



## SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

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Meeting to be held in Civic Hall, 1st Floor West, LS1 1UR on  
Wednesday, 3rd April, 2024 at 10.30 am

There will be a meeting for all members of the Scrutiny Board at 10.15am.

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### MEMBERSHIP

Cllr N Buckley	– Alwoodley
Cllr B Flynn	– Adel and Wharfedale
Cllr M Foster	– Ardsley & Robin Hood
Cllr J Garvani	– Horsforth
Cllr S Hamilton	– Moortown
Cllr A Hussain	– Gipton & Harehills
Cllr S Lay	– Otley & Yeadon
Cllr A Marshall-Katung (Chair)	– Little London & Woodhouse
Cllr M Millar	– Kippax & Methley
Cllr M Shahzad	– Moortown
Cllr N Sharpe	– Temple Newsam
Cllr I Wilson	– Weetwood
Vacancy	
Vacancy	

**To Note:** Please do not attend the meeting in person if you have symptoms of Covid-19 and please follow current public health advice to avoid passing the virus onto other people.

**Note to observers of the meeting:** We strive to ensure our public committee meetings are inclusive and accessible for all. If you are intending to observe a public meeting in-person, please advise us in advance by email ([FacilitiesManagement@leeds.gov.uk](mailto:FacilitiesManagement@leeds.gov.uk)) of any specific access requirements, or if you have a Personal Emergency Evacuation Plan (PEEP) that we need to take into account. Please state the name, date and start time of the committee meeting you will be observing and include your full name and contact details'.

To remotely observe this meeting, please click on the 'To View Meeting' link which will feature on the meeting's webpage (linked below) ahead of the meeting. The webcast will become available at the commencement of the meeting.

[Scrutiny Board \(Infrastructure, Investment & Inclusive Growth\) - 3 April 2024](#)

# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded)</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED –</b> That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	

4

## **DECLARATIONS OF INTERESTS**

To disclose or draw attention to any interests in accordance with Leeds City Council's 'Councillor Code of Conduct'.

5

## **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**

To receive any apologies for absence and notification of substitutes.

6

## **MINUTES - 28 FEBRUARY 2024**

5 - 10

To approve as a correct record the minutes of the meeting held on 28 February 2024.

7

## **INCLUSIVE GROWTH UPDATE**

11 - 30

To receive an update from the Chief Officer (Economy & Culture) on progress in delivering the ambitions of Leeds Inclusive Growth Strategy.

Information is also included in relation to the updated Social Progress Index 2024.

8

## **100% DIGITAL LEEDS**

31 - 50

To receive an update on the progress of the 100% Digital Leeds programme since the last report to this Board in April 2023.

9

## **END OF YEAR STATEMENT**

51 - 60

To receive a report from the Head of Democratic Services which presents the 2023/24 end of year statement for the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) for consideration and approval.

10

## **WORK SCHEDULE**

61 - 68

To consider the Scrutiny Board's draft work schedule for the 2024/25 municipal year.

**DATE AND TIME OF NEXT MEETING**

The first meeting of the next municipal year will take place on **Wednesday 26 June 2024** at **10.30am**. A pre-meeting will take place at **10.00am**.

## SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

WEDNESDAY, 28TH FEBRUARY, 2024

**PRESENT:** Councillor A Marshall-Katung in the Chair

Councillors N Buckley, B Flynn, M Foster,  
J Garvani, S Hamilton, S Lay, M Millar,  
M Shahzad, N Sharpe and I Wilson

### **86 APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS**

There were no appeals against refusal of inspection documents.

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

There were no exempt items.

### **88 Late Items**

There were no late items.

### **89 Declarations of Interests**

There were no declarations of interest.

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

Apologies were received from Cllr Arif Hussain.

### **91 Minutes - 3 January 2024 and 10 January 2024**

**RESOLVED:** The minutes of both 3 January and 10 January 2024 were approved.

### **92 Matters Arising**

Minute 82 – The Chair noted that Scrutiny Board member comments regarding the budget proposals were included in a joint report to Executive Board on 7 February 2024 and were also included in the document pack presented to Council on 21 February 2024.

### **93 Flood Risk Management**

The Chair introduced the item, highlighting that the remit of the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) requires members to receive an annual update on the Council's local flood risk management strategy.

Draft minutes to be approved at the meeting  
to be held on Wednesday, 3rd April, 2024

Those in attendance for this item were:

- Cllr Helen Hayden (Executive Member)
- Gary Bartlett (Chief Officer, Transportation and Highways)
- Jonathan Moxon (Executive Manager – Flood Risk & Climate Resilience)
- Vanessa Allen (Principal Engineer)

Cllr Hayden introduced the item, highlighting the national recognition for the approach to flood risk management in Leeds. She thanked the team for their dedication through a “relentlessly” wet year during which the city has experienced multiple storms.

Jonathan Moxon delivered a presentation to members highlighting the following issues:

- Changing patterns of extreme weather events and increased levels of rainfall.
- The number of incidents reported to the Flood Risk Management team between January 2023 and January 2024.
- Engagement with planning applications.
- Progress to date with the implementation of flood risk management schemes including FAS2.
- A video of residents presenting their reactions to the Otley Flood Alleviation Scheme.
- Progress at Farnley Wood Beck, Sheepscar Beck and Wortley Beck.
- Nature-based solutions to flooding.
- The role of the Aire Resilience Company.

Members welcomed the work being carried out in the city and extended their thanks to all those involved.

Councillors sought further information about the impact of new housing developments on surface water and ‘run off.’

Jonathan Moxon assured members that his team works very closely with planning colleagues, including those in planning enforcement. He highlighted the advice provided to developers about measures to ensure effective water management during the build process.

Board members sought assurances about the risk to the city of underground water management systems and queried who would be responsible for future maintenance of these systems.

Jonathan confirmed that the preference in the flood risk management team is visible measures to manage water. However, developers often prefer tanks, crates and oversized pipes. A management company will typically have responsibility for the long-term maintenance of a surface water system. The Council would be reluctant to adopt underwater management systems due to the increased risks posed by such works.

Jonathan confirmed that recruitment and retention of specialist staff such as engineers remains challenging.

Members expressed frustration about the difficulty in being able to contact Yorkshire Water directly. In response, Jonathan noted the ongoing work to strengthen relationships with Yorkshire Water. He informed the Scrutiny Board that the Council and the Environment Agency are also exploring the potential for a more formalised partnership approach to flood risk management with Yorkshire Water.

Referring to several examples highlighted by members, Jonathan noted the challenge of balancing local interventions with the potential impact on the wider water catchment area.

Members sought more information about the communication strategies adopted by the team and the challenge of ensuring flood risk management remains a priority for residents and businesses in Leeds.

Gary Bartlett reiterated the pace of change in delivering flood alleviation schemes in Leeds over the last 15 years.

**RESOLVED:** Members reviewed and commented upon the implementation of the Flood Risk Management Strategy.

#### **94 Connecting Leeds Transport Strategy Action Plan Annual Update 2023**

The Chair introduced the item, noting that following the approval of the Connecting Leeds Transport Strategy Action Plan in October 2021, the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) committed to receive an annual update on progress.

The Chair put on record the Scrutiny Board's congratulations to the Development Team for their recognition in 3 categories in the 2023 Transport Awards that took place at the end of 2023.

The Chair noted that separate dedicated sessions have taken place with the Scrutiny Board in relation to Vision Zero and the Future of Bus Provision in the City. Members were therefore encouraged to prioritise scrutiny of other subjects during the time available for this item.

Those in attendance for this item were:

- Cllr Helen Hayden (Executive Member)
- Cllr Peter Carlill (Deputy Chair, WYCA Transport Committee)
- Gary Bartlett (Chief Officer, Transportation and Highways)
- Paul Foster (Transport Planning Manager)

Gary Bartlett introduced the item, noting the ambition of the strategy had been recognised by the Department for Transport.

Paul Foster noted that around £750m has been invested in infrastructure projects across the city including Armley Gyratory, East Leeds Orbital Road and Regent Street Flyover in recent years.

Referring to the analysis of extensive data gathering in the city, Paul highlighted the challenge of identifying behaviour change that has been driven by interventions linked to the strategy as opposed to more general trends that have emerged post-pandemic.

Paul highlighted that the change in mode split in the city centre since 2021/22 coincided with changes to city square, which have made walking and cycling more attractive.

There has been an increase in the overall number of vehicle kilometres travelled and it is anticipated that national data will show a similar trend in carbon emissions once that is published.

Paul Foster and Cllr Carlill clarified member queries relating to bus patronage figures in the report.

A member of the Board queried whether there is a correlation between an increase in the number of LGV (vans) and increased internet shopping facilitated by people working from home.

Assurances were sought about whether interventions to promote improved air quality and active travel, are discouraging car travel to such an extent that the city centre economy is being adversely impacted.

Members were assured that economic data shows the city centre recovery is ongoing with increases in footfall, particularly over the Christmas period, and rail travel. Councillors were reminded that there are several car parks available for journeys where the city centre is the destination. However, most car journeys through city square had previously been traffic 'passing through' the city centre.

Cllr Carlill highlighted that patterns of bus patronage have changed and expressed an ambition for the network to adapt to reflect those new trends.

It was confirmed that following a trial of powered two-wheeler access to bus lanes on the A65, these arrangements will be in place on a permanent basis. However, future expansion remains under review.

Other matters discussed by Board members included:

- An update about the pilot schemes involving Starship delivery robot service.



- The future use of cargo bikes.
- The need for improved directional signage across the city.
- Access to disability parking spaces while major works are being carried out in the city.
- Varying air quality on different sections of the road network. A report on air quality will be considered by the Executive Board shortly.
- Bus fares for children and young people.
- Access to operational data from bus operators.
- The next stage of consultation on a mass transit system for Leeds.
- The future expansion of school streets and the criteria associated with their introduction.
- The use of the e-bike hire scheme that was launched in September 2023.

A member of the Scrutiny Board requested clarity over parking arrangements linked to White Rose station. Officers agreed to seek further information from West Yorkshire Combined Authority.

Cllr Buckley left the meeting at 12.57pm.

**RESOLVED:** The Scrutiny Board noted and considered the contents of the Connecting Leeds Transport Strategy Annual Update.

## **95 Work Schedule**

**RESOLVED:** Members considered the draft 2023/24 work programme.

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

The next meeting of the Scrutiny Board will take place on **3 April 2024** at **10.30am**. There will be a pre-meeting for all Board members at **10.15am**.

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## Inclusive Growth Update

Date: 3rd April 2024

Report of: Chief Officer Culture and Economy

Report to: Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### Brief summary

- In September 2023 we launched the new Inclusive Growth Strategy, which aims to ensure that the future of our city is more inclusive, healthier and greener and that everyone living in the Leeds can have the opportunity to flourish.
- The strategy sets out three themes of People, Place and Productivity and nine Big Ideas. Since launching the strategy, we have already made significant progress in delivering against these three themes, securing major investments in key projects that will support our ambitions. Work has also taken place to build awareness and support for the new strategy, including through our Inclusive Growth Partnership and the Inclusive Growth website.
- The current economic climate and mixed outlook reiterate the continued need to focus on inclusive growth, and we are measuring our progress in delivering this through our updated Social Progress Index as well as more traditional economic indicators.

### Recommendations

- a) Members are asked to note progress made in delivering our collective ambitions set out in the Leeds Inclusive Growth Strategy and agree any appropriate Scrutiny Board actions that may arise from this report.
- b) Members are asked to note the updated Social Progress Index 2024 which is a tool used to monitor our progress on Inclusive Growth at a city and ward level.
- c) Members are asked to note that a One Year On report to Executive Board setting out progress on the delivery of Inclusive Growth will be published in the autumn, with the option to also provide an update to this Scrutiny Board.

## What is this report about?

- 1 The [Inclusive Growth Strategy 2023 - 2030](#) was launched in September 2023, following approval from Executive Board. One of the Key Pillars of our Best City Ambition, the updated Inclusive Growth Strategy provides a framework for how best to deliver growth that benefits all our citizens and communities and enables us to raise our ambition even further.
- 2 An update to the Best City Ambition was formally agreed and adopted by Full Council in February 2024. Its purpose is to set out the vision for the future of Leeds, remaining focussed on tackling poverty and inequality and improving quality of life for everyone across the whole city, whilst aligning with the updated Inclusive Growth and Health and Wellbeing strategies.
- 3 The Best City Ambition sets out a strategic intent shared between the council and its partners to work together as Team Leeds, sharing ideas and learning, working in genuine partnership, being ambitious about our collective impact and sharing resources and assets as we work towards common goals. Delivering inclusive growth requires a collective effort from the public, private and third sectors in the city working together. Businesses can help us determine the future we want and play a role in supporting local communities. Meanwhile, the public sector needs to be more enterprising and efficient in delivering the services people need and creating places people feel proud of.
- 4 Partners in Leeds have demonstrated collaboration in response to Covid-19 and the cost-of-living crisis and have been further galvanised into action by the launch of the new Inclusive Growth Strategy and the Best City Ambition update. Providing a direction of travel around which partners in the city can convene to maximise their resources and impact remains key to navigating financial constraints and economic uncertainty.
- 5 Since the launch of the new Inclusive Growth Strategy, key developments and major new funding announcements have been enabling us to accelerate our approach to delivering projects highlighted in the strategy. This report will note the high-level progress made over this period, with an update on individual project-led activity to follow as part of the One Year On Executive Board report due in autumn.
- 6 Highlights include:
  - The council's Employment and Skills Service Adult Learning and Apprenticeship programmes achieving an Outstanding Ofsted judgement
  - The Leeds Apprenticeship Recruitment Fair attracting 11,000 visitors in February 2024
  - The Department for Levelling Up, Housing and Communities (DLUHC) publishing their joint vision with Leeds City Council and West Yorkshire Combined Authority which outlines proposals for a decade of growth and prosperity in Leeds
  - Plans for a regional Mass Transit system and bus reform taking a next step forward
  - The government's announcement of the West Yorkshire Investment Zone which is accelerating plans for the Innovation Arc
- 7 Work has taken place over the past six months to maximise our approach and build awareness of the Inclusive Growth Strategy, including growing the Inclusive Growth Partnership, our mechanism to engage about inclusive growth with a wide range of stakeholders. Work has also

taken place to refresh the [Inclusive Growth website](#) to promote increased engagement with the strategy and its related content.

- 8 We continue to measure and improve our understanding of the impact of the Inclusive Growth Strategy through the use of the Social Progress Index (SPI), with a new version [now available](#). The update includes five years' worth of data, providing a picture of social progress in the city over the period 2018-2022, as well as new visualisations and tools to help us generate a clearer view of our city and wards. Alongside the SPI, a new [economic dashboard](#) has also been delivered on the Inclusive Growth website, with more tools including a city centre dashboard about to be explored.

### National economic context

- 9 The national economic picture continues to be challenged by the international geopolitical landscape. The UK fell into a technical recession in 2023 due to a minor fall in output from two consecutive quarters but is predicted to grow slightly this year following a 0.2% rise in January. Inflation is currently expected to fall below 2% in the first half of 2024 predominantly due to a fall in energy prices.
- 10 The outlook for the UK is mixed given the volatility in the UK and global markets. According to research from Begbies Traynor Group, levels of 'critical' financial distress amongst UK businesses jumped dramatically in Q4 2023, up 25.9% on the previous quarter, leaving more than 47,000 businesses near collapse at the start of 2024. Despite this, the Office for National Statistics has reported that business investment in the UK increased by 1.5% in Q4 2023 and is 3.7% above where it was in the same quarter of the previous year. Annual UK business investment increased by 6.1% in 2023.
- 11 The UK labour market outlook is deteriorating slightly, the employment growth seen through 2022 has stalled, while economic inactivity is edging up. There are nearly 700,000 more people out of work than before the pandemic began, with this now almost entirely explained by more people outside of the labour force due to long-term ill health. This picture is set within low UK unemployment (3.8%) and 930,000 job vacancies showing demand in the labour market remains strong, but it is not being met with labour supply. The data reiterates the need for a far greater focus on reaching, engaging with and supporting people who are not yet looking for work but would want to work with the right support.
- 12 For young people, one in seven are now outside full-time education or employment, the highest rate in nearly a decade. More young people out of work with long-term health conditions, and weaker growth in education participation among young men, appear to be driving recent growth. The Resolution Foundation has found that 79% of 18-24-year-olds who are workless due to ill health only have qualifications at GCSE level or below. This demonstrates the importance of training and skills programmes together with helping people into work.
- 13 Culture & Economy, Children's Services, Public Health, and Health Partnerships are currently collaborating around Work and Health, with the goal of supporting people to thrive through

access to good work. The group is mapping out customer journeys to evaluate customer journeys in Leeds, identifying gaps and highlighting unmet needs. The work will align with the Regional Work & Health Partnership group.

### Regional economic context

- 14 According to a recent economic assessment conducted by the West Yorkshire Combined Authority, since the financial crisis in 2008 West Yorkshire has experienced weaker productivity growth than the national average. Projections suggest the gap will widen slightly in the next two decades and closing the gap by 2043 would mean productivity growing at 1.7% a year instead of the 1.0% projected. This would result in an extra economy £13 billion added to the regional economy.
- 15 The WYCA assessment finds that low levels of investment in the region, including Research and Development and Foreign Direct Investment, and a relatively low level of qualifications are driving the productivity gap. Investment could be hindered by factors such as attraction of talent, connectivity, housing affordability and space for new businesses. These findings add further evidence to the need for an approach to grow the economy which addresses these factors. Regarding Leeds, the assessment finds that despite Leeds continuing to contribute the most to the West Yorkshire economy and performing better than the region when it comes to productivity per hour, the city increasingly lags behind the national average in terms of growth.
- 16 Research by EY is less pessimistic, their Regional Economic Forecast also shows Leeds performing better than the regional economy as a whole, but additionally that the city is expected to keep pace with the national rate of growth. The forecast suggests that by 2027, GVA in the Leeds economy is expected to be more than £1.8bn larger than in 2023.
- 17 In their latest Quarterly Economic Report, the West & North Yorkshire Chamber of Commerce conclude that after encouraging signs in previous months, activity in Q4 2023 around sales, hiring intent and investment has stalled and, in some cases, gone backwards. The report shows that 38% of manufacturing firms and 30% of service sector businesses saw their domestic sales decline in the quarter. Additionally, the growth in overseas sales and orders that Yorkshire experienced over the course of 2023 fell into sharp decline during the final quarter, with 40% of service sector companies seeing their international sales decline.
- 18 In terms of employment, after a marked improvement in Q3 2023, the Chamber found that the manufacturing sector saw a 7% decline in hiring intent. Despite the recovery of employment in the service sector stalling, services are still more likely to be taking on staff than letting them go. Progress on capital investment has also stalled across services and manufacturing, with the level of manufacturers seeking to invest in plant and machinery declining by 12% in Q4 2023. The cost of doing business continues to grow for many firms, with 41% of manufacturers and service sector businesses seeing prices increase during the final quarter of 2023. Nonetheless, in the service sector, firms are 24% more confident on seeing an increase in profits rather than a decrease.

### Local economic context

- 19 In partnership with Open Innovations, an economic dashboard has been developed for the Inclusive Growth website enabling the monitoring of the Leeds economic environment alongside the Leeds Social Progress Index. The dashboard provides up-to-date open data that is easy to navigate at a local level, as well as enabling comparisons to other Core Cities and geographies.
- 20 The most recent data available on the dashboard reflects a similar picture to the national trends. Although economic inactivity in Leeds is down from a previous peak of 23% at the beginning of 2022, the latest data for mid-2023 shows rates remained unchanged at 20.4%. Local unemployment remains low at 2.9% despite a slight uptick in the latest quarters. The claimant count has also been steadily increasing since November 2023.

### City Centre

- 21 According to the most recent Deloitte [Leeds Crane Survey](#) which showcases major developments during 2023, Leeds has seen a rebalancing of construction activity following record-breaking development in 2021 and 2022. Despite this, 2023 has been a strong year for Leeds across a number of sectors. The residential sector remains strong, boosted by the council's strategic regeneration in areas such as the South Bank and Mabgate. The student residential sector continued to deliver record-breaking development. Demand for office space (particularly grade A) remains high and 2023 saw a record-breaking delivery of office floorspace following post-pandemic construction activity in the past two years. Looking forward, as businesses navigate new ways of working, the market is seeking more flexibility with 72% of landlords anticipating that tenants will move to flexible lease terms.
- 22 For retail 2023 marked the first year since the opening of Victoria Gate in 2016 that substantial investment in the retail core has progressed, with two schemes under construction on Briggate: Flannels on the old Debenhams site and 'The Storehouse' on the old House of Fraser site which will comprise of retail units and student accommodation.
- 23 Comparing footfall in Leeds City Centre between 2023 and 2019, levels were down at a number of locations including Briggate (-18.9%) and Kirkgate Market (-15%). Footfall was also down at Leeds Train Station (-19.5%) over this period. However, footfall for the whole of 2023 was up 2.6% on 2022. In line with other major cities, fewer people are coming into the centre during the week due to a shift in work patterns, but weekends are still busy suggesting stronger demand for a mix of retail, leisure, culture and the night-time economy.
- 24 For Victoria Leeds, footfall is currently up across the centre and seven new openings are in the pipeline. In terms of basket spend, sales are exceeding footfall, with John Lewis having its best ever year in 2023. Food, beverage and leisure have been performing very strongly, and jewellery, health and beauty retailers have also been performing strongly. Clothing retailers have shown a mixed performance dependent on brands.
- 25 According to the latest city centre vacancy rate survey, in March 2024 the number of empty units across the pedestrianised retail core as a whole has improved slightly on the previous survey taken in August 2023 and is now at 16.3%. This is the lowest vacancy rate recorded since a pre-covid level of 12% in February 2020. The number of empty units in the 'high street'

(Briggate, Commercial Street, Kirkgate etc.) has stayed the same as recorded during the last survey at 15.5%.

## The Leeds Social Progress Index 2024

- 26 The Social Progress Index (SPI) is a tool being pioneered in Leeds which is used to measure how well the city is doing in terms of inclusive growth. It was designed by the Social Progress Imperative, an international NGO who produce global, country and city level SPIs. The Leeds SPI is built on three themes: Basic Human Needs; Foundations of Wellbeing; and Opportunity.
- 27 The SPI supports us in understanding our progress towards the Best City Ambition and the Inclusive Growth Strategy, with the update to the Ambition providing a clearer articulation of how we measure success. This includes a new Best City Ambition scorecard which will draw on the Leeds SPI alongside other intelligence tools and products. The SPI helps us to understand progress at a ward level, make better decisions, and maximise the use of our resources towards the priorities for Inclusive Growth. As well as this, the SPI has been used in many of the council's core strategies including Communities and Local Neighbourhood Plans.
- 28 The SPI has recently been updated to the [Leeds Social Progress Index 2024](#), which now references data from 2018 – 2022 at ward level and above. For this second iteration of the Leeds SPI, the Office for Data Analytics – a specialist team who are part of the Integrated Digital Services (IDS) - were involved in the design and production of the data model and visualisations. This resulted in better functionality and greater automation.
- 29 The SPI 2024 has many more visualisations and tools to help us generate a clear view of our City and Wards. It shows how Leeds has changed over time providing an overall score for the three dimensions over the period 2018-2022. This gives us a quick picture of Social Progress in the City. Other functions include heatmaps, visualisations and easy ward comparisons using a variety of indicators across the dimensions. For example:
- Marmot Pre-sets, this tool allows a selection of SPI indicators related to the Housing and Children themes to be compared to other health related indicators – supporting the Marmot City approach.
  - Deprivation – this visual allows comparison and interrogation of SPI indicators against levels of deprivation for each ward.
  - Correlation - this tool allows the user to investigate if there is a correlation pattern between indicators, components or dimensions.
- 30 Initial findings from the Leeds SPI 2024 show a reduction of the overall score (all the indicators) between 2019 – 2022. This is not unexpected and shows us that the pandemic has had tangible social and economic consequences at a local level within Leeds. The figure, set out of 100, tells us that we were making progress before Covid-19 but are still feeling the effects up to 2023. There are some green shoots as one of the three dimensions, Foundation of Wellbeing did see a rise in 2022 compared to 2021. Please see Appendix 1 for the list of all indicators.

## SPI scores over time



<b>Social Progress Index Indicators / Dimension</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Overall SPI score	56.4	59.0	58.5	58.2	55.1

<b>Social Progress Index Indicators / Dimension</b>	<b>2018</b>	<b>2022</b>
Basic Human Need	63.3	62.4
Foundation of Wellbeing	52.8	54.4
Opportunity	53.3	48.6

31 Looking at how wards in the city have fared since the pandemic, most wards have experienced a drop in terms of overall SPI score with this felt most significantly in more disadvantaged and inner-city areas. Only two wards showed an improvement in overall SPI score based in the outer city, these were Rothwell and Morley South but these were only small improvements compared with the rate of decline of other areas. For further information please see Appendix 2. The results broadly evidence the approach of the Inclusive Growth Strategy in focussing on inner-city areas and priority neighbourhoods that require the most support.

32 A Social Progress Index for the UK is currently being developed by Impera Analytics and will enable further useful comparisons once it is live.

### Inclusive Growth Strategy Delivery Update

33 In September 2023, the Leeds Inclusive Growth Strategy 2023-2030 was approved by Executive Board. The strategy was updated to reflect the changed economic, political, social and environmental context whilst maintaining a focus on economic growth that benefits everyone. It forms a key pillar of the Best City Ambition, setting out how we will tackle poverty and inequality through inclusive growth and galvanise city partners as part of our Team Leeds approach.

34 The strategy refreshes the big ideas within the three themes of People, Place and Productivity and presents an updated framework for delivering inclusive growth. An annual review of the progress achieved since launching the new strategy will be published in the Autumn of 2024. Some headlines include:

#### People

- Scrutiny Board members received an update on [Future Talent Plan](#) in September 2023, which is a key component in the delivery of the People strand of the Inclusive Growth Strategy. Work continues at pace to enable people and businesses to thrive in a rapidly changing labour market, and ensure that nobody is left behind. For example:
  - Following an Ofsted inspection in December 2023, the council's Employment and Skills Service Adult Learning and Employer Provider Apprenticeship programmes became the first local authority to achieve an Outstanding judgement since the new Education Inspection Framework commenced in September 2019.

- The Leeds Apprenticeship Recruitment Fair, the largest apprenticeship recruitment fair in the north of England, attracted 11,000 visitors in February 2024, which is nearly as many as the number of people who engaged with all our recruitment fairs in 2022. Over 100 exhibitors attended the event offering information, advice, guidance and live vacancies.
- An extended, year-round programme of events for Leeds' seventh Manufacturing Festival launched in February 2024, highlighting career opportunities for young people in the region's manufacturing sector. A launch event at Leeds City College included keynote speeches from Boeing Defence UK and Make UK's national apprenticeship training academy.
- Leeds City Council has collaborated with the Centre for Local Economic Strategies (CLES) to explore how women can be better prioritised in local economic strategies, with a report called Women's Work launched at an event in March 2024. The report highlights best practice from Leeds and other places, and provides an agenda for change with recommendations for local and national government. The recommendations explore how women can supported to participate in the economy and achieve their full potential, and how some of the key barriers can be tackled.

### Place

- Alongside the government's 2024 Budget, the Department for Levelling Up, Housing and Communities (DLUHC) published 'A vision for Leeds: a decade of city centre growth and wider prosperity', with Leeds City Council and West Yorkshire Combined Authority. The document includes plans for:
  - Transformational regeneration across 6 key city centre neighbourhoods: Mabgate, Eastside & Hunslet Riverside, South Bank, Holbeck, West End Riverside and the Innovation Arc
  - A new Leeds Transformational Regeneration Partnership, bringing together national, regional and local government to deliver the vision and unlock the delivery of up to 20,000 new homes in the city centre.
  - £10m funding allocated to support the next stage of the development of the British Library North, and £5m funding for the National Poetry Centre, setting out the importance of cultural anchor institutions for regeneration and growth.
  - Exploring the potential for expansion of the Royal Armouries Museum to become a premier conferencing destination and bringing economic and social benefits to the wider Eastside and Hunslet Riverside area.
- As part of our Connecting Leeds Transport Strategy, we are improving transport and connectivity to create a city where you don't need a car, bringing jobs and opportunities closer to people. This includes working closely with colleagues from the West Yorkshire Combined Authority to develop the business case for a regional Mass Transit system. Investment in our transport infrastructure to unlock productivity, including Mass Transit and Northern Powerhouse Rail, remains critical in light of the cancellation of northern arm of HS2 in 2023. At a recent meeting of West Yorkshire's leaders, plans for Mass Transit and proposals for bus reform involving a franchising scheme were approved.
- Work is continuing to reduce our emissions, cut energy bills and increase the city's resilience to the impacts of climate change, helping us to achieve a greener and more inclusive future. For example:

- A £25m energy efficiency scheme has been completed across six tower blocks in Leeds, with the average annual energy costs for each flat expected to halve and the amount of CO2 produced by the average property predicted to drop by around a third.
- Furthermore, Leeds PIPES continues to expand, with three council tower blocks in the city centre now set up to receive heat from the district heating network, and an option for some private leaseholders to also connect to the system. Meanwhile, Leeds Conservatoire (formerly Leeds College of Music) has become the thirteenth non-residential customer to have signed a contract to connect.
- In February 2024, the council completed its £22.5 million LED street lighting scheme to improve energy efficiency around the city, expected to bring annual savings of £3.4 million in electricity costs.

### Productivity

- As mentioned above, the Innovation Arc is one of the 6 key city centre neighbourhoods named in DLUHC's Vision for Leeds. The announcement of England's third Investment Zone in West Yorkshire will drive innovation and growth of HealthTech and digital in the region, drawing on existing strengths in the life sciences sector. The investment in the Old Medical School through the West Yorkshire Investment Zone will deliver an initial phase of interventions to accelerate development of the Innovation Village at Leeds Teaching Hospitals NHS Trust and across the Innovation Arc.
- Members of this Scrutiny Board also received an update about the [Council's support to businesses](#) in December 2023, which forms a key component within the Productivity theme of the Inclusive Growth Strategy. Headlines include that over a three-year delivery period (2019-22), the Business Growth Service was estimated to deliver a net addition to GVA of £38.6m, with the AD:Venture programme delivering 1,678 new jobs across the City Region (2016-23) and the Digital Enterprise programme delivering 665 new jobs across the City Region (2019-23).
- Our Visitor Economy team continues to promote Leeds as a global destination, supporting our retail, hospitality and leisure sectors and driving up productivity. We welcomed nearly 30 million visitors to Leeds in 2022 adding £2.20bn to the local economy, with day visitors spending on average £57.95 and overnight visitors spending £355.81. Hotel occupancy averaged 75% in the same year and there are 21 hotel developments in the pipeline. Leeds also welcomed nearly 2.5 million delegates in 2022, and the UK Real Estate Investment & Infrastructure Forum (UKREiIF) is being hosted in Leeds for the third consecutive year in 2024.
- Leeds remains a leading UK city for inward investment with DLA Piper's new £100m office at City Square House being one of the most prominent locations in the city centre and both ARUP and Lloyds Banking Group expanding into one of the UK's most sustainable new developments at Wellington House. This continued momentum suggests confidence in our city, and we are working to make sure that investment creates jobs and opportunities for local people and communities.
- We are continuing to grow culture through our new Cultural Investment Programme, which launched in October 2023 has five funding streams to enable creative and cultural activity in Leeds to flourish.
  - The arts@leeds programme for cultural organisations, which has now closed and been replaced with the new investment programme, funded a total of 48 organisations in 2023/2024 with a budget of £1,611,720. This included organisations

spanning arts, dance, festivals, literature, music, theatre and more, and investment was spread across the city with most activity taking place in our disadvantaged and priority neighbourhoods.

- The Leeds Inspired programme for cultural projects, which has also now closed, funded 56 projects in 2023/2024. A main grant round provided up to £10,000 for ambitious, creative ideas to 12 projects, alongside 5 small grant rounds for grants up to £1,200. A variety of organisations were funded including including Leeds Chinese Community School, Saudha Society of Poetry and Indian Music, Leeds Jewish Housing Association, Armley Action Team, LS-10 and Leeds Palestinian Festival.

### Inclusive Growth Partnership

35 The Inclusive Growth Partnership brings together stakeholders from the public, private and third sectors in Leeds to showcase activities that deliver inclusive growth, share ideas and enable people to build new connections. It gives us the opportunity to engage people in the delivery of the Inclusive Growth Strategy, exploring topics from opportunities in health and care innovation to barriers facing female entrepreneurs. The three events held per year follow the strategy's themes of People, Place and Productivity. Scrutiny Board Members are welcome to attend these events.

36 Through targeted work to identify new stakeholders and regular communication with partnership members, the partnership has grown from 900 members in 2022 to over 1,300 members in 2024.

37 The latest Inclusive Growth Partnership event was held on 26<sup>th</sup> January 2024 at the Royal Armouries Museum, focused on Productivity. During the event, it was reaffirmed that despite Leeds facing challenging times, the city's resilience, investment pipeline and upcoming opportunities around innovation (with the announcement of the West Yorkshire Investment Zone) indicate that 2024 is a year for transition with more stability to come.

38 The Inclusive Growth Strategy is instrumental in creating confidence against a backdrop of uncertainty. It sets out how we can support businesses and organisations to be stronger, more resilient and productive, and how we can build the profile of Leeds to leverage investment that will benefit our residents, communities and businesses, the wider region and the rest of the country.

39 Our next event will take place in Summer 2024 with theme of 'Place' and will focus on our aim to improve transport and connectivity to create a city where you don't need a car, bringing jobs and opportunities closer to people, including an update on Mass Transit. It will also provide attendees with an opportunity to find out more about the Leeds Vision and Transformational Regeneration Partnership as referenced above.

### Inclusive Growth website

40 The Inclusive Growth website has been refreshed to improve user experience and showcase the new strategy. The new website content, which is regularly updated, informs the audience about different aspects of inclusive growth in Leeds such as the Leeds Anchors Network, the Future Talent Plan and our Innovation Vision. It enables people to keep in touch with progress in delivering inclusive growth through regular publishing of news and events. The website also

features the Social Progress Index as well as an economic dashboard to enable the monitoring of trends and comparisons within and outside of the city showing how well Leeds is doing in terms of inclusive growth.

### Leeds Anchors

- 41 The Leeds Anchor Network brings together the city's largest public sector organisations and utilities to increase their collective contribution to the city through employment and procurement practices, environmental impact, service delivery and relationships with city partners and communities. The Anchors provide an important platform to come together as Team Leeds and agree and focus on collective goals, providing a focal point for discussion and action while remaining more inclusive than traditional city partnership structures.
- 42 Now in its sixth year, the network is implementing a partnership subscription model that will secure the longer term sustainability of the network and accelerate its capacity to deliver through funding a programme team and an operating budget, which will be hosted by the Council. Financial contributions from Anchors will be made at the start of the financial year, with the new operating model expected to be fully in place by the third quarter.
- 43 Priorities for the network for 2024 include undertaking a supply chain analysis and taking steps to improve access to Anchor contracts for smaller and local suppliers; implementing a cross-network leadership and development offer; and formalising the network's commitment to Age Friendly pledges and the West Yorkshire Fair Work Charter. Communication officers from across the network work together to elevate the profile of the network and share news and impact.
- 44 The council is receiving funding through Health Foundation's Economies for Healthier Lives programme to explore how Anchors can increase their contribution towards addressing health and economic inequalities in the city. The Good Jobs, Better Health, Fairer Futures project (2021-2024) is working to increase connections between Anchors and local communities, particularly through Leeds Community Anchor Network, deliver new project activity that connects Anchors to communities facing disadvantage, and generate evidence and learning through evaluation.
- 45 A community listening exercise was completed in three areas of the city to understand local priorities around employment and skills, and to connect community members to Anchor organisations to co-develop solutions. The interim report of this process is available [here](#). One of the key recommendations gathered from this process included that employers, including Leeds Anchor Network, could work with community-based organisations to design and deliver local recruitment activities (i.e. job fairs) within locally trusted and accessible spaces. We are working with the third sector to deliver the next stage of the listening exercise.
- 46 Also supported through Health Foundation funding, the Leeds Anchor Playbook is being developed to document the development of Anchor working in Leeds and demonstrate its impact, using interactive multimedia content including video, testimonials, infographics, and case studies. This has now been published on the [Inclusive Growth website](#) and is being shared through national networks.

- 47 In September 2023 the [Leeds Business Anchors network](#) was launched, bringing the established Leeds Anchor model to large private sector businesses with a sizeable base or headquarters in Leeds. The network brings together larger businesses that are committed to increasing their contribution to Leeds and have the scale and influence to make a significant impact, through their employment and procurement practices, their environmental contribution and use of their buildings, and through their relationships with local communities. The nine founding members of the network are Addleshaw Goddard, Arup, BJSS, CEG, Cognizant, DLA Piper, Jacobs, Mott MacDonald, and Leeds Building Society.
- 48 All members have completed the [Business Anchors Progression Framework](#) to self-assess their contribution to inclusive growth and identify their individual priorities for further action. Coming together as a network, the businesses are exploring areas where they can make a collective impact, with emerging themes including apprenticeships and work experience; supporting local suppliers; and workforce health and wellbeing.
- 49 Case studies showcasing the good work of our Business Anchors can be found on the [Inclusive Growth website](#). An example is Leeds Building Society, who have used the Progression Framework to sense check their Responsible Business Strategy and have made progress through reducing their carbon emissions and achieving diversity targets at senior leadership level. They are also exploring how they can tackle barriers to home ownership facing disadvantaged groups and how they can support the financial independence of vulnerable young people.
- 50 A meeting in March 2023 brought the Business Anchors together with the city's public sector Anchors for the first time to jointly explore how the two networks can maximise their impact for the city's economy and communities through collective action.

### **What impact will this proposal have?**

- 51 The Inclusive Growth Strategy provides the city with an economic framework up to 2030, delivering impact across People, Place and Productivity. Through work undertaken to build engagement with the strategy across the city, as well as a renewed focus on delivery through a wide range of projects, programmes and partnerships, we are maximising our ability to create growth in our economy that works for everyone. This means tackling inequality, ensuring we have the right infrastructure to enable our ambition, tackling the climate emergency, supporting all sections of our society into better jobs, raising skill levels and improving the health of the poorest the fastest while helping people to live healthy and active lives.

### **How does this proposal impact the three pillars of the Best City Ambition?**

Health and Wellbeing       Inclusive Growth       Zero Carbon

- 52 The Inclusive Growth Strategy builds on the Best City Ambition as one of the three pillars.

#### Health and Wellbeing

- 53 The Inclusive Growth Strategy was updated in alignment with the new Health and Wellbeing Strategy, which recognises that breaking the cycle of poverty and poor health is more important than it has ever been. Good health leads to wealth across communities. Raising people's living

standards, their start in life, access to education and skills, quality of jobs and homes available are some of the key ingredients to improving people's health.

### Zero Carbon

54 The Inclusive Growth Strategy sets out the importance of addressing the climate emergency. Embedded throughout the strategy is a focus on achieving net zero, through investing in decarbonisation measures and ensuring the transition to the green economy whilst capitalising on emerging opportunities. As well as this, there is a focus on improving the resilience of our places and businesses against the impacts of climate change.

### **What consultation and engagement has taken place?**

Wards affected:

Have ward members been consulted?       Yes       No

55 The Inclusive Growth Strategy was developed following extensive public consultation. A shift in the local policy landscape over the past few years has led to a significant amount of consultation with the public being undertaken, for example, consultations via the development of the Future Talent Plan, Innovation Arc, Local Plan Update and Connecting Leeds Transport Strategy. The feedback from these consultations and resulting pieces of work were fed into the development of the Inclusive Growth Strategy.

56 An engagement event brought together the Inclusive Growth Partnership, which took place on the 23<sup>rd</sup> January 2023. This allowed cross-sectoral representatives to input into the development of our Big Ideas. As set out above, we continue to engage with the Partnership through our regular events.

57 In addition to this, targeted stakeholder engagement was carried out between November 2022 and May 2023. For example:

- Anchors Executive Group
- Health and Wellbeing Board
- Culture Consortium
- Manufacturing Alliance Steering Group
- Third Sector Partnership and many others

### Social Progress Index stakeholder engagement

58 The first iteration of the Leeds Social Progress Index was presented to Scrutiny Board (Infrastructure, Investment and Inclusive Growth) on the 17th of December 2022, outlining the reasoning and justification for selecting of the SPI model as a measurement tool for Inclusive Growth, the framework for production, initial findings and potential use cases for the SPI.

59 A broad range of stakeholder engagement was undertaken presenting the first iteration of the Leeds SPI model, for example:

- Corporate Leadership Team
- Cabinet
- Public Health Team

- Executive Members
- CEAC

### **What are the resource implications?**

- 60 The Inclusive Growth Strategy does not have direct resource implications but is helping to influence and shape the direction of various funding streams, such as our employment support programmes, the allocation of the UK Shared Prosperity Fund, and local policy.
- 61 It also allows the city to better collaborate and plan resources to target limited funding to gain the maximum benefit for the people of Leeds. As we have committed to in the Best City Ambition, in order to achieve our ambitions we will practice and encourage the sharing of ideas, resources and assets, working in genuine partnership and being ambitious about our collective impact.

### **What are the key risks and how are they being managed?**

- 62 Local authorities continue to face financial challenges as a consequence of inflation amongst other factors. Without additional government funding to bridge this gap, there is a risk that along with other Core Cities, our city's growth potential will be undermined and efforts to deliver inclusive growth will be hampered. In the context of working with limited resources, the council and city will have to be agile and responsive to opportunities to secure capital and investment, as not all of our ambitions currently have funding.
- 63 The Inclusive Growth Strategy forms part of the council's Corporate Risk Register which is monitored and updated quarterly.
- 64 Regarding the delivery of the Inclusive Growth Strategy, a lack of focus on implementation could lead to the strategy not being used by our partners, with the ability of businesses and other organisations including the council potentially unable to fully commit to the actions in the current economic climate. However, through our strong focus on engagement with the city this risk is being mitigated.
- 65 In terms of the Social Progress Index 2024, there are several risks and challenges still existing with the production of the Leeds SPI model including data collection and data adequacy and transparency, which we will mitigate through continued work between teams to ensure the SPI functions well.

### **What are the legal implications?**

- 66 There are no significant legal issues relating to the recommendations in this report

### **Options, timescales and measuring success**

#### **What other options were considered?**

- 67 Not applicable



### **How will success be measured?**

68 As discussed above, we are measuring our success in delivering the Inclusive Growth Strategy via the Social Progress Index and the economic dashboard which sit on the Inclusive Growth website [‘Measuring Success’](#) page, as well as developing new monitoring tools.

### **What is the timetable and who will be responsible for implementation?**

69 The next Inclusive Growth Partnership event will take place in July 2024, as part of the schedule of three events per year.

70 The One Year On Executive Board report reviewing progress since publishing the Leeds Inclusive Growth Strategy 2023 – 2030 will be published in the autumn.

71 We will continue to undertake targeted stakeholder engagement over the next 6-9 months to build awareness of the Inclusive Growth Strategy, particularly amongst internal groups and teams at Leeds City Council to ensure organisational alignment and so that the positive benefits of the strategy are realised across the organisation.

72 Over the next year, we will seek to encourage a widening use case for The Leeds SPI 2024 model and also partake in a deep dive analysis.

### **Appendices**

- Appendix 1 – SPI list of all indicators
- Appendix 2 – SPI Change (2020 – 2022)

### **Background papers**



- Not applicable

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Social Progress Index – All Indicators (example: Adel & Wharfedale - link: [Microsoft Power BI](#) p.9)

ODA - Leeds Office of Data Analytics for...

Adel & Wharfedale 2020 All indicator ranks for Adel & Wharfedale

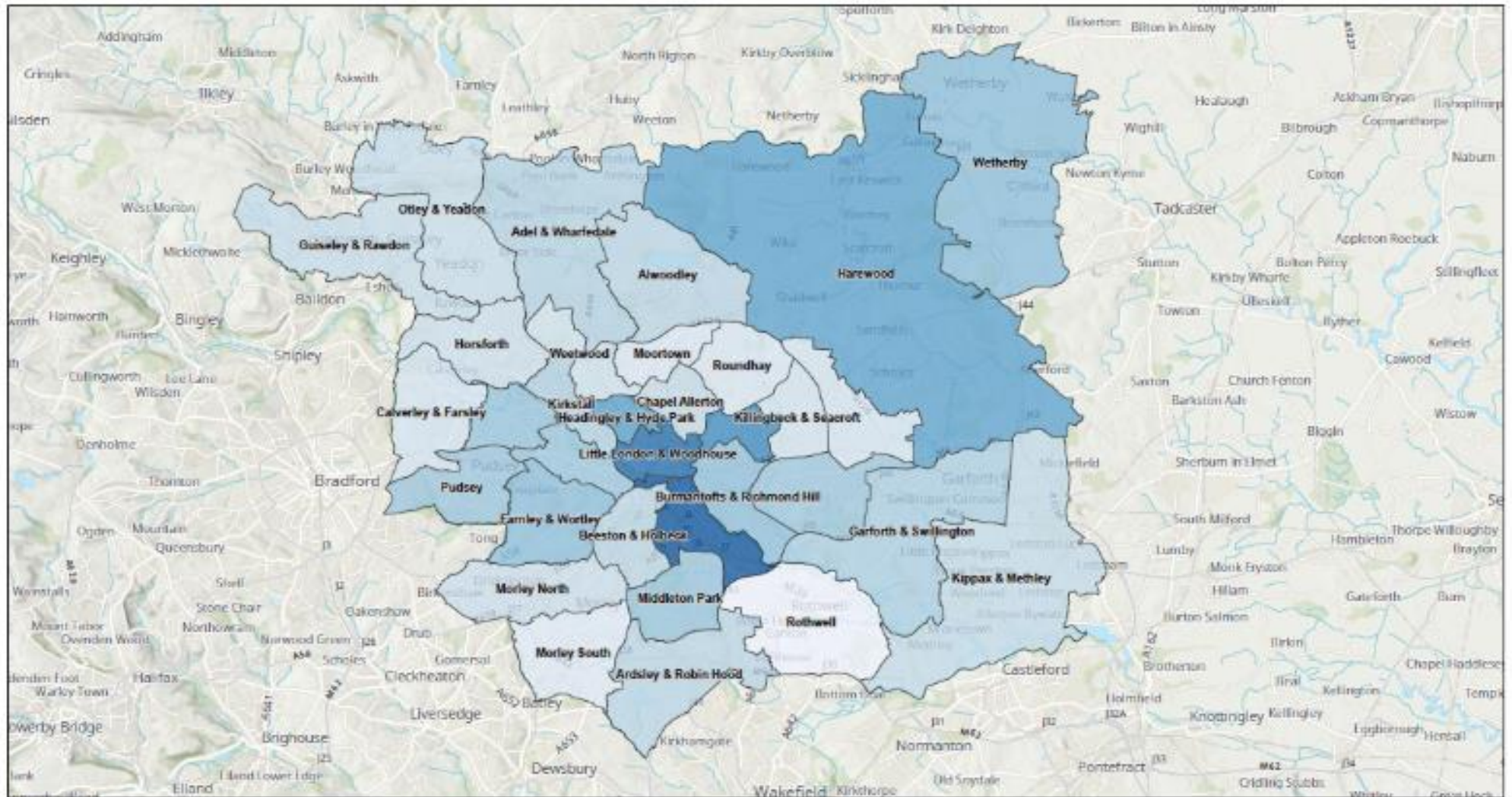



Basic Human Needs		Foundations of Wellbeing		Opportunity	
	Rank*		Rank		Rank
<b>Nutrition and Basic Medical Care</b>		<b>Access to Basic Knowledge</b>		<b>Personal Rights</b>	
Adult Obesity	7th	Early Years Foundation Stage Profile	2nd	Disrespect for property and public spaces	9th
Child Healthy Weight	13th	Key Stage 2 attainment in reading, writing, maths	7th	Housing Benefit	8th
Free School Meals	4th	KS4 Attainment 8	2nd	Local Election Voter Turnout	3rd
Immunisation rates	2nd	Persistent Absenteeism	4th		
Premature Death from preventable causes	2nd	Schools judged as outstanding/good	1st		
<b>Water and Sanitation</b>		<b>Access to Information and Communications</b>		<b>Personal Freedom and Choice</b>	
Decent Homes	1st	Average broadband speed	22nd	Pension Credit Claimants	3rd
Food Hygiene Ratings	7th	Broadband under USO	1st	Long term unemployment rate	12th
HMO's (licenses)	8th	Skills Improvers, Employment & Skills Programmes	20th	Early Years placements	6th
<b>Shelter</b>		<b>Health and Wellness</b>		<b>Inclusiveness</b>	
Empty Homes	16th	Diabetes	4th	Adults with learning disabilities in employment	11th
Households in Fuel Poverty	1st	Frailty - severe	6th	Gender gap in unemployment	8th
Housing Affordability (Price to Income Ratio)	9th	Life Expectancy from Birth	2nd	Disrespect for individual	6th
Housing Sustainability	11th	Severe Mental Health	10th		
		Mortality rate - all causes	1st		
		Smoking related conditions COPD	1st		
<b>Personal Safety</b>		<b>Environmental Quality</b>		<b>Access to Advanced Education</b>	
Anti-Social Behaviour	11th	Fly-tipping	23rd	16-24 education access	22nd
Crime Rates	11th	Noise complaints	8th	25+ education access	27th
People killed or seriously injured in RTA	29th	Pest / Vermin Control Requests	16th	NEET	2nd

\* Ranking 1st is more desirable and 33rd is least desirable.

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# SPI Change (2020 - 2022)



3/13/2024

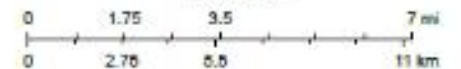
SPI Change

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## 100% Digital Leeds update

Date: 03 April 2024

Report of: Head of 100% Digital Leeds

Report to: Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### Brief summary

This report provides an update on the 100% Digital Leeds digital inclusion programme since the last report to this Board in April 2023.

The report includes examples of key initiatives from across the 100% Digital Leeds programme. The examples illustrate the team's work to support the financial challenge facing organisations, sectors, people and communities across Leeds.

The impact of the 100% Digital Leeds programme is discussed throughout the report. Impact is further evidenced by the testimonials from partners and stakeholders that feature in the report.

### Recommendations

- a) Members are asked to reaffirm their approval of the 100% Digital Leeds community-based approach to increasing digital inclusion across the city.
- b) Note the achievements of the 100% Digital Leeds programme over the last year and endorse the plans for the continued development of the programme under the leadership of the 100% Digital Leeds team in IDS.
- c) Agree any specific Scrutiny actions that may arise from this report.

## What is this report about?

- 1 Leeds City Council's ambitions for digital inclusion were galvanised and guided by this Scrutiny Board's initial Inquiry Report into the issue in 2015. Since then, the 100% Digital Leeds approach has been developed, articulated and approved at every stage with annual reports to the Board. The Board's scrutiny and oversight has helped 100% Digital Leeds to become one of the most successful, high-profile and well-respected digital inclusion programmes in the country.
- 2 This report is the latest in a series of 100% Digital Leeds annual reports to Infrastructure, Investment and Inclusive Growth Scrutiny Board. Previous reports to the Board, from 2017 to 2023, are available on the [100% Digital Leeds website](#).
- 3 The 100% Digital Leeds team continues to develop the city's digital inclusion **Infrastructure**, increase the **Investment** into digital inclusion, and apply the principles of **Inclusive Growth** across all of their work.
- 4 The 100% Digital Leeds team has always positioned digital inclusion as an enabler to achieving wider council and city priorities and outcomes. This year, one of the biggest priorities has been the ongoing financial challenge facing the council, the NHS, and the third sector in Leeds, as well as the continuing cost of living challenges faced by people across the city.
- 5 The impact of funding reductions, cost increases and demand pressures for Leeds City Council services were set out in this [position statement on the council's budget](#) issued in January 2024. Between 2010 and the end of 2024/25, the council will have had to deliver savings totalling £794million.
- 6 In December 2023, this [update issued by Forum Central](#) noted that the NHS in Leeds needs to find 8% to 10% efficiencies (c£200million) to stay in financial balance next year. The accompanying statement from Leeds Health and Care Partnership noted, "This is without doubt the most challenging position the NHS in Leeds has faced in recent years and comes at a time when there are increases in demand and remaining post-covid recovery in areas such as obesity, mental health, neurodiversity, cancer and elective activity".
- 7 In October 2023 the [State of the Third Sector in Leeds report](#) showed that, between 2020 and 2022, the third sector in Leeds saw a 34% drop in paid staff, a 7% drop in trustees, a 25% drop in registered volunteers, and a loss of income of over £30million. A report on [Ensuring the Future Resilience of the Third Sector](#) was presented to the Environment, Housing and Communities Scrutiny Board in February 2024.
- 8 The council, NHS and third sector all focus on delivering savings and efficiencies through digital transformation, adoption of digital tools, and use of digital services. The 100% Digital Leeds team is part of a wider function in the council's Integrated Digital Service. The team has a key role in supporting the adoption and effective use of digital. The team works with council colleagues and partners across all sectors to support the adoption and effective use of digital tools, technology and online services by communities across Leeds. However, poverty is a key predictor of digital exclusion, and communities across Leeds are still feeling the effects of the financial challenge and cost of living crisis.
- 9 The [Leeds Cost of Living Dashboard](#) includes figures that show the impact of the financial crisis on communities across Leeds. 82,555 people in Leeds claimed Universal Credit in Dec 2023 (an increase of 12.4% since Nov 2022). 59,117 people in Leeds accessed a foodbank by referral in 2022/23, a 42% increase on the support level required in 2021/2. Citizens Advice received 15% more advice and support enquiries in the third quarter of 2023/24 than the same period in the previous year. [Citizens Advice carried out a survey](#) in 2023 which showed that a million people disconnected their broadband in the last year because they could no longer afford it. People on Universal Credit were more than six times as likely to have disconnected, compared to people not claiming Universal Credit.



- 10 Despite the ongoing financial challenges faced by all sectors, Leeds City council remains committed to the Best City Ambition for Leeds to be a welcoming city with a strong economy offering opportunities for all, and tackling poverty and inequality.
- 11 This ambition will be delivered through a continuation of the 'Team Leeds' approach, working strategically with partners, stakeholders and communities to maximise all available resources across the city. It recognises the strengths and opportunities in the city for Leeds to be a place that prioritises people, partners and businesses working together to achieve a shared vision.
- 12 This report illustrates how 100% Digital Leeds contributes to that ambition. The 100% Digital Leeds team has always adopted the #TeamLeeds approach, working across sectors and using a strengths-based model to achieve shared priorities through digital inclusion.
- 13 The 100% Digital Leeds team strengthen the digital inclusion infrastructure across the city by bringing together organisations to address challenges at scale. They use Inclusive Growth principles to build digital inclusion capacity and confidence within organisations across sectors.
- 14 In addition to the 100% Digital Leeds team's continuing focus on increasing digital inclusion for communities, in the coming year the wider function will increase its focus on digital inclusion and digital skills for council colleagues. This will support the financial challenge by developing a more digitally skilled and confident workforce.
- 15 Many council colleagues live and work in communities across Leeds, and they deliver services for those communities. By expanding the focus on digital inclusion and skills for the council workforce, colleagues will be better equipped to use digital tools and technology to work more efficiently and effectively. This will improve service delivery for citizens who, as a result of the digital inclusion programme, will be more confident to use those digital options.

### **What impact will this proposal have?**

- 16 This section of the report includes statistics that demonstrate the breadth of the digital inclusion programme. It also includes summaries of key initiatives and testimonials from partners that illustrate the depth of the impact on organisations and communities that have been supported through the 100% Digital Leeds programme.
- 17 Some of the quantitative indicators that illustrate the scale of activity for the 100% Digital Leeds team over the last 12 months include:
  - **£817,355** funding secured for third sector organisations.
  - **2,451** subscribers to the 100% Digital Leeds Newsletter.
  - **1,800** people attended 100% Digital Leeds events.
  - **519** staff from the council, third sector, health and care, and the private sector attended Digital Inclusion Awareness workshops delivered by the 100% Digital Leeds team.
  - **247** teams, services and organisations across all sectors worked with 100% Digital Leeds.
- 18 The 100% Digital Leeds team has worked with partners to secure over £3million of funding over the last three years. Almost all of that funding has gone to community organisations across Leeds. The £817,355 of funding secured this year has come from a range of sources, including UK Shared Prosperity Fund, National Lottery, Leeds Digital Inclusion Fund, Awards for All, West Yorkshire Combined Authority, and more. Dozens of third sector organisations have benefitted from this funding to increase their financial resilience, their capacity to deliver digital inclusion interventions, and embed digital inclusion activities into their service provision.
- 19 One feature of the 100% Digital Leeds model is to support third sector organisations to use external funding to appoint digital inclusion officers to work with specific communities or to achieve specific outcomes. This extends the reach and capacity of the 100% Digital Leeds team, and increases their impact, at no cost to the council.

- 20 In a time of severe financial challenge, many third sector organisations have appointed workers specifically to increase digital inclusion for their service users. With the ongoing support of 100% Digital Leeds, those organisations have recognised the importance of digital inclusion, secured funding to support digital inclusion as a strategic priority, and created new roles within their organisations to deliver digital inclusion interventions for the communities they serve.
- 21 Digital inclusion is now accepted, understood and invested in as a strategic priority by teams and organisations across all sectors.
- 22 Hundreds more organisations have embedded digital inclusion into their existing services and activities. By using a strengths-based approach to achieve inclusive growth, the 100% Digital Leeds team is building a sustainable culture change across communities.
- 23 This map shows the [locations of the organisations across Leeds that are working with the 100% Digital Leeds team](#).
- 24 The 100% Digital Leeds team carried out a sample survey of around 15% of the organisations they worked with over the last year. The organisations that took part in the survey represented a wide range of providers, including some with a citywide reach and those working in specific areas of the city. Some of the organisations that took part serve a general population and others specialise in working with specific communities of interest.
- 25 Forty organisations reported on the number of digital inclusion activities and interventions they delivered across the city, and the number of people reached through those interventions. This is a 5% increase on the number of organisations that took part in the same survey last year.
- 26 The 2024 survey asked the same questions as the survey that the 100% Digital Leeds team carried out in 2023. The results of the 2023 survey were included in last year's report to this Board, and they are included below for comparison.
- 27 Over the last 12 months, across just 15% of organisations who worked with 100% Digital Leeds:
- **5,087** people were supported on 1-2-1 digital skills sessions (**2,611** people in previous survey).
  - **3,634** people were supported on group digital skills sessions (**2,162** people in previous survey).
  - **11,792** people experiencing data poverty received SIM cards with free calls, texts and data from Good Things Foundation's National Databank (**2,140** people in previous survey).
  - **1,042** people borrowed or were gifted a digital device from one of the schemes run by the organisations who responded to the survey (**462** people in previous survey).
- 28 Over **20,000** people were directly supported by just 15% of the organisations that 100% Digital Leeds worked with last year. When added to the work of the organisations that did not complete the survey, these figures show the scale of the 100% Digital Leeds programme. Every year, 100% Digital Leeds delivery partners support tens of thousands of people across Leeds to make meaningful changes in their lives by reducing the barriers to digital access and skills.
- 29 Beyond these statistics, the following examples illustrate the qualitative impact of the 100% Digital Leeds programme. The examples include funded projects that increased investment into third sector organisations, building their digital inclusion capacity, confidence and infrastructure.

### **UK Shared Prosperity Fund (UKSPF)**

- 30 UKSPF is the fund that has replaced EU Structural and Investment Funds in the UK. West Yorkshire was allocated £68million UKSPF funding by UK Government, of this £9,393,538 was allocated to Leeds specifically for local delivery. This includes a financial profile across three years which includes a capital/revenue split (as set by Government) which the activity must be delivered against. UKSPF has three investment priorities: Local Communities and Place; Support for Business; and People and Skills (including Multiply).

- 31 The 100% Digital Leeds programme was allocated £400,000 over three years to increase the capacity of community organisations to increase digital inclusion. The funding had a specific focus on interventions and activities that build people's confidence to use digital tools and services as an enabler to increase financial resilience.
- 32 Revenue funding for 100% Digital Leeds is being used to appoint Digital Inclusion Officers in third sector organisations. One Officer is hosted by Pyramid with a focus on people with learning disabilities and autistic people. A second Officer is hosted by The Old Fire Station in Gipton with a focus on people living in poverty or on a low income, people who have been impacted by increases in the cost of living and who have low digital skills and confidence, and areas of the city where people are more likely to experience financial hardship, including priority neighbourhoods, Areas of Multiple Deprivation, and pockets of disadvantage within more affluent areas of the city.
- 33 To avoid duplication and to maximise the impact of UKSPF funding, the 100% Digital Leeds team is working closely with the council's Head of Locality Partnerships in the Safer and Stronger Communities Team. This collaborative approach will focus on improving connectivity, digital equipment, and digital inclusion support in a number of community centres across the city. Discussions are ongoing with Voluntary Action Leeds and Leeds Older People's Forum to appoint Digital Inclusion Officers in those organisations for the third year of UKSPF funding.
- 34 The Officer at Voluntary Action Leeds will focus on the organisations and communities that use the community centres identified by the Localities Team. As well as supporting community organisations, the Officer will deliver digital inclusion support sessions and activities that build people's confidence to use digital tools and services as an enabler to increase financial resilience and confidence.
- 35 The Officer at Leeds Older People's Forum will focus on older people and the organisations that support them. They will build on the success of the Be Online Stay Safe (BOSS) project. That project focused on increasing media literacy and online safety for older people from diverse communities. More information about the BOSS project can be found at **Paragraph 43** below.
- 36 Increasing digital inclusion and participation for these groups will give people more equitable access to online services and resources. It will enable people to use digital tools and technology to increase their independence and make more informed choices. It will also increase people's ability to access a wide range of opportunities that may be available exclusively online, or are cheaper or more cost-effective if accessed online.
- 37 **Rich Warrington, Social Action Manager, Voluntary Action Leeds:** *"Voluntary Action Leeds highly values our relationship with 100% Digital Leeds. As well as being an indispensable part of the city's work to enable greater digital inclusion in communities, our experience is that they are entirely committed to working with the strengths of the third sector to deliver this mission; often through placing digital capability officers close to communities in frontline third sector organisations. The team brings a creative mindset to thinking about how we reduce digital inclusion barriers. They are an invaluable source of knowledge, support and advice, and targeted resources for frontline third sector organisations. Moreover, 100% Digital Leeds are tireless advocates for enabling digital transformation in third sector organisations. They consistently seek to make the link between the shared transformation needs of the third and public sectors."*

## **Multiply**

- 38 Multiply is aimed at addressing low levels of adult numeracy and improving adult functional numeracy skills. 100% Digital Leeds worked with Leeds City Council's Employment and Skills team to award grants to third sector organisations working with communities who are most likely to be digitally excluded, feeling the effects of the cost-of-living crisis, and facing barriers to accessing learning in a more formal or traditional setting.

- 39 Fifteen third sector organisations received funding to support over 420 learners to improve their numeracy and digital inclusion in the context of money management, budgeting and financial resilience. Organisations used the funding to create courses with content tailored to meet the specific needs of the communities they work with and within. Course content covered numeracy skills for improved financial resilience, such as household budgeting, price comparisons, online selling, and self-employment.
- 40 People struggling with the cost of living are also those most likely to be digitally excluded as they find the cost of a digital device and connectivity prohibitive. Lack of access to equipment at home stops many people from fully engaging with digital tools and technology. With the support of 100% Digital Leeds, each organisation also used Multiply funding to purchase and gift each learner a new digital device such as a smart phone, tablet, or smart speaker, along with two years of connectivity. Learners were supported to develop the digital skills and confidence they need to make best use of their new digital device to save and manage their money. Some of the communities supported by Multiply funding included people on low incomes, people with mental health needs, people with learning disabilities, refugees and asylum seekers, and older people.
- 41 A [summary of the Multiply project on the 100% Digital Leeds website](#) includes a case study from Cross Gates and District Good Neighbours Scheme. The case study discusses the positive impact of Multiply on the services delivered by the organisation, and the difference that the project has made for the people and communities they serve.
- 42 **Gemma Haynes, Employment and Skills Senior Manager, Leeds City Council:** *“We have thoroughly enjoyed working in partnership with 100% Digital Leeds to deliver the Multiply project in collaboration with a number of community-based organisations. Numeracy, digital and other related skills, developed throughout these workshops are crucial for people to succeed, building confidence, employability and eventually helping people find work and earn more. This can also contribute to their wider lives, including increasing the likelihood of people being active in their community, and economic growth. We are really excited to continue our partnership and look forward to working together in the next 12 months.”*

### **Be Online Stay Safe (BOSS)**

- 43 Many older people are reluctant to use online financial services or carry out online financial transactions due to concerns about safety, security and the risk of falling victim to online scams. This means that many older people are missing out on cheaper goods and services, and the benefits to which they are entitled. For example, national figures show that approximately 800,000 individuals do not claim pension credit worth over £1.5billion. [Figures from Policy in Practice](#) suggest that the value of unclaimed pension credit in Leeds is over £21million.
- 44 Older people are also less likely to use online banking to manage their money. [National research from Age UK](#) found that 27% of people aged over 65 manage their bank accounts via a branch or other physical location such as a post office, and only 14% of people aged 85+ bank online. The report also noted that, “The risk of falling victim to a scam is not an irrational fear, but a very real problem which destroys self-confidence and ruins the lives of a significant number of older people each year”.
- 45 Leeds Older People’s Forum (LOPF) and 100% Digital Leeds received funding from the Department for Science, Innovation and Technology to deliver the BOSS project. The project was supported by the National Media Literacy Taskforce and three national mentors. BOSS aimed to improve media literacy and online safety, and reduce the fear of transacting online, for older people from diverse communities. The four delivery partners for BOSS were Feel Good Factor, Hamara, Health for All and Leeds Irish Health and Homes.

- 46 The Digital Inclusion Officer at LOPF built the capacity and upskilled the workforce of partner organisations to increase media literacy across the diverse communities of older people they support. They worked closely with all partner organisations to co-produce interventions that met the needs of communities, reduced barriers, and increased digital access, skills, confidence, and motivation.
- 47 The Officer established a skills framework for the BOSS sessions, serving as a guide on the essential subjects and themes covered. The framework helped to ensure consistency across delivery partners. For older people from an ethnic minority background an additional challenge was ensuring they could access learning through their native language; some struggled to read English, which was also identified as increasing the risk of being a victim of a scam. Learning resources that have been developed will be disseminated via the [Older People's Digital Inclusion network](#), LOPF, and the 100% Digital Leeds website.
- 48 A [summary of the BOSS project on the 100% Digital Leeds website](#) includes an update from LOPF and quotes from some of the project participants. The article discusses the positive impact of BOSS on the services delivered by the partner organisations, and the difference that the project has made for the people and communities they serve. An external evaluation report has been commissioned by LOPF and will be published online in the coming months.

### **Travel Connections**

- 49 [The State of Ageing in Leeds report](#) states that one in three people in Leeds are aged 50 and over, with the number of residents aged 80 and over set to increase by around 50% in the next 20 years. Older people live largely in the outer suburbs of Leeds, however around 20% of those aged 50+ live in neighbourhoods classed as among the top 10% most deprived in the country. People living in these areas tend to experience significantly higher health needs, including levels of frailty and long-term conditions, which present barriers in terms of transport use.
- 50 Leeds Older People's Forum were awarded a grant through the Department for Transport's Tackling Loneliness with Transport fund to deliver the Travel Connections project. The project focused on increasing digital inclusion for older people to use taxi and bus apps. 100% Digital Leeds partnered with LOPF and identified six key community organisations to act as delivery partners: Age UK Leeds, Cross Gates and District Good Neighbours Scheme, Holbeck Together, Leeds Irish Health and Homes, Morley Digital, Your Backyard
- 51 100% Digital Leeds and LOPF set up a steering group with all delivery partners, enabling organisations to collaborate, and share experience and best practice. The delivery partners identified key transport apps currently available in the city such as Uber, Amber Cars, First Bus, Trainline, Flexi Bus and more.
- 52 The delivery partners worked with their service users to navigate the apps and identify potential barriers to use. Older people shared a lack of confidence in using the apps, with many expressing concerns over inputting their bank details into the apps without leaving themselves open to scams.
- 53 Many of the older people who received support through the Travel Connections project reported reduced anxiety around travelling. App features such as the ability to see their taxi approaching, the car registration, and knowing who their driver would be, helped the participants to feel more confident. Some older people found the live tracker features especially useful because they were likely to spend less time waiting outside in cold weather.
- 54 With the support of 100% Digital Leeds, the delivery partners have embedded travel and transport apps into their existing digital support sessions and service offers. The guides and resources produced throughout this project have been shared across the Older People's Digital Inclusion Network, and the organisations are continuing to explore new apps that may be of use

to their service users. Organisations have also begun conversations with West Yorkshire Combined Authority to look at further support around the process of applying for a senior bus pass.

- 55 A [summary of the Travel Connections project on the 100% Digital Leeds website](#) includes case studies from Holbeck Together, Leeds Irish Health and Homes, and Morley Digital. The case studies discuss the positive impact of Travel Connections on the services delivered by the organisations, and the difference that the project has made for the people and communities they serve. Leeds Older People's Forum commissioned and published [an external evaluation of the Travel Connections project](#).
- 56 **Jo Volpe, Chief Executive, Leeds Older People's Forum:** *“Leeds Older People's Forum has a long working relationship with 100% Digital Leeds, stretching back to 2020, and we continue to deepen our partnership year on year. The 100% Digital Leeds team are such positive advocates for older people and the digital inclusion agenda. We've worked together successfully to support older people with practical digital skills which makes them feel better able to use transport options in the city, and we secured Government funding from the Department for Science, Innovation and Technology to develop media literacy skills amongst culturally diverse older people. The LOPF / 100% Digital Leeds partnership is one of only four in the country that DSIT have chosen to work with. We look forward to continuing our work with 100% Digital Leeds to support the financial inclusion of older people through digital means.”*

### **National Databank**

- 57 Ofcom estimates that 7% of UK households do not have any internet access at home. Of those who do, Ofcom also noted that 1.9 million household with fixed broadband, and 2.4 million households with a mobile connection, found it difficult to afford their service in the previous month. Research from Citizens Advice found that a million people disconnected their broadband in the last year because they could no longer afford it.
- 58 Good Things Foundation is a national social change charity that supports socially excluded people to improve their lives through digital. They created the National Databank with Virgin Media O2, supported by Vodafone and Three. The National Databank provides free mobile SIM cards for people who need internet connectivity, through a national network of local organisations who register as Databanks.
- 59 In September 2023, 100% Digital Leeds hosted two events to share their approach to tackling digital poverty. Attendees from almost 90 organisations found out more about the 100% Digital Leeds approach to gifting data and how they could play a role in supporting more Leeds residents to get free SIM cards. Speakers at the events included representatives from Good Things Foundation, PAFRAS, Leeds Community Healthcare, Virgin Money, and Leeds Libraries. One of the events was held in-person at Leeds Central Library.
- 60 Leeds Libraries are one of 100% Digital Leeds's key delivery partners. At the event, library colleagues shared their experiences of gifting data via the National Databank. Libraries' digital offer already includes a tablet lending scheme, access to free wifi and PCs in all of their sites across the city, and regular digital support sessions. Offering free mobile data, texts and calls to people in need broadened that existing support.
- 61 Libraries are offering SIM gifting in a range of geographical areas around the city. The sites chosen by Libraries are home to a range of council teams, meaning colleagues in Job Shops, Housing, Translation Services, Financial Inclusion, Project Development, Community Healthcare, Social Prescribing, and others, can identify their service users experiencing data poverty and easily signpost them to get a free SIM.

- 62 SIM gifting is also included as a specific part of the Local Welfare Support Scheme (LWSS) for customers who may be digitally excluded. LWSS Assessors offer services from Community Hubs, including conversations with customers around their digital access. The Assessors refer eligible customers to a Community Hub and Library site to collect their free SIM and data.
- 63 SIM gifting has helped Libraries to support their service users to access other beneficial services. Leeds Community Healthcare's Maternity Services meet service users in the Wellbeing Pods available at Libraries and Hubs. They can use SIM gifting to help new parents who are digitally excluded to sign up for the NHS Healthy Start scheme, increasing access to food and vitamins for low-income families. Job Shop staff can use SIM gifting to enable service users to access employment support, and financial support via Leeds Credit Union.
- 64 In total from April 2023 to March 2024, according to figures provided by Good Things Foundation, 44 organisations across Leeds gifted 11,792 SIMs. Databank organisations in Leeds have gifted SIMs with **£589,600** worth of free calls, texts and data to people experiencing data poverty across Leeds.
- 65 The 100% Digital Leeds team intend to convene a user group with representatives from Good Things Foundation and some of the organisations in Leeds who are registered as Databanks. The group will meet regularly and will provide a forum to discuss operational issues, increase coordination and collaboration, and enable the 100% Digital Leeds team to maximise the impact of the Databank.
- 66 A [summary of the National Databank in Leeds on the 100% Digital Leeds website](#) includes case studies from The Old Fire Station and Leeds Libraries. The case studies discuss the positive impact of the Databank on the services delivered by those organisations, and the difference that the Databank has made for the people and communities they serve.

## Health and care

- 67 In September 2023, NHS England published a [Framework for NHS Action on Digital Inclusion](#). 100% Digital Leeds contributed to the development of the framework, and the Head of 100% Digital Leeds was invited to speak at the launch of the Framework to over 500 NHS colleagues from across the country. There is a 100% Digital Leeds case study in the Framework, focusing on the team's work supporting families living in digital poverty.
- 68 NHS England set the Framework in context: "Digital exclusion can compound health inequalities by exacerbating challenges with access to healthcare, skills and capability to navigate and use services, and the general resources needed to lead a healthy life. NHS England and integrated care boards have a statutory duty to consider how to reduce inequalities in access to, and outcomes from, health services. This duty on health inequalities is alongside public sector equality duty. It means that the NHS must consider and take steps to address the barriers to digital health that some groups of people may face".
- 69 Previous reports to this Board have discussed the 100% Digital Leeds team's work to reduce health inequalities. This has included establishing a network of [Digital Health Hubs](#), working with Leeds Community Healthcare and Leeds Teaching Hospitals Trust, and working with the Local Care Partnership Development Team to use funding from NHS Leeds to appoint a [Digital Inclusion Officer to work across the York Road LCP](#), based at the Old Fire Station, and a [Digital Inclusion Officer to work across the Woodsley and Holt Park LCP](#), based at Better Leeds Communities.
- 70 This year, in response to the NHS Framework for Action and the financial challenge faced by the NHS in Leeds, the 100% Digital Leeds team has focused on supporting digital inclusion in Primary Care. Improving General Practice (GP) access is one of the NHS's top priorities. Last year NHS England launched a [delivery plan for recovering access to primary care](#) to improve

GP access to patients across the UK, with Integrated Care Boards delivering their own improvement plans for communities. The plan's main objective is to tackle some of the pressures facing GPs and other services as they work to get back to normal after the pandemic.

- 71 100% Digital Leeds is working with the Primary Care Transformation Team in Leeds to support the implementation of the delivery plan. The team are exploring ways that embedding digital inclusion into existing strategies and activities can support both staff and patients to engage with digital health tools and services. 100% Digital Leeds has worked with the Transformation Team to develop a patient digital needs assessment questionnaire. This enables primary care staff to better understand the digital inclusion barriers patients may face, meaning they can signpost to the right support based on individual needs.
- 72 In 2023, Primary Care teams across Leeds began the rollout of [Patches](#), a new tool to support patients in managing their appointments and communicating with GP practices. 100% Digital Leeds partnered with [Lingwell Croft Surgery](#) and Middleton and Hunslet Primary Care Network to explore ways that digital inclusion could support with the implementation of Patches.
- 73 100% Digital Leeds developed tailored digital inclusion awareness training for staff to increase their confidence to have positive digital inclusion conversations with patients, supporting patients in using Patches, and improving signposting to appropriate digital inclusion support in the community. The training enabled more patients to engage with GP practices digitally, and increased patients' confidence to manage their own health and wellbeing, resulting in fewer unnecessary GP appointments.
- 74 As a result of the success in embedding digital inclusion into the rollout of Patches at Lingwell Croft Surgery, the 100% Digital Leeds team is having further discussions with the Primary Care Development Team. 100% Digital Leeds will apply the same approach when the additional three practices that are part of Middleton and Hunslet Primary Care Network implement Patches. The model will also support plans for the rollout of other digital health tools such as Airmid and Accurx, as well as condition specific self-management tools.
- 75 A [summary of Digital Inclusion in Primary Care on the 100% Digital Leeds website](#) includes comments from staff at Lingwell Croft Surgery. The article discusses the positive impact of the digital inclusion interventions to support the digital transformation of Primary Care.
- 76 **Stuart Logan-Nelson, Digital & Transformation Lead, Central North Leeds Primary Care Network:** *“Modern day primary care is seeing a push towards the use of digital technologies to help patients access services at their local GP surgery. As providers of these services, we do everything we can to promote digital access and to help patients get online, but we are all learning as we go too. This is where the 100% Digital Leeds team have been invaluable. I have worked with the team at one of the Digital Health Hubs in north Leeds and the support they provided was fantastic. More recently we have engaged with the team at practice level. The training, support and advice the 100% Digital Leeds team can offer is fantastic; their knowledge of digital inclusion is extensive, and they will be providing us with a list of local support networks where we can signpost our patients who need additional support. We are in the early stages of our relationship with 100% Digital Leeds, but I look forward to building on what we have already achieved and progressing our partnership into the future.”*

## Tech sector support

- 77 Leeds's tech sector is the fastest growing in the UK, employing tens of thousands of people, and contributing approximately £6.5 billion to the local economy. Across the sector there are many businesses and people in them who want to support third sector organisations to increase their capacity and sustainability. In many cases, those businesses want to focus on increasing digital inclusion for the most excluded communities in Leeds. This support includes funding, volunteering, and other offers linked to Corporate Social Responsibility.



- 78 **Funding:** 100% Digital Leeds works with [Leeds Community Foundation](#) and [Leeds Digital Charity Ball](#) to increase the amount of funding available to third sector organisations to support digital inclusion. Money raised by the annual Charity Ball goes into the Leeds Digital Inclusion Fund. This is a permanent grant funding stream administered by Leeds Community Foundation in partnership with 100% Digital Leeds. The fund supports the development and delivery of sustainable digital inclusion interventions in Leeds. Grants of up to £10,000 are available to community organisations aimed at ensuring that individuals and communities in Leeds have the skills, support, and equipment to be active online, now and in the future.
- 79 The Leeds Digital Charity Ball aims to celebrate the city’s growing tech and digital community, shine a spotlight on the importance of digital inclusion, and raise funds to narrow the digital divide. In 2023, ten community organisations across Leeds received grants to help tackle inequalities around access to digital technologies. The funded organisations were: Burmantofts Community Friends, Complete Woman CIC, Cross Gates and District Good Neighbours Scheme, Holbeck Together, In2Out, Leeds Irish Health and Homes, Leeds Sensory Services, RETAS Leeds, The Highrise Project, Your Back Yard. 100% Digital Leeds is supporting all of those organisations to maximise the impact of their funding and connect their activities to the wider digital inclusion ecosystem across the city.
- 80 The 2024 Digital Ball will take place on Thursday 9 May at the Royal Armouries. 100% Digital Leeds is already working with Leeds Community Foundation to define the criteria for the grant funding that will follow. As in previous years, the 100% Digital Leeds team will offer support to organisations who want to apply to the fund, they will be on the awards panel, and they will support the successful organisations to maximise their funding throughout 2025.
- 81 **Mike Quate, co-founder of byDiffusion / co-founder of 1 For The City / Leeds Digital Charity Ball Board Member and Chair:** *“I’m really interested in seeing where the money raised by the Leeds Digital Charity Ball goes and importantly, how it makes a positive difference for our most digitally excluded communities. That’s why it was so important for me to work closely with the 100% Digital Leeds team. Their role is so crucial, and they do great work understanding the needs of people across our city. They support all of the organisations who receive funding from the Ball, helping to make sure the funding they receive has the biggest impact. At the Digital Ball in 2023 we raised £100,000 – that’s almost a 70% increase on the previous year. To date we’ve raised £160,000 meaning we’ve been able to support 13 digital inclusion projects. I’m looking forward to continuing to work with 100% Digital Leeds, and I can’t wait to see which organisations will benefit from the funding, support and expertise of their team.”*
- 82 **Volunteering:** [Leeds Digital Volunteering Partnership](#) (LDVP) is made up of representatives from 100% Digital Leeds, Leeds Community Foundation, Voluntary Action Leeds, and the city’s tech sector. LDVP fosters cross-sector partnerships that help the city’s third sector organisations benefit from the digital skills and capacity of the tech sector, and to enable tech businesses and their employees to gain new skills, experience, and a sense of community by working with not-for-profit organisations.
- 83 A roundtable was convened to explore how skills within the tech sector could be passed into the third sector. The roundtable brought together representatives from both sectors to explore what such support could, or should, look like. Feedback from digital businesses and third sector organisations highlighted that it can often be difficult to ‘find each other’ and form meaningful, mutually beneficial, lasting relationships. The LDVP aims to overcome this barrier by:
- Developing the resources, tools, and infrastructure to empower businesses that want to give their time to meet the needs of communities.
  - Informing and helping to guide tech sector Corporate Social Responsibility offers.
  - Supporting third sector digital transformation.

- Building citywide capacity to support digital inclusion.
- 84 LDVP aims to develop the necessary infrastructure to match the tech sector's Employer Supported Volunteering (ESV) programmes and pro bono capacity with third sector organisations where skills and capacity are barriers. LDVP wants to create a sustainable model of digital skills support within communities, and facilitate digital transformation across the third sector.
- 85 **Megan Noble, Senior Manager – Addleshaw Goddard / Chair – Leeds Digital Volunteering Partnership:** *“100% Digital Leeds are a founding member of the Leeds Digital Volunteering Partnership, which was borne out of Leeds Digital Ball. They recognise the importance of engaging with the fast-growing digital and tech sector across Leeds City Region – speaking their language to foster collaboration with the Third Sector. 100% Digital Leeds is driving private sector/third sector collaborations by building the commercially focused business case for Tech companies to support digital inclusion projects which offer a lifeline to so many under-represented groups in Leeds. We have already matchmade volunteering partnerships with significant members of the Leeds business community, such as KPMG and Infinity Works (now Accenture). Their employees are actively supporting community projects in GIPSIL and Burmantofts Senior Action. I am proud to work alongside 100% Digital Leeds on this taskforce and we look forward to supporting more communities across Leeds in 2024.”*
- 86 **Digital Trustees:** Another aim of LDVP is to increase the number of people with high level digital skills involved with third sector organisations at a strategic board level. LDVP are working with [Third Sector Lab](#) to pilot their [Digital Trustees](#) model in Leeds. Third Sector Lab is hosting an online matchmaking event to connect charities and professionals from tech, data, design, IT and other digital backgrounds.
- 87 According to the [2023 Charity Digital Skills Report](#) 78% of charities say digital is now more of a priority and 66% are interested in making use of emerging technology. However, 73% say they don't feel prepared to respond to the opportunities and challenges it brings, with fewer than half having a strategy to focus their approach to digital transformation. Charities that recruit volunteers with digital skills to their Board of Trustees can tap into their expertise to develop effective digital strategies, enhance their digital presence, and ultimately achieve their goals more efficiently.
- 88 Digital Trusteeships create a more permanent and long-standing relationship between charities and individuals from the tech sector. The Trustee is able to gain a better understanding of the needs of the charity as well as gaining a strong grounding in strategic oversight, supporting their personal development. Having a Digital Trustee on their Board means charities have a trusted tech champion to help them find digital solutions that truly work for them and their beneficiaries.
- 89 **Steph Taylor, CEO, Leeds Community Foundation:** *“Partnering with 100% Digital Leeds is incredibly valuable for us. Learning from the team's expertise, we can make sure funding is invested in digital inclusion initiatives that will best address and support the needs of local people and organisations, in the ways that work for them. 100% Digital Leeds also provide ongoing advice and support to grant holders of the Leeds Digital Inclusion Fund throughout their delivery. This means that funded organisations can benefit from the team's brilliant wealth of knowledge, together helping to make Leeds a more digitally inclusive place.”*
- 90 **Corporate Social Responsibility:** [Cognizant](#) is one of the largest professional services companies in the world, helping clients in the UK and Ireland modernize technology, reimagine processes and transform experiences. They aim to create 1,000 jobs in Leeds, recognising the quality and diversity of tech talent in the Leeds city region. They also champion impactful initiatives on themes such as diversity and inclusion, sustainability, community outreach, and training.

- 91 Cognizant care about the places where they work. Through grants and business support, they want to help community organisations to realise their digital capabilities and better support their communities. The Cognizant Fund is a partnership between Cognizant, Leeds Community Foundation and 100% Digital Leeds that aims to support community organisations across Leeds to develop their own digital capacity and capabilities. With a focus on equity in the digital sector, grants were awarded to five organisations that are run by and/or support people who face barriers to digital inclusion. The funded organisations are: Leeds Black Elders, Leeds Sensory Services, Out Together, South Leeds Alternative Trading Enterprise (SLATE), and Trust Leeds.
- 92 Funding is being used to invest in: staff, equipment, or connectivity that increases the organisations' digital capabilities or capacity; equipment that will enable organisations to better support digital inclusion; scoping 'test and learn' activity that will allow organisations to determine their digital needs or the digital needs of their communities; and the development of existing organisational digital development or digital inclusion activities.
- 93 In addition to the funding, Cognizant are keen to support the organisations in other ways, including volunteering, mentorship, digital solutions, and support with their current technology and systems. All of the organisations are also receiving ongoing support from the 100% Digital Leeds team.
- 94 **Sarah Tulip, Senior Director – Cognizant / Leeds Digital Ambassador / Founder – WILD Digital:** *"It's really important to me that we support under-represented communities to have a voice and create fairer opportunities for all. At Cognizant, one of our Social Value priorities is finding the right partners to work with to ensure positive and measurable outcomes. That's why I love working with 100% Digital Leeds. They share my passion for making a difference, and by working together we're improving outcomes for communities across Leeds. I'm excited to see the impact we're going to have in 2024."*
- 95 A [summary of Tech Sector Support on the 100% Digital Leeds website](#) includes more information on the initiatives outlined above, with updates and additional links to articles on Leeds Community Foundation website and the Doing Good Leeds website.
- 96 Priorities for future collaboration with the tech sector include a drive to increase device donations. The UK is the second largest emitter of electronic waste per capita in the world. An estimated 1.5 million tonnes of tech are discarded every year, and only 52% is recycled. 100% Digital Leeds will work with [Good Things Foundation's National Device Bank](#) as part of the Digital Inclusion West Yorkshire project. In one year, corporate device donations to the National Device Bank have prevented 2,750,000+ CO2e emissions and 26,000+ kg of e-waste.

### How does this proposal impact the three pillars of the Best City Ambition?

- Health and Wellbeing       Inclusive Growth       Zero Carbon

- 97 All of the work outlined in the report plays a key role in achieving the Council's ambition to build a compassionate city, tackle poverty and reduce inequalities. Digital inclusion is an enabler to help services and communities achieve a wide range of ambitions and outcomes. Digital inclusion and 100% Digital Leeds are referenced in numerous council and city strategies.

## What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?       Yes       No

98 The 100% Digital Leeds approach brings together key partners to design digital inclusion interventions based on the needs of a particular community. This could be a geographical community such as a ward or a Local Care Partnership area, or a community of interest such as unpaid carers, older people, or people with learning disabilities. Partners are brought together to co-produce bespoke solutions, building partnerships and bridges between services and organisations that serve those communities. 100% Digital Leeds works with teams, services and organisations who have a deep understanding of the needs and the lived experiences of their service users. The digital inclusion interventions are embedded within existing support mechanisms around that community, taking a holistic and person-centred approach to ensure the solutions put in place are meaningful and adaptable to changing circumstances.

99 In all cases the team ensures consultation, engagement and collaboration are built into every stage of the 100% Digital Leeds approach to increasing digital inclusion across the city.

## What are the resource implications?

100 Over the last three years, the 100% Digital Leeds team has brought an average investment of £1million per year into the city to increase the digital inclusion infrastructure across Leeds. In addition, teams and organisations are delivering services more efficiently and effectively, and people and communities are achieving improved outcomes as a result of digital inclusion.

## What are the key risks and how are they being managed?

101 Risk management of individual projects is built into the way that the 100% Digital Leeds team works. Programme governance includes regular reporting to IDS SLT, other leadership teams and senior stakeholders, external funders, as well as annual reports to this Scrutiny Board.

## What are the legal implications?

102 This is an information rather than decision-making report and therefore there are no legal implications arising from it.

## Options, timescales and measuring success

### What other options were considered?

103 The 100% Digital Leeds approach has been developed, defined and refined over the last eight years. Through regular reporting to this Board, members have questioned, guided and approved the approach at every stage.

### How will success be measured?

104 This report has illustrated some of the ways in which success is measured for the 100% Digital Leeds programme. Other success measures include:

## Partner Profiles

105 Each month, the 100% Digital Leeds team publishes a Partner Profile to illustrate the varied ways in which 100% Digital Leeds works with individual organisations. The articles show the positive impact of digital inclusion for the organisations, and the people and communities they support. Profiles published over the last 12 months include:

- [Ascendance](#)
- [Belle Isle Tenant Management Organisation](#)
- [Burmantofts Community Friends \(previously BSA\) and Accenture](#)
- [Carers Leeds](#)
- [Leeds Irish Health and Homes](#)
- [Refugee Education Training Advice Service \(RETAS\)](#)
- [Royal Mencap's Positive Changes Group](#)
- [Slate Leeds](#)
- [St Paul's Ireland Wood](#)

106 **Appendix 1** shows the full list of organisations working with the 100% Digital Leeds team.

## Digital Inclusion West Yorkshire.

107 The success of the 100% Digital Leeds programme over the last eight years has led to investment from West Yorkshire Combined Authority to create a new digital inclusion programme across the region.

108 The Digital Inclusion West Yorkshire programme will build on the success of 100% Digital Leeds. The programme will use the [100% Digital Leeds community-based approach to digital inclusion](#) as the template to develop local digital inclusion initiatives in Bradford, Calderdale, Kirklees and Wakefield. Each of those councils will appoint a Digital Inclusion Officer who will be trained and supported to apply the 100% Digital Leeds model in their area.

109 The recording and reporting of outputs and outcomes will also be based on the 100% Digital Leeds approach. The total investment for the two-year programme is almost £750,000. This shows the confidence that colleagues across the region have in the 100% Digital Leeds model to increasing digital inclusion.

110 **Tracy Brabin, Mayor of West Yorkshire:** *"I'm thrilled to announce the new funding for the West Yorkshire Digital Inclusion programme. This programme will help some of the most excluded people in our communities to get online and be digitally included. We're taking the 100% Digital Leeds model – widely recognised as one of the most advanced and most successful digital inclusion programmes in the country – and applying it flexibly to other areas, as works best for them. We're funding this support right across Bradford, Calderdale, Kirklees, and Wakefield, with funding for Leeds to share their resources and expertise to accelerate the work across the region."*

## Academic research.

111 The 100% Digital Leeds team has been working with academic researchers from University College London and Leeds Beckett University to evaluate different aspects of the digital inclusion programme.

- 112 **Do community-based digital health inclusion programmes contribute to tackling health inequalities in disadvantaged population groups?** Research led by University College London (UCL) and funded by the National Institute for Health and Care Research School for Primary Care Research.
- 113 The aim of this research is to better understand the impact of [Digital Health Hubs](#) on health inequalities in deprived communities and to explore ways to measure this. The UCL team have been conducting qualitative semi-structured interviews with services users, staff and volunteers, and people who work in healthcare locally. To date, they have completed 26 interviews (17 with service users and 9 with staff and volunteers).
- 114 UCL are now conducting an inductive thematic analysis of the interview data. The final report will be published later this year, but UCL have already identified a number of emerging findings which are crucial to the success of Digital Health Hubs, including:
- Familiar community spaces; One-to-one and group interaction; Long-term support tailored to the needs of the community (starting with basic digital skills).
- 115 In addition, the data suggest that Digital Health Hubs help improve health inequalities by providing digital support alongside a number of lateral social and emotional impacts which are likely to facilitate both health improvement and digital health inclusion, including:
- Social connection; Confidence and agency; Motivation to use digital health services.
- 116 Based on these findings UCL plan to make a number of recommendations for research and evaluation, including:
- To acknowledge the need for long-term place-based support and to measure proximal and distal outcomes over a sufficient time period.
  - To measure and value the role of patient-reported measures around social connectedness, confidence and agency as well as health service use, clinical and health economic outcome measures.
- 117 UCL also plan to make the following recommendations for policy and practice:
- To share and build on the strengths of the 100% Digital Leeds model of inter-sectoral partnership between local government, the NHS and VCS organisations.
  - To invest in VCS organisations and support their sustainability so they can provide the necessary long-term support needed for digital health hub programmes.
- 118 **Co-producing a Theory of Change and evaluation framework for local authority-led, citywide digital inclusion programmes.** Research led by Leeds Beckett University and funded by the British Academy.
- 119 The research aim was to examine two cities' digital inclusion programmes (Leeds and Coventry) in order to produce of a Theory of Change for use in developing future citywide digital inclusion programmes, and an evaluation framework to assess impacts. The aim was to understand how local authority-led, citywide digital inclusion programmes contribute towards addressing digital inequalities at a citywide level and how this impact can be measured.
- 120 A case study methodology was employed to explore and compare the digital inclusion programmes of Leeds and Coventry. Case studies focusing on these programmes were then used to help inform development of the Theory of Change and evaluation framework. Face-to-face workshops were held in each city to gather data from the digital inclusion programme 'clients' – both external VCS organisations and internal council teams. In addition, one-to-one interviews were undertaken with stakeholders from both cities. A third workshop was then held with team members from both programmes to further refine the data. Learning from this project

will support the transferability of knowledge and experience between local authorities and the effective development of further local authority-led digital inclusion programmes.

121 The final report will be published later this year, but the research team at Leeds Beckett University have already produced an infographic showing the proposed Theory of Change. The infographic shows the complexity and interconnectedness of the different strands of the 100% Digital Leeds programme. It highlights the role of the digital inclusion team leading the programme at a city level and “driving change for the place, collaborating with delivery partners and building relationships”. The Theory of Change also positions digital inclusion as an ‘intermediate outcome’, which aligns with the 100% Digital Leeds approach of digital inclusion as an enabler to achieving outcomes such as improved quality of life, reduced inequalities and financial savings. The infographic has been included at **Appendix 2**.

### **What is the timetable and who will be responsible for implementation?**

122 The 100% Digital Leeds programme is ongoing, led by a permanent team within the Integrated Digital Service (IDS). Some projects within the wider 100% Digital Leeds programme have their own timelines.

123 The 100% Digital Leeds team leads digital inclusion for the city. The team articulates the vision, provides strategic leadership and drives the digital inclusion agenda. The Head of 100% Digital Leeds is responsible and accountable for all aspects of the digital inclusion programme. Governance is provided by IDS Senior Leadership Team and other boards and stakeholders as appropriate. Scrutiny and oversight are provided by this Board.

### **Appendices**

- **Appendix 1:** List of organisations working with 100% Digital Leeds.
- **Appendix 2:** Theory of Change for a citywide, local authority-led digital inclusion programme.

### **Background papers**

- None

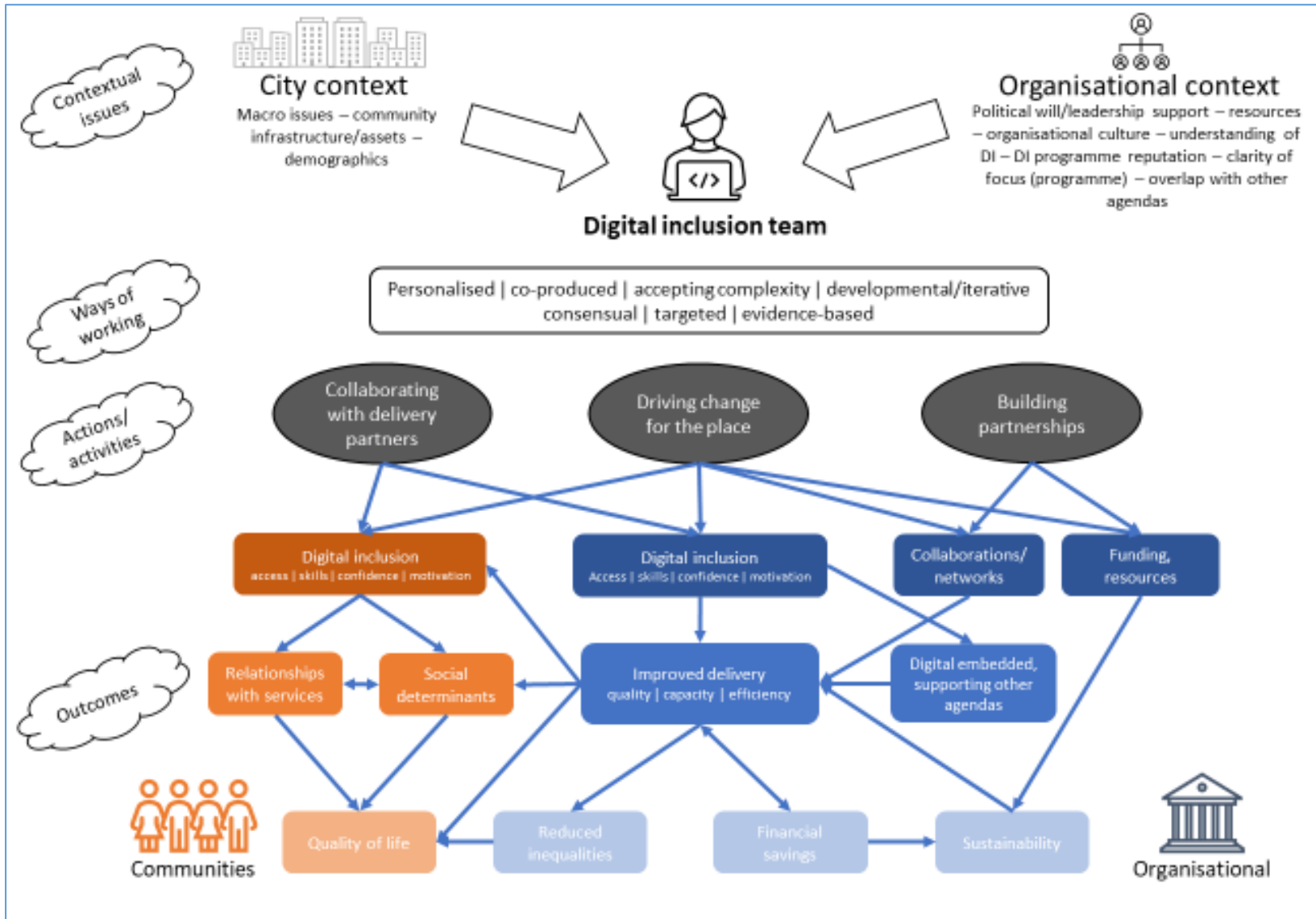
## Appendix 1: List of organisations working with 100% Digital Leeds

0 to19 Team Leeds Community Healthcare	Drighlington Digital	Leeds Irish Health and Homes	Purple Patch Arts
Accenture	DWP Social Justice team	Leeds Libraries	Pyramid of Arts
Action for Gipton Elderly	East Leeds Project	Leeds Mind	Rainbow Junktion
Advonet	Employment and Skills	Leeds Older People's Forum	Reed employment support
Age UK	Engage Leeds	Leeds Playhouse	Refugee Education Training and Advice Service (RETAS)
Ahead Partnership	Feel Good Factor	Leeds Refugee Forum	Retirement Life
Alzheimers Society	Forum Central	Leeds Sensory Service	Richmond Hill Elderly Action
Applebox Company	Forward Leeds	Leeds Society for Deaf and Blind People	RJC Dance
Armley Helping Hands	Future Horizons	Leeds South and East Foodbank	Rotary Club
Arts and Minds	Getaway Girls	Leeds Teaching Hospital Trust (LHT)	Royal Voluntary Service (RVS)
Arts Council Digital Network	GPSIL	Leep One	Salvation Army Morley
Arts Together	Groundwork	Left Bank	Scope
Ascendance	Hamara	Leonard Cheshire	Seacroft Friends and Neighbours
Asha	Hamara HALO Project	Lighthouse Futures Trust	Simon on the Streets
Askets Rehab and Recovery Inpatients Services	HAVA	Linking Leeds	Slate Leeds
Aspire	Headingley Hall Care Home (Westward Care)	Lippy People	SmartWorks
Association of Blind Asians	Health For All	LS14 Trust	Solace
AVSED	Healthwatch Leeds	LYPFT Learning Disability Service	Solidaritech
BAME Hub	HELP ESOL	Mafwa Theatre	Space2
BARCA Leeds	Highrise Project	Marks and Spencers Archive	Specialist Autism Services
Barclays	Hippo Digital	Meanwood Valley Urban Farm	Springfield Care Home
Basis	Holbeck Together	Mears	St Anne's Resource Centre
Be Caring	Homeless and Health Inclusion Team LCH	Mencap (Leeds)	St George's Crypt
Beeston PCN	Homestart Leeds	MHA Communities Horsforth	St Giles Trust
Belle Isle Senior Action	HOPE	MHA Communities Rothwell	St Paul's Church (Ireland Wood)
Better Leeds Communities	Housing Leeds	MHA Communities Rothwell and District	St Vincent's Support Centre
Bevan Healthcare	Hyde Park Picture House	MHA Communities South Leeds	STEP
Billing View Community Group	In2Out	Middleton & Hunslet PCN	Sunflower ESOL
BITMO	Ingeus	Middleton Elderly Aid	Sunshine and Smiles Cafe
Box Tree Residents Association	Joseph Priestly Campus- Leeds City College	Middleton Parochial Food Club	Superfriendz
Bramley Elderly Action	Kentmere Community Centre	Migration Yorkshire	Swan Song Project
Bright Sparks Theatre	Kirkstall Valley Development Trust	MindWell Leeds	Swarthmore
Burmantofts Community Friends	Learning Partnerships	Moor Allerton Elderley Care (MAECare)	The Conversation Volunteers (TCV)
Café Leep	LEEDS 2023	Moortown Baptist Church	The Old Fire Station
Canal Connections	Leeds and York Partnership Foundation Trust (LYPFT)	Morley Digital	The Starting Point
Cardigan Community Centre	Leeds Arts Health and Wellbeing Network (LAHWN)	Mulgrave House Care Home	Thorpe Community Centre
Carers Leeds	Leeds Asylum Seekers' Support Network (LASSN)	Nari Ekta	Three
Caring Together in Woodhouse and Little London	Leeds Autism Aim	Neighbourhood Action in Farnley, New Farnley and Moor Top	Thrive By Design
Central PCN	Leeds Autism Services	Net Garforth	Together Women
CHANFOB	Leeds Beckett University	New Wortley Community Association	Touchstone
Change Grow Live	Leeds Black Elders	Northern Ballet	Transitions Team
Chapel FM	Leeds Care Delivery Service	Oblong	Trust Leeds
Chapelton and Harehills Area Learning Project	Leeds Caring Hands	OPAL	Turning Lives Around
Chapelton Citizens Advice	Leeds City College	Open Source Arts	Unity in Poverty Action
Cognizant	Leeds Community Foundation	Opera North	University of Leeds
Communities Team	Leeds Community Healthcare Trust (LCH)	Otley Action for Older People	University of Leeds School of Healthcare Applied Research
Community Learning Disability Team	Leeds Creative Aging Forum	Otley PCN	Unleashing Refugee Potential LEEDS
Community Links	Leeds Digital	Our Way Leeds	Virgin Money
Complete Woman CIC	Leeds Digital Ball	Out Together	Voluntary Action Leeds
Connect in the North	Leeds Film	OWLS	West Yorkshire Combined Authority
Craft Conscious CIC	Leeds GATE	PAFRAS	Wetherby in Support of the elderly (WISE)
Crossgates & District Good Neighbours Scheme	Leeds GP Confederation	Paperworks	Wetherby PCN
Curtins	Leeds Health and Care Academy	People in Action	Women's Health Matters
Damasq	Leeds Health Awareness Project	People Matters	Yorkshire Dance
DAZL	Leeds Housing Options	Performance Ensemble	YourBackyard
Denbigh Heights/Croft Residential housing	Leeds International Concert Season	Positive Futures	Zest
Diabetes Team LHT	Leeds International Piano Competition	Public Health	

Map showing the [locations of organisations that are working with the 100% Digital Leeds team.](#)



Appendix 2: Theory of Change for a citywide, local authority-led digital inclusion programme.



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## 2023/24 End of Year Scrutiny Board Statement

Date: 3 April 2024

Report of: Head of Democratic Services

Report to: Scrutiny Board (Infrastructure, Investment & Inclusive Growth)

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### Brief summary

Article 6 of Leeds City Council's Constitution states that the Head of Democratic Services, as designated Scrutiny Officer, will provide an annual report to Council setting out how the authority has carried out its overview and scrutiny functions during the preceding twelve-month period. As such this year's Annual Report will collate highlights of the work of all five Scrutiny Boards over 2023/24.

To complement the Annual Report, each Scrutiny Board also produces an end of year statement. This provides details of the full work programme for each Scrutiny Board for the last municipal year, with links to the associated agenda packs, minutes and webcast recordings. The document also includes a statement from the relevant Scrutiny Chair reflecting on the key priorities for the Scrutiny Board over the last year.

The 2023/24 summary for the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) is appended to this report. Once it has been approved by members it will be published on the Council's website.

### Recommendations

- a) Members are asked to note the appended 2023/24 end of year statement for the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) and, subject to any agreed amendments, approve its publication.

## What is this report about?

- 1 The appended report summarises the 2023/24 work programme for the Scrutiny Board (Infrastructure, Investment & Inclusive Growth), providing links to the associated agenda packs, minutes and webcasts. It also includes a statement from the Scrutiny Chair, which highlights the issues that have been priorities for the Scrutiny Board over the last municipal year.

## What impact will this proposal have?

- 2 It is intended that the detail in the appended summary will complement the Annual Report to Council, which will bring together highlights from all five Scrutiny Boards during 2023/24.
- 3 The appended statement illustrates how the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) has operated within its Terms of Reference and in the context of the [Vision for Scrutiny](#) to add value to the organisation.
- 4 Items reflected in the work programme illustrate how the Scrutiny Board has assisted with the development of the Budget and Policy Framework, monitored progress against key performance indicators, analysed proposed Council policy, and provided 'critical friend' challenge to decision makers. The work programme further reflects engagement with Executive Members, senior Leeds City Council officers and representatives from partner organisations.
- 5 Where the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) has made recommendations to the Executive Board, Council and/or other committees these can be accessed via the links included in the schedule. In line with the requirements of the Budget and Policy Framework, this has included a contribution to the composite Scrutiny Statement on the Budget, as provided to [Executive Board in February 2024](#).

## How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

- 6 All Scrutiny Boards aim to ensure that they add value through engagement in programmes of activity that reflect the three pillars of the Best City Ambition. Within this context the appended report sets out the items of business conducted by the Scrutiny Board (Infrastructure, Investment & Inclusive Growth).

## What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

- 7 During 2023/24 the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) has aimed to add value through a member led process of examination and review, involving engagement with a range of stakeholders. The nature of such engagement has varied depending upon the issue under consideration – full details are available via the links in the appended statement.

## What are the resource implications?

- 8 There are no resource implications associated with this report.

### **What are the key risks and how are they being managed?**

9 The appended report provides a summary of work already undertaken and therefore presents no risks that require management.

### **What are the legal implications?**

10 There are no legal implications associated with this report.

### **Options, timescales and measuring success**

#### **What other options were considered?**

11 It has previously been agreed with Scrutiny Chairs that an end of year statement will be produced for individual Scrutiny Boards to complement the publication of the Annual Report to Council.

#### **How will success be measured?**

12 The appended report summarises the activity of the Scrutiny Board during 2023/24.

#### **What is the timetable and who will be responsible for implementation?**

13 All five Scrutiny Boards will be asked to approve their respective end of year statements at the final public meetings of the 2023/24 municipal year.

14 Once the five statements have been approved, they will be published on the [Leeds City Council website](#).

### **Appendices**

- End of Year Statement – Scrutiny Board (Infrastructure, Investment & Inclusive Growth)

### **Background papers**

- None

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# Scrutiny Board (Infrastructure, Investment & Inclusive Growth)

Year End Summary: 2023/24



# Scrutiny at Leeds City Council



## Purpose

Scrutiny is nationally recognised as an integral part of the improvement landscape for local government and forms part of governance arrangements for councils and some other local statutory bodies.

## Terms of Reference

The Terms of Reference that are applied to all Scrutiny Boards are set out in Leeds City Council's Constitution. The variations in the Scrutiny Boards' remits, together with any special responsibilities, are captured within Article 6 of the Constitution.

Article 6 also sets out the Council's agreed 'Vision for Scrutiny'.

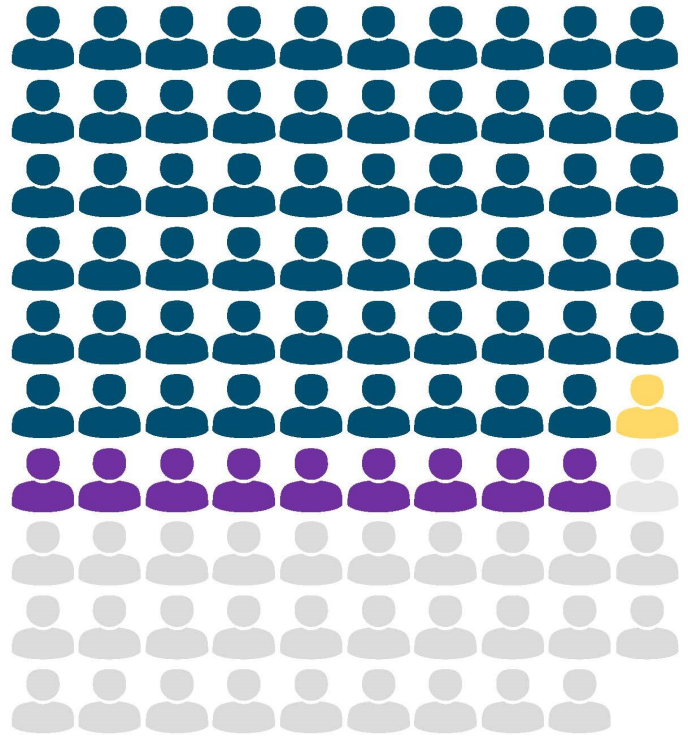
## Transparency & Accountability

Scrutiny Boards usually meet in public, holding key decision makers to account, as well as providing 'critical friend' challenge and support for public service improvement and policy development.

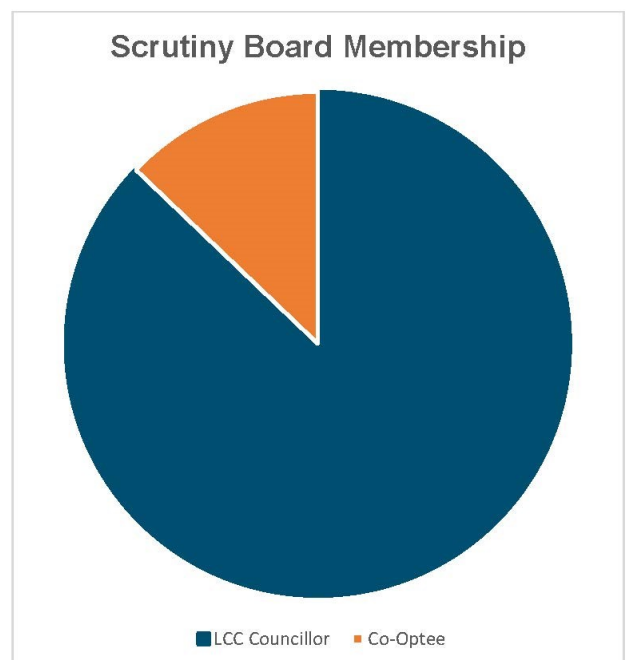
## Membership

Membership of all Scrutiny Boards broadly reflects the political balance of the Council and cannot include members of the Council's Executive.

There is provision for Scrutiny Boards to appoint additional Co-opted Members.



Councillors who are Scrutiny Board members





# Infrastructure, Investment & Inclusive Growth Scrutiny Board 2023/24



Cllr Neil Buckley



Cllr Billy Flynn



Cllr Mike Foster



Cllr John Garvani



Cllr Sharon Hamilton



Cllr Arif Hussain



Cllr Sandy Lay



Cllr Abigail Marshall-Katung



Cllr Michael Millar



Cllr Mohammed Shahzad



Cllr Nicole Sharpe



Cllr Izaak Wilson

***Infrastructure, Investment & Inclusive Growth Scrutiny Board: Focusing on development and infrastructure functions and services to monitor progress in relation to transport and planning, regeneration and housing growth. The Board will also oversee economic growth functions and services to monitor progress towards being a strong and compassionate city, promoting opportunities for access to learning, skills and employment for all.***

## Completed Work Schedule for the 2023/24 Municipal Year

Each Scrutiny Board schedules eight formal meetings throughout the course of a municipal year. The Local Government Act 1972 requires formal meetings to be held in person to enable members of the public to be admitted as observers wherever the meeting is being held. To further promote access and engagement, formal meetings are also webcast.

In addition, the Scrutiny Board may choose to carry out additional work using alternative methods including site visits, working groups and remote consultative meetings (consultative sessions do not constitute formal meetings but do enable public access via a webcast).

The completed work schedule of the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) for the 2023/24 municipal year has been provided as part of this summary. This presents an overview of all meetings held throughout the year and the work items considered at each meeting. The work schedule also includes links to the agenda papers, minutes and webcast recordings of the Scrutiny Board's publicly accessible meetings.



# Infrastructure, Investment & Inclusive Growth Scrutiny Board

## Statement from the Chair



“The priority for Scrutiny Board members this year has been to ask how the issues we explore directly impact upon the lives of people in Leeds and contribute towards inclusive growth in the city.

Over the last twelve months, we have seen inspiring examples of innovative projects, creative thinking and resilient teams working within increasingly difficult financial constraints. Equally, we have challenged decision makers and partners to be citizen focused and to set out how the work they are doing benefits the people we, as councillors, represent.

Our work has illustrated that strong partnerships have often been at the heart of delivering major changes in our city —making it cleaner, greener and more accessible for people who want to walk and cycle, for example. When we examined the complexities of affordable housing need in Leeds, it was again an innovative partnership approach that was shown to be key to delivering more of the right housing, of the right tenure, in the right places.

We have engaged with partners to consider how we can deliver further improvements to public transport—for example, to achieve simplified bus fares and bus services that better reflect the needs of people living, working and studying in the city.

Performance reports have assured members that the city’s post-pandemic economic recovery continues with increases in city centre footfall and rail passengers. However, we have sought to ensure that Council interventions also align with changing trends in work and leisure travel.

We have considered in detail how business support services delivered through the Council can further support economic growth, including the role of the employment and skills service in relation to the recruitment and retention of a talented workforce.

Scrutiny members examined how planning and flood risk teams work together to minimise the risk of future flooding linked to new housing development, and how the Council responds when problems with water management systems do result in flooding for residents or businesses.

All members of the Scrutiny Board remain unwavering in our support for the Vision Zero approach to road safety in Leeds. This year, we explored the particularly high proportion of young lives cut short due to road death and considered the ongoing challenge from campaigners about where the Council and its partners can do more to stop this tragic loss of life.

It has been a privilege to Chair the Scrutiny Board this year. I want to thank all those partners and officers that have taken the time to engage with the Scrutiny Board during 2023/24 —your insight and expertise has been invaluable. Finally, I want to thank the Scrutiny Board members for their commitment, engagement and contributions over the year.”



# Infrastructure, Investment & Inclusive Growth Scrutiny Board

## Work Schedule 2023/24

June	July	September
<a href="#">Wednesday 28 June 2023 at 10.30am</a>	<a href="#">Wednesday 19 July 2023 at 10.30am</a>	<a href="#">Wednesday 27 September 2023 at 10.30am</a>
Performance report (PM) Annual reports: - Sources of Work (DB) - Terms of Reference (DB) - Co-opted members (DB)	Connecting Leeds Transport Strategy Annual Update 2022 [deferred from 2022/23 & to include an update on Park and Ride services] (PSR)  Sustainable Travel Gateway Scheme – Update on Progress (DB)	Leeds Safe Roads Vision Zero 2040 strategy. (PSR)  Future Talent Plan (PSR)  <a href="#">Call in meeting – Wednesday 27 September 2023 at 1.30pm</a>  Call In of Decision: <i>Active Travel Fund – A660 Headingley Lane/Woodhouse Lane, Walking &amp; Cycling Improvements</i> (PSR)
November	December	January
<a href="#">Wednesday 1 November 2023 at 10.30am</a>	<a href="#">Friday 8 December 2023 at 10.30am</a>	<a href="#">Wednesday 10 January 2024 at 10.30am</a>
Future of Bus Service Provision in Leeds (PSR)	Business Support in Leeds (PSR)  Local Asset Review (PSR)	Performance Monitoring (PM)  Financial Health Monitoring (PSR)  Initial Budget Proposals (PDS)  Leeds Affordable Housing Growth Delivery Partnership Plan update (PSR)  Planning Portal – Outcome of 6-month trial regarding publication of third party comments online. (PSR)  <a href="#">Call In Meeting - Wednesday 3 January 2024 at 10.30am</a>  Call in of Decision: <i>Lawnswood Roundabout Improvement Scheme - Approval to Proceed with Further Development and Delivery</i> (PSR)
Working Group Meetings		
	1 December 9.15am-10.15am: Employment Data working group (remote) 14 December 9.30am – 11am: Budget consultation working group (remote)	
February	April	
<a href="#">Wednesday 28 February 2024 at 10.30am</a>	<a href="#">Wednesday 3 April 2024 at 10.30am</a>	
Leeds Transport Strategy Update (PSR)  Flood Risk Management Annual update (PSR)	100% Digital (PSR)  Inclusive Growth update (PSR)  Social Progress Index Update (PSR)  End of Year Summary Statement (DB)	

**More information about Leeds City Council's Scrutiny Service, along with the activity and membership of individual Scrutiny Boards, can be found on the Council's committee webpages.**

**You can also follow @ScrutinyLeeds on X (formerly twitter).**



## Work Programme

Date: 3 April 2024

Report of: Head of Democratic Services

Report to: Scrutiny Board (Infrastructure, Investment & Inclusive Growth)

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### Brief summary

The report includes an initial summary of the items members have recommended for consideration by the successor Scrutiny Board in 2024/25.

All Scrutiny Boards are required to determine and manage their own work programme for the municipal year. In doing so, the work programme should not be considered a fixed and rigid schedule, it should be recognised as a document that can be adapted and changed to reflect any new and emerging issues throughout the year.

The Scrutiny Board Procedure Rules also state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include 'to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality, Diversity and Inclusion Scheme.'

As has been the case during 2023/24, members of the successor Scrutiny Board will be invited to review and discuss the work programme at each public Scrutiny Board meeting that takes place during the 2023/24 municipal year.

### Recommendations

Members are requested to:

- a) note the draft meeting dates for 2024/25
- b) note the draft work programme for 2024/25, which includes items recommended for consideration by the current Scrutiny Board membership.

### What is this report about?

- 1 A draft 2024/25 work programme for the Infrastructure, Investment & Inclusive Growth Scrutiny Board is presented at Appendix 1 for consideration and discussion.
- 2 Reflected in the programme are known items of scrutiny activity, including performance and budget monitoring and identified Budget and Policy Framework items.
- 3 Members are asked to note the 2024/25 meeting dates. These have also been circulated to members as provisional diary invitations, which will be updated once committee appointments are agreed at the Annual General Meeting in May 2024.
- 4 The following draft meeting dates have been agreed for the 2024/25 municipal year for board members consideration:
  - Wednesday 26 June at 10.30AM
  - Wednesday 17 July at 10.30AM
  - Wednesday 25 September at 10.30AM
  - Wednesday 6 November at 10.30AM
  - Wednesday 27 November at 10.30AM
  - Wednesday 22 January at 10.30AM
  - Wednesday 5 March at 10.30AM
  - Wednesday 9 April March at 10.30AM
- 5 There will be a pre-meeting scheduled to support these meeting dates. The arrangements for pre-meetings will be confirmed with the successor Scrutiny Board at the first meeting of the municipal year.

### What impact will this proposal have?

- 6 All Scrutiny Boards are required to determine and manage their own work programme for the municipal year.

### How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing       Inclusive Growth       Zero Carbon

- 7 The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the priorities in the Best City Ambition.

### What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?       Yes       No

- 8 To enable Scrutiny to focus on strategic areas of priority, it is recognised that each Scrutiny Board needs to establish and maintain an effective, early dialogue with relevant Directors, senior officers and Executive Board Members.

- 9 The Vision for Scrutiny also states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work.
- 10 The Board's Work Programme is the subject of consultation with Board members at each public meeting and is subject to input from relevant Directors, senior officers and Executive Board Members both early in the municipal year and on an ongoing basis.

### **What are the resource implications?**

- 11 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time.
- 12 The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met.
- 13 Consequently, when establishing their work programmes Scrutiny Boards should:
- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
  - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
  - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

### **What are the key risks and how are they being managed?**

- 14 This report has no specific risk management implications.

### **What are the legal implications?**

- 15 This report has no specific legal implications.

### **Appendices**

- Appendix 1: Draft work programme 2024/25

### **Background papers**

- None

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# Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

## Work Schedule for 2024/25 Municipal Year

June	July	August
<b>Wednesday 26 June 2024 at 10.30am</b>	<b>Wednesday 17 July 2024 at 10.30am</b>	<b>No Scrutiny Board meeting scheduled.</b>
Performance report (PM)  Annual reports: - Sources of Work (DB) - Terms of Reference (DB) - Co-opted members (DB)	Local Plan Update 2040  Locality Building review	
<b>Working Group Meetings</b>		
<b>Site Visits</b>		

### Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring



# Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

## Work Schedule for 2024/25 Municipal Year

September	November	November
Wednesday 25 September 2024 at 10.30am	Wednesday 6 November 2024 at 10.30am	Wednesday 27 November 2024 at 10.30am
Vision Zero Annual Update	Sustainable economic development - impact of tourism and destination marketing  Inclusive Growth update (PSR) (timing tbc by Fiona Bolam – to include info re: recovery of town and district centres)	Future of Bus Service Provision in Leeds (PSR)
<b>Site Visits</b>		

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### Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring



# Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

## Work Schedule for 2024/25 Municipal Year

December	January	February
No Meetings	Wednesday 22 January 2025 at 10.30am	No meetings
	Performance Monitoring (PM) Initial Budget Proposals (PDS) Leeds Affordable Housing Growth Delivery Partnership Plan update (PSR)	
Working Group Meetings		
XX December XX: Budget consultation working group (remote)		

### Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring



## Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

### Work Schedule for 2024/25 Municipal Year

March	April	Notes
<b>Wednesday 5 March 2024 at 10.30am</b>	<b>Wednesday 9 April 2024 at 10.30am</b>	
Leeds Transport Strategy Update (PSR)  Flood Risk Management Annual update (PSR)	Future Talent Plan update (including reference to Adult Skill)  End of Year Summary Statement (DB)	To be scheduled: <ul style="list-style-type: none"> <li>Mass Transit</li> <li>Connecting Leeds: how to build on current strengths to improve future engagement and consultation</li> <li>Station Development</li> <li>Contribution of highways to net zero ambitions</li> <li>100% Digital Leeds annual update</li> </ul>
<b>Working Group Meetings</b>		
<b>Site Visits</b>		

**Scrutiny Work Items Key:**

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring