out in section 5 of the submitted report be noted; and that the review of the Council's existing Introductory and Secure Tenancy Agreement be delegated to the Director of Resources and Housing, to commence from November 2017;
- (c) That the proposal set out within section 5.6 of the submitted report to extend the Council's current Tenancy Strategy to 30th September 2018 be noted, with it also being noted that a further report will be submitted to the Board by the Director of Resources and Housing in September 2018 on the implications of the Housing and Planning Act along with the proposed changes to the Tenancy Strategy.

ENVIRONMENT AND SUSTAINABILITY

88 Potential Government Grant Bid for Lotherton Wildlife World

Further to Minute No. 84, 19th October 2016, the Director of Communities and Environment submitted a report regarding the potential submission of a bid to the Rural Development Programme for England (RDPE) Growth Programme, which was administered via the Local Enterprise Partnership (LEP), with the aim of further developing the tourism offer at Lotherton Wildlife World.

Members paid tribute to the ongoing work of the Parks and Countryside team, with specific reference to all those who had been involved in the recent development and opening of the Leeds Arium.

RESOLVED –

- (a) That the submission of an expression of interest to the Rural Development Programme for England (RDPE) Growth Programme, be approved;
- (b) That it be noted that the Chief Officer Parks and Countryside will be responsible for the implementation of resolution (a) (above), with a submission ahead of the deadline of 31st January 2018.

DATE OF PUBLICATION: FRIDAY, 20TH OCTOBER 2017

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** FRIDAY, 27TH OCTOBER 2017

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