

# **Draft Scrutiny Inquiry Final report Maximising Powers to Promote, Influence and Create Local Employment and Skills Opportunities**

**19<sup>th</sup> April 2012**



# Introduction and Scope

## Introduction

1. The vision for Leeds is to be the best city in the UK with one of the top priorities being the creation of new job opportunities, supported by a skilled workforce to meet the needs of the local economy. Leeds has started to recover from the recession and over the next four years the aim for the city is to increase the number of new jobs, improve skills and increase the number of employers offering apprenticeships.<sup>1</sup>
2. At its meeting on 16<sup>th</sup> June 2011, the Board discussed the employment and training opportunities the many developments taking place in the City could provide for the people of Leeds.
3. We were advised that in 2008 the All Party Urban Development Group (a cross party parliamentary body of MPs and Peers) published its report, *Building Local Jobs ensuring local communities gain employment from regeneration*. This report concluded that there were five factors that can help link regeneration to employment opportunities for local people:
  - using section 106 planning agreements to secure commitment to local employment objectives;
  - building partnerships between local authorities, employment agencies, further education and employers at the pre-development stage;
  - forecasting all possible employment opportunities during planning, construction and post-development phases;
  - using targeted employment strategies to link training to employer demand; and
  - ensuring that regeneration leaves a positive employment legacy by creating long term opportunities, jobs with career prospects, and ongoing support for employees.
4. Despite the economic downturn the city remains a major centre for development with £4.3 billion worth of major development schemes completed in the last decade. Significant projects such as Trinity Leeds, Hammerson's Eastgate Quarter and the Leeds Arena will provide major opportunities for employment.
5. We recognise that there are opportunities to drive investment in employment and skills through the Council's relationship with developers, investors and deliverers of Council contracts. We are also aware that the Council currently secures employment and skills obligations through procurement and planning functions. We were advised that this approach could be significantly improved to create further mutually beneficial opportunities, whilst creating clarity about our approach and our expectations.
6. The Board resolved to undertake an inquiry into how the City Council, either as a developer, enabler or purchaser could promote, influence and create local employment and promote training opportunities. The Board's aim was to have a positive influence whilst having a regard to the policy and legislative frameworks governing procurement and planning, the need to achieve value for money and continued investment in Leeds. We also wanted to explore how

<sup>1</sup> Source: State of the City, Our vision to be the best city in the UK, Leeds 2011.



# Introduction and Scope

the obstacles linking local people to jobs, such as the cost of training and procurement law and practice, could be removed.

7. Terms of reference for this inquiry were agreed at our Board meeting on the 22 September 2011 when it was emphasised to us by officers that employment, skills and linking local people to local jobs were critical issues for Leeds. It was reported that planning permissions for developments already emphasised employment and skills obligations but it was recognised that this practice may not be systematically applied.
8. We are very grateful to everyone who gave their time to participate in this inquiry and for their commitment in helping us to understand, review and monitor this area.

could positively encourage local employment opportunities

- The use of the City Council's own assets in securing employment opportunities
- Understanding the legal constraints
- How we ensure that regeneration leaves a positive employment legacy by creating long term opportunities and jobs with career prospects.
- Monitoring obligations

- 10 Recognising the range of stakeholders involved and responsible for the delivery and success of employment and skills opportunities, we received a range of evidence both written and verbal from the following:

- Officers from City Development, Environment and Neighbourhoods and Resources Directorate
- Developers
- Contractors

## Scope of the Inquiry

- 9 The board conducted the inquiry over 3 sessions, during October 2011, January 2012 and February 2012 and focused on the following:
  - Understanding what we currently do
  - Understanding the variety of tools available to encourage employment and skills opportunities and the need for matching the appropriate tools to the appropriate situation.
  - The use of section 106 planning agreements. How we identify and maximise employment and skills opportunities, the role of different City Council Directorates, and employers.
  - Exploring how the City Council's Procurement policies and practices

- 11 We considered that the main contributor to this inquiry would be the Council's Employment and Skills Service and the Employment Leeds (EL) team in particular which provides a range of support for any employer or developer in Leeds to create jobs or up-skill their staff. The team already has links and works with planning and commissioning officers within Leeds City Council.

- 12 In order to promote our level of understanding we requested an overview on Leeds City Council's vision to create jobs and enhance skills. Also how the council and its partners deliver a wide range of programmes and services to support people into work and raise the city's skills levels. This was provided at the initial stages of the inquiry.



# Introduction and Scope

## Anticipated Service Impact

- 13 Our recommendations require a number of measures which seek to improve services within the Council and for our partners and stakeholders. Such measures will require resources the cost of which are to be met by existing budgets.
- 14 We support the production of a policy framework and charter which clearly set out the rationale and economic business case for seeking employment and skills benefits to a wider audience.
- 15 We believe better communication and partnership working between EL, Planning and Procurement Services could be implemented to deliver a seamless and efficient function.
- 16 We consider more effective operational procedures must evolve in order to provide consistency in approach and empower officers with the knowledge which will enable them to identify employment and skills opportunities at an early stage.
- 17 Robust S106 obligation and contract monitoring measures are necessary in order to assess the success of a policy framework and charter and to ensure the effective delivery of all the opportunities agreed. Where employment and skills opportunities are not being delivered early intervention is necessary to resolve this.



# Conclusions and Recommendations

## Introduction

18 There are a number of organisations that are familiar with employment and skills agreements as part of the planning process or within the terms of a contract. Larger companies particularly have well developed corporate social responsibility strategies. Such agreements are already utilised by Leeds City Council. However we were advised that there are many diverse strands of practice throughout Leeds City Council. We recognise the importance of consistency for the Council and our stakeholders to ensure robust planning obligations and contractual requirements are negotiated which can then be monitored to ensure an overall positive outcome.

19 The Board is keen to promote economic recovery for the City and is sensitive to the fact that there is an element of financial risk when imposing obligations on individual developers or contractors. We believe however that employment creates a wider economic benefit to the city and the national economy. Obligations are opportunities to create employment and should not be so arduous or restrictive that they become deterrents to future investment.

20 Throughout this inquiry we have considered when obligations and requirements should be imposed and received consultation feedback from some organisations who would be affected. There is a lack of a consistent approach in recognising employment and skills opportunities, creating uncertainty for Developers and Contractors. We were advised that a policy framework and charter would clearly set out the rationale and

economic business case for seeking employment, skills and supply chain benefits to a wider audience. It would demonstrate the Council's commitment to support local economic growth by supporting increased opportunities for local businesses and increased access to local skills and employment opportunities.

**Recommendation 1 – The Director of Environment and Neighbourhoods, works in collaboration with the Directors of Resources and City Development to produce and implement a Policy Framework and Charter for Employment and Skills opportunities. To be presented to the Executive Board no later than September 2012**

21 Supporting this, we consider it would be good practice to provide written guidance to planning applicants and those tendering for Council contracts setting out the Council's aims and objectives and how to comply with the policy. Guidance should define process and examples of good practice. We were advised that guidance could also include information on the support available through EL, which we fully support.

**Recommendation 2 – The Director of Environment and Neighbourhoods, works in collaboration with the Directors of Resources and City Development to produce supporting policy guidance by September 2012 setting out compliance information for planning applicants and those entering the contracting process.**





# Conclusions and Recommendations

## Planning Powers – S106

22 Since the economic downturn development activity across the city has reduced. However there were 246 major planning applications in 2010/11<sup>2</sup> and currently significant development schemes are under construction or planned for the very near future.

23 We were advised that activity to secure employment and skills obligations must comply with and not contravene guidance issued by the Secretary of State on the use of planning obligations. Planning obligations can require specific operations or activities to be carried out pursuant to Section 106 of the 1990 Town and Country Planning Act (as amended) and the Planning & Compulsory Purchase Act 2004 and are often private agreements negotiated between the local planning authority and persons with an interest in the land for which planning is sought.

24 New development often creates a need for additional infrastructure or improved community services and facilities, without which there could be a detrimental effect on local amenity and the quality of the environment. Planning obligations are the mechanism used to secure these measures and are intended to make acceptable, development which would otherwise be unacceptable in planning terms.

25 There are no specific rules about the size and type of development that should attract planning obligations, however, under the provisions of the

Planning & Compulsory Purchase Act 2004, (outlined in more detail in Circular 05/2005), Local Planning Authorities can only secure planning obligations where it can be demonstrated that the obligations are:

- § Necessary (to make a proposal acceptable in planning terms)
- § Relevant to planning
- § Directly related to the proposed development
- § Fairly and reasonably related in scale and kind to the proposed development
- § Reasonable in all other respects

26 The Community Infrastructure Levy (CIL) came into force on the 6<sup>th</sup> of April 2010 which allows Planning Authorities to raise funds from Developers undertaking new building projects in their area, to be used towards the provision of infrastructure. The CIL levy is not intended to relate to the provision of employment and training opportunities which will be considered through the use of S106 obligations and should complement CIL.

27 We were advised that larger developments would have greater potential to provide a significant impact in terms of employment and skills opportunities, both during construction and when in use. We have explored the risk of the negative economic impact obligations could present to small or medium size developers and therefore agreed that minimum thresholds, as presented during the inquiry by officers, should be imposed to target larger developments.

<sup>2</sup> Source: State of the City, Our vision to be the best city in the UK, Leeds 2011.



# Conclusions and Recommendations

**Recommendation 3 – That the Director of City Development sets the following threshold to trigger S106 Employment and Skills obligations - Retail Developments of over 2000m<sup>2</sup>, Residential developments of over 100 units, all developments over 10,000m<sup>2</sup>**

## Procurement Powers

- 28 Leeds City Council spends a significant amount, in excess of £700 million (2010/11) on buying works, goods services and is currently in contract with 1,400 different suppliers. By using our purchasing power more creatively we feel that better opportunities can be created to enhance jobs and skills outcomes for local people.
- 29 We were informed that there are opportunities to embed employment and skills requirements at a number of stages in the procurement process in a number of ways. These include the use of specific clauses leading to a contractually agreed set of outputs and outcomes to secure commitments over a period of time. We appreciate however that a lack of clarity and concerns about employment and skills clauses may have led to officers deciding not to include initiatives as part of the tender process.
- 30 In addition, all public procurement is required to achieve value for money and is subject to UK regulations, EU Public Procurement Directives, and the overriding principles of the EC Treaty. The EU procurement rules aim to ensure a level playing field for suppliers from the UK and other member states.
- 31 It was clarified that it *is* permissible to address requirements for employment and skills in public procurement processes, so long as these requirements are relevant to the contract, proportionate, do not compromise value for money, and do not unfairly discriminate against prospective contractors. We were provided with examples of how requirements have been included in contracts such as the Leeds Arena development and PFI Housing Programme. We therefore feel that this is an opportunity that should be fully explored and pursued paying due regard to the EU and UK legal and policy frameworks.
- 32 It was highlighted to us that employment and skills benefits could come at cost to the authority within the contract. We were also advised however that the costs could also be met through other local support initiatives or external funding from central government.
- 33 We sought assurances that resources would be available to support the sustainability of this initiative. We were advised that the Director of Resources had considered the financial implications and risk to the authority of formalising employment and skills requirements. The response was that the initiative does not raise any significant concern at this stage and that he was supportive of the plan. We also concluded that the overall economic benefit to the city would outweigh the additional cost to the council.
- 34 It was recommended to us by officers that employment and skills opportunities should be assessed for every contract valued at or in excess of £100,000. The



# Conclusions and Recommendations

relevant decision for requirements being made on a case by case basis, which are then included in tender documents.

- 35 We were advised that a number of procurement regulations become effective at this threshold and that contracts at this level would require the direct engagement of procurement unit staff. We agreed that this seems to be a logical threshold. However we feel that further work should be done to identify those contractors who hold multiple contracts where the total value exceeds £100,000.

**Recommendation 4 – That the Director of Resources sets the following threshold to trigger the assessment of Employment and Skills requirements within a procurement process - Contracts which are valued at £100k and above.**

## Consultation and Engagement

- 36 Reflecting on our concerns expressed earlier in this report, regarding the economic impact a formalised policy may have, we felt it important that overall objectives are supported by Developers and Contractors. We were reassured that consultation had been undertaken with the Developers Forum with regard to S106 obligations on the 24<sup>th</sup> of January 2012 who broadly welcomed the general approach. Additional consultation had also been undertaken with the Joint Member and Officer Working Group which mainly comprises of the Plans Panel chairs and Leeds City Council Officers.
- 37 We were advised that procurement officers have undertaken two forms of consultation in parallel to identify how the requirement to provide employment and training opportunities in council contracts would work in practice and to identify any possible implications and challenges.
- 38 On line surveys were issued to 1257 contracted supplies with 351 accessing the survey. Not all contractors answered every question. Face to face interviews were also conducted with a sample of the top suppliers with whom the council has the greatest financial expenditure. . We were advised that overall contractors were positive and very open to including provisions within contracts.
- 39 Feedback highlighted that Contractors would like to see obligations defined very clearly in specifications. The top three types of opportunities that contractors felt they could provide are work experience placements, short courses and apprenticeships.
- 40 Most firms (57% of respondents) currently provide some type of training or employment opportunities with 42% delivering these to Leeds City Council. 80% would be willing to consider delivering or developing employment and training opportunities through contracts in the future.
- 41 Areas of concern were that it might be bureaucratic expensive and time consuming. The current economic climate presents challenges and the impact that employment and skills requirements could have on small businesses may be onerous.





# Conclusions and Recommendations

42 We were advised that further consultation would take place with stakeholders on an annual basis to establish if the implementation of a policy framework is achieving planned outcomes. We feel that such reviews are important, particularly during periods of economic change. We were pleased to note that the policy framework would be adapted to ensure the continued security of employment and skills benefits whilst reflecting stakeholder feedback and economic challenges.

**Recommendation 5 – The Director of Environment and Neighbourhoods, works in collaboration with the Directors of Resources and City Development to undertake annual consultation with Stakeholders to be reported back to the Scrutiny Board in July 2013**

43 The Board welcomed evidence from two external organisations. Tesco Stores PLC and Leeds Housing Concern (LHC). Debra Hyams from Tesco PLC advised us that Tesco would welcome flexible employment and skills S106 obligations as a motivational target for the company.

44 On a cautionary note we were advised that no two developments are the same, plans can change to meet economic and environmental factors and therefore some degree of flexibility on obligations would be appreciated.

45 It was also clarified that Tesco have relied heavily on working with EL to identify skills, needs or requirements in particular localities where stores are being built, as this information is not known. This evidence underlined to us

the importance of the early involvement of EL in the planning process and the importance of information sharing as plans change and develop to ensure obligations are realistic and achievable.

46 With regard to employment practice Tesco has a positive track record in helping those who are long term unemployed or not in employment, education or training (NEET) into the workplace. We were further advised that Tesco recognises the value of employing local people, who will be able to travel easily to work and have a connection to their community.

47 Janet Spencer from Leeds Housing Concern gave evidence as a representative of a charity providing housing and assistance to the most vulnerable groups and from whom Leeds City Council commissions services. LHC had participated in the consultation undertaken by procurement services.

48 We were provided with an overview of the work LHC does with young adults who are NEET or the long term unemployed and who have challenging personal problems. We were advised that the suggested approach would lend weight to formalising the informal arrangements currently in place to provide assistance to their client group.

49 A more formalised arrangement would also provide leverage to secure assistance from other groups. Overall the initiative is welcomed, as long as the requirements were not too punitive.



# Conclusions and Recommendations

## Collaborative Working

- 50 We heard how the relationships with EL and its colleagues in the Procurement and Planning services could be strengthened to ensure that every employment and skills opportunity is identified and understood. We felt that there are currently no definable triggers, other than those defined earlier in this report, at which point EL would be involved. We found that greater consistency is required by those officers involved in planning and procurement activities to ensure effective communication with EL and its early involvement where defined thresholds are identified.
- 51 Evidence presented by Tesco underlined that projects do change and evolve and therefore close links with EL for each identified project should be maintained to ensure employment and skills objectives and requirements remain realistic and achievable.
- 52 In addition we were advised that promoting the joint benefits of obligations and requirements, a responsibility that could be undertaken by EL, is more likely to be effective with Developers and Contractors if it is raised at an early stage.

**Recommendation 6 – That the Directors of City Development and Resources conduct a review of operational procedures in Planning and Procurement Services to ensure that there is a process flow which demonstrates that Employment Leeds has been alerted to each and every opportunity that meets the defined criteria at the earliest possible stage, including planning pre-application meetings.**

- 53 We have been advised that there are pockets of good practice within the council and this should be adopted by planning and commissioning officers. We feel it is important that staff have the knowledge base and skills to recognise opportunities take the appropriate action.
- 54 It was suggested that a toolkit be developed to aid commissioning managers which would support consistent implementation. This could include model documents, template employment, skills, work flow and process maps to support decision making, clarify roles and responsibilities and signposting for advice and support. Documentation could be made available on line to supplement training and awareness sessions. Similarly we feel a guidance documents for planning officers would create a consistent approach to the implementation of S106 employment and skills obligations.

**Recommendation 7 – That the Directors of City Development and Resources works in collaboration with the Director of Environment and Neighbourhoods to produce a toolkit by September 2012 as an aid to officers which will promote consistency in operational procedures and practice.**

- 55 We were advised that there is scope for duplication of effort for certain projects, for example where the Council is procuring a new building. This would involve both planning and procurement services and it is therefore important that there are clear and defined responsibilities during such projects and that both services are working



# Conclusions and Recommendations

collaboratively to provide a seamless approach in order to secure employment and skills agreements.

## Generating and Fulfilling Opportunities

56 We were advised that EL is working with a number of organisations to customise training to meet its needs. The team supports local unemployed people through training courses to get them 'job ready' so that when jobs are announced they are well placed to secure those jobs. EL work with local partners, Jobcentre Plus, Leeds City College, Leeds College of Building and others to bring existing resources together and align them to meet employer needs.

57 It was made clear to us that the provision of trained individuals in the market is an attractive prospect for potential businesses who may want to operate within Leeds. It is therefore in the Developers interest to work with the Council to ensure that there is a process in place to generate a trained professional workforce as this will enable them to market their sites much more effectively.

58 We were interested to identify how employment and skills opportunities were secured for people within a locality. We were advised that within S106 agreements it is possible to specify the geographical area from which a development should seek to recruit. We were presented with an Employment and Skills Model Clauses document for inclusion in a S106 agreement that requests that reasonable endeavours to employ local contractors, sub contractors and local

people in construction works should be made. In addition it requests that reasonable endeavours are made to work with EL to identify the number and types of employment and training opportunities that can be accessed by local people with regard to the occupiers of the development. Local referencing cannot be as easily defined within contracts as non-local bidders cannot be disadvantaged.

59 We were concerned that retaining opportunities for local people could be a challenge. We were advised that it is not unreasonable to expect companies to draw from within its own organisation when establishing a new venture. EL however have had success in negotiating entry level jobs, working with communities, young people and long term unemployed to get them 'job ready' so they have to skills to secure employment. We support the focus of EL in securing entry level employment to provide realistic opportunities and stimulate the job market locally.

60 EL supports the developer and employers to construct an employment and skills plan which quantifies the number and type of employment and training opportunities that can be accessed by local people. The plan also identifies the support to be provided by local agencies through public funds to enable this. Employment and skills plans are triggered by schemes with potential to provide a significant impact, such as those defined in recommendation 3.

61 Where planning applications are being submitted to Plans Panel that meet criteria (defined in recommendation 3), employment and skills plans should also



# Conclusions and Recommendations

be presented. We also feel that it would be beneficial for each employment and skills plan to identify where obligations have been imposed on the applicant in the past. Where obligations have not been fulfilled the Plans Panels should be advised of the reasons why.

**Recommendation 8 – That the Director of City Development ensures that employment and skills plans are provided for planning applications meeting defined criteria, which are due to be considered by Plans Panels. Such plans must provide a summary of obligations imposed in the past which have not been fulfilled.**

62 We were advised that in August 2011, there are 64,650 benefit claimants of working age in Leeds including 23,980 who are actively seeking work of which 7,194 were aged between 18-24 years.

63 We were provided with an example of an Employment and Skills package where targets are being negotiated for 60 apprenticeships, 22 college site visits, 42 work experience placements (16 – 17 years) and 96 work experience opportunities at entry level 1 for 18 year olds plus. We were pleased that specific opportunities for young people had been incorporated but felt that additional criteria for the long term unemployed or young people who are NEET could have been explored.

64 We consider that a targeted approach is preferable to engage those seeking skills training and paid work. Planning obligations and contract requirements should include minimum levels for young people who are NEET and young

people already engaged in employability and skills programmes.

65 It was explained to us that, to some extent, EL have to work to meet the requirements of Developers. The job requirements or employment profile are defined with the Developer and a decision is made about the appropriate level of job and skill type. Where opportunities are appropriate to those who are NEET then they would be prioritised. We still however conclude that this requirement should be specified within the agreed targets.

**Recommendation 9 – That the Director for Environment and Neighbourhoods ensures that Employment and Skills packages specify minimum target levels for young people who are NEET and the long term unemployed.**

## Monitoring

66 We believe that a policy framework and charter can only be effective if the delivery of opportunities are being adequately monitored. More importantly the success of initiatives cannot be adequately measured unless consistent monitoring is in place and managed effectively. On seeking clarity about the processes currently in place we were advised that obligations are not monitored sufficiently within planning and there is a requirement to improve.

67 We identified that S106 obligations need to be more robustly pursued as there appears to be no redress if a developer did not fulfil their agreement. We were advised that every employment and skills plan attached to a planning application contains clear targets





# Conclusions and Recommendations

however it was acknowledged that measures to deal with failure to meet obligations were still required.

68 We were reassured, in part, when we were advised that meetings are conducted with some developers to identify when vacancies are occurring, who has been recruited and from which locality. Help and support is offered by EL throughout this process to maintain productive relationships to fulfil requirements and ensure that benefits go to local communities.

69 Procurement requirements are contractually binding and we were advised performance targets and associated remedies for non-compliance would be determined prior to contract signature and included in contract documents. Smaller value contracts are generally managed by the individual directorates and larger value contracts are managed by the Procurement Unit. Therefore we feel ensure compliance, vigilant contract monitoring would be required.

**Recommendation 10 – That the Directors of City Development and Resources works in collaboration with the Director of Environment and Neighbourhoods to ensure robust monitoring procedures are in place for planning obligations and contracts. Where requirements are not being met early intervention is taken to rectify this.**

70 We were also advised that there could be potential to explore a bond arrangement where a financial bond is imposed on the Contractor and if they don't deliver their employment and skills

requirements, this bond is forfeited. We were keen that this potential opportunity be explored further.

**Recommendation 11 – That the Director of Resources investigates the potential to implement a financial bond system with further information regarding its viability being presented to the Scrutiny Board when the Director provides his formal response to recommendations.**

71 Our predominant focus was on the monitoring of Developers and Contractors, however our own internal operational monitoring systems will need to be put in place to ensure council wide consistent implementation of the policy framework and toolkit. Processes must include the early involvement of EL.

**Recommendation 12 – The Director of Environment and Neighbourhoods, works in collaboration with the Directors of Resources and City Development to present a progress report to the Scrutiny Board in January 2013 on the delivery of opportunities in accordance with an agreed policy, an officer toolkit (with associated training) and robust operational monitoring systems.**





### **Monitoring arrangements**

Standard arrangements for monitoring the outcome of the Board's recommendations will apply.

The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.

Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

### **Reports and Publications Submitted**

- Leeds 2030, Our vision to be the best city in the UK, Vision for Leeds 2011 -2030
- Leeds 2015, Our vision to be the best city in the UK, City Priority Plan 2011 – 2015
- State of the City, Our vision to be the best city in the UK, Leeds 2011
- Delivering community benefits through the Council's procurement and planning functions , Report of the Director of Environment and Neighbourhoods – 20 October 2011
- Delivering employment and training opportunities through the Council's planning functions, Report of the Director of City Development and the Director of Environment and Neighbourhoods – 26 January 2012
- Inquiry into how developments in Leeds are bringing skills, training and jobs to local people, Report of Chief Procurement Officer – 26 January 2012
- Delivering employment and training opportunities through the Council's procurement and planning functions, Report of the Director of Environment and Neighbourhoods – 23 February 2012

### **Witnesses Heard**

Phil Crabtree – Chief Planning Officer, City Development Department

Debra Hyams - Tesco Stores PLC

David Outram – Chief Officer, PPPU and Procurement Unit, Resources Directorate

Martin Sellens – Head of Planning Services, City Development Department

Janet Spencer - Leeds Housing Concern

Paul Stephens, Chief Economic Development Officer, City Development Department

Philippa Toner – Senior Executive Manager Projects, PPPU, Resources Directorate

Sue Wynne – Chief Officer, Employment & Skills, Environment and Neighbourhoods Department



### **Dates of Scrutiny**

**Inquiry Session 1 – 20 October 2011**  
**Inquiry Session 2 – 26 January 2012**  
**Inquiry Session 3 – 23 February 2012**

DRAFT

**Scrutiny Board (Sustainable Economy and Culture)**  
**Maximising Powers to Promote, Influence and Create Local Employment and Skills Opportunities**  
**19<sup>th</sup> April 2012**

**Report author: Sandra Newbould**