

## Report of the Director of City Development

### Report to Executive Board

**Date: 18 October 2017**

### **Subject: More Jobs, Better Jobs: Progress Report**

Are specific electoral wards affected? If relevant, name(s) of ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### Summary of main issues

1. The need to integrate our approach to promoting economic growth and tackling poverty was set out in the report 'Stronger Economy, Compassionate City' agreed by Executive Board on 21 October 2015. This set out recommendations for action to realise the vision of the Best Council Plan 2015-2020 for Leeds to be a compassionate and caring city that helps all its residents benefit from the effects of the city's economic growth.
2. The More Jobs, Better Jobs breakthrough project, established in January 2016, has been informed by the More Jobs, Better Jobs Research Partnership with the Joseph Roundtree Foundation and the Leeds City Region Enterprise Partnership. This research has informed and is shaping the collaborative action needed to create more and better jobs that help lift people and places out of poverty.
3. This report updates on the work undertaken in the last 12 months and how this is contributing to this goal, and in particular, to the Best Council Plan outcome for everyone in Leeds to earn enough to support themselves and their families and the Best Council Plan priorities around providing skills programmes and employment support and supporting economic growth and access to economic opportunities.

### Recommendations

4. Executive Board is asked to comment on and note progress to date in taking forward the More Jobs, Better Jobs Breakthrough Project.

## **1 Purpose of this report**

- 1.1 The need to integrate our approach to promoting economic growth and tackling poverty was set in the report 'Stronger Economy, Compassionate City' and agreed by Executive Board on 21 October 2015. By enhancing the ability of all our people to contribute to the economy to their full potential, we can boost the economic productivity and competitiveness of Leeds and we can also seek to reduce the costs of poverty to the economy and the taxpayer.
- 1.2 The above report informed the key work streams of the More Jobs, Better Jobs Breakthrough Project established at the end of January 2016. Executive Board received a report in September 2016 on the breakthrough project aims and work underway. This report aims to provide an update on the work undertaken in the last 12 months.

## **2 Background information**

- 2.1 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. We have 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 Alternative Investment Market (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.
- 2.2 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 kickstart development and regeneration projects, support businesses to grow and invest, and to help people into work. We have worked in partnership with the private sector to bring forward the South Bank and Aire Valley Enterprise Zone, and forward fund the new railway station at Kirkstall Forge, helping bring forward a major brownfield development project with 1000 new homes).
- 2.3 We have used 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), and made an 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 2,000 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.
- 2.4 This economic growth has been achieved against some headwinds, and changes to the regulatory environment that have had a specific impact on businesses. This includes

mandatory pension provision and auto-enrolment, the implementation of the national minimum wage and the national living wage, and the Apprenticeship Levy. The current uncertain economic climate post the EU referendum is creating new challenges for many businesses, particularly those operating in competitive markets. Many businesses are having to deal with rising input costs without having the ability to pass costs on to the end customer. Anecdotal evidence from our key account management service (see 3.6.1) suggests that the national climate for future business investment remains uncertain and that the Council and its partners need to work more closely with businesses to sustain projected economic growth.

- 2.5 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.
- 2.6 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 (see 3.1). Better jobs are jobs that enable progression, that avoid the social and economic challenges of low pay, and in-work poverty.
- 2.7 Leeds accounts for over a third of the city region economy and an extra 81,200 jobs were forecast across the city region between 2013 and 2020 (forecasts were compiled prior to the EU referendum). With almost a third of all employment based in Leeds, the city is expected to attract around 34,300 of these new jobs over this period. However, the hollowing out of the labour market means that there will be less demand for lower-middle skilled workers with nearly half of the new jobs requiring qualifications at degree level (NVQ4 or above). At the same time, there will be a decline in job numbers in occupations where lower levels of skills are required with around 13,000 (16%) of the new jobs requiring either no qualifications or below a Level 2 qualification.
- 2.8 A key challenge is to better connect local people to these jobs, in particular those furthest away from the labour market. While the number of residents actively seeking work and claiming Jobseeker Allowance has fallen by more than 23% over the last year to around 8,000, the numbers reliant on Incapacity Benefit / Employment Support Allowance remains stubbornly high at over 32,000, with over 48% suffering from mental ill-health, and disproportionately concentrated in our most disadvantaged communities. We need to do more than reconnecting those on the edge of the labour market, we need to provide more tailored support to overcome the multiple and complex barriers some residents will face in moving into work.
- 2.9 We must also ensure that the life chances of children are not jeopardised by poverty and low income. While progress has been made in reducing youth unemployment and the number of 16-19 year-olds not in education, employment or training (NEET), the associations between poverty and low educational achievement and subsequently reduced employment chances are well documented. Many young people have limited exposure to the world of work and do not always receive the support they require to make informed career choices.
- 2.10 Work should offer a reliable route out of poverty, but national data reveals 2 million people in work from households where all adults are earning and around 3.1 million

people live in households where at least one person is in work and their income is below the poverty threshold. In 2014, around 21% of workers in Leeds were earning below the living wage. This level of in-work poverty indicates a problem with the nature of work at the bottom end of the labour market. Jobs that are low paid, low skilled and offer zero-hour contracts are all contributing to in-work poverty.

2.11 We have reflected on the above issues in the development of two important recent documents – the draft Leeds Inclusive Growth Strategy and the draft Leeds Talent and Skills Plan, both of which are currently being consulted on. Briefly:

- The Inclusive Growth Strategy focuses on growth that is inclusive, ensuring that people and places contribute to and benefit from growth to their full potential. It sets out 12 “big ideas” that act as an action plan to encourage inclusive growth in the city, and which are focused on supporting people, places and productivity;
- The Leeds Talent and Skills Plan recognises the critical role that skills have at the heart of our inclusive growth ambitions, and that while we have much to celebrate in terms of our growing economy, as a city we need to do more to develop the talent our employers need and that will enable our residents to benefit from growth in an inclusive way.

2.12 A number of the actions detailed below have been included in the Leeds Inclusive Growth Strategy and the Leeds Talent and Skills Plan.

### 3 Main issues

#### 3.1 Partnership Research Programme

3.1.1 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.

3.1.2 The partnership produced a robust evidence base on the case for joining up work on economic growth and poverty reduction through the baseline study published in November 2014. It covered attitudes and understanding, policies and plans, headline actions and indicators and outcomes to provide a quantitative basis for measuring change, and allow comparison between different areas. The study engaged a wide range of stakeholders from all sectors across the city and the city region.

3.1.3 An evaluative review to research programme outputs; a review of economic and associated strategies and how they have changed or not; interviews with senior figures and relevant policy leads and partners to help assess changes in understanding, attitudes, policy and action are now underway.

3.1.4 A number of studies were commissioned and published and have informed practical interventions. These include:-

- **Progression from Low Paid Jobs** -aimed at identifying employment and skills initiatives that can support progression for low paid workers in key sectors such as health and care and retail and hospitality, although these can be applied more

widely. This has informed the specification for a £2m project funded under the Leeds City Region European Structural and Investment Fund (ESIF) programme and the ongoing work to develop the retail and hospitality academy in Leeds being taken forward by the Council in partnership with Leeds BID.

- **Anchor Institutions** – an action research project to identify the impact they can have on the local economy and reducing poverty through their procurement, recruitment and employment practices. This has informed the Inclusive Anchors Programme with WYCA to be launched this month focusing in the initial stages on the district councils across West Yorkshire, the WY FE Colleges and the University of Leeds and a business to business programme led by Grant Thornton.
- **Infrastructure and Planning** -to identify how employment opportunities generated through major infrastructure and development projects can be better connected to households in poverty. This reviewed existing practice across the City Region and the country and identified the work in Leeds as good practice. A second stage study enabled WYCA to learn the lessons and develop policy and processes to embed employment and skills obligations into contracts and a revision to the target cohorts prioritised by the Council for support through this approach.
- **Overcoming Disconnection and Deprivation in City Regions** -to develop a package of policy proposals that help overcome the dis-connect between deprived neighbourhoods and city region economic growth. Work is ongoing with Highways and Transportation Planning and a pilot project is in development focused on supporting job seekers in neighbourhoods with high claimant numbers.

3.1.5 The increased understanding of the connections between growth and poverty is clearly evident in Leeds. Key strategy documents and plans guiding action include the Best Council Plan with its aim to build a stronger economy in a compassionate city; the Leeds Inclusive Growth Strategy and the Leeds Talent and Skills Plan which are currently out to consultation. The Council has also influenced and played a significant contribution in shaping policy and strategy at the city region and national level through the recently established WYCA Inclusive Growth Programme, the work of Core Cities and the RSA led Inclusive Growth Commission.

## **3.2 More Jobs Better Jobs Breakthrough Project**

3.2.1 The four workstreams established under the breakthrough project build on existing work and take new approaches informed by the research. Headline progress is summarised in section 3.3 below. This is supported by collaborative working across services, directorates, with partners and other Breakthrough Projects. Key outcomes to be delivered include:-

- Many employers in the city offer the Living Wage
- Increased earnings available in all sectors through information and guidance, skills training and new progression pathways
- Regeneration is planned to remove barriers and enable communities to be better connected to opportunity
- All young people in the city make informed choices and have strong employability and enterprise skills
- The Council's apprenticeship programme is recognised as an exemplar and a career entry point of choice for young people

- An increased number of start-up businesses and sustained business growth creating more and better jobs
- 3.2.2 The project has established baseline and success measures to monitor and review progress towards achieving its aims. Project level outputs are reviewed within workstreams and outcome measures at programme level are reviewed by the member steering group. The baselines and outcome measures are detailed at Appendix 1.
- 3.3 Tackling Low Pay** through championing the Living Wage, and supporting people to progress into better jobs. 125 businesses in Leeds are now signed up the Living Wage Foundation pledge compared to only 40 in November 2016.
- 3.3.1 The City Council has led with 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 £8.25 per hour from April 2017. This is higher than the National Living Wage of £7.50 introduced by Government in April this year.
- 3.3.2 Addressing low pay issues will be at the centre of the Inclusive Anchors programme to be taken forward by the Council, WYCA and JRF, along with procurement and supply chain management and inclusive routes into apprenticeships. Work will commence this month with the West Yorkshire district councils, West Yorkshire FE colleges and the University of Leeds and link to the Council's KAM process to engage business. This will contribute to both the city's emerging Inclusive Growth Strategy and WYCA Inclusive Growth Programme.
- 3.4 Regenerating Places** – a targeted place based approach to improving prospects for people in our most deprived neighbourhoods.
- 3.4.1 Existing Council led employment support and skills programmes supported over 6,500 local residents into work in 2016/17. Programmes are effectively targeted with over 80% of beneficiaries residing in the areas that fall within 20% most deprived super output areas on the Indices of Deprivation. However, we are seeking to more effectively target support to those furthest away from the labour market and bring our people and places interventions together for maximum impact in the 6 priority neighbourhoods identified through the Locality Working review.
- 3.4.2 Over the last 4 years, we have successfully used the Council's levers on procurement and planning activity to support 2,300 residents from disadvantaged neighbourhoods into jobs. In June this year, Executive Board approved a revised approach to more effectively target those furthest from the labour market to lift people out of poverty. This revised approach will link to the Inclusive Anchors programme and is being piloted and on a small number of contracts initially and will be put into full effect alongside other measures through the Council's developing social value framework.
- 3.4.3 Many of our disadvantaged communities have high concentrations of households dependent on Employment Support Allowance (ESA), an out-of-work benefit available to those with a health condition. In many inner city wards, the number of ESA claimants is more than 50% of all out-of-work claimants. To date activity has been focused on establishing new programmes and aligning these with existing and partner services to better meet this challenge:-

- The Council's Mental Health Employability programme delivered in partnership with Leeds Mind integral to the offer in Community Hubs.
- Working with Reed in Partnership has increased the capacity of the Jobshops in Community Hubs by delivering the Back to Work programme (ESIF), targeted to the long term unemployed, specifically people with a disability or health condition.
- The Council's Skills, Training and Employment Pathways STEP programme (ESIF) commenced in May to support 1,500 of the long term unemployed to move back into work.

3.4.4 To turn the curve on the Best City Key Indicator to reduce the number of ESA claimants, a project board has been tasked with developing a framework and action plan to support closer working between Adults and Health, Employment and Skills and the Department for Work and Pensions to improve the health and work outcomes in the most disadvantaged neighbourhoods for consideration by the Health and Wellbeing Board and the More Jobs, Better Jobs Member Steering Group at their respective meetings in October and November.

**3.5 A Life Ready for Learning** – putting children at the heart of the growth strategy and preparing them for the world of work by strengthening careers advice; building links with employers to enhance young people's knowledge and workplace skills; and promoting apprenticeship entry and progression.

3.5.1 Through the Apprenticeship Hub we continue to provide information and support sessions in both school and community based settings. In total, 2,316 young people have been engaged with in 53 sessions across most of the city's schools. The Apprenticeship Fair held in March during National Apprentice Week had a record attendance of 6,000 young people and parents, making it the largest event in the North and was followed by an inaugural series of employer-led seminars for parents raising awareness of apprenticeship opportunities within key sectors. Feedback from parents and speakers was very positive, and these seminars will be held again in November 2017, with the Apprenticeship Fair held in March 2018.

3.5.2 The scale and quality of Careers Education, Information, Advice and Guidance (CEIAG), and opportunities for employer engagement in our schools are still of concern, and form a key call to action in the draft Leeds Talent and Skills Plan. The Council has been working with partners, including the business community, to improve the opportunities open to Leeds pupils to engage with businesses and business people, including through supporting the LEP's Enterprise Advisor Programme, and the Future Jobs Programme funded through European Structural and Investment Funds. Dialogue with the business community continues, and we are seeking to bring business and schools leaders together to develop a better shared understanding of the challenges and opportunities. We continue to support the network of IAG leads in schools through the funding of a 'lead professional', and regular updates to the Network on labour market developments and sectoral growth.

3.5.3 The CEIAG web based resource, Leeds Pathways, has been reviewed and refreshed with up-to-date local labour market information and improvements to make it more user-friendly and appealing to young people. Work is underway to better support teacher interaction with the website to inform delivery.

- 3.5.4 While the number of young people identified as not in employment, education or training (NEET) has continued to reduce, young people leaving Care are over-represented in this group. They often have difficult lives and have to start living independently much earlier than their peers and face multiple barriers in finding work and or going into further education, for example 41% of care leavers were NEET at 19 years old compared to 15.5% of all 19 year olds. A small, trial programme was established for Care Leavers and others within the most vulnerable groups identified as NEET commencing in October 2016 and completing in March 2017. The tailored 14 week programme provided key worker support, assessment and skills training and a paid work placement to support individuals. 17 of the cohort were Care Leavers and of those, 10 have since moved into employment, education or training. The lessons learnt from the programme are being used to inform the ongoing changes we are making through the cross service Positive Pathways Working Group to realign services to support NEET young people.
- 3.5.5 The Apprenticeship Levy was introduced in April 2017 and the Council has increased significantly the number of apprentices in the workforce to 280. The procurement of training providers to a framework contract has been completed enabling training and assessment support to a very wide range of job roles. Joint working between HR and Employment and Skills will ensure effective programme management to meet Council workforce development needs, public sector targets and promote the opportunities apprenticeship opportunities to new entrants and existing staff.
- 3.6 Backing Innovators and Entrepreneurs** - this workstream is focused on building a more productive economy based on commercialising knowledge and innovation, creating new firms and scaling up small businesses, and retaining more graduate talent in Leeds.
- 3.6.1 A Key Account Manager was appointed in October 2016 to establish and develop relationships with businesses that have a strategic significance to the local economy. To date 26 key account relationships have been established with key businesses in the city. Through these relationships the Council has supported a number of businesses to invest in Leeds, there by safeguarding employment & creating new job opportunities. Key accounts are also starting to provide valuable intelligence on the current labour market and challenges currently faced by businesses in an uncertain economic climate.
- 3.6.2 Work is being undertaken with the Universities and business to support the retention of graduate talent in Leeds by establishing a new compelling city narrative that communicates to and changes perceptions about the wider range of career and progression opportunities available in the city across all sectors. Action taken in response to employer demand has focused on the Digital sector initially to facilitate the development of the Digital Skills Action Plan; the proposals for a Digital and Creative University Technical College; a bid to the HEFCE Degree Apprenticeships Development Fund to create new degree level apprenticeships; and graduate job fairs held in the city to help to retain key graduate talent.
- 3.6.3 Leeds is an entrepreneurial city and it is important we continue to support the creation of new businesses and the growth of small businesses which make up 99% of the existing business stock. The digital and technology sectors provide a current focus for this work, with projects such as the £3.7m Tech Hub, the new University of Leeds Innovation and Enterprise Centre and the proposed Innovation District all aiming to



strengthen links between new and growing businesses and our universities and their research strengths.

3.6.4 The Council is playing a key role in the City Region by developing and leading a number of City Region partnerships, such as Ad:Venture - a £12m business support programme aimed at new/young businesses and Digital Enterprise – a £8.4m programme which helps existing businesses to utilise digital technology to facilitate business growth. The Council has delivered the highly successful Business Growth Programme (BGP) on behalf of the City Region. BGP provides capital grants to encourage & support business investment in key sectors which creates new jobs. In the last two years the Council (in partnership with the City Region) has supported over 400 businesses from across the City Region with investment projects worth in excess of £100m which to date have created over 1,100 new jobs. The cost per new job created is currently running at under £10,000 and approximately one third the cost of similar national initiatives.

3.6.5 The Council is playing an active role in supporting the City Region Business Growth Service (BGS) and in its first full year (2016/17) BGS helped over 300 businesses to start up and grow in the city.

## **4 Corporate considerations**

### **4.1 Consultation and engagement**

4.1.1 The research partnership programmes and events involved a wide a range of stakeholders and the steering group included representation from across the Council from Leeds City Region Enterprise Partnership, the Chamber of Commerce, and Leeds Community Foundation representing the third sector.

4.1.2 An elected member Programme Board chaired by the Executive Member with responsibility for Employment, Skills and Opportunity has been established to provide strategic oversight of the breakthrough project and monitor and review implementation. Six meetings have been held to date with cross service and partnership collaboration developed to support implementation.

4.1.3 Key stakeholders in both the research and action planning phases have been identified and engaged through existing and aligned work-streams. These will be reviewed and updated as proposals are progressed to implementation.

### **4.2 Equality and diversity / cohesion and integration**

4.2.1 The programme seeks to have a positive impact on equality and diversity by improving access to work for those furthest away from the labour market; tackling low pay and progression for those in work; equipping the next generation with the knowledge and skills to access work; and supporting business productivity and growth to create more and better quality jobs.

4.2.2 An Equality, Diversity and Cohesion and Integration screening was undertaken in October 2015 to assess the impact of the proposed programme. The work streams and projects detailed in the report have been subject to screening to assess their impact and identify any actions required. Given that this is simply an update report, such Equality Impact Assessments are not appended to this report.

### **4.3 Council policies and best council plan**

- 4.3.1 The vision of the Best Council Plan 2015-2020 is for Leeds to be a compassionate and caring city that helps all its residents benefit from the effects of the city's economic growth. This report sets out how the outcomes of the research partnership and the delivery of the More Jobs, Better Jobs breakthrough project is contributing to this goal, and in particular the Best Council Plan outcome for everyone in Leeds to earn enough to support themselves and their families and the Best Council Plan priorities around providing skills programmes and employment support and supporting economic growth and access to economic opportunities.

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

- 4.4.1 Integrating our approach to promoting economic growth and tackling poverty by enhancing the ability of all our people to contribute to the economy to their full potential, we aim to boost economic productivity and the competitiveness of Leeds and seek to reduce the costs of poverty to the economy and the taxpayer.
- 4.4.2 Developed in January 2016, the programme builds on existing work, the realignment of activity and new work to meet emerging issues and challenges. It follows that some elements of the programme are well defined and some have yet to be developed. Programme costs are largely revenue based and existing and new resources to meet these include external funding accessed by the Council or by partner organisations, in particular the European Structural Investment Fund (ESIF). The Council is an active partner in a number of ESIF Business Support and Employment & Skills projects locally and regionally with a total value of £50.5m over 3 years (2016-19). New calls for bids over the remainder of the programme will be followed up where they meet programme aims.
- 4.4.3 Additional funding may be required to deliver some aspects of the programme but any additional funding requirements will be subject to the development of robust business cases and approval in accordance with the council's decision making processes.

### **4.5 Legal Implications, access to information and call In**

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

### **4.6 Risk management**

- 4.6.1 The programme is led by the Council and it will directly deliver key elements but it also seeks to influence and enable action by others. The failure of partners to agree to support action is a risk to programme delivery. The research and evidence base developed by the More Jobs, Better Jobs Partnership provides an effective business case to command support and commitment to action and to ensure that the key risks that could impact upon the programme priorities are appropriately identified, assessed and managed.
- 4.6.2 A number of the work streams are supported by the European Structural and Investment Funds (ESIF) Programme. This is a seven year funding programme that supports a range of economic development, skills, environmental improvement and social inclusion activities. ESIF programme risks include procurement, recruitment of staff, eligibility and the potential for claw-back. Measures have been put in place to reduce and mitigate these risks.

## **5. Conclusions**

- 5.1 The More Jobs, Better Jobs research programme has been influential in shaping new narratives; challenging existing approaches; and review best practice and learning from elsewhere to integrate growth and poverty strategies. The breakthrough project created the opportunity to apply this learning in Leeds and the wider city region and put this into practice and deliver practical programmes that will result in measurable improvements in outcomes for citizens.
- 5.2 Governance arrangements have been put in place with identified baselines, targets and deliverable outcomes identified. Good progress has been made over the last 12 months to further embed the strategic framework and establish the delivery programme by realigning activity and bidding for and securing external funding through partnership working, the impact of which is now starting to feed through into activities on the ground.

## **6. Recommendations**

- 6.1 Executive Board is asked to comment on and note progress to date in taking forward the More Jobs, Better Jobs Breakthrough Project.

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

- 7.1 There are no background documents.

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

## More Jobs, Better Jobs - Baselines and success measures

Key work streams	Outcomes	Success measures	Baseline	Progress to date
<p><b>Tackling low pay</b> – developing a city wide approach to tackling low pay through championing the Living Wage, and supporting people to progress into better jobs</p> <p><b>Regenerating Places</b> – a new approach to regeneration based on improving the prospects for people in our most deprived neighbourhoods.</p> <p><b>A Life Ready for Learning</b> – putting children at the heart of the growth strategy and preparing them for the world of work by strengthening careers advice; building links with employers to enhance young people’s knowledge and workplace skills; and promoting apprenticeship entry and progression</p> <p><b>Backing Innovators and Entrepreneurs</b> – building a more productive economy based on commercialising knowledge and innovation, creating new firms and scaling up small businesses, and retaining more graduate talent in Leeds</p>	<p>Everyone in Leeds earns enough to support themselves and their families</p>	<p>Increased wage levels</p>	<p>Weekly earnings in 2015 for the bottom 10% of working Leeds residents (full and part-time) £133</p>	<p>Weekly earnings in 2016 for the bottom 10% of working Leeds residents (full and part-time) £144 (8% increase)</p>
		<p>Reduction in the number of in-work welfare claimants</p>	<p>38,900 in-work claimants (Working Tax Credits and Child Tax Credits) (May 2015)</p>	<p>38,600 in-work claimants (Working Tax Credits and Child Tax Credits) (0.8% decrease)</p>
	<p>Reduced poverty as a result of good growth</p>	<p>Reduction in the number of out-of-work welfare claimants</p>	<p>54,860 out-of-work welfare claimants (May '15)</p>	<p>51,705 May 2016 (5.75% decrease) and 47,510 in Nov 2016 (13.4% decrease)</p>
	<p>Children do well at all levels of learning and have the skills for life</p>	<p>Reduction in the number of young people identified as NEET</p> <p>Reduction in skills gaps and shortages in targeted sectors</p>	<p>1,620 May 2015</p> <p>31% of employers report vacancies that are hard to fill due to a lack of skilled people (2015)</p>	<p>1,387 May 2016 (14% decrease) 765 May 2017 (53% decrease)</p> <p>Research for the survey is being carried out for DfE between April and September 2017</p>
	<p>A thriving economy, with more and better jobs</p>	<p>Enhanced growth rates for new/young businesses</p> <p>Increased productivity</p>	<p>94.4 business starts per 10,000 working age population (May 15-Apr 16).</p> <p>GVA per job in Leeds £45,774 in 2014</p>	<p>92.19 business per 10,000 WAP (May 16 to Apr 17) (2.21% decrease)</p> <p>£46,203 in 2015. (0.9% increase) and £48,546.24 (6% increase)</p>