

**LEEDS  
INCLUSIVE  
GROWTH  
STRATEGY**

# ONE YEAR ON

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# 1. FOREWORD

The past year has been full of positives for Leeds. We have had some great successes, including being selected as the home of the new national headquarters for Channel 4, being the only city with an Outstanding Ofsted rating for Children's Services, and the only UK city seeing a decline in childhood obesity, particularly in our least well off areas. These achievements are the result of deliberate local policies, and examples of real achievements in our determination to deliver Inclusive Growth.

We have had many successes, but there is still much more to do. Tackling inequality remains our top priority in Leeds and we are determined to do more to help our most disadvantaged neighbourhoods, from improving education for our young people right up to meeting the social care challenge of our ageing population.

Earlier in the year Leeds declared a Climate Emergency, and I am making this one of our priorities as a council. At the latest meeting of the Local Government Association I was proud to second a motion to adopt the UN Sustainable Development Goals and to support our declaration of a Climate Emergency, as councils come together to focus on this issue at the national stage. Local authorities can't do this on our own and we are dependent on national government making significant policy changes, however, we are committed to continue to do all we can at a local level. Our focus for Leeds is now centred on Three Pillars, delivering Inclusive Growth, improving the Health and Wellbeing of all our citizens, and tackling Climate Change.

Northern cities like Leeds have faced decades of chronic under investment as a disproportionate amount of funding has been directed to London and the South East. Rebalancing the national economy therefore remains a huge priority and we are working closely with our neighbouring towns and cities to make the case for change. Our cities and regions are drivers of growth, as well as hubs for international trade and centres of innovation and local people know what is best for their communities.

Our Leeds Inclusive Growth Strategy sets out our strong ambitions to ensure all our citizens are able to reach their full potential and benefit from the prosperity of a growing city. We are committed to working more closely with partners and I am grateful that more have pledged to support our strategy and the people of Leeds over the past year.



**Councillor Blake,**  
Leader, Leeds City Council

## 2. INTRODUCTION

Since the publication of the Leeds Inclusive Growth Strategy in June 2018 there has been a continued push throughout the city to create a strong economy set within a compassionate city.

The Strategy sets out clear policies for the city that aim to deliver Inclusive Growth. Rather than being a more conventional economic plan, our approach seeks to ensure that the benefits of prosperity and growth reach all our communities and citizens. This means tackling inequalities across the city, raising skill levels, creating more and better jobs, improving health and wellbeing, focussing on our communities, embracing the digital revolution, supporting innovators and entrepreneurs, and harnessing the economic benefits of all sectors.

This report does not revisit the aims of the Strategy, instead it will focus on examples of what has been achieved over the last 12 months against each of our Big Ideas. A series of projects are outlined that showcase the diverse work our communities are engaged with.

The report is not an exhaustive list of everything happening in the city, rather it is a selection of projects that highlight different parts of our

economy. Some are council driven, others are in partnership with stakeholders, and many are being delivered by external stakeholders and businesses.



# CASE STUDY

## GIRLTECHLCR 2019

#GIRLTECHLCR is an annual Leeds Digital Festival event from Ahead Partnership. This interactive 'tech for girls' event aims to better educate young women about career paths in digital.

This year it was hosted by thebigword and Leeds City Council for Year 9 pupils across five Leeds schools. It included 18 of the region's brightest tech employers and a guest panel of female role models.

Following the event there was a 44% uplift in the number of female students saying they would consider a career in digital/tech after taking part, and 100% said it increased their understanding of how to get into different careers.



### 3. LEEDS ECONOMY

A year is a short period of time when looking at the Leeds economy but the most recent data shows that the city is still experiencing growth and is the main driver of the Leeds City Region. We have key strengths in financial and business services, advanced manufacturing, health, and creative and digital industries. Leeds has a strong knowledge-rich employment base linked to the city's universities and teaching hospitals which are major innovation assets. Leeds also performs well in terms of business start-ups, with strong growth in digital and medical technologies, telecoms and creative industries. Strong private sector growth since 2010 has maintained the city's employment rate above average for the region.

Leeds continues to buck the trend in Foreign Direct Investment, this has been a real success story for the city in recent years. According to this year's EY Attractiveness Survey, while FDI projects in the UK's 11 Core Cities outside of London fell by 10% overall in 2018, Leeds had a strong year with 21 new projects, a rise of 11%. This makes Leeds the third best performing UK city outside of London, up from fifth in the previous year.

Development is also strong, with over 1000 more homes built in 2018 than 2017. There were 21 major commercial developments started in 2018, the highest numbers since before the crash in 2008. Leeds also saw the highest amount of health and

education space under construction and the second highest number of office development on record.

In the Strategy we published some independent economic forecasts outlining GVA growth (the measure of the value of goods and services produced in Leeds) and additional job creation. The economy is edging towards the high scenarios for both indicators demonstrating the fundamental strength of our broad based economy, our strong and dynamic workforce, and our innovative and resilient companies.

**450,000**

PEOPLE WORK IN LEEDS

**75%**

IN THE PRIVATE SECTOR

**77%**

OF WORKING AGE  
POPULATION IN WORK

EARNINGS IN LEEDS ARE

**ABOVE**

REGIONAL AVERAGE



Leeds has a relatively strong position on most health and social care indicators compared to other Core Cities, and there has been some notable improvements such as smoking reduction and people surviving longer with long term conditions. But there are still issues particularly the stalling of improvements in life expectancy for people living in our disadvantaged areas who continue to have poorer health outcomes and in some cases, in line with national trends, progress has slowed and the gaps have widened.

Educational attainment remains a challenge, Leeds underperforms against other core cities for Foundation and Key Stage 2, but performance improves for older children at KS4. Worryingly, the attainment gap between children who are on free school meals and those who are not widens throughout their education and the city's performance is generally below comparator areas.

As with the wider national picture, productivity remains a challenge in the city. A key area for concern is the 'hollowing-out' of skilled and semi-skilled occupations, traditionally in the manufacturing sector, but increasing across a wider range of sectors. Although Leeds produces lots of highly skilled jobs, recent employment and output growth has seen a rise in 'lower productivity' sectors such as consumer-services and this continues to impact on growth and productivity.

The next 12 months will see even more change to the city, as Brexit continues to create uncertainty in the economy. Whilst Foreign Investment is a real success story for the city, 40% came from Europe

last year, and looking at our exports, eight of the top ten of West Yorkshire's largest trade partners are in Europe. In terms of labour Leeds is not as reliant as other areas of the UK on overseas workers, but this labour still makes up 12% of our workforce and there is heavy reliance on overseas workers in certain sectors. The overall impact of Brexit very much depends on the government's future economic policy but we are working closely with partners across the region to plan responsibly to mitigate impacts and harness any opportunities.

**PLEDGEUPDATE:**

*Leeds city college*

*The College has doubled the amount of students they have supported to find apprenticeships.*

*The number of students offered traineeships has increased significantly.*

*As of May 2019, 229 students were matched to industry placements through the T-Level Capacity Fund, exceeding the target number of 208.*

*The College is developing 'I'M in GREEN' to support environmental sustainability and there has been cross college engagement in a range of activities around it.*

**172,000**

PEOPLE LIVE IN  
RELATIVE POVERTY

**20%**

OF CHILDREN LIVE IN  
POVERTY, COMPARED WITH

**17%**

NATIONALLY

IN-WORK POVERTY IS  
GROWING AT OVER

**70,000**

*There remains a disparity between funding nationally, for example in transport investment IPPR North figures show spending of £4,155 per capita planned for London, compared to just £1,600 in the North.*

## 4. TACKLING CLIMATE CHANGE

Climate Change provides one of the greatest challenges to humanity today, having detrimental impacts on both society and the environment internationally, nationally and locally. In March the Council declared a “Climate Emergency”. Bradford, Calderdale, Kirklees and others have also done so highlighting an increase in activity across the Leeds City Region and the rest of the country.

The independent Leeds Climate Commission has developed science-based carbon reduction targets that are based on Leeds’s per capita ‘share’ of the global carbon budget. These five yearly targets are accompanied by an emission reduction roadmap for Leeds that shows the extent of action that will need to be taken across all sectors.

Leeds has achieved a reduction of 43% in emissions from its 2005 baseline, largely as a result of decarbonisation of the electricity grid. The Leeds Climate Commission advised that to stay within our carbon budget we must achieve a further reduction of 27% by 2025 and an additional 15% by 2030, equating to an overall reduction of 85% from our 2005 baseline.

Although the threats are very real, a shift to a zero carbon economy provides real opportunities for new growing sectors and the chance to improve quality of life. It is estimated that Leeds could save £277m a year if it exploited cost-effective opportunities for energy efficiency and low carbon development. Some examples of recent progress include:

- Our district heating network is now piping cheap low carbon heat to Council homes, a waste product from the Recycling and Energy Recovery Facility: We have converted 1,440 flats from electric storage heaters to district heating, with connection of a further 543 flats that are on existing gas fired district heating systems.
- Over 92,000 street lamps are being upgraded to LED saving nearly 9000 tonnes of carbon each year
- Our council vehicles are switching to electricity and the Council now runs one of the largest low emission vehicle fleets in the country
- Our Warm for Wellbeing and Warmer Homes fund are saving people money on their bills and increasing fuel efficiency

But we are aiming to take this further, and Leeds is supporting Northern Gas Networks H21 project under which it would be one of the first cities in the UK to convert its gas grid to hydrogen as part of a transformation of the north’s energy system and what Northern Gas Networks state is “the world’s largest CO2 emission reduction project, preventing 12.5 million tonnes of CO2 being emitted into the atmosphere each year”.



*Plans for the second phase of the Flood Alleviation Scheme include the planting of up to two million trees along the river to reduce water run-off. That would mean an additional 2.5 trees for every man, woman and child in Leeds.*

**TACKLING CLIMATE CHANGE HAS ECONOMIC BENEFITS**

We forecast that Leeds could save £277m a year by 2030 by exploiting the following options across the city.

TRANSPORT COSTS IN THE CITY COULD BE REDUCED BY

**£150 MILLION**



HOUSEHOLD ENERGY BILLS ACROSS THE CITY COULD BE CUT BY

**£81 MILLION**



RUNNING COSTS FOR SCHOOLS, HOSPITALS, OFFICES ETC COULD BE CUT BY

**£31 MILLION**



BUSINESS OPERATING COSTS COULD BE REDUCED BY

**£14 MILLION**



**PLEDGE:**

**First Bus**

*We pledge to ensure new vehicles are fitted with the latest low emission engines to reduce harmful emissions and thereby improving air quality whilst working with partners to encourage modal shift from cars to public transport, cycling and walking*



1



### BEST CITY FOR HEALTH AND WELLBEING

- Working in partnership to improve the health of the poorest the fastest
- Building on our strength as a leader of health innovation by further developing our workforce and attracting new skilled jobs in growing sectors such as digital and medtech
- Supporting healthy, active lifestyles to enable people of all ages to fully realise their social, educational and economic potential
- Working with schools, colleges and universities to open up opportunities for our residents to develop their skills and promote social mobility
- Enabling more people to manage their health in the community and workplace, working with people to promote prevention and self-management

### Health and Wellbeing Strategy

In Leeds, our Health and Wellbeing Strategy is having a big impact on people’s physical and mental health. Leeds is a pioneer of health and care integration, putting the person at the heart of the system. We are increasingly known for building on the assets and strengths of people and communities and shifting resources to support healthy and active lives for people of all ages. These two approaches are working together as we develop a new model of integrated care tailored to the needs of our neighbourhoods: Local Care Partnerships.

### Falling Childhood Obesity

Our approach of linking health and activity is paying dividends. We are the only large city in the UK, and one of a few in Europe, that is reducing childhood obesity rates through interventions such as Henry (Health, Exercise, Nutrition for the Really Young). This programme equips parents with the skills, knowledge and confidence to provide a healthy and active family environment. The programme mainly works with families of children aged between 0 -5, recognising that getting the best start in life is a great way to prevent

obesity as children get older. The results are clear, there has been a 6.4% fall in obesity rates in 4-5 year olds in recent years, with the biggest falls recorded in some of the most deprived neighbourhoods, where rates fell nearly 9%.

### Leeds Care Record

The ground-breaking Leeds Care Record allows us to join up our data connecting 2 million patient records. We are now using our learning to work with colleagues across Yorkshire and Humber to develop a regional shared care record. We are working with digital health organisations such as mHabitat, Samsung, and NHS Digital to develop our 100% digital approach and design solutions which empower people to take control of their own health, including apps to enable people to manage their own conditions such as diabetes.

### Leeds Health and Care Academy

The Leeds Health and Care Academy is beginning to transform the culture, capacity and capability of our health and care workforce. It is the first of its kind and is designed to radically change learning and development for the 57,000 strong healthcare

workforce in Leeds. It recently hosted its first Jobs Fair in May 2019 and is raising aspirations and promoting social mobility in priority neighbourhoods, to ensure the health and care workforce better reflects the diversity of the city.

160

MED-TECH AND DIGITAL HEALTH BUSINESSES

57,000

STRONG HEALTHCARE WORKFORCE

6.4%

FALL IN OBESITY RATES IN 4-5 YEAR OLDS IN RECENT YEARS

50

NEW PHD RESEARCHERS AT THE UNIVERSITY OF LEEDS TO UNLOCK THE POTENTIAL OF ARTIFICIAL INTELLIGENCE (AI) IN MEDICAL DIAGNOSIS AND CARE



## Age Friendly Leeds

Leeds has a comparatively young population, but in line with demographic change seen globally, we expect the number of people over 65 to rise by one third over the next 15 years. Our Age Friendly Leeds initiatives enable older people to stay in their homes longer, improving quality of life saving the NHS and council money. We are using technology to help people connect with their neighbours and prevent loneliness. Leeds Beckett University and the council are working with Samsung to develop devices which meet the needs of older people in the city.

*Our partnership with Leeds on ACTIVAGE, a European Union funded pilot led by Samsung, aims to reduce social isolation through using the latest Smart Internet of Things technology to monitor falls and vital statistics, so older people can live independently, safely in their homes and communities for longer*

**Kit Lam - Samsung**  
European Head of Innovation





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

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

### “3 As” Strategy - Attendance, Attainment and Achievement

Launched in September 2018, 3As is based upon three principles - that children, young people and parents play a key role in the development of the projects, that it is a partnership approach, and a need to change organisations and structures. One of the core aspects of this strategy is to equip frontline non educational professionals with the skills and knowledge to emphasise the importance of good educational outcomes within their interactions with young people and families.

### Leading the way in Children’s Social Care Services

Leeds Children’s Social Care services was rated ‘outstanding’ by Ofsted following an inspection in November, making it the only core city in the country to achieve this under the current framework. Despite the council having experienced cuts year on year to its government grants Leeds has managed to continue improving its services, being at the forefront of innovation within children’s social care, supporting children in need of help and protection, children in care and care leavers. Inspectors described the

council as ‘ambitious for its children, encourages children to realise their potential and celebrates their achievements.’ They commended the progress made in delivering Child Friendly Leeds.

### 50 Things to do before you’re five

50 Things Leeds is a free app and further resources that promote local low and no cost fun ideas and activities for families with young children, supporting language and literacy development and encouraging confidence and achievement. Built on a strong evidence base, 50 Things helps children access a range of life experiences at a young age. This aims to support children to begin school well prepared and in a strong position to learn. It is revolutionising the way that we interact with our city’s youngest children and their families.

### What we’ve done over the past year:

# 1,600

TICKETS GIVEN TO DISADVANTAGED CHILDREN IN LEEDS SO THEY CAN ENJOY **THE CRICKET WORLD CUP 2019, SHOWS AT THE FIRST DIRECT ARENA, ICE SKATING AT MILLENNIUM SQUARE** AND MANY MORE

VOICE AND INFLUENCE OF CHILDREN AND YOUNG PEOPLE ENABLED OVER

# 32,000

CHILDREN AND YOUNG PEOPLE TO VOTE IN ELECTIONS AND BALLOTS

15TH LEEDS CHILDREN’S MAYOR ELECTIONS WITH

# 51

SCHOOLS ENTERING AND

# 7,770

CHILDREN AND YOUNG PEOPLE VOTING

OVER

# 750

BUSINESSES, ORGANISATIONS AND INDIVIDUALS HAVE JOINED OUR CAMPAIGN





## CASE STUDY

### **Work experience for our children with special educational needs**

With support from the Council students from six specialist inclusive learning centres have been working together to set up a pop-up shops. The first was based in Kirkgate Market in the run up to Christmas and this was so successful it has been repeated this July, in the St John's Centre. Students have been meeting on a regular basis to make all the key decisions about the pop-up shop, and all items sold have been handcrafted by students. The Compass House project provides students with valuable and meaningful work experience as part of developing a curriculum for life.





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

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

#### Working with employers to develop the best courses for Leeds students

Leeds Trinity University has developed a new Computer Science degree working with local employers, this was co-designed and delivered within 18 months and is now in its first year of teaching. Working directly with employers allows the course to be modified to keep up with the fast pace of the tech sector, allowing not only the best academic teaching but also training in soft skills important to tech employers, such as Sky and PWC. Following the success of working with these innovative companies, Trinity expanded their partnership and now offers all second year students a module in digital skills.

#### Degree Apprenticeships

These allow employers to benefit from the apprenticeship levy introduced in April 2017 and 30% of students at Leeds Trinity University are now apprenticeships. This includes three hundred new police officers recruited by West Yorkshire Police under a new training pathway. The trainees will be educated and mentored by experienced police officers at West Yorkshire Police's Learning and Development Centre

and will complete a Police Constable Degree Apprenticeship at Leeds Trinity in Horsforth.

#### Ambition Leeds

Last October a new £500,000 training academy for the region's top retail and hospitality talent launched in Leeds. This is a joint project between Leeds BID, Leeds City Council and Landsec, in direct response to demand from retailers who are looking for skilled recruits to join their workforce. It provides bespoke training delivered under one roof by some of the region's most respected education partners. In its first three months the academy supported over 250 businesses and 500 individuals with a wide range of skills to improve the sector.

#### What we've done over the past year:

HELPED OVER

**5,000**

PEOPLE INTO WORK  
AND OVER

**7,000**

ADULTS IMPROVE THEIR  
SKILLS

**8 IN 10**

FROM OUR MOST  
DISADVANTAGED COMMUNITIES

**395**

BUSINESS SUPPORTED

APPRENTICESHIP HUB  
SUPPORTED OVER

**10,000**

YOUNG PEOPLE

LEEDS APPRENTICESHIP  
RECRUITMENT FAIR HAD A  
RECORD ATTENDANCE OF OVER

**6,000**

PEOPLE

**600**

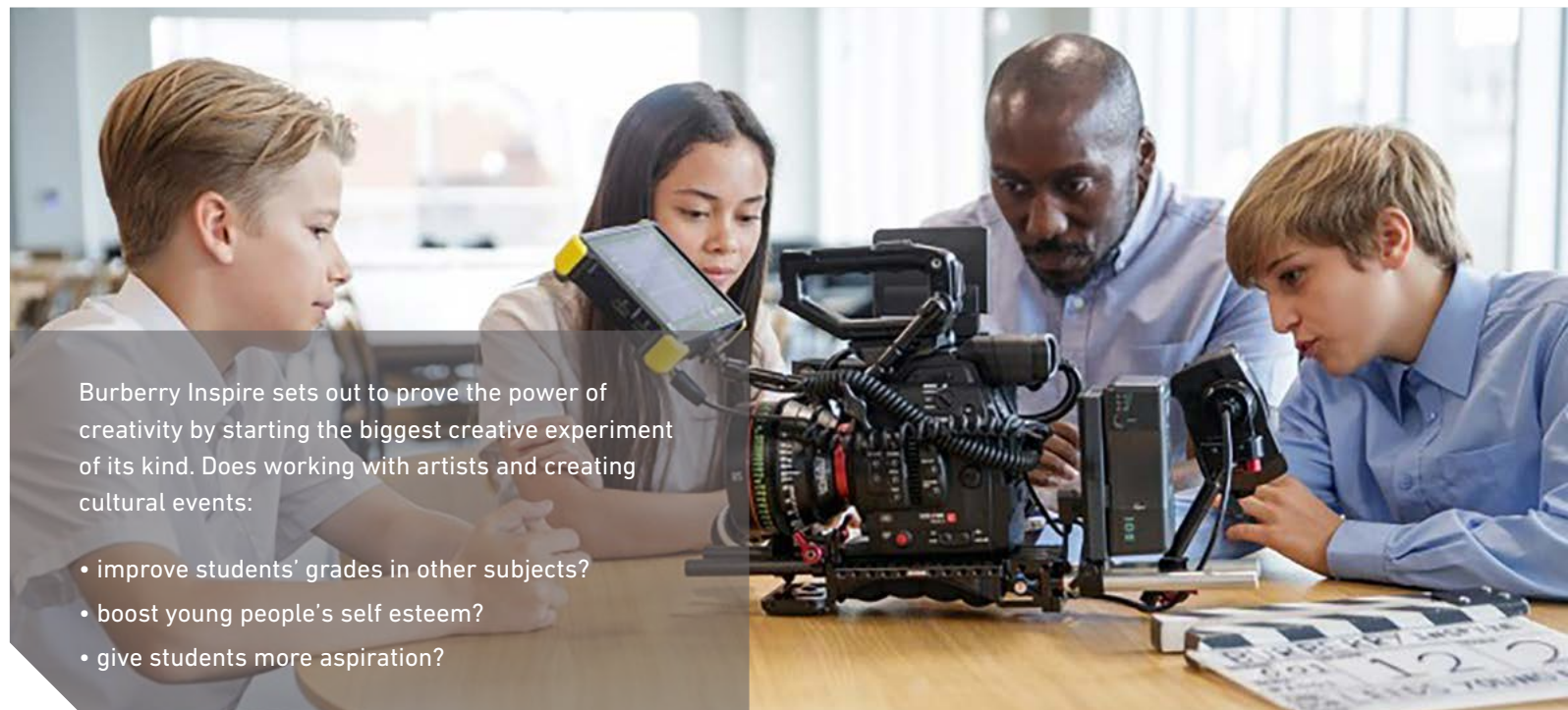
LEEDS CITY COUNCIL  
APPRENTICESHIPS



## CASE STUDY

### Burberry Foundation

The 'Burberry Inspire' programme gives Key Stage 3 students wide-ranging, hands-on experience in different areas of the creative arts. It is being delivered to various Leeds schools and is run by local creative powerhouses across theatre, film, dance and art: Leeds Playhouse, Leeds Young Film, Northern Ballet and The Hepworth in Wakefield. Young people will benefit hugely from access to the essential and transferable skills that these cultural organisations can offer, and the impact on their personal and academic development will be measured by the Policy Institute at King's College London.



Burberry Inspire sets out to prove the power of creativity by starting the biggest creative experiment of its kind. Does working with artists and creating cultural events:

- improve students' grades in other subjects?
- boost young people's self esteem?
- give students more aspiration?



### WORKING TOGETHER TO CREATE BETTER JOBS, TACKLING LOW PAY AND BOOSTING PRODUCTIVITY

- Encouraging employers to pay the Real Living Wage
- Initiatives to support firms and people to improve their skills and progress into better jobs
- Continued investment in small scale productivity gains in SMEs
- Developing a strategic approach to corporate responsibility and procurement
- Securing specific commitments from organisations within the city to support inclusive growth and promote the city

### New commitment to delivering Inclusive Growth across the region

As part of the West Yorkshire Combined Authority (WYCA) and Leeds City Region Enterprise Partnership's (LEP) commitment to deliver inclusive growth, from now on, businesses who receive a grant of over £50,000 will be expected to make additional commitments. Examples could include: apprenticeship schemes, offering training to low paid staff to help them progress, offering work opportunities to local people with disabilities or health issues, a supply chain audit to identify opportunities to buy more from local suppliers, or a commitment to paying the Real Living Wage within an agreed timescale.

### Inclusive Anchors Programme

Anchor institutions are big, locally rooted organisations like councils, colleges, universities, hospitals and other big businesses. Together they employ over 48,000 people across the city, spend hundreds of millions of pounds, and deliver vital services. They have a big impact on local communities and economies. Over the past year our Inclusive Anchors Programme has produced many benefits with the core focus on procurement, employment and a healthy workplace.

### Supporting business and individuals in Leeds and the wider region

#### What we've done over the past year:

BUSINESS GROWTH PROGRAMME  
DELIVERED OVER

**£9 MILLION**

GRANT FUNDING TO

**212**

LEEDS BUSINESSES RESULTING IN

**1,092**

JOB

AD:VENTURE PROVIDED SUPPORT TO

**824**

LEEDS BUSINESSES INCLUDING  
GRANT SUPPORT TO

**57**

BUSINESSES, WHICH CREATED

**125**

ADDITIONAL JOBS

DIGITAL ENTERPRISE PROVIDED NEARLY

**£1.5 MILLION**

OF GRANT FUNDING TO

**307**

LEEDS BASED BUSINESSES,  
RESULTING IN

**107**

ADDITIONAL JOBS





## CASE STUDY

### Inclusive Anchors – Some of our projects

#### Leeds Teaching Hospitals Trust - Employability Programme

This initiative aims to provide more job opportunities to people in disadvantaged communities. St James Hospital is a good example as it is surrounded by some of the city's priority neighbourhoods. This year a series of outreach activities have taken place including promoting vacancies at the hospital, information sessions and skills assessments in adjacent neighbourhoods. So far 174 local residents have been supported to take up training and employability courses tailored to support them at upcoming NHS assessment days to access living wage jobs at the hospital.

#### New ways of working with communities

As an inclusive anchor, one of the ways Leeds Beckett University supports local communities is through offering student co-designed architectural services. This helps local communities access expert skills, which may otherwise prove

unaffordable. The New Wortley Community Centre was its first major commission, believed to be the largest student co-designed architecture project built in the UK. Completed in 2018, the new centre plays a pivotal role in the community, has brought with it a raft of benefits including job shops, IT and skills classes, back-to-work volunteering opportunities, and health and wellbeing classes and drug rehabilitation.

#### Procurement

The Council is working with the Centre for Local Economic Studies to study the procurement practises of our Anchor Institutions. We analysed six of our Institutions spending from their top 1,800 suppliers, totalling over £1.1 billion. Our research shows that at least 50p in every pound leaks out of the local economy but if we could shift around 10% of the Anchors total spending to suppliers in the city, this could result in an additional £150 -200 million circulating in the local economy each year. We are now using this information to work with our Anchors to create further opportunities for local suppliers, provide good quality jobs and community benefits through procurement.

LOCAL ANCHORS  
PROCUREMENT SPEND

**48%**

WITH LEEDS  
SUPPLIERS

**33%**

WITH ORGANISATIONS  
BASED IN OR WITH A  
BRANCH IN THE

**20%**

MOST DISADVANTAGED  
AREAS IN LEEDS

**40%**

IS SPENT WITH SME'S



New Wortley Community Centre - Designed with support from our Anchors

Their ex-offenders programme has dramatically reduced the local re-offending rate, from a 34% national average to 5% for the 150 people who took part.



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

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

#### More Council Housing

Changes to government regulations announced in October 2018 enable the council to begin a more ambitious programme of housebuilding. During the last year 71 new council homes were built across three sites at Bramley, Beeston and Whinmoor. The council currently has a further 430 new homes at various stages of the design, planning and development. In addition to this we have identified sites for around 800 new council homes, including extra care housing for older people and we are making significant progress against our target of 1,500 new homes over the next 5 years.

#### Community Asset Transfers

The success of transferring assets to communities, such as Bramley Baths in 2013, has led to more communities taking control of local buildings. Last year Yeadon Town Hall was transferred to the community, where a consortium of local people now operate the space, retaining the existing facilities whilst increasing use of the theatre and delivering their own productions. Enabling communities to control their local assets can result in increased usage, a sense of ownership and

pride, more innovative ways to generate income, the potential for external funding unavailable to the council, and delivers on our Inclusive Growth ambitions. Other examples include Pudsey Cemetery Chapels, Meanwood and Kentmere Community Centres.

#### Chapelton Community Housing

This is the UK's first scheme to start building from the government's Housing Infrastructure Fund and demonstrates how the city is able to speedily leverage funding to deliver housing. In partnership with Unity Housing Association the council is redeveloping a brownfield site in the heart of Chapelton to provide new housing for the elderly, more affordable and community housing. We are awaiting a decision on a much larger £55m HIF bid for infrastructure schemes that will support the delivery of 9,000 new homes in the city centre.

#### More Affordable Homes

We have worked closely with The Guinness Partnership to deliver more affordable housing. The Partnership recently purchased a site at Leeds Dock, part of the funding was granted by Homes England ensuring that at

least 35% of the homes built on site are affordable.

## 3,430

NEW HOMES BUILT INCLUDING

## 433

AFFORDABLE HOMES

## 1500

NEW COUNCIL HOMES OVER THE NEXT 5 YEARS



## CASE STUDY

### ABCD

Asset Based Community Development is a new approach to using assets that are already in communities to inspire and nurture people in a way that recognises and celebrates the uniqueness of neighbourhoods. Local assets could be: a patch of unused land, a neighbour who knows the local baby groups, a local business who is happy to share their office space, a fast-food restaurant where young adults meet or a retired teacher looking to meet new people. The assumption is that, given the tools and the opportunity, small groups of local residents can change the things that they believe need changing in their community better than anyone else.

ABCD is relatively cheap to set up and has been successfully piloted in three neighbourhoods in Seacroft, Armley and Chapeltown and we are expanding this work to 11 neighbourhoods, with a long term vision to cover the whole city, which could be in the region of around 50 - 60 neighbourhoods. There is growing interest in ABCD and its health,

wellbeing and wider community benefits across the Local Authority as well as applying the principles within community healthcare services and increasing support for the approach from GP practices within the emerging Local Care Partnerships.



### *ABCD Vision For Leeds*

*For everyone in Leeds, including those with care and support needs, to have the opportunity to contribute to, be valued by, and be involved with where they live. For communities to recognise their assets, forge strong connections with one another and feel able to make the changes they want to see.*



### ABCD in action - an example:

Kirsty's Mum was worried about her because she was only managing to take her son with high support needs to school, go home and get into bed until it was time to pick him up from school again in the afternoon. Her Mum was convinced that Kirsty had more to offer and introduced her to the Community Builder. After a chat the Community Builder found out that Kirsty knew Makaton, a basic sign language. Kirsty was supported to run an 8-week course at the community centre so others could learn this important skill. Leading this course build up Kirsty's confidence considerably. Since then Kirsty identified her love of acting and joined a community drama group. Last summer Kirsty auditioned for and was awarded the lead role at Leeds Playhouse's 'Searching for the Heart of Leeds' play.







## DOUBLING THE SIZE OF THE CITY CENTRE

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

The city centre is experiencing development at an unprecedented rate, and this is forecast to continue including at Quarry Hill, Leeds Dock, Wellington Street and the Innovation District. HS2 will spark a catalyst for even more opportunities throughout the South Bank including a new city park.

### Climate Innovation District

The 'Climate Innovation District' is providing new family housing in the city centre, these 'passivhaus' houses set new benchmarks in sustainability in housing design and delivery, alongside significant new pedestrian and cycling infrastructure including a new bridge over the Rive Aire.

### First White Cloth Hall

Work has started on site at the First White Cloth Hall, first opened in 1711, this grade II\* heritage asset is one of the most significant historic buildings in the city. As part of this development, a number of heritage skills events have been delivered which provide traditional skills training to counter the gradual reduction of these skills so vital to the proper maintenance of our traditional building stock, thus providing important upskilling opportunities.

### Our Spaces Strategy

We want to create a city centre that looks as good as it feels, whilst representing the wonderfully diverse culture, heritage and communities within Leeds. Our spaces are important because they celebrate identity, promote culture and diversity, build resilience and support growth. Plans for major transformations and redevelopment of public spaces in Leeds for the next decade have been launched through the Leeds Our Spaces Strategy.





## Connecting Leeds

Progress in the last 12 months includes:

- A programme of bus priority corridors and new park & ride sites that start on site this year
- Continued investment in high quality cycling infrastructure
- Securing £20m funding to pedestrianise parts of the city centre around the Headrow
- Improvements to Leeds Station in the concourse and a new platform to increase capacity
- Beginning construction on the East Leeds Orbital Road, unlocking housing development and improving congestion

## A More Useable City Centre

The second phase of the City Connect cycle superhighways are nearing completion on Wellington Street and St Peter's Street. The first cycle superhighway had a 30% growth in use last year showing that when the safe infrastructure is provided significant mode shift will occur.

The Headrow Gateway scheme will pedestrianise parts of Cookridge

Street and New Briggate next year. Further schemes will follow for the Corn Exchange area and in the South Bank where traffic dominated streets will be transformed to create links to the new city park.

Park and Ride in Leeds has been a huge success with people having used the Temple Green and Elland Road services to make almost 2.5 million journeys on ultra-low emission buses. Between them the two sites are responsible for removing the congestion and pollution of around 9,000 car journeys from the city centre's streets every week.





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

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

#### ● **Thorp Arch**

The British Library's archive is based here and is developing its British Library North plans. The primary focus of the British Library North programme is to invest in the estate on their existing site at Boston Spa to expand archival-standard storage facilities for the collections. Alongside this, the British Library is looking to deliver an expanded culture and learning programme in the run up to the Leeds 2023 cultural festival – also the British Library's 50th birthday.

#### ● **Kirkstall Forge**

Following completion of 110,000 sqft of office space, phase 2 of the the £400 million development is progressing which includes a further 200,000 sqft of commercial space. The first show homes are under construction, with the housing developments to progress thereafter.

#### ● **Capitol Park**

Phase two of Capitol Park is planned on a substantial area of land adjacent to the site, which has been formally allocated for development in the Site Allocations Plan, and could create another 5,000 jobs.

#### ● **East Leeds Extension**

This will enable the delivery of around 5,000 new homes. Following a Public Inquiry overseen by an independent Planning Inspector in February, the government has approved the use by the Council of a Compulsory Purchase Order to acquire the land required to deliver the East Leeds Orbital Route (ELOR), to unlock development land for new homes and community facilities. This will provide a major new travel corridor around north and east Leeds, including facilities for pedestrians and cyclists, alongside improvements to the Outer Ring Road and over 80 hectares of woodland and planting.

#### ● **White Rose**

Chinese firm Dahua and the digital sports content and media company, Perform Media moved into White Rose, joining other global businesses including HSBC, Capita, O2, WSP, HMRC and Gather & Gather. Work is developing on proposals for a new Rail Halt in this location.

#### ● **Thorpe park**

In April the new £48 million retail park, The Springs opened at Thorpe Park including a 10 screen cinema.

Once complete Thorpe Park will span across a 275 acre mixed-use development and provide 13,000 jobs. In total 44% of the site will be dedicated green space and 7,000 trees, 20,000 shrubs and hedges, 50,000 bulbs and 15,000 aquatic plants will be planted. The business case for the Thorpe Park rail halt is being progressed by the West Yorkshire Combined Authority.

#### ● **Leeds Bradford Airport**

This year a £12m three-storey extension to the terminal building has begun which will significantly improve the function of the airport and enable future growth. Business cases for enhanced surface access – through new road and a new Parkway Station – are progressing with consultation with communities and partners taking place.

#### ● **Enterprise Zone**

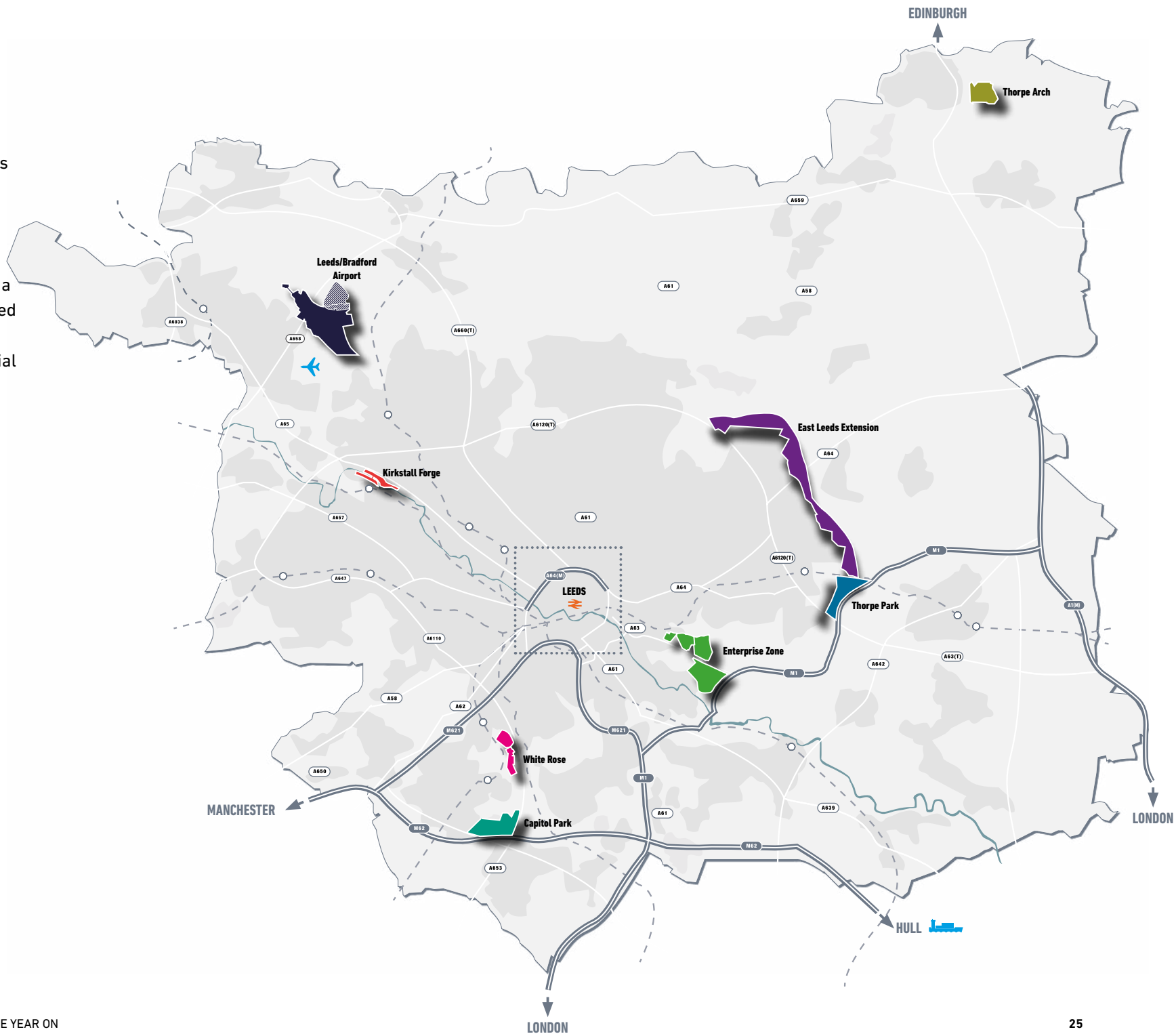
University of Leeds is investing in a new campus, this will include the 'Institute for High Speed Rail and Systems Integration', a £64m state of the art rail testing facility that will become a global centre for high speed rail research and development. The university is working closely with HS2 to ensure



its facilities align with the needs of the industry.

Local employer Premier Farnell has invested £60m in the Enterprise Zone.

Peel Logistics Property UK has acquired 43 acres in the area, with a planning application being submitted for 800,000 sqft of development. This is one of the largest commercial transactions in the UK this year.





## 21ST CENTURY INFRASTRUCTURE

Coordinating plans and leveraging investment to improve infrastructure including:

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

There have been several improvements to Leeds' infrastructure over the past 12 months that have helped reduce the city's carbon footprint. These include:

### **Flood Alleviation Scheme Phase 2**

The council is committed to keeping the city safe from flooding especially following the devastating Boxing Day flood in 2015. The first phase of the Flood Alleviation Scheme raised the protection levels in most of the city centre to a 1 in 100 year flood, protecting over 3,500 residential and commercial properties.

Phase 2 of the Leeds Flood Alleviation Scheme was given the green light in June and will be delivered in two stages, it uses natural flood management techniques to help slow the flow of the River Aire. Alongside engineering works such as flood walls and a flood storage area, this will reduce flood risk and provide better protection for over 1,000 homes and nearly 500 businesses. Not only does the scheme prevent flooding but it also has many other environmental benefits including a flagship Natural Flood Management programme which includes the creation of new woodland, woody debris dams and wetland areas, which can slow the flow of rainwater

into the river, helping to reduce the risk of flooding and mitigate the impacts of climate change.

### **Clean Air Zone**

The Government has identified that some parts of Leeds are likely to fail legal limits for air pollution by 2020 and has directed the Council to improve air quality within the shortest possible time. This has led to Leeds introducing a Clean Air Zone which was due to come into effect in January 2020. The government has now delayed this as they work on delivering the digital systems required, and the council is waiting for the government to outline new timescales.

The zone places a charge on the most polluting vehicles inside the zone, but this does not include private vehicles or light goods vehicles which will not be charged. The Clean Air Charging Zone will reduce air pollution and protect the health of everyone in Leeds, by encouraging businesses to transition to cleaner, less polluting vehicles that won't be subject to charges. To help businesses do this, we are offering a range of support packages for those based or primarily operating within the zone.

### **Knostrup Energy & Recycling Facility in Leeds**

Yorkshire Water has invested £72m into the facility as part of their commitment to renewable energy. Opened in June this year, the facility will recycle 94% of Leeds sewage sludge and use it to generate electricity, it will reduce Knostrup's carbon footprint by over 17,500 tonnes of CO2 per year.

## CASE STUDY

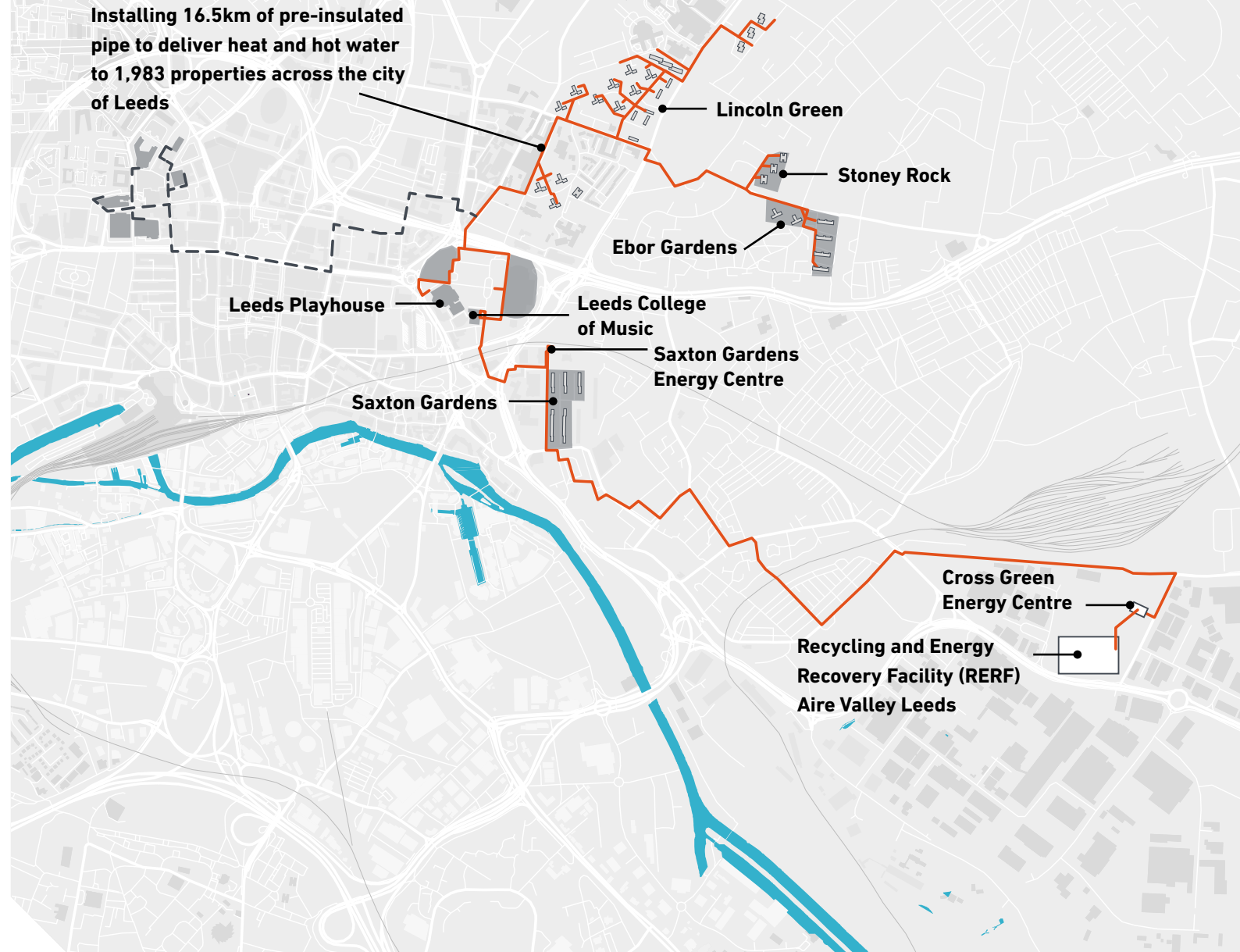
### District Heating

In May the council completed construction of Phase 1 of the district heating network which supplies lower cost, low carbon heat from the Recycling and Energy Recovery Facility (this cutting edge plant already achieves CO2 savings of 62,000 tonnes per year) to households and businesses in Leeds through a network of super insulated underground pipes. Flat conversions have now commenced and over 120 flats have already been connected with tenants expected to save around 10% on fuel bills on average. The scheme has also started supplying heat to the Leeds Playhouse, the first non-domestic customer.

Phase 2 will result in a further 2.4km of pipework connecting the network to the city centre to add additional customers and connect many of the Council's most important buildings including the Town Hall, Art Gallery, Civic Hall and Museum. The energy delivered via district heating is estimated to deliver CO2 savings of 60% to the buildings concerned. The extension also enhances the opportunity to extend the network to the South Bank in future phases, reducing bills and pollution.

### MAP SHOWING THE DISTRICT HEATING NETWORK

Installing 16.5km of pre-insulated pipe to deliver heat and hot water to 1,983 properties across the city of Leeds







## LEEDS AS A DIGITAL CITY

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

### Full Fibre Rollout

In June a new 1Gbps capable Fibre-to-the-Home broadband network was announced for the city. This £120 million investment will connect to over 85% of homes in Leeds when it is fully installed by 2025.

### #techmums

This year Leeds Libraries and Employment and Skills have worked with Tech Mums to set up three clubs across Leeds. #techmums Clubs aim to ensure mums in the city have the digital skills they need and Leeds is the first city outside of London to deliver the 10 week course. The course covers a range of subjects from online safety and social media to basic coding, and has been credited with opening doors to jobs and further education. So far 42 Tech Mums have graduated from the course.

### Digital Council of the Year 2019

*In June Leeds City Council won Digital Council of the Year at the 2019 Digital Leaders 100 Awards. This award is given to local authorities delivering digital transformation both within their organisations and in the way they are providing public services.*

### 100% Digital Leeds

There are still over 90,000 adults in Leeds that don't have essential digital skills. In addition to this 50,000 people in Leeds are not online and this includes 40% of council housing tenants. To tackle this the council has invested £1 million into 100% Digital Leeds, working with the Good Things Foundation to increase digital confidence, capability and connectivity. Improving digital skills has many benefits, it can help people be better informed, pay less for things, be more employable, feel more independent, be less isolated, and live better, easier, longer lives.

Some of the things we've done over the last 12 months through 100% Digital Leeds include:

## BIGGEST

TABLET LENDING SCHEME IN THE COUNTRY

26

COMMUNITY ORGANISATIONS JOINED THE ONLINE CENTRES NETWORK

## DIGITAL INCLUSION

GRANTS PROGRAMME FOR THE THIRD SECTOR

OVER

600

DIGITAL CHAMPIONS RECRUITED/TRAINED

EXTENDED FREE COUNCIL WI-FI TO

20

COMMUNITY CENTRES

OVER

2,000

REGISTERED WITH LEARN MY WAY ONLINE LEARNING PLATFORM AND COMPLETED OVER

12,000

ONLINE COURSES

# PLEDGE:

## Reed Smith

We are supportive of the Leeds Growth Strategy and pledge to:

- Continue recruiting a diverse range of local talent
- Build new and foster existing relationships with local schools, colleges and universities
- Support local charities
- Continue doing everything we can to 'be green' in our energy and performance-efficient office
- Source materials from local manufacturers, investing in the local economy
- Demonstrate that jobs for people with disabilities are both available and achievable

*Leeds attracted the most tech investment of any Northern city in 2018 and had 12% more business scale-ups and 82% more venture capital investment than Manchester.*



## TECH HUBS - PROGRESS OVER THE LAST YEAR

### Opened this year

- Avenue HQ comprises over 200 co-working spaces and 35 offices.
- Co>Space North is a physical and virtual hub that provides a focal point for digital innovation in health and care in the North of England.
- Nexus is a new £40m state of the art Innovation and Enterprise Centre based at the University of Leeds.

- Barclays Eagle Labs is a space specifically designed for businesses and ambitious entrepreneurs to scale quickly.
- The Walk, run by Market Gravity is a new retail tech incubator.

### Opening soon

- East Street Arts Convention House is a new innovative art and tech hub.



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

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

### Nexus

The University of Leeds opened its £40m state of the art Innovation and Enterprise Centre, Nexus in April, which connects business to world-leading research. It provides a range of innovative services including conducting research for companies, improving business performance by developing new techniques or technologies, de-risking investment in research and innovation, providing access to a portfolio of patented technologies, and access to talent and training programmes.

Businesses already in Nexus include Thought Beanie, whose patented EEG (brainwave monitoring) technology allows an individual to track what's going on inside their brain, and the Connected Places Catapult set up by Innovate UK which specialises in bringing together businesses, universities, local authorities and investors to commercialise innovation. Nexus forms part of the Leeds Innovation District, which is developing at a fast pace as both universities are currently developing their estates and the Leeds General Infirmary is realigning its city centre site.

### NorthInvest

NorthInvest is a not-for-profit organisation, fully established in the last 12 months, connecting tech and digital start-ups with mentors and investors in the North of England. They coach entrepreneurs and early stage tech sector start-ups to become investment ready, then support them with matching and introductions to potential investors. NorthInvest support the deal process for angels and entrepreneurs to support smooth progression.

### Future Fashion Factory

Securing £5 million government funding earlier this year as part of a National Industrial Strategy programme for cutting edge design and innovation, the Future Fashion Factory is an industry-led project aiming to harness new digital and textile technology to improve the competitiveness of the region's fashion industry.

Using new technologies and R&D the project will develop ways to increase the commercial value of waste textile materials and increase quality and precision during manufacturing which will generate cost-savings and enable smaller clothing runs. It will

also use artificial intelligence and big data to improve targeting of new markets and faster communication, enabling greater certainty on a range of products, pinpointing demand and improve overall management decision-making in design, manufacturing, sales and marketing.

## PLEDGE:

### KPMG

*We will bring our best in UK and global best practice to the City; we will focus on investments in the City in this area (such as in Nexus and our work as a sponsor of NorthInvest); we will use our role within the MIT REAP team to use evidence to support the right interventions for the City and we will use our role as convener to support making Leeds both nationally and globally known as a place to invest and grow your business.*

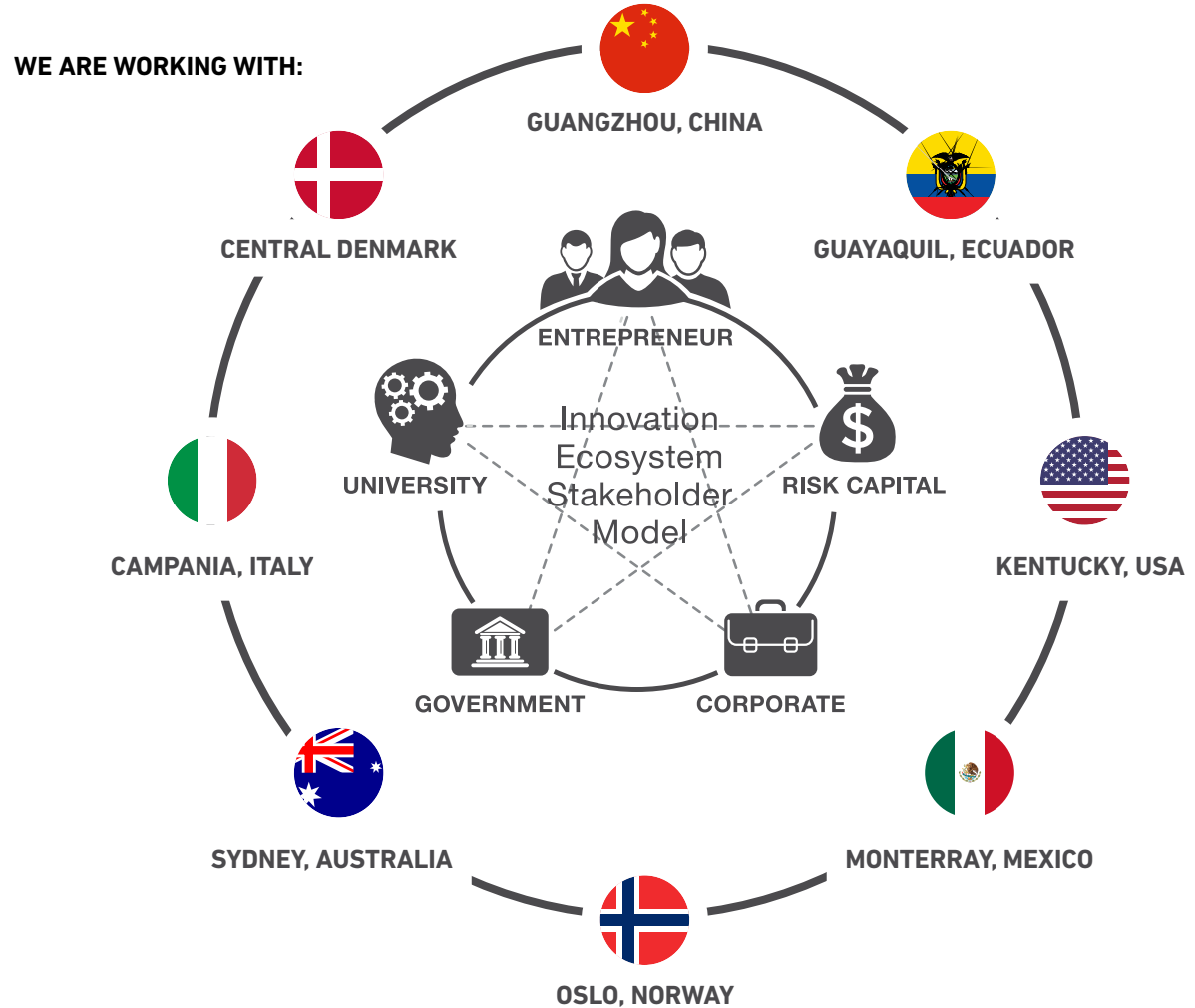


# CASE STUDY

## MIT REAP (Regional Entrepreneurship Acceleration Program)

This prestigious two year programme, which began in October 2018, is hosted by the Massachusetts Institute of Technology (MIT) in Boston. It aims to create innovation-driven entrepreneurship and deliver growth. We are particularly focussed on ways to make our innovative eco-system as inclusive as possible, through looking at funding pathways for entrepreneurs, reducing risk and allowing people without financial security to be able to develop their ideas.

There are four workshops over the two year programme, three in Boston and one selected in a participating region. Leeds has been chosen as the host and will welcome delegates from all eight of the other regions and MIT in January 2020.





### PROMOTING LEEDS AND YORKSHIRE

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

### Record numbers of visitors

Our museums and galleries welcomed a record number of visitors over the past year, as 1.7 million people enjoyed a spectacular array of exhibitions and displays, an increase of 23%. Added to this Visit England have listed the Art Gallery, City Museum and Kirkstall Abbey in Yorkshire and Humberside's Top 9 most visited free attractions.

### Inward Investment

Foreign Direct Investment into Leeds has risen 11% this past year. We continue to strengthen relationships across the globe with delegation visits to China, Hong Kong, U.S and Europe. In June Leeds hosted the first China Forum, aiming to help partners benefit from the huge potential of the Chinese visitor market. In partnership with the Business Confucius Institute and Will Zhuang, Visit Leeds are delivering a package of business support to assist partners to maximise the opportunities of the Chinese market.

In the UK our Leeds in London programme is strengthening our links to the capital particularly in our digital and tech sectors. International law firm, Reed Smith, is an example of a business expanding in the North by locating their new tech hub in Leeds.

THE VALUE OF TOURISM FOR  
THE YORKSHIRE ECONOMY  
HAS GROWN TO

**£9BN**  
PER YEAR

VALUE OF EXPORTS IN YORKSHIRE  
& HUMBER HAS RISEN TO OVER

**£18BN**

LEEDS IS THE  
**4TH**  
MOST POPULAR UK  
CONFERENCE DESTINATION

**50,000**  
PEOPLE ATTENDED  
LEEDS PRIDE IN 2018

**80,000**  
VISITORS ATTENDED  
LIGHT NIGHT

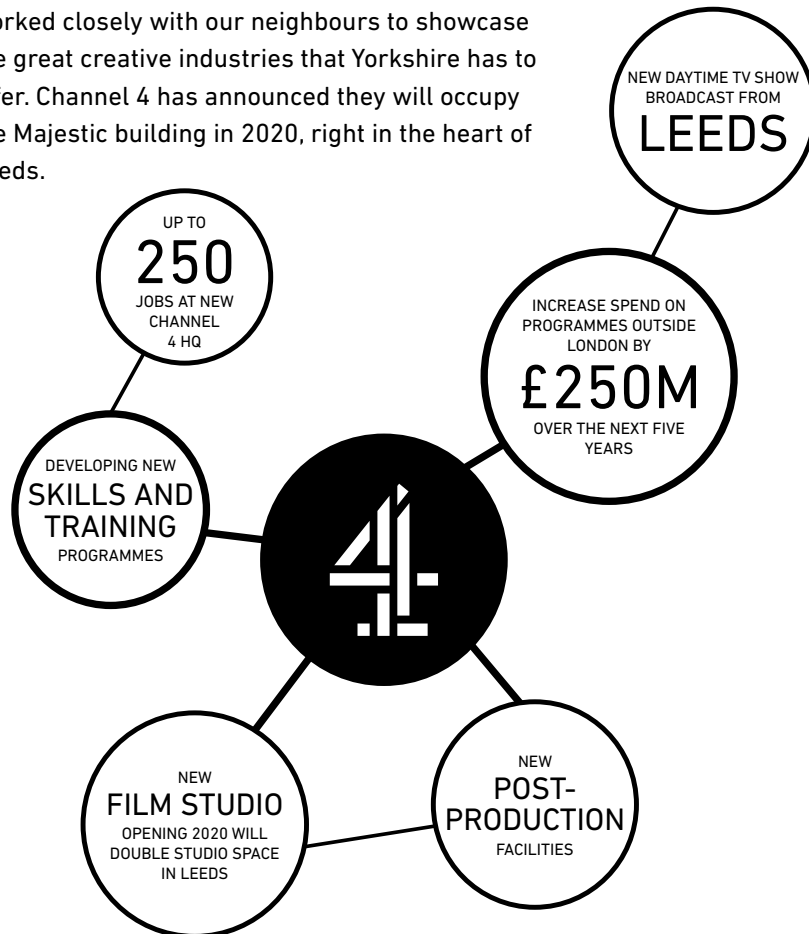
*Leeds is ranked as the third highest destination for retail spend outside London, and it sits just outside the European top 20*



# CASE STUDY

## Channel 4

Last October, Channel 4 announced that Leeds would be the new location of their national headquarters following a UK wide competition in which every major city outside of London participated in the bidding process. This is a fantastic opportunity for the whole region and we worked closely with our neighbours to showcase the great creative industries that Yorkshire has to offer. Channel 4 has announced they will occupy the Majestic building in 2020, right in the heart of Leeds.



### Filming in Leeds

The BBC's ABC Murders and Gentleman Jack are just two examples of TV dramas produced in Leeds over the last 12 months.







### MAXIMISING THE ECONOMIC BENEFITS OF CULTURE

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

#### Leeds Culture Trust - 2023

The Leeds Culture Trust has been formed to deliver a year of culture in 2023. Following the successful appointment of Ruth Pitt last November, in June it was announced that the ground-breaking and highly respected theatre director Kully Thiarai will become the new CEO and creative director of Leeds 2023, working to bring together a world class programme celebrating the best of cultural life in Leeds. The council aims to support 2023 by pledging around £2.5m per year for the next five years and the trust will then aim to raise the remainder of its proposed £35m budget through private sponsorship and donors.

#### Creative Workspaces

The Growth Strategy identified that many creative businesses were being priced out of the city centre and fringe areas. We have done further work to quantify this and found affordability is a challenge for businesses involved in creative production, arts/design and creative occupations which are an important part of the mix of a young dynamic city economy.

The council is allocating funding to secure and improve existing spaces and is looking to create more

creative spaces in and around the city centre in the long term. The first phase of this work aims to provide funding for three spaces, the Leeds Arts Hostel in Mabgate, Hope Foundry again in Mabgate and the Leeds Media Centre in Chapeltown to support the creative community.

#### Active Leeds

Sport has once again been all over Leeds. Whilst it was not to be Leeds United's year there have been many great successes including the Tour de Yorkshire, Leeds Triathlon, hosting the Cricket World Cup in the new Headingley Stadium and we will soon host the Union Cycliste Internationale (UCI) Road World Championships. More people than ever before have joined Active Leeds to improve their health and move more.

#### Centre for Cultural Value

Leeds is to become the home for the UK's first Centre for Cultural Value, bringing together researchers with expertise in conflict resolution, education, health and wellbeing, and community regeneration with artists, cultural organisations and local communities. Based at the University of Leeds the centre will advance understanding of the value of the UK's arts and culture sector and its unexplored potential.



Standing at six metres high, the painted bronze sculpture Hymn by Damien Hirst is on display in the city centre.

## Yorkshire Sculpture International

A festival of sculpture across Leeds and Wakefield this summer. The UK's largest dedicated sculpture festival hosting a series of exhibitions, international commissions, events and learning programmes not seen on this scale anywhere else and part of the build up to Leeds 2023.

*A report from Arts Council England shows the arts and culture sector in Yorkshire and Humber was more productive than any other region in the country, and twice as productive as London.*

## PLEDGEUPDATE:

### Northern Ballet

*Northern Ballet continues to be a world class leading ballet company based in Leeds and 2018/19 has been our most successful year to date.*

*Some of the things we've done:*

*Spotted! Programme continues to identify gifted and talented young dancers through workshops in schools and in the community. Most of this work is targeted at schools with high levels of pupils with protected characteristics, particularly those of BAME heritage and low socio-economic backgrounds. In 2018/19, Spotted! worked with 10 schools and introduced ballet to 686*

*pupils.*

*In Motion - our specialist wheelchair dance programme split classes into two age groups for the first time – one for young people and one for adults.*

*Dance for Parkinson's - this exciting pilot project began in September 2018 and offered weekly tailored dance classes for people in our community living with Parkinson's. The sessions aimed to develop participant's strength, balance, coordination and confidence in their own bodies, with an opportunity for refreshments and socialising after each class, helping to build a community and alleviate isolation among participants.*



# 6. MEASURING INCLUSIVE GROWTH

Inclusive Growth is a relatively new concept. Typically growth is determined through economic activity such as the value of the economy over time, the number of jobs or unemployment. Inclusive Growth rejects the idea that wealth will 'trickle down' the economy in favour of approaches to stimulating growth that promote fairness, address distributional issues and ultimately reduce inequality and as such requires a new way to measure success.

As there is still no standard framework for measurement of Inclusive Growth, this allows us to create bespoke indicators for Leeds that reflect our economy. Several economic consultants and foundations have developed their own versions of measurement focussing on a mix of typical indicators combined with broader, societal goals such as better health, or time for family and friends. Evaluating different models has enabled us to develop our own range of indicators based on the good elements of existing models. Designing our own model has been challenging as the availability and reliability of data is insufficient in many areas but it is important to give an honest interpretation of the city's issues and give weight to more inclusive, non-traditional indicators to disrupt our way of thinking about how we measure success in the economy.

We are working in partnership with Leeds University to create a measuring tool that will be

used to set a baseline for this year and can evaluate delivery moving forward. This is not quite ready yet, as we continue to map data across the city but the process has helped us define what Inclusive Growth means for Leeds. We welcome views from other cities both in the UK and internationally as we shape our understanding of Inclusive Growth.

A paper will be published on the Leeds Inclusive Growth Strategy website shortly which provides more detail.







## PLEDGEUPDATE:

### **Ahead Partnership**

*Over the past year Ahead Partnership has engaged with more education partners and employers than ever before, developing exciting new activities at primary, secondary, FE and HE level, including activities especially for special educational needs and disabilities (SEND) students.*

*They continue to work in some of the most disadvantaged areas of the city, and over the last year 98% of the young people they worked with said their activities gave them a chance to meet people from the working world, and 93% said they motivated them to work harder at school. In the Inner East area alone Ahead have worked with 3,192 young people, introducing them to and taking part in activities with 339 business volunteers.*



# 7. MOVING FORWARD AND OUR BIG IDEA AMBASSADORS

Whilst we've made good progress this year, we want to move further, faster. That's why we have appointed 12 Inclusive Growth Ambassadors, one for each of our Big Ideas to help us deliver on our ambitions. When we advertised for the Ambassadors earlier in the year we had a great response with many qualified candidates put forward from a wide range of businesses and community organisations.

Together the Ambassadors will bring experience and expertise to the Inclusive Growth Delivery Partnership. Each Ambassador will be responsible for their own Big Idea, and will help us link better with partners and bring fresh ideas to the issues we face. More details and biographies will be available at the Leeds Inclusive Growth Strategy website.

In order to engage more widely we have begun running a series of events on our three themes of People, Place and Productivity. The first 'People' event was held in April and included workshops from universities, local businesses and community groups. These events will continue with the next 'Productivity' workshop held in September at Nexus, the new innovation centre at the University of Leeds.

At a regional level, our work will help us feed into the Local Industrial Strategy and Northern Powerhouse priorities, and we are still committed

to a broader devolution deal to secure more control over our investment and infrastructure.

The next 12 months will build on the progress outlined in this report. There is still more to do, particularly for our disadvantaged communities as issues such as inequality remain a stubborn issue for the city.







