



HEALTH AND WELLBEING BOARD

Meeting to be held in Henry Moore Room, Leeds Art Gallery,
The Headrow, Leeds LS1 3AA on
Thursday, 23rd November, 2017 at 10.00 am

(There will be a pre-meeting for Board members at 9.30 am)

MEMBERSHIP

Councillors

R Charlwood (Chair)	S Golton	G Latty
D Coupar		
L Mulherin		

Representatives of Clinical Commissioning Groups

Dr Jason Broch	NHS Leeds North CCG
Alistair Walling	NHS Leeds South and East CCG
Dr Gordon Sinclair	NHS Leeds West CCG

Nigel Gray	NHS Leeds North CCG
	NHS Leeds South and East CCG
Phil Corrigan	NHS Leeds West CCG

Directors of Leeds City Council

Dr Ian Cameron – Director of Public Health
Cath Roff – Director of Adults and Health
Steve Walker – Director of Children and Families

Representative of NHS (England)

Moira Dumma - NHS England

Third Sector Representative

Kerry Jackson – St Gemma's Hospice

Representative of Local Health Watch Organisation

Lesley Sterling-Baxter – Healthwatch Leeds
Tanya Matilainen – Healthwatch Leeds

Representatives of NHS providers

Sara Munro - Leeds and York Partnership NHS Foundation Trust
Julian Hartley - Leeds Teaching Hospitals NHS Trust
Thea Stein - Leeds Community Healthcare NHS Trust

Safer Leeds Representative

Superintendent Sam Millar – West Yorkshire Police

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
2			<p>WELCOME AND INTRODUCTIONS</p> <p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)</p>	
3			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</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>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	

4

LATE ITEMS

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

(The special circumstances shall be specified in the minutes)

5

DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.

6

APOLOGIES FOR ABSENCE

To receive any apologies for absence

7

OPEN FORUM

At the discretion of the Chair, a period of up to 10 minutes may be allocated at each ordinary meeting for members of the public to make representations or to ask questions on matters within the terms of reference of the Health and Wellbeing Board. No member of the public shall speak for more than three minutes in the Open Forum, except by permission of the Chair.

8

MINUTES

1 - 10

To approve the minutes of the previous Health and Wellbeing Board meeting held 28th September 2017 as a correct record.

(Copy attached)

9

INCLUSIVE GROWTH STRATEGY - ALIGNMENT WITH HEALTH AND WELLBEING STRATEGY

11 -
104

To consider the report of the Chief Officer, Leeds Health Partnerships, which provides an update on the work to review and replace the Leeds Inclusive Strategy for 2017-2023

(Report attached)

10

MAKING A BREAKTHROUGH: A DIFFERENT APPROACH TO AFFECT CHANGE

105 -
126

To consider a joint report from the Consultant in Public Health, Executive Programme Manager, LCC Projects, Programmes and Procurement Unit, and Head of Safeguarding and Community Safety Partnership Development, LCC Safer Leeds, which provides an overview of approaches taken to address challenges relating to three determinants of health and wellbeing:

- a) supporting the inactive to become active,
- b) air quality, and
- c) domestic violence and abuse.

The report acknowledges the clear links with the priorities of the Leeds Health and Wellbeing Strategy 2016-21, and provides the Board with the opportunity to understand and discuss persistent challenges relating to these wider determinants, provide a view on what else can be done, explore and ensure links with our city's other strategic plans (such as the Leeds Health and Care Plan, Inclusive Growth Strategy) and agree individual and collective action that can contribute to improved outcomes for people in Leeds.

(Report attached)

11

FOR INFORMATION: LEEDS HEALTH AND CARE QUARTERLY FINANCIAL REPORTING

127 -
136

To note, for information, the report from Leeds Health and Care Partnership Executive Group (PEG) which provides an overview of the financial positions of the health & care organisations in Leeds, brought together to provide a single citywide quarterly financial report

(Report attached)

12

FOR INFORMATION: IBCF (SPRING BUDGET) AND BETTER CARE FUND 2017/18 QUARTER 2 RETURNS

137 -
156

To note, for information, receipt of the iBCF Spring Budget and the Better Care Fund 2017/18 Quarter 2 returns

(Report attached)

(Please note: Appendix 2 of the report will follow)

13

FOR INFORMATION: BRIEF OVERVIEW OF DELAYED TRANSFERS OF CARE AND NON-ELECTIVE ADMISSION IN LEEDS

157 -
166

To note for information, receipt of the report providing a brief overview of Delayed Transfers of Care (DTC) and non-elective admissions.

(Report attached)

14

FOR INFORMATION: PHARMACY NEEDS ASSESSMENT 2018-21

167 -
176

To note the report of the Director of Public Health which provides an update on three issues:

- a) The current status of the 2018-21 Pharmacy Needs Assessment
- b) An early indication of the findings of community pharmaceutical services across Leeds and highlight any gaps that have become evident at this stage of the work.
- c) Notes that the Pharmacy Needs Assessment will be placed on the Leeds Observatory website for a period of 60 days from 4th December 2017 to 2nd February 2018.

(Report attached)

15

DATE AND TIME OF NEXT MEETING

To note the date and time of the next formal Board meeting as Monday 19th February 2018 at 10.00 am (with a pre-meeting for Board Members at 9.30am)

Third Party Recording

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.

Use of Recordings by Third Parties– code of practice

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

HEALTH AND WELLBEING BOARD

THURSDAY, 28TH SEPTEMBER, 2017

PRESENT: Councillor R Charlwood in the Chair

Councillors S Golton, G Latty and
L Mulherin

Representatives of Clinical Commissioning Groups

Dr Jason Broch	NHS Leeds North CCG
Nigel Gray	NHS Leeds North CCG
Phil Corrigan	NHS Leeds West CCG
Dr Alistair Walling	NHS Leeds South and East CCG

Directors of Leeds City Council

Sharon Yellin – Consultant in Public Health Medicine
Cath Roff – Director of Adults and Health
Steve Walker – Director of Children and Families

Representative of NHS (England)

Maira Dumma - NHS England

Third Sector Representative

Heather Nelson – Black Health Initiative
Hannah Howe – Forum Central

Representative of Local Health Watch Organisation

Stuart Morrison – Healthwatch Leeds

Representatives of NHS providers

Philip Wood - Leeds Teaching Hospitals NHS Trust
Thea Stein - Leeds Community Healthcare NHS Trust

14 Welcome and introductions

Councillor Charlwood welcomed all present and brief introductions were made. The Chair reported the following:

Superintendent Samantha Millar had been appointed to the Board to represent West Yorkshire Police and safer communities.

St Gemma's Hospice – Councillor Charlwood led the Board in congratulating the Hospice for being the first in the UK to be officially recognised as a University teaching hospice, formalising its relationship with the University of Leeds. The Chair also noted Kerry Jackson's apologies for today's meeting and expressed her best wishes to her

Leeds Community Healthcare NHS Trust – A recent CQC inspection had rated LCH as "Good" overall with "outstanding" in caring. The Chair reported that she had written to LCH on behalf of the Health and Wellbeing Board to offer congratulations.

15 Appeals against refusal of inspection of documents

There were no appeals against the refusal of inspection of documents.

16 Exempt Information - Possible Exclusion of the Press and Public

The agenda contained no exempt information.

17 Late Items

No formal late items of business were added to the agenda.

18 Declarations of Disclosable Pecuniary Interests

No declarations of disclosable pecuniary interests were declared.

19 Apologies for Absence

Apologies for absence were received from Ian Cameron; Sara Munro; Councillor D Coupar; Julian Hartley; Kerry Jackson; Lesley Sterling-Baxter; Tanya Matilainen; Gordon Sinclair and Samantha Millar.

20 Open Forum

No matters were raised by members of the public under the Open Forum.

21 Minutes

RESOLVED – The minutes of the previous meeting held 20th June 2017 were agreed as a correct record

22 Continuing a Conversation with Citizens: Leeds Health and Care Plan

The Board considered the report of the Interim Executive Lead, Leeds and Care Plan, which provided an overview of the progress made in shaping the Health and Care Plan since the last Board meeting. The report also sought support for proposals to progress a conversation with the public and health and care staff to develop a person centred approach to delivering the desired health improvements for Leeds.

Paul Bollom, Interim Executive Lead, presented the report, highlighting the links between the Plan and the Leeds Health & Wellbeing Strategy 2016-2021 and the 5 Year Forward View. Additionally, the financial impact of not making changes to service provision was noted.

The question “what are we trying to achieve” was put to the Board and the following key themes were highlighted and discussed:

- The ‘left shift’ approach in service provision – moving services from secondary providers (Hospital settings) to the community and/or social prescribing
- The need to design solutions from the bottom, up – to ensure “what this means to me” is implemented and includes a focus on individual responsibility for ‘keeping myself well’
- To achieve this left shift, staff, service users and the general public will need to be fully engaged
- Acknowledged the role of discussions held at Community Committee meetings during the summer 2017
- The framework for further consultation was in place to communicate the revised Plan and the Board identified further matters to consider:

- the involvement of the Third Sector was key to deliver the message of change to people with the greatest health inequalities
- Involvement of young people at this stage was crucial in order to shape the services they will receive in the future
- Targeting people who were hard to reach or usually did not engage was seen as key
- the future role of hospitals in community care
- the role of the public sector more widely to contribute to its ambitions and the changing conversations with staff and citizens

The Board considered whether the expectations of change were advertised widely enough to include all parts of the population/health and social care economy. A query was raised whether providers such as Pharmacists had been included within the initial consultation which was noted for action

The Board acknowledged that the community focus was firmly established within the Leeds Plan and that the work done so far reflected the level of integration the Board would wish to see in future service delivery.

RESOLVED –

- a) To note the contents of the report and the comments made during discussions
- b) To endorse and support the consultation plans outlined in the submitted report - to be undertaken by Health Partnership Officers on the Leeds Health & Care Plan draft narrative with Leeds' citizens and health & care staff

23 System Integration - A Blueprint for Leeds

The Board considered the report of the Chief Officer, System Integration, Leeds CCGs Partnership, on the progress made to develop accountable health and care working in the city through a Population Health Management (PHM) approach. This approach is an intrinsic part of the Leeds Health and Care Plan and echoes the ambition of the Leeds Health and Wellbeing Strategy 2016-2021 to make sure that care is personalised and more care is provided in people's own homes whilst making best use of collective resources to ensure sustainability.

The report noted that the perceived current lack of joined-up care is the biggest frustration for patients, service users and carers who want continuity of care, smooth transitions between care settings, and services that are responsive to all their needs together. The report outlined the work done so far to develop and consult on a blueprint for system integration with stakeholders and consultants from BDO. A copy of the final Blueprint was attached as Appendix 1 of the report.

Nigel Gray presented the report and highlighted that a key part of delivering this change is for the system and providers to work together to develop and implement a new model of integrated care where providers are jointly accountable for population outcomes. The PHM approach for commissioning and providing accountable care kept the whole person at its heart and did not differentiate between all age groups.

Key benefits for adopting a PHM approach for Leeds include improved efficiency, reduction of fragmented care, improved health outcomes and:

- Parity of esteem between mental and physical health
- Better partnerships between adult and children’s services e.g. work with vulnerable families to support the best start in life.
- A greater focus on the wider determinants of health to deliver outcomes.

Becky Barwick presented supporting information on the proposed new model of care and commissioning, emphasising that where organisations share responsibility for achieving outcomes, the likelihood for successful outcomes are increased. This approach reflected the discussions on the previous agenda item – seeking both system and population change to achieve better care outcomes – as well as bringing parity of esteem in the health and social care system through a “whole family” approach.

Dr Tom Gibbs provided discussion points on what future services *could* look like to service users, such as:

- single integrated teams - provided by 12 neighbourhood teams and other community services
- extended primary teams - provided by GP’s and some hospital services/specialists working in localities

The current health care system sees General Practice as first point of contact for most services users, and acting as a buffer between them and hospital care. The new system approach is based on the Primary Care Home principle, of which General Practice is just part of the offer, along with other health/social care/Third Sector provision.

The Boards attention was drawn to para 3.6.2 of the report containing the timescales for implementation, specifically the period of consultation scheduled for Autumn/Winter 2017 and the shadow running of the first segment theme of ‘frailty’ from June 2018 to March 2019.

Discussion highlighted the following:

- System integration could not occur without a move to commissioning for outcomes due to current contractual restraints, inconsistent payment methods, individual organisational priorities and system pressures.
- The current model of care is medically driven, however the move towards a multi-disciplinary approach will bring better outcomes
- The future model of care may mean that a patient’s first point of contact with health and social care may not be their GP
- Acknowledged the need to ensure that the right services are situated within the right community, recognising that each locality has its own local care economy and needs
- The proposal that the 12 neighbourhood teams would serve a population group of approximately 30 - 50,000, depending on locality

- Whilst welcoming the ‘whole family approach’ the Board acknowledged a comment that some families present complex health problems and therefore support is required for both the adult and the child of that family. In response, the role of Children’s Services Cluster partnerships was highlighted – bringing together relevant health and social care providers per case. Further work was needed to clarify how and if the Cluster partnerships progress work with the adults of a family if issues are identified. The intention to report back to Board members on safeguarding and joining up responses to adult and child need was noted.

RESOLVED -

- a) To note the report and presentation and contents of the discussions
- b) To endorse the Blueprint for Population Health Management
- c) To continue to provide challenge and feedback on appropriate engagement as we move through the process
- d) To note that Board Members will champion “Population Health Management” principles as a key delivery vehicle for the system to deliver the Leeds Health and Wellbeing Strategy

24 Leeds Health and Care Local System Delivery Plan 2017-18

The Director of Commissioning, NHS Leeds, provided an overview of the Leeds Health and Care Local System Delivery Plan 2017-18 - an operational plan that describes the preparation undertaken by the Leeds health and social care system during 2017 to prepare for surges in demand, most frequently seen during winter. A copy of the executive summary and narrative of the Delivery Plan was attached as Appendix 1 of the report.

The report and appendix provided information about key work streams and the next steps to implement the Delivery Plan, as well as what will be different in 2017/18. The report also responded to feedback from the informal Health and Wellbeing Board workshop held on 20th July 2017.

In presenting the report and the Delivery Plan narrative, Sue Robins highlighted that work had started earlier this year to develop the Plan and accompanying Communications Plan. Collaborative working amongst health and care providers had included work on the escalation process to clarify and standardise the approach, seeking to provide mutual support across the services. Current projects included the roll out of General Practice provision in an Accident & Emergency Department; Leeds Hospital Trust running a ‘perfect week’ in order to pilot and review how the Plan will work in practice and a review/refresh of provision overall. The anticipated Spring Monies could be used to deliver some of the initiatives to strengthen the offer.

Noting the strategic objectives and system indicators, the Chair commented that winter pressures remained important to patients; and she identified the standard Accident & Emergency Department 4 hour waiting time target as one of the pressures. The Board noted the response that the System Delivery Plan 2017-18 concentrated on system-flow and the health and safety of patients rather than the 4 hour target. However the Secretary for Health however had recently stipulated that the 4 hour target must not be ignored.

Further discussion identified that operations were not cancelled because of the target, but because of patient safety concerns. Although Accident & Emergency Departments dealt with patients very well, the issue remained that they could not be moved on due to a lack of suitable beds elsewhere. The impact of the 5.00pm admission deadline to Care /Residential Homes was also identified as a pressure.

It was also noted that a raft of preventative activity relating to winter is also in place and supports the 'left shift' referenced in the Leeds Health and Care Plan, such as fall prevention, winter friends and a huge amount of activity actively contributed by the Third Sector.

RESOLVED -

- a) The Board agreed that the approach taken to plan for winter aligns with the shared city ambitions
- b) To note that the Board and its' partners shared ownership and collective action as 'Team Leeds' is reinforced through the delivery of the Leeds Health and Care Local System Delivery Plan 2017-18

25 Integrated Better Care Fund (IBCF) Plan 2017-19 and Spring Monies

The Board considered the joint report of the Director of Commissioning, Strategy & Performance, NHS Leeds CCGs and the Chief Officer, Resources & Strategy, LCC Adults on the Integrated Better Care Fund Plan for 2017-19.

The BCF Plan addressed the sums of money being invested and the types of schemes to be supported - how Leeds will spend Better Care Fund (BCF); Integrated Better Care Fund (iBCF) and Spring Budget monies, amounting to £76.5m in 2017/18 and £83.6m in 2018/19, with iBCF and Spring Budget spending also covering 2019/20. The BCF Plan was submitted to the Board retrospectively for discussion with approval sought for the Narrative Plan (contained as Appendix 1) and the Financial Planning Template (attached as Appendix 2)

Cath Roff, LCC Director of Adults & Health, presented the report and highlighted that the BCF Plan had been submitted to NHS England as required on 11th September 2017 for NHS England to undertake their assurance process of plans. It had not been possible to submit the Plan to members of the Board prior to the formal submission due to delays in issuing the BCF Guidance and the submission timetable imposed by NHS England. Although informal positive feedback on the Plan had been received; no formal response from NHS England could be reported.

During their discussions, Board Members noted the following comments:

- Acknowledgement of the partnership working undertaken to complete the process
- The annual challenge of the impact of late publication of the Guidance
- Noted the success of a recent 'Silver command' exercise – testing system resilience in readiness for periods of high demand

Additionally, it was noted that the Delayed Transfer of Care (DTC) Guidance stated that all Authority DTC targets would be reviewed in November. Leeds' performance against this target may have an adverse impact on the Spring Monies. DTC information was currently being collated and it was agreed that the information would be made available to the Board once the process was complete.

RESOLVED

- a) To note the contents of this report
- b) To note and give approval to the BCF Narrative Plan 2017-19 as attached as Appendix 1 of the submitted report
- c) To note and approve the BCF Financial Planning Template 2017-19 as attached as Appendix 2 of the submitted report

26 Leeds Health and Care Quarterly Financial Reporting

The Board considered the report of the Leeds Health and Care Partnership Executive Group (PEG) which provided an overview of the financial positions of the health and care organisations in Leeds, brought together as one single citywide quarterly financial report.

Kim Gay presented the report which provided a financial 'health check' to clarify where the current and expected financial pressures were in the local health and care system.

RESOLVED –

- a) Having reviewed the Leeds health & care quarterly financial report, the Board noted its contents;
- b) To note the work being carried out across West Yorkshire and Harrogate seeking to develop plans for financially sustainable service models

27 Annual Refresh of the Future in Mind: Leeds Local Transformation Plan for Children and Young People's Mental Health and Wellbeing

Jane Mischenko presented the report of the Director of Commissioning, NHS Leeds CCGs Partnership and the LCC Director of Children & Families on the refresh of the 'Future in Mind: Leeds Local Transformation Plan'. A copy of the Plan was attached as Appendix 1 of the report. The Plan is required to be refreshed on annual basis by NHS England.

The report set out the achievements to date and the next steps in the delivery of the ambitious strategy to transform; support and improve the emotional and mental health of Leeds' children and young people with the ultimate aim of improving the wellbeing of all the population.

In presenting the report, Jane highlighted that all the progress made had been driven by young people and particularly, the "Quick Guide To" had been written by children and young people themselves. The priorities for 2018/19 were outlined in the report with a key issue being for children and young people in mental health crisis to receive parity of treatment with adults – currently treatment relies on referrals triggered by a young person attending Accident & Emergency, or through police involvement.

Councillor Mulherin, Executive Member with responsibility for Children and Families, reiterated how the work done so far showed the strength of the partnerships in Leeds seeking to improve services for children and young people, it was important to note that half of Leeds schools had signed up to the 'MindMate' wellbeing service and that talking about mental health in school was supported an age appropriate way.

The Board welcomed the report and discussed the following:

- The importance of ensuring parents and siblings of young people with mental health issues were supportive – it was noted that the MindMate website did contain information for adults
- Acknowledged the challenges of engaging with some difficult to reach communities
- Commented that children and young people's mental health was not included in the current HWBS as a specific issue
- Whether the health and care service sector had the equivalent of the "make every contact count" approach
- Acknowledged that the Plan will link to the early life of the child and the "Best Start Plan" – investment in the 0-2 and 0-5 year groups will secure a better future

The Board noted a comment that General Practice dealt with a fair number of adults who received mental health support for the effects of a childhood event; but had little information on Clusters and how they work and what they do. Parents attended GP sessions with their child to discuss mental health issues which had been identified by their school - who had directed the family to their GP, rather than instigating Cluster involvement. The Director of Children & Families commented that work would be done to consider securing GP representation on the Clusters.

RESOLVED –

- a) To support, approve and champion the Future in Mind: Leeds strategy and underpinning Local Transformation Plan (LTP). The refresh of our LTP has to be published on NHS Leeds CCGs and council websites by the end of October 2017 (NHSE requirement).
- b) To recognise and share the achievements to date (detailed in the plan), progressed in the first years of the Future in Mind LTP funding allocations.
- c) To endorse how the child and young person's voice has been integral in developing the priority work-streams and going forward is embedded in the co-production of their delivery.
- d) To note the discussions on how Members of the Board will support the delivery of the vision, the strategy and underpinning plan.

28 Unhealthy Attitudes - A 'one city' approach for Leeds

The Board considered the report of the Leeds LGBT+Hub outlining a proposal to develop a one city approach to implementing the recommendations from Stonewall's "Unhealthy Attitudes" Report on the treatment of lesbian, gay, bisexual, transgender and gender & sexual minorities (LGBT+) people in Health and Social Care Services.

A copy of the “Unhealthy Attitudes Report” was attached as Appendix 1 of the report and identified some key areas to be addressed to move the Health and Social Care sector towards being fully inclusive for LGBT+ people. The report also proposed the establishment of a Health and Social Care sub group of the LGBT+Hub; seeking nominees from the Health and Wellbeing Board.

Geoff Turnbull, LCC Communities Team; and Josh Willacy, Stonewall; attended the meeting to present the report. They highlighted the following matters:

- Acknowledged the serious challenges in the health and social care sector
- The findings from consultation with approximately 3000 respondents had shaped the proposed approach with issues ranging from abuse; harassment; lack of understanding/knowledge
- The development of a ‘one city’ approach to ensure the LGBT+ community receive a better experience of the health and social care sector
- The potential for Leeds to be a national leader through the establishment of the proposed working group; tasked to look at the 5 key themes of the Stonewall recommendations -
 - Ending LGBT+ bullying and discrimination
 - Improving training and development
 - Supporting LGBT+ staff in the workplace
 - Improving LGBT+ patient experiences
 - Leadership support for LGBT+ equality

It was noted a previous workshop had discussed the Stonewall Unhealthy Attitudes report; and the Board members formally reconfirmed their support for the proposals in the report.

RESOLVED –

- i) To support the establishment of a Sub Group of the LGBT+ Hub focusing on Health and Social Care
- ii) To note that nominees from each Health and Wellbeing Board partner organisation will be sought to be appointed to the Sub Group.
- iii) To task the LGBT+ Hub Health & Social Care Sub Group with developing an action plan to deliver the recommendations of the Unhealthy Attitudes Report.
- iv) To task the LGBT+ Hub Health & Social Care Sub Group with identifying any additional actions that may need to be delivered to ensure Health and Social Care services are fully inclusive for LGBT+ people.
- v) To task the LGBT+ Hub Health & Social Care Sub Group with consulting and engaging with the LGBT+ community as required to deliver the action plan.
- vi) To request regular update reports to the Health & Wellbeing Board on progress in delivering the action plan.

29 For information: Health Protection Board Annual Report

The Board received a copy of the Health Protection Board Annual Report for information

Draft minutes to be approved at the meeting
to be held on Thursday, 23rd November, 2017

RESOLVED - To note receipt of the Health Protection Board Annual Report

30 Date and Time of Next Meeting

RESOLVED – To note the date and time of the next formal meeting as Thursday 23rd November 2017 at 10.00am (with a pre-meeting at 9.30am for Board members)



Report author: Tony Cooke / Tom Bridges / Gareth Read / Simon Brereton

Report of: Tony Cooke (Chief Officer, Leeds Health Partnerships)

Report to: Leeds Health and Wellbeing Board

Date: 23 November 2017

Subject: Inclusive Growth Strategy – Alignment with Health and Wellbeing Strategy

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

Summary of main issues

The Leeds Health and Wellbeing Strategy 2016-21 sets out our bold ambition that ‘Leeds will be the best city for health and wellbeing’. The Strategy recognises the value of ‘a strong economy with quality, local jobs’ as one of the 12 priorities that contribute to the outcomes, vision and ultimately the ambition itself.

Aligning with this priority and supporting the ambition is the new Leeds Inclusive Growth Strategy 2017 – 2023. This provides a framework for how best to deliver growth that is inclusive and benefits all of our citizens and communities. It sets out a series of ideas and actions for growth, as well as broad themes of the Leeds economy and targeted sectors.

The Strategy will also help us to better tell the story of Leeds’s broad based, vibrant economy in order to attract and retain talent, business, investment and visitors.

Recommendations

The Health and Wellbeing Board is asked to:

- Note work done to broaden the understanding of health issues in the economic development world and the understanding about the importance of a strong economy in the health and care system.
- Approve subsequent closer alignment of the Health and Wellbeing and Inclusive Growth strategies
- Ensure broader health input from both commissioners and providers into the Inclusive Growth strategy via programmes such as Inclusive Anchors, Leeds Academic Health Partnership and the impending Innovation District and Nexus projects.

1 Purpose of this report

1.1 This paper sets out the recent work to review and replace the Leeds Inclusive Growth Strategy for 2017-2023.

1.2 The draft Leeds Inclusive Growth Strategy is available as appendix 1.

2 Background information

2.1 Leeds has a broad based economy that has enabled the city to recover strongly from the recession creating a vibrant, successful city full of innovation and enterprise. The economy of Leeds continues to grow, with businesses creating more private sector jobs than any other UK city and unemployment at historically low levels. All forecasts indicate that this growth will continue, with key developments such as HS2 and the regeneration of the Southbank bringing new employment opportunities, particularly in the city centre.

2.2 Our start-up rate is now ahead of regional and national trends.

2.3 The emerging Community Led Local Development (CLLD) strategies, which aim to raise aspiration locally, and support strong and cohesive communities, also support Inclusive Growth. Three areas in Leeds have been identified as potentially suitable for CLLD: broadly representing the areas of Inner East, Inner South and Inner West. The applications are currently in appraisal and the outcome will be known later this year.

2.4 On a wider footprint, Leeds is the main economic centre for Leeds City Region, and a driver of growth for the Northern Powerhouse, Yorkshire and the national economy.

2.5 So growth is here, and more growth is coming. Without any intervention, the economy will produce many thousands of new jobs, predominantly for graduates and others with level 4 qualifications and above. But only one third of our residents have these qualifications, and the challenge of inclusive growth is thus to open up opportunity beyond those who have benefited to date.

2.6 Leeds City Council has formed a unique partnership with the Joseph Rowntree Foundation and Leeds City Region Enterprise Partnership to create the “More Jobs, Better Jobs” research programme, to identify the action needed to create more and better jobs that help lift people and places out of poverty. The ‘Inclusive Anchors’ project is part of this, and encourages anchor institutions such as hospitals and universities to commit to enhancing their role as community anchors, particularly in deprived areas.

2.7 The City Council is also working with a range of partners to double the size of the City Centre based on a range of different uses and specialisms. A new Innovation District is being established in the North West of the City Centre, in this context, incorporating the estates of each core partner, Leeds Teaching Hospital Trust, University of Leeds, Leeds Beckett University and Leeds City Council. The primary aim of the Innovation District is to act as a catalyst for productive, sustainable and inclusive economic development.

- 2.8 It is intended that the Innovation District will provide a base for entrepreneurs, start-up and scale up companies to mix with established hi-tech businesses and tap into the expertise of world-class education institutions to create innovative new products and services. The Innovation District has already begun to formally establish itself. The University of Leeds has commenced construction of a new innovation building (“Nexus”), a high profile gateway to research and innovation at the University and a UK-leading environment for collaboration and partnership. Services provided in and through the Innovation District will include a thematic focus on Health and Life Sciences such as medical technologies; digital health (data analytics linked to patient records and system reform); precision medicine (linked to increasing healthy life spans. Health Innovation Leeds, the emerging gateway for health investors and academic/health partners, will be working closely with these projects to ensure health innovation is central to the new approaches.
- 2.9 As discussions about devolution progress it will be important to ensure inclusive growth and health are factored into conversations.

3 Main issues

- 3.1 The Inclusive Growth Strategy sets out how Leeds City Council, the private sector, universities, colleges and schools, and social enterprises in the city will work together to grow the Leeds economy ensuring that everyone in the city contributes to, and benefits from, growth to their full potential.
- 3.2 The people of Leeds will be at the heart of the Growth Strategy, from equipping our young people with the right skills and careers advice, to enabling in-work progression, retraining and lifelong learning in our ever changing labour market.
- 3.3 Building a strategy centred on inclusive growth means providing everyday jobs in everyday places. It will mean more money for public services, reduced unemployment and increased wages. Reducing inequality in our city will also boost our economic performance.
- 3.4 This strategy also provides a framework for how the city will work on inclusive economic growth with the Leeds City Region Local Enterprise Partnership and West Yorkshire Combined Authority, partners across Yorkshire, the Northern Powerhouse and, in the context of the national Industrial Strategy, with central Government. It also sets out how the city intends to promote a positive, outward looking image on the global stage.
- 3.5 Traditionally, Leeds hasn’t always conveyed bold messages about its strong recovery from the recession or about its vibrant, successful city full of innovation and enterprise. The Strategy will help tell our story better in order to attract and retain talent, business, investment and visitors.
- 3.6 The strategy presents 12 big ideas that act as an action plan to encourage inclusive growth in the city. These are set out below:

<p>1. Putting children at the heart of the growth strategy</p>	<ul style="list-style-type: none"> a) Strengthening the role of schools developing students to contribute to the economy to their full potential, including getting them ready for the world of work, raising educational attainment, improving careers advice and business engagement in schools b) Extending Early Years provision, linking this to getting people into jobs / better jobs and more supporting more women to get into work
<p>2. Employers and people at the centre of the education and skills system - our ambition is to create a skills and education system focussed on good secure jobs that enable in-work progression.</p>	<ul style="list-style-type: none"> a) Creating an Innovation District around the universities and hospital b) Rebuilding Leeds Station, the busiest transport hub in the north, including HS2 and Northern Powerhouse Rail c) Bringing employers and education providers together to develop and commission education and training to meet employers needs and economic priorities d) Supporting our current and future workforce to be resilient to economic change e) Tackling skills gap at all levels
<p>3. Better jobs – tackling low pay and boosting productivity – in low wage sectors up to increasing graduate retention</p>	<ul style="list-style-type: none"> a) Initiatives to support firms and people to improve their skills and progress into better jobs b) Continued investment in small scale productivity gains in SMEs
<p>4. Institutions embedded in and working for communities and the local economy – asking business to support this strategy and the wider economic ambitions for Leeds</p>	<ul style="list-style-type: none"> a) Developing a strategic approach to corporate responsibility b) Securing better outcomes for the Leeds economy in terms of jobs, skills and supply chains from procurement by the public and private sectors, and through major develop and infrastructure projects c) Securing specific commitments from organisations within the city to support inclusive growth and promote the city
<p>5. Supporting places and communities to respond to economic change – giving more support to communities throughout the city</p>	<ul style="list-style-type: none"> a) Targeting investment and intervention in priority neighbourhoods b) Improving housing and quality of place in priority neighbourhoods c) Building more homes d) Transforming the role of town centres as economic and service hubs e) Making assets work to support growth and communities
<p>6. Doubling the size of the city centre – focussing on the physical regeneration and economic impact of the heart of the city region</p>	<ul style="list-style-type: none"> a) Delivering new jobs, homes, a new city park and a revitalised waterfront in the South Bank, as one of the most significant regeneration projects in Europe

<p>7. Building a federal economy creating jobs close to communities – the city centre is the most important hub in the region, but other employment areas in the city need to be supported as these perform important commercial and community functions</p>	<p>a) Major growth locations include Thorpe Park, Thorp Arch, White Rose, Capitol Park, Kirkstall Forge and the Airport.</p>
<p>8. 21st century infrastructure</p>	<p>a) This is an increasingly important part of the modern economy and offers opportunities including transport, smart cities, low carbon energy - electricity, hydrogen and water networks, flood protection and green infrastructure.</p>
<p>9. Leeds as a digital city – responding to the increasing importance of tech in the economy, and adapting our workforce to this change</p>	<p>a) Promoting and growing the digital sector b) Making every business a digital business c) Developing a workforce that can thrive and be resilient in the context of technological change d) Strengthening digital and data infrastructure (including 5G), promoting Leeds as a smart city and using data to help address challenges</p>
<p>10. Backing innovators and entrepreneurs in business and social enterprise – support could include new incubation space, cheap office accommodation, finding employees with the right skills, building leadership capability, accessing new customers and markets, capital, finance and regulation</p>	<p>a) Support start-ups and scale-ups b) Boost innovation throughout the economy, including commercialising knowledge from universities and government, and supporting firms of all sizes in all sectors to improve their products, processes and capabilities</p>
<p>11. Promoting Leeds and Yorkshire – telling our story better, getting our message across and promoting our successes</p>	<p>a) Inward investment, including strengthening links with London b) Tourism c) Attracting and retaining talented people</p>
<p>12. Maximising the economic benefits of culture - Leeds has a great story to tell we have already seen a significant increase in self-confidence in the cultural sector through the Capital of Culture bidding process</p>	<p>a) Supporting the city's ambitions to become European Capital of Culture 2023 b) Increasing visitors and enhancing the image of Leeds through major cultural and sporting events and attractions c) Growing the cultural and creative sector as well as boosting creativity across the wider economy, education system and communities</p>

3.7 Issues for the Health and Care System

- 3.7.1 Health and wellbeing are primarily generated outside the health system by how people interact with the economy, with their environment and in their communities. Housing, employment and skills and socio-economic position influence health outcomes, particularly life expectancy and disability/long term conditions. It is well known that, even after controlling for behavioural factors such as smoking, people in poorer communities live shorter lives in poorer health. The gap is widening across many parts of the country, particularly in areas with poorer skills and fewer economic prospects.
- 3.7.2 The Leeds economy is not struggling, it is growing, and a large number of skilled jobs will be needed in coming years. This, and the inclusive growth approach, provides a huge opportunity to link sectors more effectively. Because poor physical and mental health acts as a break on growth, particularly in deprived areas, integrating these issues offers a win-win scenario. Increasingly, acute trusts and other providers are realising the centrality of their role in communities as the literature shows more clearly how they can use their economic power to benefit the economy in poorer communities by local procurement, targeted apprenticeships and community empowerment programmes (JRF/WYCA, 2017).
- 3.7.3 Both the local and regional (West Yorkshire Combined Authority) inclusive growth strategies recognise the centrality of the health agenda. The WYCA Inclusive Growth vision states we must:
- Invest in early intervention and prevention wherever possible
 - Recognise that growth is a social system not an economic machine
 - Listen to authentic voices and lived experience of those not benefiting or contributing to Inclusive Growth
 - Create more good jobs including the most disadvantaged groups (e.g. care leavers, those fleeing domestic violence, disabled people, ex-offenders, and those from BME backgrounds)
 - Create socio-economic policies, making the connections, recognising that health, social care, careers, culture and the arts are part of our inclusive growth evolution
- 3.7.4 There are 57,000 people working in health and care in Leeds. Workforce challenges for health and care are well known, and West Yorkshire remains a net exporter of doctors and nurses. Additional challenges from Brexit, the ageing population and retirement of existing staff are beginning to bite. If the City is serious about meeting these challenges it needs to strengthen the 'grow your own' agenda and improve efforts to develop a local workforce that understands and reflects our communities in Leeds. The Health and Care Academy is a step in this direction.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

4.1.1 Consultation for the growth strategy has included a Leeds City Council Executive Board paper in November 2016, a call for evidence conducted at the end of 2016 and a Growth Strategy Summit held on 25th January, with more targeted individual consultation throughout the process.

4.1.2 An extensive consultation process on the draft Inclusive Growth Strategy ran from 18th July until October 9th. This allowed for adequate time to further bolster the actions in the strategy through firm commitments from business. This was conducted via:

- the Leeds Growth Strategy Website;
- a targeted mailing list of businesses and stakeholders; and
- targeted consultation with small and medium sized businesses, third sector and learning institutions
- one to one consultations with specific businesses and stakeholders in order to encourage bespoke commitments to the strategy and our inclusive growth agenda
- The consultation was noted at the Health and Wellbeing Board in June 2017.

4.2 Equality and diversity / cohesion and integration

4.2.1 Themes running through this report have an impact on equality and diversity. The Growth Strategy encourages inclusive growth, aiming to ensure that the benefits of a prosperous economy impact on all Leeds citizens, this includes supporting young people, people with disabilities and those suffering from mental health issues.

4.2.2 An Equality Diversity, Cohesion and Integration screening has been undertaken to assess the impact of this report on equality and diversity.

4.3 Resources and value for money

4.3.1 The measures in this report do not have a direct impact on funding, nor does it set out a budget

4.4 Legal Implications, access to information and call In

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

4.5 Risk management

4.5.1 There is always a risk to the Leeds economy through both policies and external pressures. However, this report recognises that growing the economy has positive benefits to the city.

4.5.2 Specific financial risks are not considered to be impacted by the recommendations in this report.

5 Conclusions

5.1 Without any intervention, the economy will produce many thousands of new jobs. But the challenge of inclusive growth is to open up opportunity beyond those who have benefited to date.

5.2 There is more to do to ensure everyone in the city contributes to and benefits from the economy to their full potential. There is a need to do more to tackle poverty. Low pay and low productivity are big issues both nationally and in Leeds, and the strategy recognises the importance that low wage sectors have in our economy. Some sectors may not experience high levels of growth but they still provide jobs and incomes, and many have high job replacement requirements and support essential public services such as social care.

5.3 Work generates health. Epidemiologists have long identified the 'healthy worker effect'. However social position and status also influence health outcomes. Low skills and poorly paid work negatively influence both physical and mental health. Generating more opportunities, particularly in deprived areas, is a 'win-win' for the City.

6 Recommendations

6.1 The Health and Wellbeing Board is asked to:

- Note work done to broaden the understanding of health issues in the economic development world and the understanding about the importance of a strong economy in the health and care system.
- Approve subsequent closer alignment of the Health and Wellbeing and Inclusive Growth strategies
- Ensure broader health input from both commissioners and providers into the Inclusive Growth strategy via programmes such as Inclusive Anchors, Leeds Academic Health Partnership and the impending Innovation District and Nexus projects.

7 Background documents

7.1 None.

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How does this help reduce health inequalities in Leeds?

There is more to do to ensure everyone in the city contributes to and benefits from the economy to their full potential. There is also the need to do more to tackle poverty. The Inclusive Growth Strategy sets out action to open up opportunities and jobs to those who haven't benefitted as strongly in the past.

How does this help create a high quality health and care system?

Both the local and regional inclusive growth strategies recognise the centrality of a high quality health and care system. The West Yorkshire Combined Authority Inclusive Growth vision advises:

- Investment in early intervention and prevention wherever possible
- Recognise that growth is a social system not an economic machine
- Create more good jobs including the most disadvantaged groups
- Create socio-economic policies, making the connections, recognising that health, social care, careers, culture and the arts are part of our inclusive growth evolution

How does this help to have a financially sustainable health and care system?

Work generates health but low skills and poorly paid work negatively influence both physical and mental health. Generating more opportunities, particularly in deprived areas, is a 'win-win' for the City. If we can get more people into work, support them into better jobs, improve housing and health conditions; we can tackle the unfairness and costs of poverty and reduce costs to the public sector.

Future challenges or opportunities

As noted in the report there are opportunities to ensure a closer alignment of the Leeds Health and Wellbeing and Inclusive Growth strategies and for broader health input from both commissioners and providers via programmes such as Inclusive Anchors, Leeds Academic Health Partnership, Innovation District and Nexus projects. Future meetings of the Board will have further opportunities to shape progress around priorities of the Health and Wellbeing Strategy that closely align with Inclusive Growth Strategy such as 'a strong economy with quality, local jobs', 'maximise the benefits from information and technology' and 'a valued, well trained and supported workforce'.

Priorities of the Leeds Health and Wellbeing Strategy 2016-21	
A Child Friendly City and the best start in life	X
An Age Friendly City where people age well	
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	
A strong economy with quality, local jobs	X
Get more people, more physically active, more often	
Maximise the benefits of information and technology	X
A stronger focus on prevention	
Support self-care, with more people managing their own conditions	
Promote mental and physical health equally	
A valued, well trained and supported workforce	X
The best care, in the right place, at the right time	



LEEDS INCLUSIVE GROWTH STRATEGY 2017 – 2023

CONSULTATION DRAFT

CONSULTATION PERIOD RUNS FROM
27TH JULY TO
16TH OCTOBER

*Submissions: growth.strategy@leeds.gov.uk
More information is available at www.leedsgrowthstrategy.com*

[#leedsinclusivegrowthstrategy](https://twitter.com/leedsinclusivegrowthstrategy)

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FOREWORD

Leeds has a strong economy that has enabled the city to recover well from the recession. We have a diverse talent pool, world class assets, innovative businesses and beautiful countryside. The council, universities, schools, innovators and entrepreneurs have all played their part in creating growth. There is much to be proud of in Leeds and we have a great story to tell.

Building a strategy centred on inclusive growth means getting everyone to benefit from the economy to their full potential. It means raising our productivity, increasing skills levels, more innovation and better infrastructure. It will mean more money for public services, reduced unemployment and increased wages. Reducing inequality in our city will also boost our economic performance. It means a city where people and businesses grow.

Our growth strategy is not about picking industries perceived as winners at the expense of others, but instead focusing on getting the fundamentals right, recognising that all sectors have a role. We will build on what is already a broad based economy, harnessing our resilience from economic diversity in uncertain times. Some sectors may not experience high levels of growth but they still provide jobs and incomes, and many will provide job opportunities as people retire, and support essential public services such as social care.

The people of Leeds will be at the heart of everything we do, from equipping our young people with the right skills and careers advice, to enabling in-work progression, retraining and lifelong learning in our ever changing labour market.

As the nation navigates its way through Brexit, we will continue to offer support to our firms and our communities. Leeds is and always will be, open for business and talent.

As part of this strategy we are seeking firm commitments from businesses and stakeholders to offer support for our city. Some major institutions have already set out what they will do more of or do differently, and these commitments are visible throughout our strategy. I am grateful to everyone involved and hope to build on this network of support. As an anchor institution in the city the council has a role to play and we have committed to paying the real living wage for all our employees.

Finally, I want to reiterate my commitment to devolution. Cities and city regions know their areas better than Westminster or Whitehall and greater powers and resources will ensure that our area isn't left behind.

Councillor Blake, Leader, Leeds City Council





1. INTRODUCTION

WHAT IS THE PURPOSE OF THIS STRATEGY?

This Strategy sets out our ambition for Leeds. It is a route map of how best to deliver growth that is inclusive, draws on the talents of, and benefits all our citizens and communities.

The strategy sets out how everyone can contribute to the city's growth. It provides a framework for how all parts of the council will work with businesses, universities, colleges, schools, the community sector, and with partners in the city region, Yorkshire, the North and national government to grow our economy.

We have identified twelve big ideas to shape our city by boosting our long term productivity, competitiveness and social inclusion. There is a lot of good work already taking place in Leeds but there remains an opportunity for this to have renewed focus, a clearer strategic context and stronger commitment from businesses and others in the city.

Leeds is a vibrant, successful, international city full of innovation and enterprise. In the past we have not always got this message across, although this is beginning to change. This strategy will help tell our story better in order to attract and retain talent, business, investment and visitors.

This is a consultation draft. We are seeking your views and input on how our city should grow in the future and how best to deliver on this. We want to work with you to develop detailed proposals around our ideas and growth

sectors. We are also seeking commitments on what you can continue to do, or do more of, or do differently to support the city's continuing inclusive growth. A selection of organisations have already made commitments and we are encouraging more to follow.

By working together we can build a strong economy within a compassionate city.

Our previous Growth Strategy – Getting Leeds Working, published in 2010 was produced in the context of the recession and since then Leeds has undergone significant change.

This time in addition to focusing on priority sectors we are identifying 12 big ideas that underline the delivery of inclusive growth; themed around people, place and productivity. A strategic context provides an overview of the Leeds economy, then each of our big ideas is set out in the document, followed by our growth sectors.



2. EXECUTIVE SUMMARY

INTRODUCTION

Our ambition for Leeds is to have a strong economy within a compassionate city.

This inclusive strategy sets out how Leeds City Council, the private sector, universities, colleges and schools, and social enterprises in the city will work together to grow the Leeds economy ensuring that everyone in the city contributes to, and benefits from, growth to their full potential.

Leeds is the main economic centre for Leeds City Region, and a driver of growth for the Northern Powerhouse, Yorkshire and the national economy. This strategy also provides a framework for how the city will work on inclusive economic growth with the Leeds City Region Local Enterprise Partnership and West Yorkshire Combined Authority, partners across Yorkshire, the Northern Powerhouse and, in the context of the national Industrial Strategy, with central Government. It also sets out how the city intends to promote a positive, outward looking image on the global stage seeking to increase inward investment, exports and tourism.

CONTEXT AND DRIVERS FOR CHANGE

The Leeds economy is performing well. The city is experiencing the fastest private sector jobs growth of any UK city. Leeds has one of the highest rates of business start-ups and scale-ups amongst UK cities. We are a smart city: with a high proportion of knowledge intensive jobs; the University of Leeds spins out more listed companies than any other UK university, and the city experiences a “brain gain” with more undergraduates and graduates moving into the city than leaving. Leeds is a top five UK retail and tourism destination.

However not everyone is benefiting fully from this economic success. There remain significant issues of poverty and deprivation in the city. Low pay is an increasing problem, with people caught in a trap of low pay and low skills, with limited opportunities for career progression. Our education and skills system is not fit for purpose, and we need to continue to make progress in improving our schools so that they are equipping young people with the education, attributes and awareness of opportunities they will need to succeed in work. These issues hold our economy back. They affect productivity, cause skills shortages, and create additional costs for businesses and the public sector.

The independent forecasts commissioned to inform this strategy indicate that the prospects for future economic growth in Leeds are strong. This is as a result of the city’s skilled workforce, the growth and innovation by its firms and universities, and the progress being made with infrastructure. However we must not be complacent. We will only fulfil this potential for future growth if we sustain the progress we are making, and by taking action on areas where we could perform better. This includes tackling poverty, addressing skills gaps, housing growth and regeneration, exports, investment in research and development, developing, attracting and retaining a skilled workforce, and transport and infrastructure.

We must also be prepared for any downturn in the national economy, where the outlook is uncertain, particularly in the context of Brexit. There are signs of a downturn in consumer spending and wage levels. We need to be prepared to be proactive to support our businesses and people if there is a recession.



THE STRATEGY

We have set out twelve ideas that will create the underlying conditions for inclusive growth.

To fulfil our economic potential and to make a high growth scenario a reality we need to take action to enhance our competitiveness and to tackle poverty. We will also need to support our businesses and communities to be resilient in the context of economic change and risks.

This will mean investing in people, improving education and skills, putting children at the heart of the growth strategy, and employers at the centre of the skills system. It will mean tackling low pay, securing better social and economic outcomes from the role and impact of large organisations in Leeds.

It will mean developing and regenerating places, supporting neighbourhoods, communities and centres to

respond to economic change, growing the city centre as an economic powerhouse not just for Leeds but also for the North, and growing major economic hubs to the north, east, south and west of Leeds. An increase in new homes, improvements to existing housing and investment in modern infrastructure will support the city's growth.

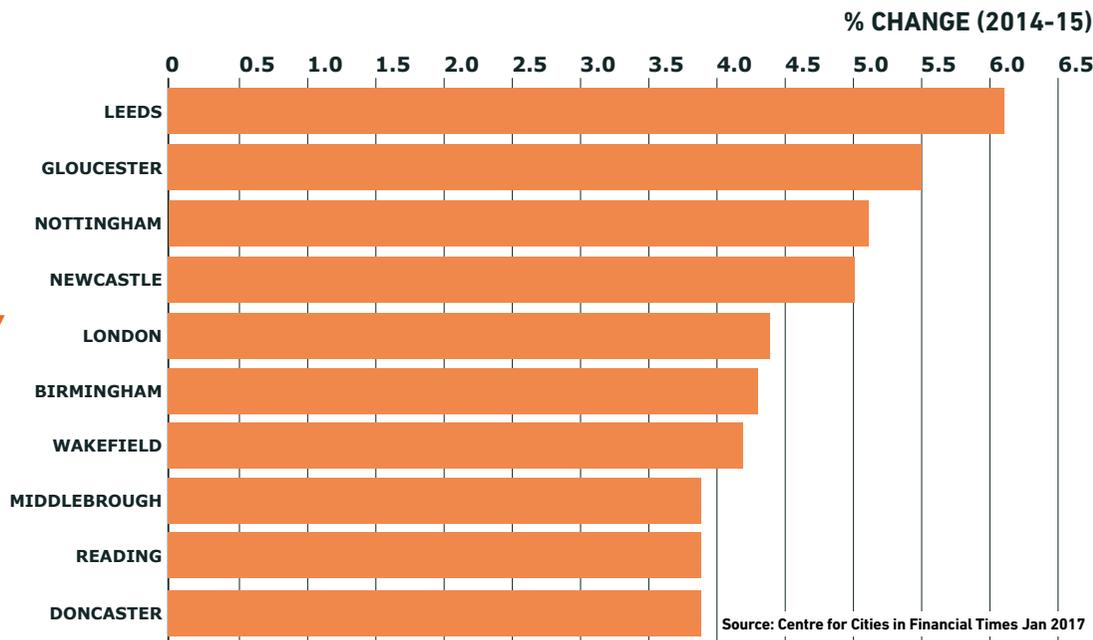
Improving productivity is also necessary. By backing innovators and entrepreneurs we can build on our strong start-up and scale-up performance. Technological change will create opportunities for cities who are at the forefront of the next wave of digital transformation, but poses risks for any cities that lag behind on digital investment and digital skills. Promoting a modern, dynamic, diverse and outward-looking image of Leeds – including maximising the economic benefits of culture - can drive greater inward investment, exports and tourism.

INCLUSIVE GROWTH

Inclusive growth is about:

- Ensuring all people and communities can contribute towards and benefit from our economy
- Tackling inequality – through low pay, in-work progression, improving skills and opportunities
- Supporting all sections of our society into good jobs
- Supporting people to live healthy and active lives, through good housing, social values, green and transport infrastructure, regenerating neighbourhoods, low carbon initiatives and involvement in sport.
- Raising skills levels and increasing productivity

LEEDS HAS SEEN THE HIGHEST GROWTH IN PRIVATE SECTOR JOBS OF ANY UK CITY



TWELVE BIG IDEAS

These act as an action plan to encourage inclusive growth in the city. Our big ideas are focused on supporting people, places and productivity.

1



PUTTING CHILDREN AT THE HEART OF THE GROWTH STRATEGY

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

3



BETTER JOBS – TACKLING LOW PAY AND BOOSTING PRODUCTIVITY

- Encouraging employers to pay the Real Living Wage
- Initiatives to support firms and people to improve their skills and progress into better jobs
- Continued investment in small scale productivity gains in SMEs

5



SUPPORTING PLACES AND COMMUNITIES TO RESPOND TO ECONOMIC CHANGE

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

2



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

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

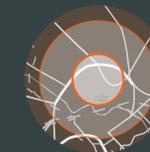
4



INSTITUTIONS EMBEDDED IN AND WORKING FOR COMMUNITIES AND THE LOCAL ECONOMY

- Developing a strategic approach to corporate responsibility
- Securing better outcomes for the Leeds economy in terms of jobs, skills and supply chains from procurement by the public and private sectors, and through major development and infrastructure projects
- Securing specific commitments from organisations within the city to support inclusive growth and promote the city

6



DOUBLING THE SIZE OF THE CITY CENTRE

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

7



BUILDING A FEDERAL ECONOMY - CREATING JOBS CLOSE TO COMMUNITIES

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

9



LEEDS AS A DIGITAL CITY

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

11



PROMOTING LEEDS AND YORKSHIRE

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

8



21ST CENTURY INFRASTRUCTURE

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

10



BACKING INNOVATORS AND ENTREPRENEURS IN BUSINESS AND SOCIAL ENTERPRISES

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

12



MAXIMISING THE ECONOMIC BENEFITS OF CULTURE

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



SECTORS

Growth and change in our main sectors will create wealth and jobs. We are creating the base for business to grow through major development and regeneration sites, and focusing on training and skills. All sectors are important to our economy, and we will make a particular effort to support those on low pay and those in insecure jobs.

Work is being done on all our sectors to increase growth, through skills, infrastructure, innovation and productivity. Advancements in technology are creating new opportunities, and linking sectors in new ways, such as medtech, low carbon and fintech.

HEALTH, MEDICAL AND THE AGEING POPULATION

Leeds has world leading assets in health, the City Region is home to 22% of digital health jobs in England and the Leeds Care Record, supported by the two largest UK patient record providers. Our universities are developing new technology and training new professionals and the sector is at the forefront of innovation allowing people to gain more control of their own health. The Leeds Academic Health Partnership is addressing health inequalities, bringing together our three universities, NHS organisations and the City Council to create an ambitious alliance. There are challenges, particularly in high staff areas such as social care and thousands of people in deprived areas live shorter lives than they should. Our Health and Wellbeing Strategy seeks to address these issues, it is rooted in partnership working, inclusive growth and using technology to improve health and care services.

There are also opportunities to support inclusive growth by businesses and others through taking action to improve skills and provide community benefits specific to particular sectors.

COMMITMENTS

This is a strategy for the whole city, and in this spirit we want to offer partners the chance to pledge committing their time, expertise or support to deliver inclusive growth. Some stakeholders have already responded and their pledges are incorporated in this document, we aim to build on this over the summer.

FINANCIAL AND PROFESSIONAL SERVICES

Leeds has the UK's largest financial services cluster outside the capital and the sector is growing strongly. There are over 30 national and international banks based in the city and the city region is also home to the headquarters of three of the five largest UK building societies. We have major offices of the Big Four accountancy firms in the city. Leeds has the UK's fastest growing legal sector, with Leeds firms offering a wide range of expertise which they export globally. The Leeds Legal Apprenticeship Scheme offers young people the opportunity for a career in the sector. Emerging fintech and cyber security sub-sectors are being recognised as advancements in technology and create new opportunities. The FCA has highlighted the Leeds / Manchester area as one of only two UK fintech hotspots outside London.

CREATIVE AND DIGITAL

Leeds is rapidly establishing itself as the digital centre of the North, with a thriving private sector, internationally important infrastructure, a significant public sector presence through NHS Digital, and an approach to growing the sector based on close collaboration between the Council and the private sector. We are a world leader in Big Data and have a growing digital media sector. The Leeds Digital Skills Plan focusing on attracting and training talent for the digital sector has had many successes, including the Digital Careers Fair at Leeds Arena. The Leeds Digital Festival has helped raise the profile of the sector and encouraged collaboration. Elsewhere our film and TV companies have an annual turnover of £424m across Yorkshire and are growing at a higher rate than the national average.

HOUSING AND CONSTRUCTION

Leeds has adopted an ambitious house building plan including council housing. We have identified locations for growth across the city, including around some major regeneration and infrastructure projects such as the Enterprise Zone, South Bank and HS2. These will create jobs, apprenticeships and supply chain opportunities. There is a skills shortage in the sector (including higher level positions) that our specialised education facilities are seeking to address, aligning skills training to match local economic priorities and business needs. Initiatives such as the Forging Future Campus at Kirkstall Forge aim to offer young people and people from the local area the opportunity to get hands on experience and mentoring from contractors on site.

MANUFACTURING

Manufacturing and engineering is not simply about making things, the industry supports creativity, innovation and design, provides advanced services, whilst developing skills. There is a high level of innovation and exports in the sector. Nationally there is a growing shortage of trained people equipped for careers in this sector. Developing the right skills, making sure training and education matches the future needs of businesses is essential for growth. The sector has an ageing workforce meaning attracting young people and women into the industry is particularly important. Our new University Technical College will help address this. Protecting employment land, developing new sites and ensuring the existing stock specification is of a suitable standard for modern businesses are all priorities.

RETAIL AND THE VISITOR ECONOMY

Our retail growth is bucking the national trend and the opening of Victoria Gate in 2016 has moved Leeds from fourth to third in the National Retail Ranking as the best place to shop in the UK. In recent years major developments have helped cement Leeds as a national destination offering a range of activities and events, including the Leeds Arena which attracts one million extra visitors to the city annually. The expected re-modelling of the West Yorkshire Playhouse will start during 2017 adding to our cultural offer. Leeds continues to produce world class athletes and host major sporting events in Rugby, Cricket, Football and other sports such as the Columbia World Triathlon Series which was watched by 80,000 people along the route. Developing a more professional and targeted approach to tourism promotion has helped showcase Leeds as a visitor and conference destination.

TRANSFORMATIONAL PROJECTS IN LEEDS TO HELP DELIVER THE NATIONAL INDUSTRIAL STRATEGY

- **University of Leeds Technology Park** - anchored by a new £19m national institute for high speed rail engineering
- **Burberry Leeds Campus**, in Holbeck situated in Leeds South Bank adjacent to HS2
- **Hydrogen 21, Leeds** - the gas network in Leeds to be the first to convert from natural gas to 100% hydrogen
- **Leeds Innovation District** - creating a 21st Century Science park in Leeds City Centre
- **Screen Hub** - a package of measures to grow the screen industries
- **Leeds Hub** - transformation of Leeds Station, already the busiest transport hub in the north

SOCIAL ENTERPRISE AND THE THIRD SECTOR

There is a strong tradition of social enterprise in Leeds, from local self-help groups and cooperatives through to some of the best known social businesses such as John Lewis and Leeds Building Society. We have many thriving charities which are increasingly looking to trading as a way to fund social objectives. Social enterprises can provide routes into jobs and employment for those with enduring needs, and our experience in Leeds of using social value clauses to provide work in construction has much to offer in other settings. In recycling and environmental improvement, the sector makes a significant contribution to the city and to individual lives. There is a real sense that across the economy, social enterprise is poised to make significant growth and this is set out in our Third Sector Ambition statement.

3. OUR VISION

WHERE PEOPLE AND BUSINESSES GROW

VISION

IN 2023:

Leeds will have cemented a period of strong and inclusive growth.

The conclusion of a journey to become European Capital of Culture will have raised the city's profile, positioning Leeds on the European stage.

Leeds will continue to be open, dynamic, international, outward looking, multicultural, diverse and tolerant. As the centre of the city region and the economic powerhouse of Yorkshire, Leeds will remain a fantastic place to start, scale-up and grow a business, becoming a magnet for investment and talented people, and a hotbed of entrepreneurship.

Our schools, colleges, universities, and employers will be working closely together to develop people with the skills and access to opportunities to enable them to succeed and be resilient in a fast changing economy. People who are out of work or in low paid jobs will find it easier to obtain support and access to opportunities they need to get into the workforce and progress into better jobs. Our skills system will address the needs of our economy and employers.

The city centre will continue to grow. The regeneration of the South Bank will offer places to work, live and study, alongside leisure activities and a brand new city centre park. Construction will have begun on HS2, the waterfront

transformed and what was once a disconnected and underused area is now a modern, thriving extension to the heart of the city region.

New cutting edge NHS facilities will sit alongside hi-tech companies in the new Innovation District, having spun out of incubation space at the universities and beyond. Firms will be increasing their productivity by investing more in research and development, training staff, modernising their premises and equipment, exporting more, and through improved connectivity and collaboration.

Outside the city centre places such as Thorpe Park, Thorp Arch, White Rose, Capitol Park, Kirkstall Forge and the Airport will be growing strongly, providing thousands of jobs for communities nearby. Improved transport connectivity will have benefitted all communities in Leeds, new routes across bus and rail, improved capacity on trains, new interchanges and parkway stations, better links to the airport and progress on Northern Powerhouse Rail will have all helped link the city region, and the north together.

Strong business and economic growth will have created jobs and homes. Investment and leadership in communities will have strengthened their resilience and cohesion, improved neighbourhoods and regenerated places, as well as repositioning town centres as vibrant and successful places to shop, to run businesses, and to access public services.

High quality broadband and 5G infrastructure, smart city technology, clean energy measures to reduce carbon, and use of data will have made Leeds into a digital city. A huge upskilling phase will have equipped people with new digital skills and abilities, allowing new career opportunities and in-work progression as workers contribute to their full potential.

Leeds will be well placed to respond and be resilient to economic challenges and opportunities, implications from Brexit and potential economic downturns; drawing on its broad industrial base and its ability to reinvent its economy.

Devolution has enabled the city to take greater control of funding and programmes to support inclusive growth.

YOUNG AND GETTING YOUNGER

Our working age population is increasing at a higher rate than both the EU as a whole and key cities such as Berlin, Madrid, and Milan. Our region is one of the youngest in the UK providing a talent pool that is more digitally skilled and enterprising than ever before. The impact of this is a growing student base, a dynamic start up culture and a more vibrant environment.

Leeds
11.9%
2012-2015

Brussels
5.03%
2011-2015

Berlin
4.04%
2011-2015

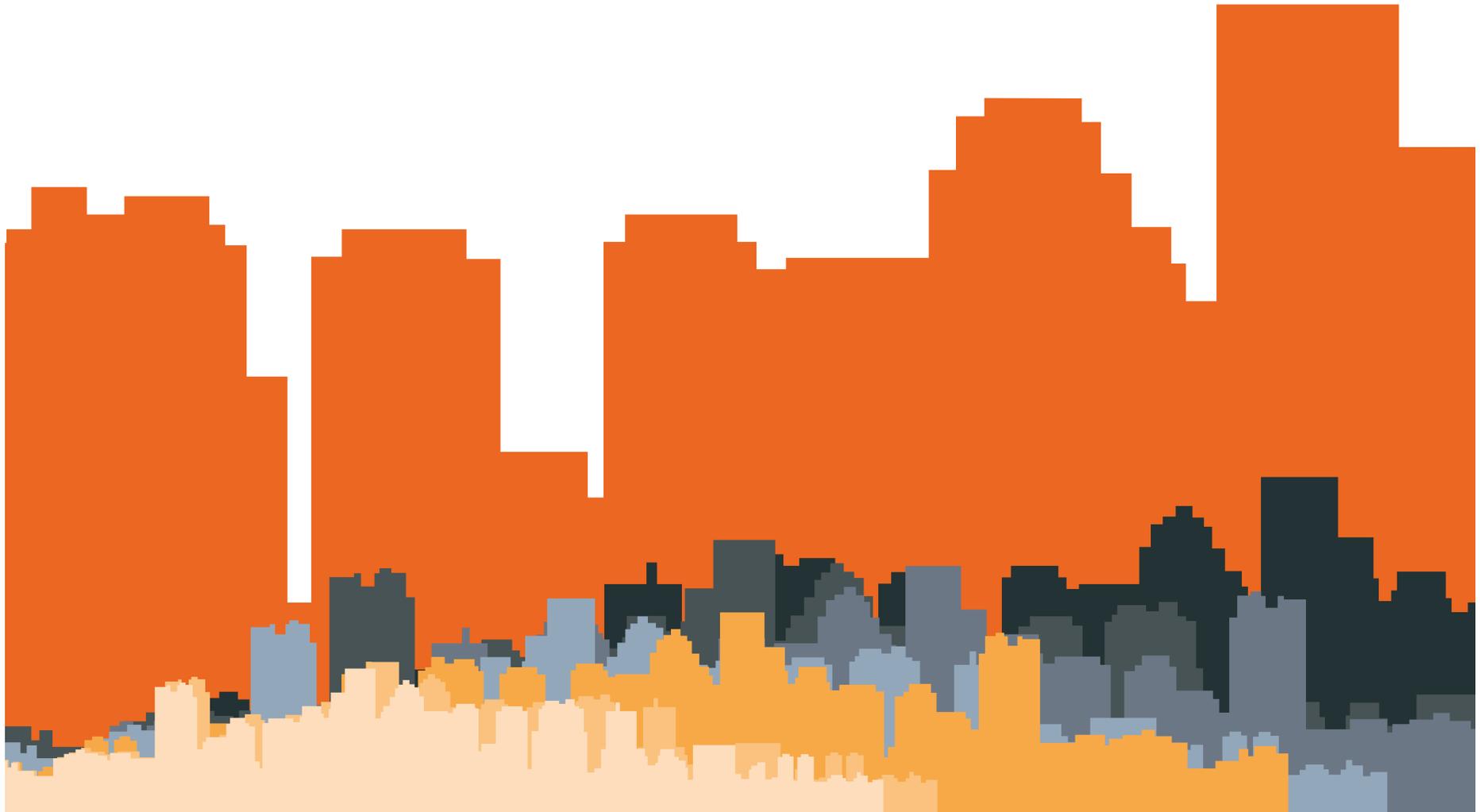
Amsterdam
3.63%
2011-2014

Vienna
3.12%
2011-2014

EU
2.9%
2002-2015

Madrid
2.12%
2011-2014

Stockholm
2%
2011-2014



4. CONTEXT AND DRIVERS FOR CHANGE

THIS SECTION SETS OUT SOME OF THE MAIN FACTS, TRENDS, AND FUTURE SCENARIOS FOR THE LEEDS ECONOMY. IT OUTLINES THE STRATEGIC CONTEXT, RECENT SUCCESSES, CURRENT CHALLENGES AND FUTURE PROSPECTS. IT CONCLUDES BY IDENTIFYING AREAS WHERE ACTION IS NEEDED TO BOOST INCLUSIVE GROWTH IN LEEDS.

TO INFORM THIS STRATEGY ANALYSIS HAS BEEN UNDERTAKEN BY THE COUNCIL'S ECONOMIC DEVELOPMENT TEAM. INDEPENDENT ANALYSIS WAS COMMISSIONED FROM THE LEADING ECONOMICS CONSULTANCY VOLTERRA. EVIDENCE WAS ALSO SUBMITTED BY PARTNERS.

STRATEGIC CONTEXT

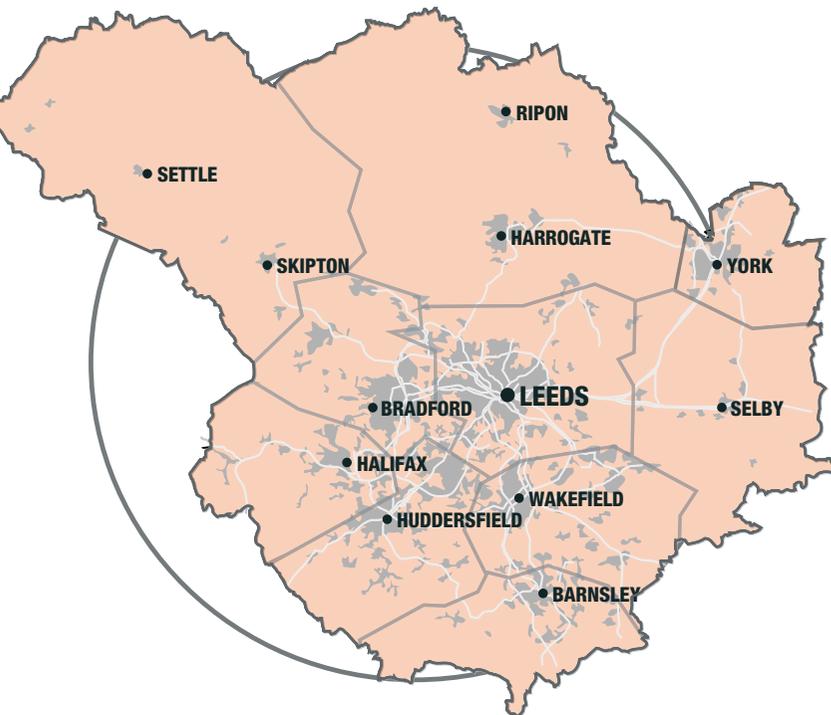
LEEDS CITY REGION

Leeds is the main economic hub for Yorkshire. The economic assets, quality of life, fabulous countryside, culture and heritage, and major events across Yorkshire – as well as the strong Yorkshire brand – are an important part of the attractiveness of Leeds as a place to invest, work and grow businesses. In turn, the city's economic success creates benefits across Yorkshire.

Leeds is at the centre of the Northern Powerhouse. Leeds station is the busiest transport hub in the North. The city is well placed to benefit from improved collaboration and connectivity with other cities in the North, creating business networks and labour markets of genuine critical mass across an area of 7.2 million jobs, and a £290 billion annual economy. If the North was a separate country it would be the world's 21st largest economy.

Leeds City Region signed the country's largest Growth Deal worth over £1 billion. The Growth Deal is expected to bring an estimated 8,000 jobs, up to 1,000 homes and at least £340 million investment into the Leeds City Region economy from both public and private sector partners by 2021.

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+9%
INCREASE ON 2014
COMPARES WITH
+3.8%
INCREASE FOR THE UK
AS A WHOLE

THE REGION IS HOME TO
**14 FURTHER EDUCATION
COLLEGES AND 9 HIGHER
EDUCATION INSTITUTIONS,**
ONE OF THE LARGEST
CONCENTRATIONS IN EUROPE

LEEDS CITY REGION
IS THE
LARGEST
OUTSIDE LONDON

AND GENERATES
5%
OF THE UK'S
OUTPUT



Leeds and Bradford are two close knit cities that share more than just a boundary. Our communities, businesses and workforce have strong connections and we recognise the opportunity to work more collaboratively in the future to tap into this potential. We have many joint strengths and a wealth of expertise among several sectors reflected in the high numbers of jobs.

LEEDS CITY REGION STRATEGIC ECONOMIC PLAN

This provides an important context for the Leeds Inclusive Growth Strategy. The city and the region are working together closely to ensure the strategies are aligned.

The Leeds City Region Enterprise Partnership (LEP) published its Strategic Economic Plan 2016 - 2036 with a focus on “good growth”, aiming to unlock the region’s vast economic potential by enabling businesses and enterprise to thrive.

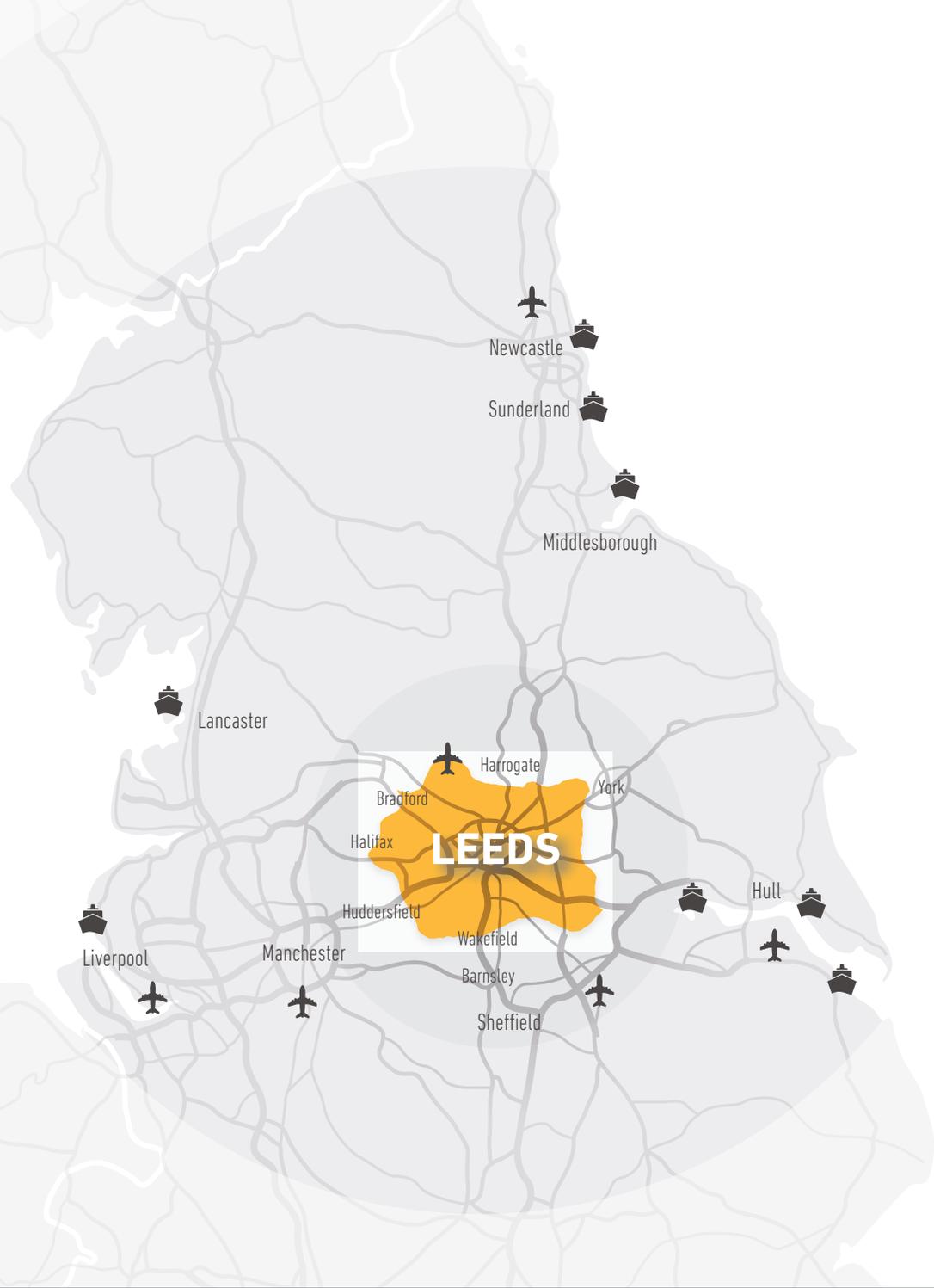
The Leeds City Region aims to deliver upwards of 35,000 additional jobs and an additional £3.7 billion of annual economic output by 2036. This extra growth, added to expected national trends means that the City Region is on track to become a near £100 billion economy in 20 years’ time. The SEP promotes delivery through a wide range of partners and will be implemented through a set of interconnected delivery plans. It identifies challenges in innovation, exporting, skills and connectivity for the region.

NORTHERN POWERHOUSE

Stronger links to the North's core cities will allow them to function as a single economy and be stronger than the sum of their parts, rebalancing the UK economy and establishing the North as a global powerhouse. A recent Ernst and Young region and city economic forecast, showed Leeds and Manchester performing better than the national average and highlighted the importance of cities as drivers for growth.

The 'Northern Powerhouse Independent Economic Review' forecasts the potential for productivity in the northern economy to rise. It predicts a 15 per cent increase creating an additional 850,000 new jobs in the North of England by 2050. The report identifies digital technologies, health innovation, energy and advanced manufacturing as the prime capabilities, and financial and professional services, education and logistics as support capabilities for creating new jobs which will help add £97 billion to the economy.

The Northern Powerhouse is much more than a transport project. Phase 2 will focus on skills, trade and investment, innovation, and housing. Devolution of adult skills budgets will enable the North's city regions to take a lead in ensuring that skills match the needs of their local economies.



7.2
MILLION JOBS

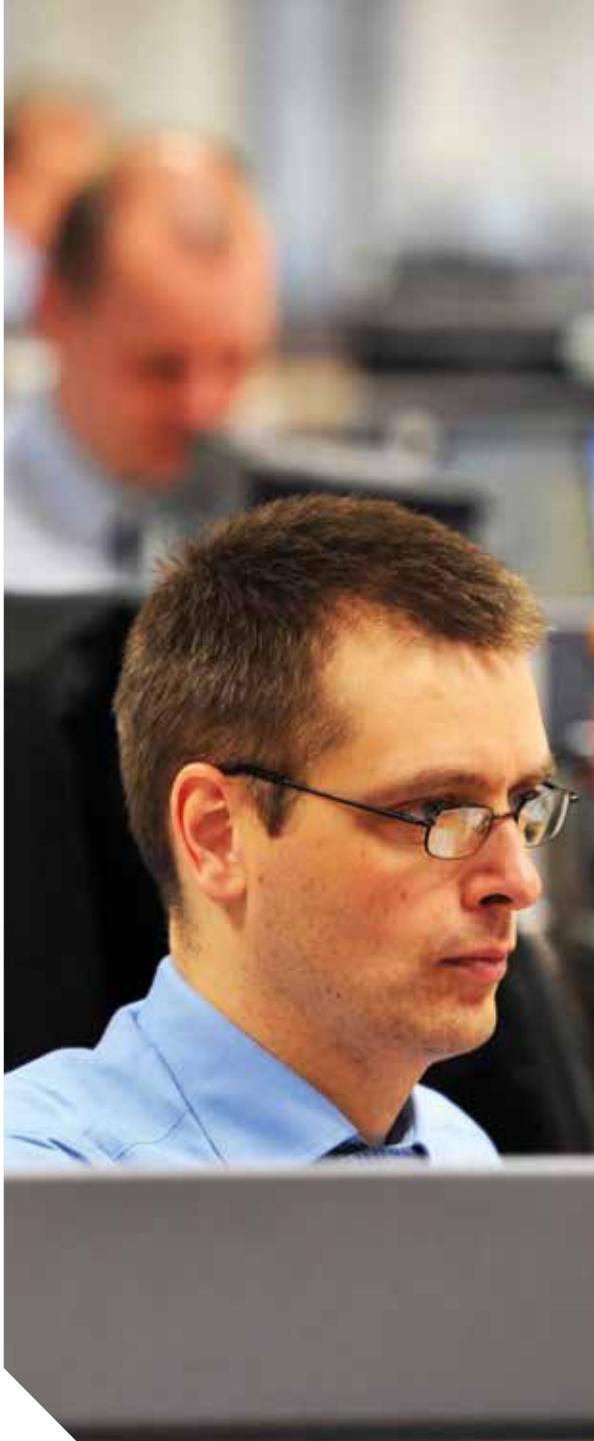


£290
BILLION
ECONOMIC OUTPUT



“In order to achieve the agglomeration benefits of the Northern Powerhouse, using the main cities as drivers for growth, there needs to be a focus on transport, communications, skills and education, business ambition, connectivity to rest of the world and devolution. The Northern Powerhouse is much more than just a transport project and can have real benefits to Leeds and the City Region economy.”

Lord Jim O'Neill
former Commercial Secretary
to HM Treasury



ECONOMIC TRENDS AND CURRENT CONDITIONS

AN ECONOMIC SUCCESS STORY

Leeds is experiencing the fastest private sector jobs growth of any UK city. It has the largest city concentration of financial and professional services and digital jobs in the UK outside London. It is a major hub for health innovation, data analytics, innovative manufacturing, and knowledge intensive jobs. The city also has the second highest productivity levels (GVA per hour worked) of the core cities. Wages are up with average earnings increasing 6% over 2014 - 2015.

Leeds is a great place to start-up and scale up businesses, and to commercialise innovation. The city has the highest number of fast growing firms in the UK outside London and Cambridge. In recent years the University of Leeds has created more than 100 spin out companies, and has spun out more AIM listed firms than any other UK University.

There is dynamism in the Leeds economy with new firms, digital products and processes, medical technologies, telecoms and data storage infrastructure, and creative products and services being created. Leeds is the largest centre outside London of the “Flat White Economy” as defined by the economist Doug McWilliams who uses the term to describe the fast growing creative and digital economic activities.

People and firms outside Leeds are taking notice and we are now a leading UK destination for inward investment.

According to the EY Attractiveness Survey there were 56 successful inward investment projects to Leeds between 2014-16, compared to 9 in the period 2011-13. Leeds is now a top five UK tourism destination, attracting over 26 million visitors a year, and was recently identified by Lonely Planet as one of the top ten European destinations for summer 2017.

The city’s economic success can be seen by the cranes on the skyline. Leeds currently has the highest levels of construction since the recession, with new office, retail, leisure, science and innovation, and residential developments on site. Leeds City Council has played a proactive role in helping kick start and de-risk developments. As a result the city’s leisure and retail offer has been transformed in recent years through the First Direct Arena, Trinity Leeds, and Victoria Gate. New office space has been created in the city centre, at Kirkstall Forge, Thorpe Park and White Rose, and major new industrial spaces developed in the Aire Valley Enterprise Zone, Thorp Arch and West Leeds. Residential development is increasing – over 3,300 new homes were developed in Leeds last year, the highest number across the Core Cities.

BUT ALSO SIGNIFICANT CHALLENGES AND OPPORTUNITIES TO TACKLE POVERTY REMAIN

Not everyone is benefiting from or contributing to economic growth to their full potential. Over 160,000 people in Leeds live in neighbourhoods that are amongst the 10% most deprived neighbourhoods in England. Over 26,400 children were living in poverty in the city in 2015. Unemployment has been reducing, but is still too high in some parts of the city.

Some of these issues are concentrated in particular neighbourhoods, where poor housing stock and conditions, financial exclusion, physical and mental health problems and poor quality local services can be issues. Some town and district centres in Leeds have struggled to adapt to changing retail trends.

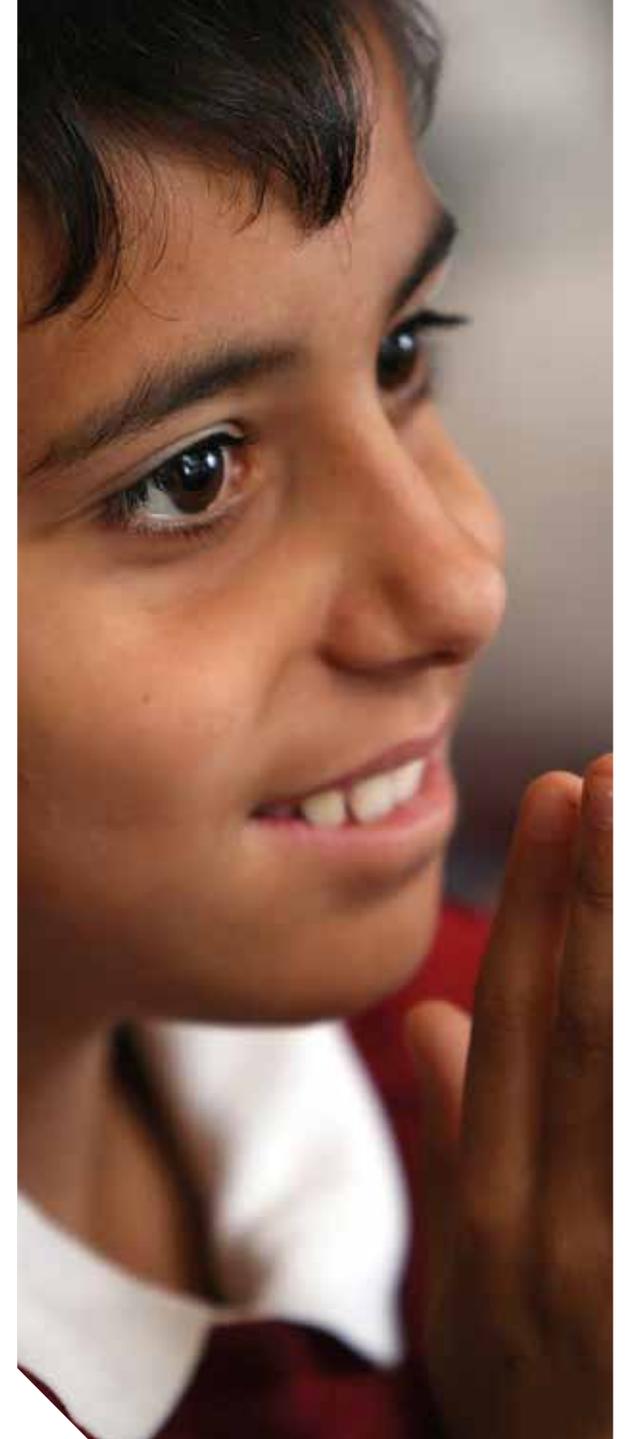
A fast changing economy has implications for the skills people need to access jobs, progress within their careers and be resilient to economic shocks. Low pay is a growing issue. Over 80,000 jobs (many of them part-time and insecure) pay less than the Living Wage of £8.45 an hour as recommended by the Living Wage Foundation.

Whilst educational attainment is a narrow measure of people's suitability for work, Leeds lags behind cities such as London in attainment levels, from early years

to secondary schools. Our schools and skills system needs to do more to provide people with the skills and careers information they need to access the full range of opportunities in the modern economy and meet employer needs. Whilst some employers are leading the way in terms of staff development, apprenticeships, creating opportunities for school leavers, career changers and people returning to the workforce, others could do more.

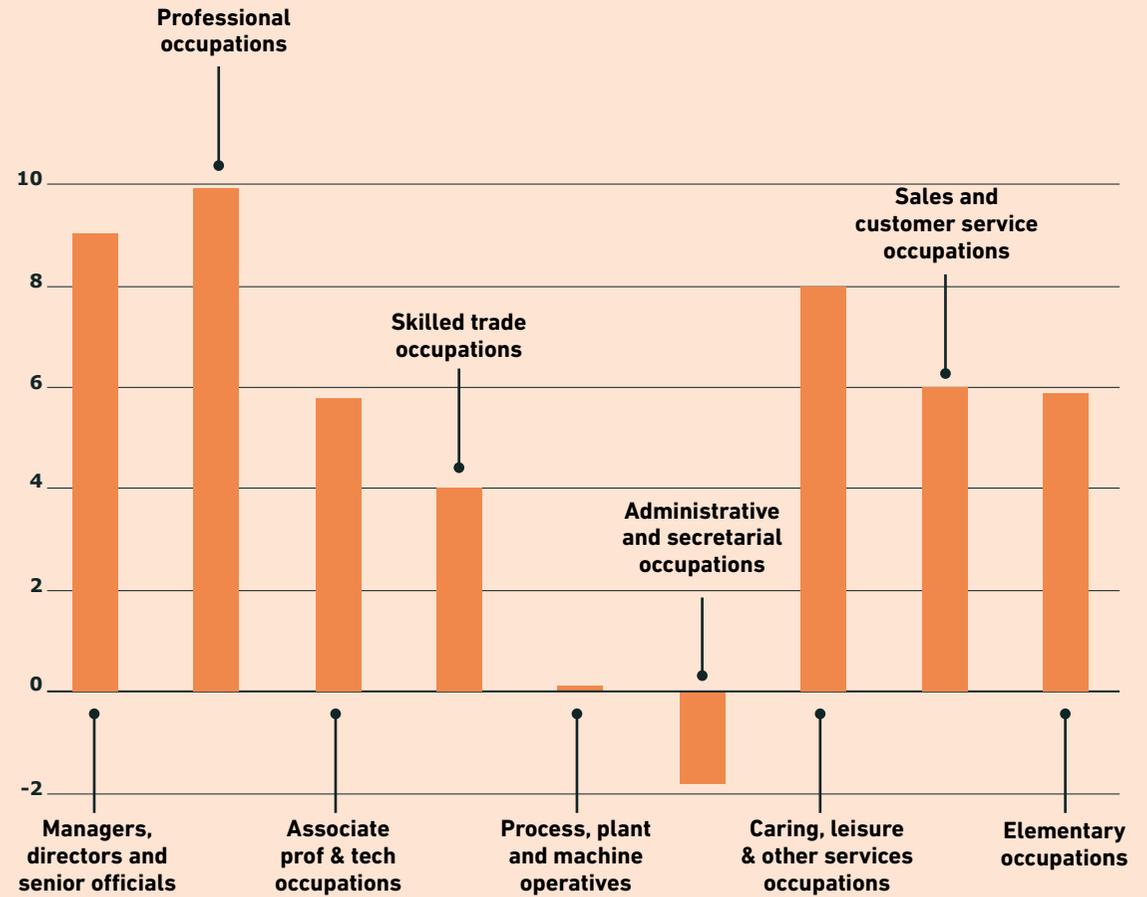
These issues hold our economic performance back, create costs to the public sector, affect productivity and mean that we are not drawing on the full talents of everyone in the city. They also provide an economic opportunity. If we can get people into work, support them to progress into better jobs, improve housing and health conditions, and make neighbourhoods and centres more attractive, we can boost the city's economic performance, and tackle the unfairness and costs of poverty and reduce costs to the public sector.

There are opportunities in all areas of the economy that are growing rapidly, but also in sectors where substantial new job opportunities will be created as people retire.



HOLLOWING OUT OF THE LABOUR MARKET

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



Source: Joseph Rowntree Foundation

OPPORTUNITIES TO BOOST PRODUCTIVITY AND COMPETITIVENESS

There are opportunities where the city’s economic competitiveness could be enhanced.

Productivity (the economic output per worker / hour worked) in the Leeds economy has not risen significantly since the recession. This is partly because firms held on to workers in the downturn, and people have taken lower paid jobs or become self-employed. But it also reflects insufficient investment in training, exports, research and development, premises and plant, and infrastructure. If we can raise productivity, we can increase the value and resilience of economic activity. There is scope to increase Research and Development spending in Leeds across the public and private sectors, and our export performance.

Developing, attracting and retaining graduates will also provide an economic boost. Increasingly firms invest where there is a skilled and creative workforce. Leeds is already a net importer of people moving to study at university and graduates – the city experiences a brain

The diagram to the right shows several GVA forecasts for the Leeds economy

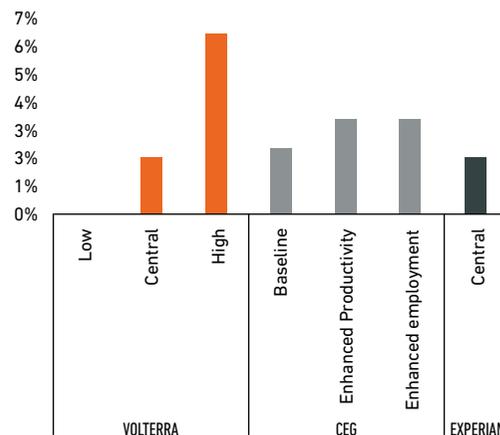
Source: CEG, Experian and Volterra forecasts

gain, not a brain drain. But more could be done through initiatives to widen participation of Leeds people in higher education, connect Leeds graduates to jobs in the city, and to attract graduate “returners” (people from Leeds who have moved away to study and work) as well as skilled people moving out of London.

More infrastructure investment, a more efficient transport system, more modern sites and business premises and better broadband would all help boost productivity. Better transport can bring new and more productive jobs within reach for people (enabling them to move job without moving house), new markets within reach of business, and support growth and innovation in the city centre, and in major growth locations across the city.

Strengthening the city’s image, and awareness nationally and globally of its offer to investors, visitors and as a place to build a career can also play a role. There is also scope for Leeds firms to export more.

Annual GVA growth in Leeds (2017 - 2023)



FUTURE ECONOMIC PROSPECTS AND SCENARIOS

A STORY OF TRANSFORMATIONAL ECONOMIC CHANGE AND ECONOMIC RESILIENCE

Future economic scenarios need to be informed by past trends. Over the past century, the Leeds economy has transformed from a traditional economy based on low skill manufacturing jobs to a knowledge economy with strengths across a wide range of sectors. This transformation is the reason for the city's economic success over recent years.

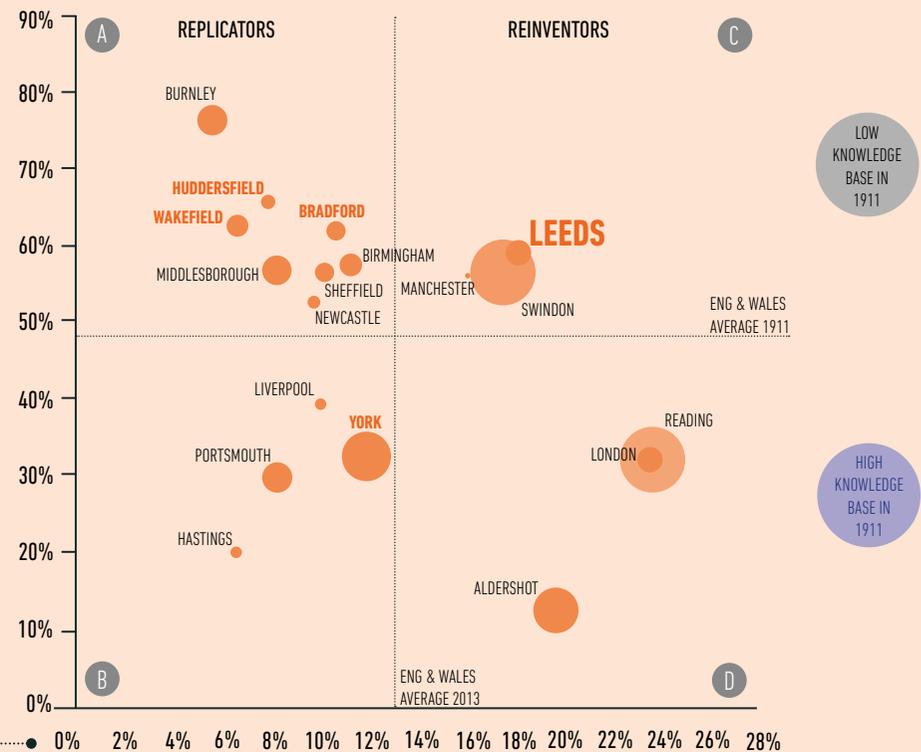
Leeds has bounced back strongly from the recession which followed the financial crisis of 2008 and 2009. There are now 30,000 more jobs and an extra 6,000 businesses than in 2009. Approximately 450,000 people work in the city, and unemployment is falling faster than the UK average.

LONG TERM ECONOMIC TRANSFORMATION

Over the past 100 years, Leeds has successfully reinvented itself as a centre of the modern economy. In 1911, 60% of employment in Leeds was in primary industries – mining, manufacturing and factory work. Today, one in 5 of all jobs is in the private sector knowledge economy.

Share of jobs in extractions, manufacturing, docking and general working, 1911

Share of jobs in private KIBS, 2013



Source: Census 1911; Nomis business register and employment survey

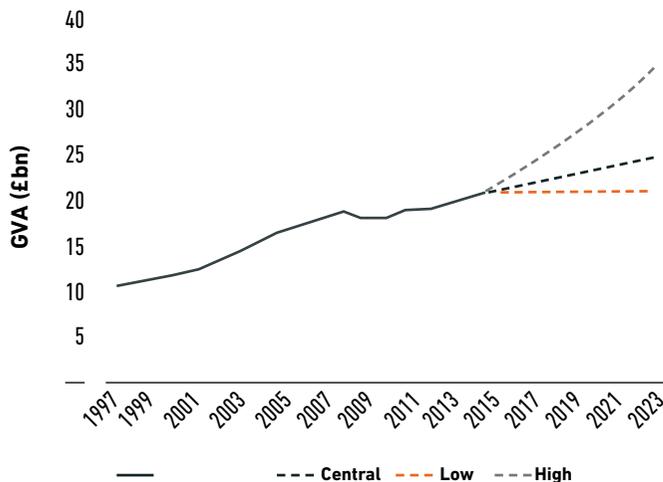
POSITIVE FUTURE PROSPECTS

A series of forecasts predict Leeds will outperform the national economy over the next 20 years, increasing its output by an extra £9bn annually (growth of almost 50%) and create an extra 68,000 jobs.

These positive forecasts are based on analysis of underlying economic factors: the strong concentration of knowledge based jobs and a skilled workforce, a successful track record in providing new office space and attracting investments, large and growing financial and digital sectors, and high levels of business start-ups and scale-ups. The forecasts identify a range of factors that will make a difference as opposed to specific growth sectors or transformational technologies.

Leeds is likely to remain a broad based economy. This is a good thing. Economic diversity provides strength and resilience in uncertain times. Different sectors benefit from interactions with each other. For example, the professional services sector benefits from a strong manufacturing base, and manufacturing benefits from the capabilities of the digital and scientific sectors. Some of the most exciting innovation and business growth is where different sectors come together, such as fin-tech (financial technology) and manu-services (manufacturers selling their expertise as ongoing services).

GVA In Leeds (2009 To 2015 Actual; 2016 To 2023 forecast)



High scenario

Positive growth of 6.4% per annum results in £11bn in additional GVA between 2017 and 2023.

Central scenario

GVA growth continues at trend rate of 2.0% per annum. This results in £3bn additional GVA over the plan period.

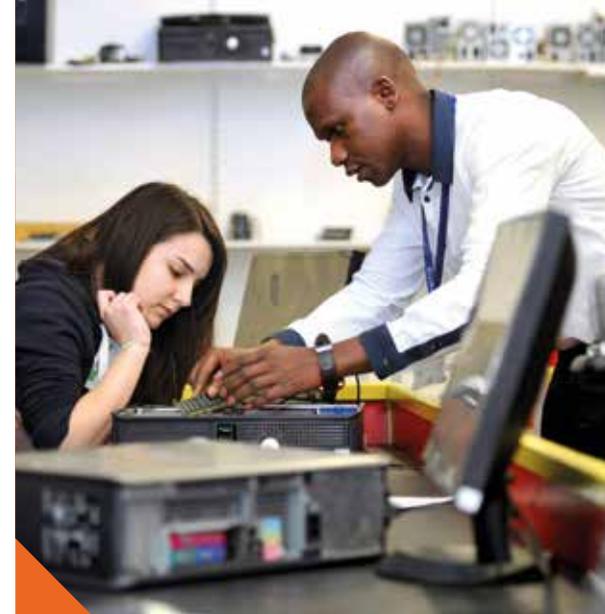
Low scenario

GVA stagnates and so there is no change from the 2015 level of GVA.

Source: Regional GVA, ONS (2016); Volterra forecast

“On the baseline forecast the Leeds economy will grow over the period 2015-2030 at a rate that is 69% above that which it achieved in the period 2000-2015. However, building on forecasts made for the Northern Powerhouse, and assuming some enhanced productivity growth, GVA could grow substantially more, by some 140% on its historic performance.....The strength of the Leeds financial sector is such that it is entirely plausible that Leeds, and in particular its expanding City Centre area, could experience growth in office-based employment towards the top end of our growth forecasts. This would create 47,000 extra office jobs in the City Centre over 2015-30 and a corresponding requirement for 7.5 million sq ft of new floorspace..... To ensure that the projected growth in jobs can be met it is essential that there is also an adequate supply of skilled labour.”

**Cambridge Economic Associates
(economic forecast commissioned by CEG)**



Further information about the Leeds economy is available in Annexe 1.

BUT THERE ARE RISKS AND UNCERTAINTIES AHEAD

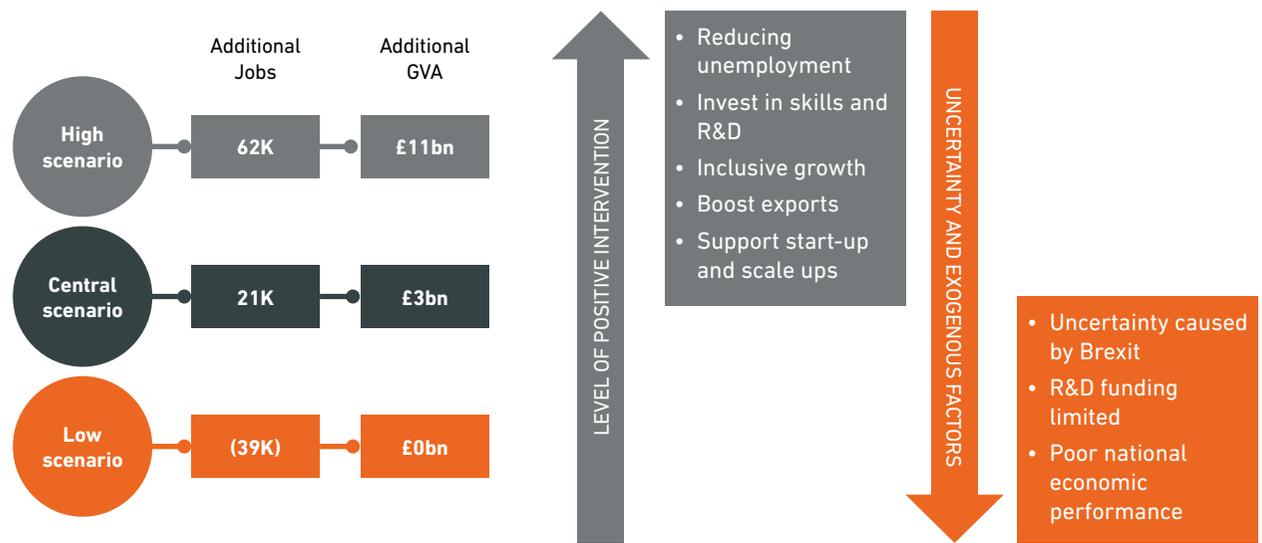
However there are also significant economic risks. It is almost ten years since the last recession and there are signs of a slowdown in consumer spending. Brexit has damaged business and investor confidence, and there is great uncertainty about future exchange rates, trade regimes, access to workers and the availability of research funding to universities.

Technological change in areas such as robotics, artificial intelligence, and big data will benefit the cities that are at the forefront of innovation, but could lead to job losses overall for other cities.

A failure to equip our people with the skills they need to succeed in the modern economy will hold them, and hold our city's progress back.

Improvements in infrastructure will be needed to secure and accommodate future growth as well as improving the city's resilience to extreme weather, and fluctuations in energy prices. A slowdown in development could restrict the supply of the new homes and business space we need.

Growth scenarios – 2017 to 2023



Source: Volterra



THE SCENARIOS

Three scenarios have been set out for the Leeds economy to 2023:

A central scenario, based on a continuation of long-run trends – this would see continued growth in financial and professional services and the knowledge economy, and continued progress with developing new infrastructure and office space in the city. It would be dependent on national growth remaining positive.

A higher growth scenario, based on a continuation of recent positive trends and progress being made on some of the issues holding the city's economy back and on inclusive growth – this would require substantial progress to be made on reducing unemployment, tackling

low pay and underemployment, a better education and skills system, attracting and retaining more graduates, a boost in exports and R&D, an increase in infrastructure investment, regeneration, and development of new homes and business space. It would be dependent on a strong national economy.

A lower growth / recession scenario, based on an economic downturn as a result of uncertainty, Brexit, skills issues, weaknesses in infrastructure, and problems of poverty are really beginning to harm the city's overall economic performance.

WHAT IF THERE IS A RECESSION?

- One of the scenarios is for low growth. There is concern about recent slowdowns in national consumer spending, wage levels, uncertainty around Brexit, and global instability. It is almost ten years since the last recession, and another downturn is possible.
- If there is a recession, the Council will work with the LEP and other partners to support businesses and people. Potential interventions include:
 - Creating a standing taskforce to provide support for businesses facing pressures and the risk of closures and redundancies.
 - Developing a fund and an initiative to provide training, employment support and jobs brokerage for people that have been made redundant to help them get new jobs or start their own businesses.
 - Maintaining momentum on development and regeneration projects and kick starting progress on stalled sites through funding; and
 - Investing in infrastructure and regeneration to provide an economic stimulus.

CONCLUSIONS

The Leeds economy has transformed over the past century from a traditional industrial economy, to an increasingly successful knowledge economy.

Leeds has a wide range of economic strengths: financial and professional services, innovative manufacturing, digital, healthcare and life sciences, retail and tourism, construction, education and social enterprise. This economic diversity has provided resilience and innovation.

Leeds is an enterprising city, and a great place to start and scale-up a business. Our innovators and entrepreneurs – in business, universities and in the community sector – are creating new products and processes to drive growth.

Our international profile is growing, reflecting the progress the city is making, the major events we are now hosting, and the diversity and dynamism of our communities. There has been a step change in recent inward investment activity and visitor numbers.

Leeds bounced back from the recession strongly, and our economy has been resilient in the face of austerity. Private sector jobs growth is strong.

Whilst we should be positive about the progress Leeds is making, we must not be complacent. The evidence also shows that there is more we can do to boost productivity, and particularly to tackle poverty which is currently a drag on our economic performance.

5. INCLUSIVE GROWTH

MAKING OUR ECONOMY WORK FOR EVERYONE

Inclusive growth is about an approach to developing a productive and resilient economy, to which all people and places contribute to and benefit from to their full potential. The approach is set out in the diagram below.

It is clear that not all people or places have benefited fully from rapid economic change; in fact many feel they have been left behind, and that austerity has added to the negative impacts. For far too long traditional policies and actions to support economic growth and to tackle poverty have taken place in different silos. The result is that well-intentioned efforts to achieve growth rely inadvertently on the concept of trickle-down to spread the benefits and efforts to tackle poverty become focused on mitigating the consequences of deprivation, not tackling the causes.

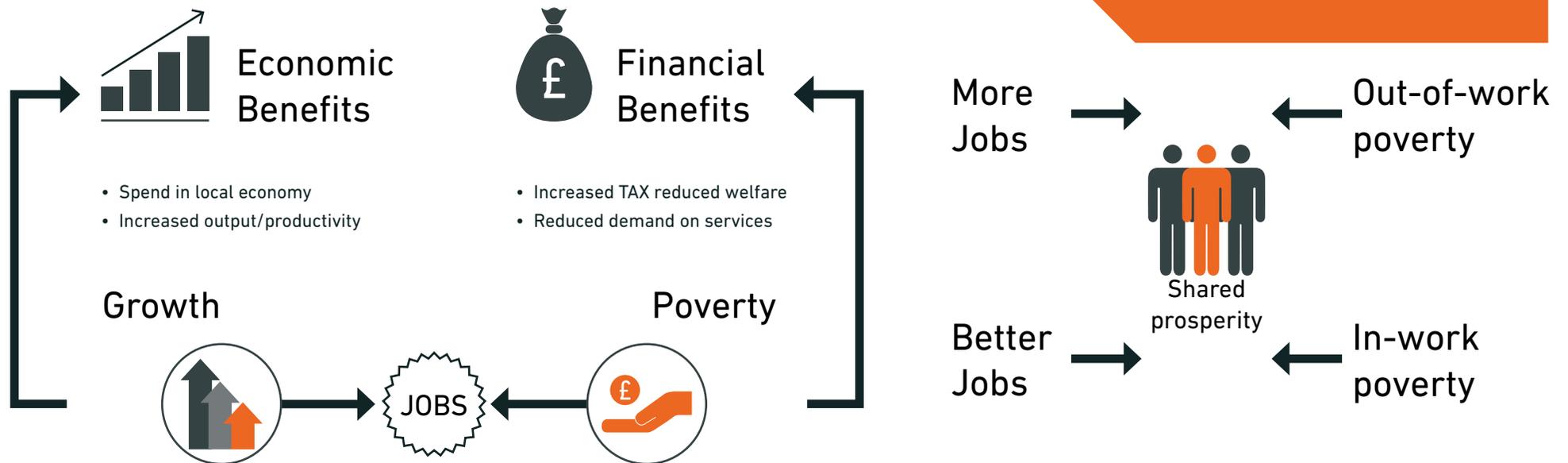
There is also increasing recognition that we cannot rely on a policy of 'grow now, redistribute later'. In an era of

ongoing pressure on the public finances, the scope for redistribution will be limited. We do need growth, but growth of the right type.

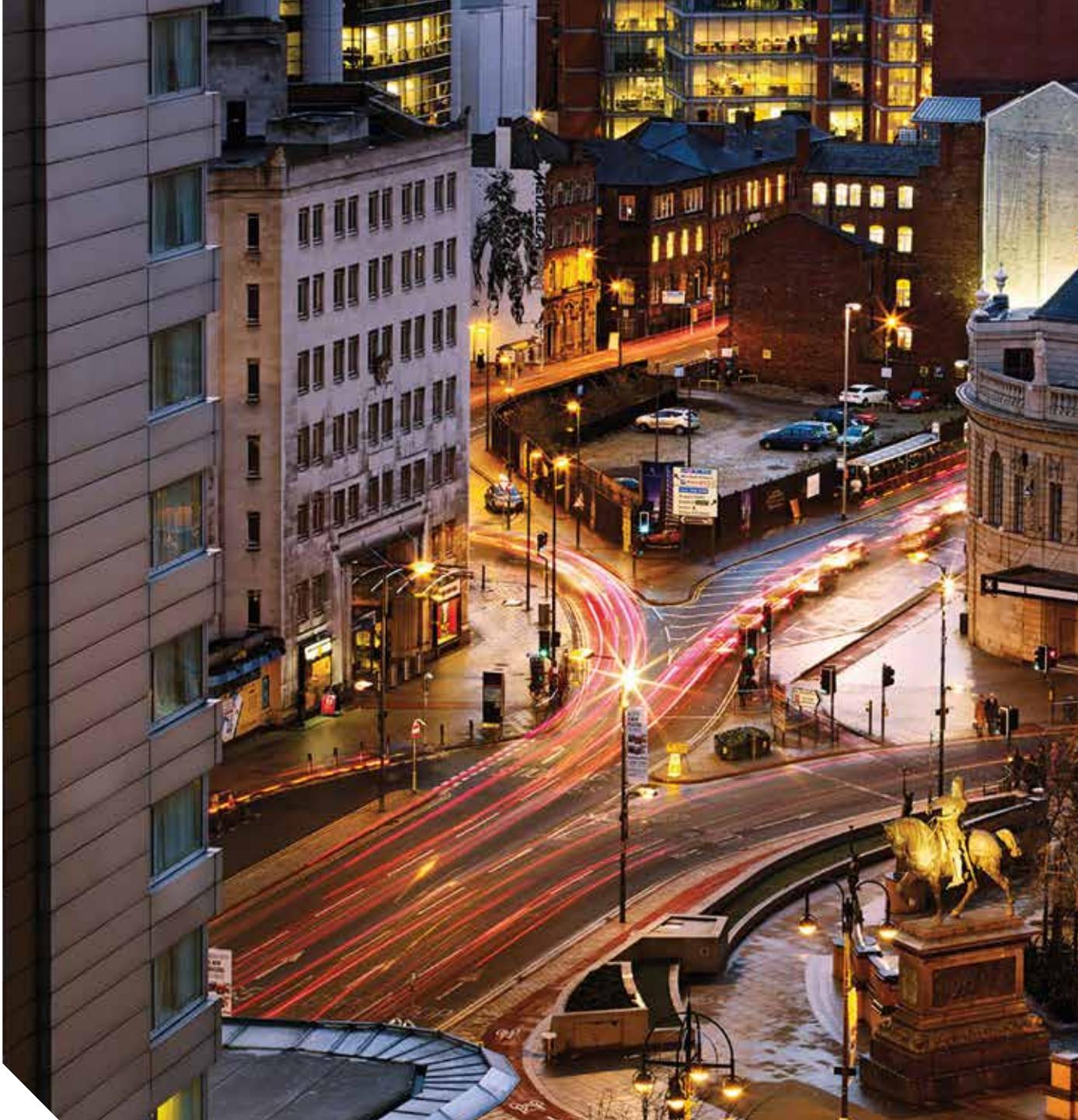
As a result, there is increasing interest both globally and in the UK, in the concept of inclusive growth. Leeds has led the way here working with Joseph Rowntree Foundation through the More Jobs Better Jobs Partnership, which was formed in 2014. Through this work we have taken an independent look at what can be done in areas such as tackling low pay, regenerating neighbourhoods, innovating with the benefits system, securing better social outcomes from the leadership and procurement by large "anchor institutions" in the city, and improving access to jobs through transport interventions. The work with JRF has informed this inclusive growth strategy.

'We need to replace the 'growth first-distribute later' axiom with a more complex and integrated approach in which the low income groups are better prepared to profit from globalisation, ensuring that they are more closely connected to innovation and global business opportunities. We need to increase social spending to improve social protection and safety nets in light of the changing work environment disrupted by digital technologies'.

Angel Gurría,
OECD Secretary-General 6 June 2017



Source: JRF



MAKING OUR ECONOMY WORK FOR EVERYONE

The RSA's Inclusive Growth Commission highlights that reducing inequality and deprivation can itself drive growth. Investment in social infrastructure – including public health, early years support, skills and employment services – should go hand in hand with investment in physical infrastructure, and in business development. This will have a first order impact on productivity and living standards.



INCLUSIVE GROWTH
COMMISSION



6. OUR BIG IDEAS

THE CROSS CUTTING ISSUES UNDERLINING GROWTH

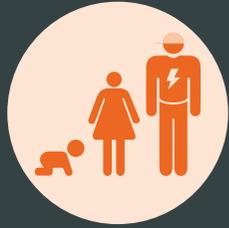
THIS SECTION SETS OUT OUR 12 BIG IDEAS THAT HELP FRAME THE ACTIONS FOR THE STRATEGY. THEY ARE THE CROSS CUTTING ISSUES UNDERLINING OUR APPROACH TO DELIVERING INCLUSIVE GROWTH.

THE ECONOMIC SCENARIOS AND FORECASTS IN THE PREVIOUS CHAPTER SHOW THAT THE PROSPECTS FOR THE LEEDS ECONOMY ARE POSITIVE. HOWEVER TO FULFIL OUR ECONOMIC POTENTIAL AND TO MAKE A HIGH GROWTH SCENARIO A REALITY WE NEED TO TAKE ACTION TO ENHANCE OUR COMPETITIVENESS AND TO GET EVERYONE CONTRIBUTING TO THE ECONOMY TO THEIR FULL POTENTIAL. WE WILL ALSO NEED TO SUPPORT OUR BUSINESSES AND COMMUNITIES TO BE RESILIENT IN THE CONTEXT OF ECONOMIC CHANGE AND RISKS.

THIS WILL MEAN INVESTING IN **PEOPLE**, IMPROVING EDUCATION AND SKILLS, PUTTING CHILDREN AT THE HEART OF THE GROWTH STRATEGY, AND EMPLOYERS AT THE CENTRE OF THE SKILLS SYSTEM. IT WILL MEAN TACKLING LOW PAY, SECURING BETTER SOCIAL AND ECONOMIC OUTCOMES FROM THE ROLE AND IMPACT OF LARGE ORGANISATIONS IN LEEDS.

IT WILL MEAN DEVELOPING AND REGENERATING **PLACES**, SUPPORTING NEIGHBOURHOODS, COMMUNITIES AND CENTRES TO RESPOND TO ECONOMIC CHANGE, GROWING THE CITY CENTRE AS AN ECONOMIC POWERHOUSE NOT JUST FOR LEEDS BUT ALSO FOR THE NORTH, AND GROWING MAJOR ECONOMIC HUBS TO THE NORTH, EAST, SOUTH AND WEST OF LEEDS. AN INCREASE IN NEW HOMES, IMPROVEMENTS TO EXISTING HOUSING AND INVESTMENT IN MODERN INFRASTRUCTURE WILL SUPPORT THE CITY'S GROWTH.

IMPROVING **PRODUCTIVITY** IS ALSO NECESSARY. BY BACKING INNOVATORS AND ENTREPRENEURS WE CAN BUILD ON OUR STRONG START-UP AND SCALE-UP PERFORMANCE. TECHNOLOGICAL CHANGE WILL CREATE OPPORTUNITIES FOR CITIES WHO ARE AT THE FOREFRONT OF THE NEXT WAVE OF DIGITAL TRANSFORMATION, BUT POSES RISKS FOR ANY CITIES THAT LAG BEHIND ON DIGITAL INVESTMENT AND DIGITAL SKILLS. PROMOTING A MODERN, DYNAMIC, DIVERSE AND OUTWARD-LOOKING IMAGE OF LEEDS – INCLUDING MAXIMISING THE ECONOMIC BENEFITS OF CULTURE - CAN DRIVE GREATER INWARD INVESTMENT, EXPORTS AND TOURISM.



PUTTING CHILDREN AT THE HEART OF THE GROWTH STRATEGY

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

We are committed to building our growth strategy around the city's children and young people. Investing in children offers the greatest returns and we are committed to giving our children the best start possible, research shows that the most cost effective public sector investment is in the early years, with benefits through childhood and into adult life and work.

We will continue to protect and promote the successful and vital network of early years services, providing support to parents and carers to enter, stay and progress in work, through children's centres and childcare, and more targeted services such as the Stronger Families initiative. We will also work with employers to encourage and support parents returning to work after a period of childcare, including in higher skill roles where there are currently skill shortages.

Our ambition is to create a skills and education system focused on current and future jobs. This means working more closely with employers, particularly in schools to improve careers advice, mentoring and work experience. Young people with unclear or unrealistic career ambitions are far more likely to spend time not in education, employment and training, or stuck in a trap of low pay and low skills.

The proportion of Leeds schools judged to be good or outstanding is higher than the national and regional average but we are not complacent. Leeds

will continue to raise aspirations, standards and the quality of school leadership and develop our role as part of the City Region and Northern Powerhouse strategies for schools.

We will work with businesses and schools to improve careers advice. This should focus on raising aspirations and meeting the needs of the individual, enabling young people to make informed choices about all the possible routes into work. We will do more to promote the benefits of apprenticeships, rather than prioritising traditional academic paths. We will encourage more girls into sectors such as manufacturing, construction and digital.

Over **630** businesses, organisations and individuals have joined our campaign to make Leeds a child friendly city and signed up to be a child friendly Leeds ambassador





PLEDGE:

***Carr Manor Community School** pledges to put children at the heart of the Inclusive Growth Strategy for Leeds by focusing our pupils on their future pathways and by equipping them with the skills and qualifications necessary to achieve their ambitions.*

We will do this by working with all our children and young people between the ages of 4-19 to develop their personal aspiration and their awareness of the world around them and the opportunities they have.

We will work with partners to advise and guide each child and to offer and deliver a curriculum and learning experience that secures the outcomes needed to progress to the best pathway for each child be it further/higher education, employment or training.

We will work proactively to collaborate with families, communities, educational and business partners to place the needs of children first and to close inequality gaps. We will promote diversity, character, modernity and productivity through our curriculum, guidance and partnership approaches.



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

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

We will work with employers, schools, colleges, universities and training providers to try to shape a skills system that meets the needs of our economy.

Employers and education providers need to work more closely together, with business involvement directly in the classroom to mentor and inspire young people. Greater collaboration will help to develop and commission education and training that is tailored to the needs of employers and our economic priorities. We want our employers to commit to invest more in skills training, engage more with schools, and deepen their involvement in education. We will also continue to make the case to Government for greater investment and more local control over the skills system.

The new Apprenticeship Levy incentivises employers to drive up quality and invest in new progression pathways for their workforce. Good work has been done in this area over the last five years to put employers at the heart of the apprenticeship system, they now write the standards required and commission training providers, this not only benefits trainees but also business as the levy can offset funding costs to train staff.

We will look at how we can work with employers and providers to improve the skills of the existing workforce, to enhance people's productivity, progression and resilience. This will include looking

at how greater support can be provided to people who lose their jobs or whose skills need to be kept up to date.

An increase in graduate level jobs is forecast, but some major employers report challenges in attracting graduate applicants with the right skills, particularly in digital. This is despite Leeds experiencing a slight "brain gain" with more undergraduates and graduates moving into the city to study and work than those leaving.

We will work with our universities in widening participation of Leeds residents in higher education. We will develop programmes that create better awareness among Leeds students and potential returners (Leeds residents returning from work and study elsewhere) of available jobs in Leeds. We will continue to bring employers and higher education providers together to design courses to address higher level skills shortages, including creating new degree apprenticeships.

Our education and skills system is currently too fragmented with too many decisions being made in Whitehall, not locally. Through locally designed projects we have been far more successful in supporting people into work than the top-down national programmes. We will continue to make the case for greater devolution of our skills system.



UTC Leeds

UTC Leeds pledges to support manufacturing growth in the city by developing young people with the technical abilities, confidence and curiosity needed to design, create and maintain the products of the future. By creating strong partnerships with industry, colleges and the University of Leeds we guarantee that any young person with an interest in engineering and technology will leave UTC Leeds well prepared to make a meaningful contribution to the city's economy and society at large.



BETTER JOBS – TACKLING LOW PAY AND BOOSTING PRODUCTIVITY

- Encouraging employers to pay the Real Living Wage
- Initiatives to support firms and people to improve their skills and progress into better jobs
- Continued investment in small scale productivity gains in SMEs

To support growth we need a more concerted focus on tackling low pay, enabling in-work progression creating better jobs. Workers in low-wage jobs in the UK receive less training than other European countries, this has an impact on productivity. A low pay initiative will launch alongside the Growth Strategy. This will focus on two main priorities: first encouraging more employers to pay the Real Living Wage (currently £8.45 an hour) to their staff and through their supply chain; and second an initiative to support employers to enhance the skills and progression of their lowest paid workers which will include making the most of the Leeds City Region Career Development Fund programme.

It is high paid - high skill jobs, and low paid - low skill jobs which are forecast to increase in Leeds. But intermediate level roles are forecast to increase at a lower rate, or in some cases to decline. The rungs on the ladder of career progression are moving further apart or being taken away.

Leeds has a broad based economy that changes rapidly and consequently many people in the labour market don't have the right skills, skills which are not transferable, or their skills are out of date. Advancing

technology will create further demand for digital skills, as automation changes the shape of the labour market and many current jobs become obsolete. Work is being done in this area, with labour market data shared frequently across the region with our higher and further education providers, giving them the tools to supply a relevant curriculum that meets the current and future demand for skills and provision. The Leeds City Region Skills Service provides comprehensive training needs and a skills planning service to help business identify skills gaps and development needs linked to their growth plan objectives. This has resulted in the upskilling of over 9,000 workers and £3.93m of grants approved, 35% of which were to businesses in Leeds.

Previous economic thinking that any job is the best route out of poverty does not reflect the modern economy. Research by the Joseph Rowntree Foundation shows that 55% of the households in poverty contain at least one adult that is in work, these families equate to approximately 7.4 million people across the UK. Continued investment in small scale productivity gains in SMEs will have an impact as will a focus on low wage sectors with high numbers of employers.





INSTITUTIONS EMBEDDED IN AND WORKING FOR COMMUNITIES AND THE LOCAL ECONOMY

- Developing a strategic approach to corporate responsibility
- Securing better outcomes for the Leeds economy in terms of jobs, skills and supply chains from procurement by the public and private sectors, and through major development and infrastructure projects
- Securing specific commitments from organisations within the city to support inclusive growth and promote the city

Businesses have a role to champion local issues and support communities and the people in them. Both physical and social connectivity needs improving, particularly between poor and more affluent neighbourhoods.

Securing better outcomes for the Leeds economy in terms of jobs, skills and supply chains from procurement by the public and private sectors, and through major development and infrastructure projects is essential. There is a danger that money invested locally flows straight out into the wider economy instead of circulating to businesses and people in the local area. As an anchor institution the council has helped 2,395 people into work over the last four years through procurement and major development opportunities, but alongside other large businesses and institutions we still have a role to play in

protecting communities through local procurement and supply chain policies.

We will seek to secure specific commitments from organisations within the city to support inclusive growth and promote the city. We will develop the Leeds Social Value Charter to provide a framework which aligns with business and community needs. We will also work with businesses (both large firms and SMEs) and the third sector, through the Connective Leeds initiative, to develop a strategic approach to corporate responsibility building on the success of Child Friendly Leeds. We will work with the LEP to look at what more we can do to consider each firm's commitments to supporting staff development and economic inclusion when we make decisions on grant funding, procurement, business rates relief, and planning.

Leeds Community Foundation

Leeds Community Foundation (LCF) is the largest independent grant-maker in Leeds, distributing approximately £4m -£5m a year in grants to third sector organisations, charities and social enterprises. We are supportive of the Leeds Growth Strategy plans and, in particular, the enhanced focus on local communities. In support of the strategy we pledge to:

1. *Continue to work closely with businesses to encourage them to expand their community investment activities so as to provide more support for local communities in terms of time, talent and finance.*
2. *Continue to prioritise our grant-making in the city's most deprived neighbourhoods to ensure that Leeds as a city of opportunity for all.*
3. *Work closely with the Council by hosting the Leeds Parks Fund to encourage investment in our parks and green spaces.*
4. *Continue to be active Ambassadors for Child Friendly Leeds including hosting the new Child Friendly Leeds Fund designed to raise funds to support children and young people in Leeds.*
5. *Provide a quick response and mechanism for gathering funds in the event of an emergency such as the 2015 floods.*
6. *Where appropriate, convene our annual lecture Leeds Leads which will help provide a focus on the city's strengths and encourage a wider awareness of and involvement in community engagement.*
7. *Secure and manage grants programmes that encourage and support social enterprise start-up and scale up as well as supporting individual social entrepreneurs.*
8. *Support the city's cultural and creative sector through championing the bid for Leeds Capital of Culture 2023, and through our normal work supporting work with communities via the city's major cultural institutions as well as community-based organisations, events and galas.*

Leeds Beckett University

As a major employer embedded in the local economy Leeds Beckett University pledges its full commitment and support to the Leeds Growth Strategy. We will seek to be an active and collaborative partner with organisations in our City Region to help make a positive and decisive difference to local people, communities and organisations. We therefore would like to make 5 core commitments:

- 1. We will help put young people at the heart of the growth strategy by guaranteeing a place at Leeds Beckett University to any student studying at School or College in the Leeds City Region who meets our admissions requirements. We will provide dedicated support to Schools and Colleges in Leeds to help their students overcome barriers to applying for a place in our University.*
- 2. We will work in partnership with employers and the City Council to retain more of our talented graduates by creating a graduate employment bureau which will help them find the jobs they want and help local employers meet their emerging skills needs.*
- 3. We will work in partnership to develop an Innovation District to boost innovation throughout the economy by supporting start-ups and scale-ups, commercialising knowledge, providing business support, and graduate employment. We will contribute £100m in capital developments to help develop the district.*
- 4. We will be a firm and committed partner to the Leeds bid to become European capital of Culture in 2023, through corporate sponsorship, production of cultural capital, and a £75m investment in a dedicated cultural and creative hub.*
- 5. We will boost the "Leeds £", and secure better outcomes for the Leeds economy in terms of jobs, skills and supply chains, by increasing the % of our purchasing spend made with organisations in the Leeds City region and advertising all of our job vacancies extensively to local people.*

asting Tower



SUPPORTING PLACES AND COMMUNITIES TO RESPOND TO ECONOMIC CHANGE:

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

Vibrant town centres, improving neighbourhoods, good quality open spaces and public realm all have a role to play in the growth of our economy. There are still vacant units and empty homes in some areas, these not only provide a physical blight on their environment but are underused assets. More flexibility is needed to repurpose and reuse excess stock, such as providing housing in town centres.

As the city expands and its population grows we are facing a housing shortage. But providing more homes should not simply be a numbers exercise. The location, type, tenure, size, design and quality of housing and the quality of place in neighbourhoods needs to reflect our economic ambitions by providing homes in places people want to live that are affordable. The ongoing design and development of the city should consider and support the needs of children and families at every stage to ensure Leeds remains an attractive place for families to relocate.

More needs to be done to support places to prosper in the context of economic change. We have changed people's lives and improved significantly housing conditions, the local environment and community facilities in places such as Cross Green and major investment through the Little London, Beeston Hill and Holbeck PFI which entailed £145 million capital investment in new homes. We have committed a £4 million investment in community work in the Holbeck area and the council is making £5 million available to improve and promote enterprise in our town centres

and link people to jobs within them. We will develop a coherent approach to using funds to revitalise centres and neighbourhoods, encourage enterprise and make best use of existing assets.

We will continue to target investment and intervention in places that are ranked by Government as amongst the most deprived in England, including current work focusing on the six priority neighbourhoods that have been identified as showing some of the most concentrated and long standing deprivation in the whole country. The Council will work with local people, partners and other stakeholders to develop programmes that focus on connecting these neighbourhoods back into the economic and social mainstream of the city so that residents are able to take advantage of the jobs and training opportunities that are often in close proximity, in the city centre or other centres of employment.



£

23

LEAST AFFORDABLE
LONDON BOROUGH
WESTMINSTER

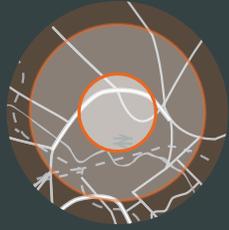
10

MOST AFFORDABLE
LONDON BOROUGH
BARKING AND DAGENHAM

7

LEEDS

HOUSEPRICE TO INCOME RATIO



DOUBLING THE SIZE OF THE CITY CENTRE

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

Leeds City Centre is an economic powerhouse for the North, with over 50% of the jobs in Leeds City Centre in Knowledge Intensive Business Services (compared to 25% across the city region as a whole).

Firms are clustering in city centres because it provides proximity to other knowledge intensive businesses, Government and universities, enabling people to collaborate, compare and compete in what the economist Bruce Katz calls “the hyper-caFFEinated spaces between the buildings”.

South Bank Leeds offers a unique opportunity to increase the physical and economic impact of the city centre. It is one of Europe’s largest city centre regeneration opportunities and will be the biggest change the city has seen in more than a hundred years, creating 35,000 new jobs and over 4,000 new homes. It will be the home to HS2, Burberry, a new city centre park and education facilities which complement new office, retail, leisure and housing development. It is also an opportunity to open up the waterfront and make the most of the natural environment.

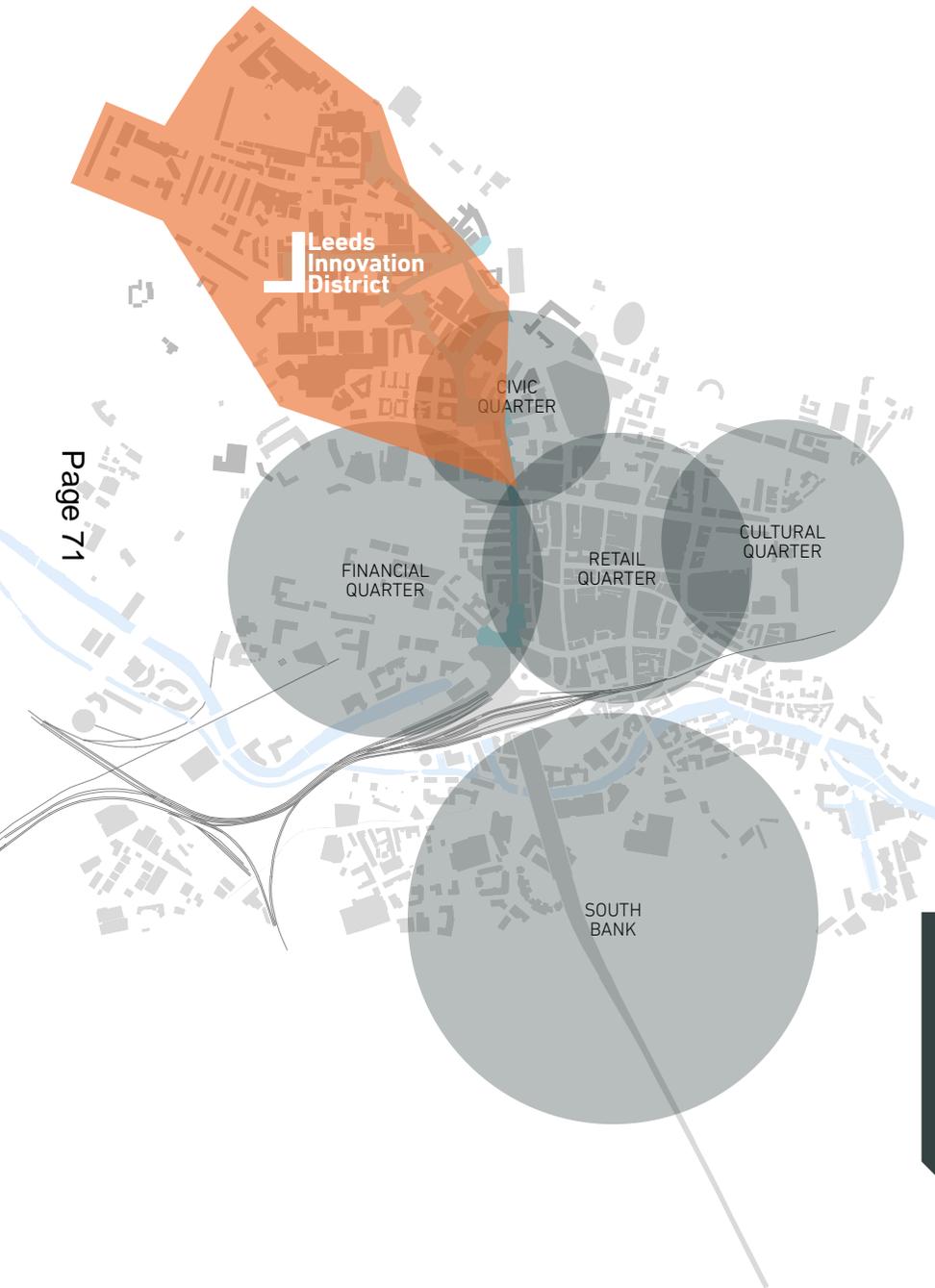
Rebuilding Leeds Station, already the busiest transport hub in the North, will equip us for an expected 114% increase in passenger numbers over the next 30 years. As the heart of the district over 55,000 people commute into Leeds for work, the majority are from the city region area but a further 8,000 come from further afield. Regional and national connectivity will be strengthened through HS2 and Northern Powerhouse Rail. Significant

improvements will be delivered on the Northern and Transpennine services, where the council, working with other cities across the North took the lead in specifying the new franchises. Passengers will see huge benefits within the next five years including new trains, many more seats, wifi on trains, and faster journeys.

Our new Innovation District aims to make Leeds City Centre a 21st century science park centred on the universities and the Leeds General Infirmary in the northern part of the city centre, and attracting investment across the city centre from firms that want access to the knowledge created by the universities and hospital. This will drive greater collaboration bringing together some of the city’s most creative and innovative institutions, industry, researchers, clinicians and public sector leaders, boosting larger firms in the city and attracting new inward investment.

We will also support the city centre to expand to the east through the Quarry Hill and Victoria Gate Phase 2 schemes, and to the West through the developments along Whitehall Road and Kirkstall Road.

As jobs are created in centres we need to help people in surrounding communities access these jobs, this is particularly important in those areas that surround the city centre, for example, Hunslet, Beeston, Wortley, Holbeck, Armley, Kirkstall, Hyde Park, Little London, Harehills and Richmond Hill. Better walking, cycle routes and bus services, as well as improving career advice and skills can play a role here.



Nexus is the new Innovation and Enterprise Centre from the University of Leeds, a £40m project that will create 10,000m² of high quality space for technology-led businesses to accelerate their growth. It will be a hub for the local innovation community as well as national and international organisations looking to innovate, be more productive and grow.





BUILDING A FEDERAL ECONOMY - CREATING JOBS CLOSE TO COMMUNITIES

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

Connectivity is as much about reducing inequality as providing growth, by bringing our workforce within reach of jobs. Leeds has several areas of deprivation and these are often adjacent to much wealthier neighbourhoods. The 2011 census showed 32% of households in Leeds do not have access to a car and in many cases poor transport acts as a barrier, reducing mobility and the effectiveness of the labour market.

Unlocking development sites will make best use of the city's assets and targeted transport investment can open up opportunities, be that brownfield or future growth sites such as the new airport link road and East Leeds orbital road which will create new employment and housing. The aim is to make Leeds a more prosperous, liveable and healthy city.

Environment improvements will help attract new business and improve the city's readiness for future opportunities such as HS2 and the European Capital of Culture. People friendly streets encourage more walking and cycling whilst improvements to our bus fleet and more people travelling by public transport will improve air quality and reduce carbon emissions. Improvements to district centres will make them more prosperous and new bus services will make them more accessible, supporting new opportunities for skills development and new and better local jobs.

PLEDGE:

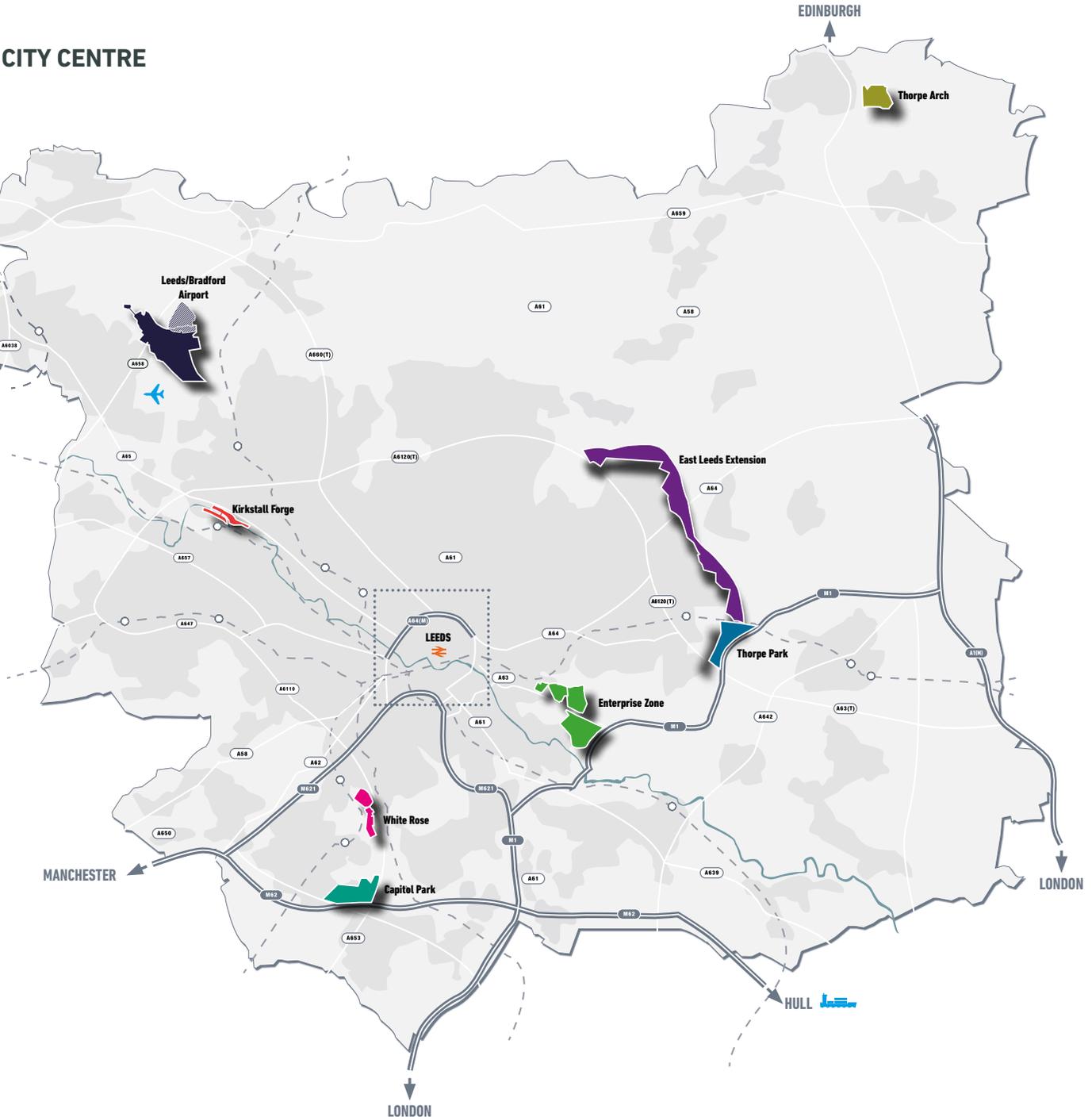
At **Yorkshire Bank**, we:

- are committed to supporting Leeds and Yorkshire
- understand the importance of SMEs to the local economy, so earlier this year we committed to lend £300m to SMEs in the Yorkshire area over the next three years.
- recently launched our SME Health Check Index that provides industry insight and trends into the state of the economy which will help us to fully understand the challenges faced in the region
- are a proud sponsor of the European Capital of Culture 2023 bid
- have established a new Head of City role, someone who is already working directly with Leeds City Council to ensure we achieve a strong economy within a passionate city
- believe working with universities, growth hubs, LEPs is vital in supporting SMEs. An example of this is our commitment to offering pop up clinics, in conjunction with the City's Growth Hubs and Universities, to provide support and guidance for start-up and scale up businesses within Leeds City Region
- support the Count me in 123 initiative for pre-school kids across all libraries in Leeds.

MAIN GROWTH LOCATIONS OUTSIDE THE CITY CENTRE

KEY

- **THORP ARCH ESTATE** – Proposed residential redevelopment for c 1500 dwellings, as part of a mixed use business park over 155 ha.
- **EAST LEEDS EXTENSION** – Major residential extension of 5,000 new dwellings supported by major infrastructure investment
- **KIRKSTALL FORGE** – Kirkstall Forge is a new neighbourhood of 1,050 new homes in Leeds, combined with 300,000 sq ft of office space and a further 100,000 sq ft of retail, leisure and community space.
- **THORPE PARK** – 21st century business destination with major 300 unit residential development and 140 acres of parkland and public realm.
- **LEEDS CITY REGION ENTERPRISE ZONE** –The Leeds Enterprise Zone is one of the UK's most strategic locations for new employment floor space. Located at the heart of the motorway network at J45 of the M1 yet only minutes from Leeds City Centre, the EZ includes 142 hectares of prime development land capable of delivering in excess of 4.3 million sq ft of new employment floorspace. Leeds Enterprise Zone has already established itself as a proven location for manufacturing, logistics and distribution with John Lewis, Amazon, FedEx, Perspex Distribution, Mercado, Roberts Mart, Symingtons and Watershed Packaging already establishing themselves in the area.
- **WHITE ROSE SHOPPING CENTRE AND OFFICE PARK** – One of Leeds' foremost office locations with occupiers such as O2 and HSBC, there is 45,000 sq ft of Grade A space available for lettings at two buildings: Optim and Calibre.
- **CAPITOL PARK** – With excellent access to the M62, 8 major business and 1350 employees based at Capitol Park, the Park is split into two sites, the East and West linked by a pedestrian footway and letting opportunities available.
- **LEEDS BRADFORD AIRPORT** – Subject to planning approval, there are proposals for a new 36.2ha commercial hub at the airport creating 5,500 new jobs at a new Airport Village, Air Innovation Park and Air Freight Park.





21ST CENTURY INFRASTRUCTURE

Coordinating plans and leveraging investment to improve infrastructure including:

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

Infrastructure improvements should act as a catalyst for regeneration. Improved transport will connect people to jobs, businesses to knowledge and markets, employers to talent, and can enable high densities of productive firms and jobs.

The £1 billion plus Leeds Public Transport Investment Programme will see a new phase in infrastructure investment. Our long term ambition for a mass transit system remains, but we have committed to spending £174m on projects that are deliverable in the short term, with anticipated local and private sector contributions the total investment package is expected to be worth £270m. This includes three new railway stations at White Rose, Thorpe Park and a parkway station connecting to the airport. Investment in 2,000 new park and ride spaces, the bus fleet and network, and cycling routes will reduce congestion in the city centre. A further £450m investment is planned for Leeds through the West Yorkshire Transport Fund programme now being undertaken to the local rail and motorway networks. In addition there will be huge investment in the rail network, and Leeds station.

In 2015, Leeds joined 50 other UK cities in signing a pledge that commits to eradicating carbon emissions and running the city on green energy by 2050. Evidence to date suggests that relying on national

policies alone will not achieve the city's targets. Large scale energy efficiency programmes such as insulating homes and further renewables will play a vital role in reducing energy demand.

We will continue to plan for and support investment in social infrastructure in communities. This will include providing new school places, modernising and improving health services, community facilities, sports facilities and parks.

Cutting carbon presents economic opportunities for Leeds firms and the city as a whole. A new district heating network will use the waste energy from the new Recycling and Energy Recovery Facility to pipe lower cost and lower carbon heat from the perimeter of the city to businesses and residents in dense urban areas.

Elsewhere, we have ambitions to convert the existing natural gas network in Leeds to 100% hydrogen. Use of hydrogen as a fuel produces zero CO2 emissions at point of use and improves air quality. Leeds is anticipated to be the first city to be converted in what is essentially a vision for the country, with all major cities being converted by 2052. The cost of the project is estimated to be in the region of £2bn split between the costs of new gas infrastructure and appliance conversion. The earliest practical date for the initial conversion of Leeds is 2025.

INFRASTRUCTURE
SPEND IN LONDON IS
£1,870
PER PERSON
COMPARED TO JUST

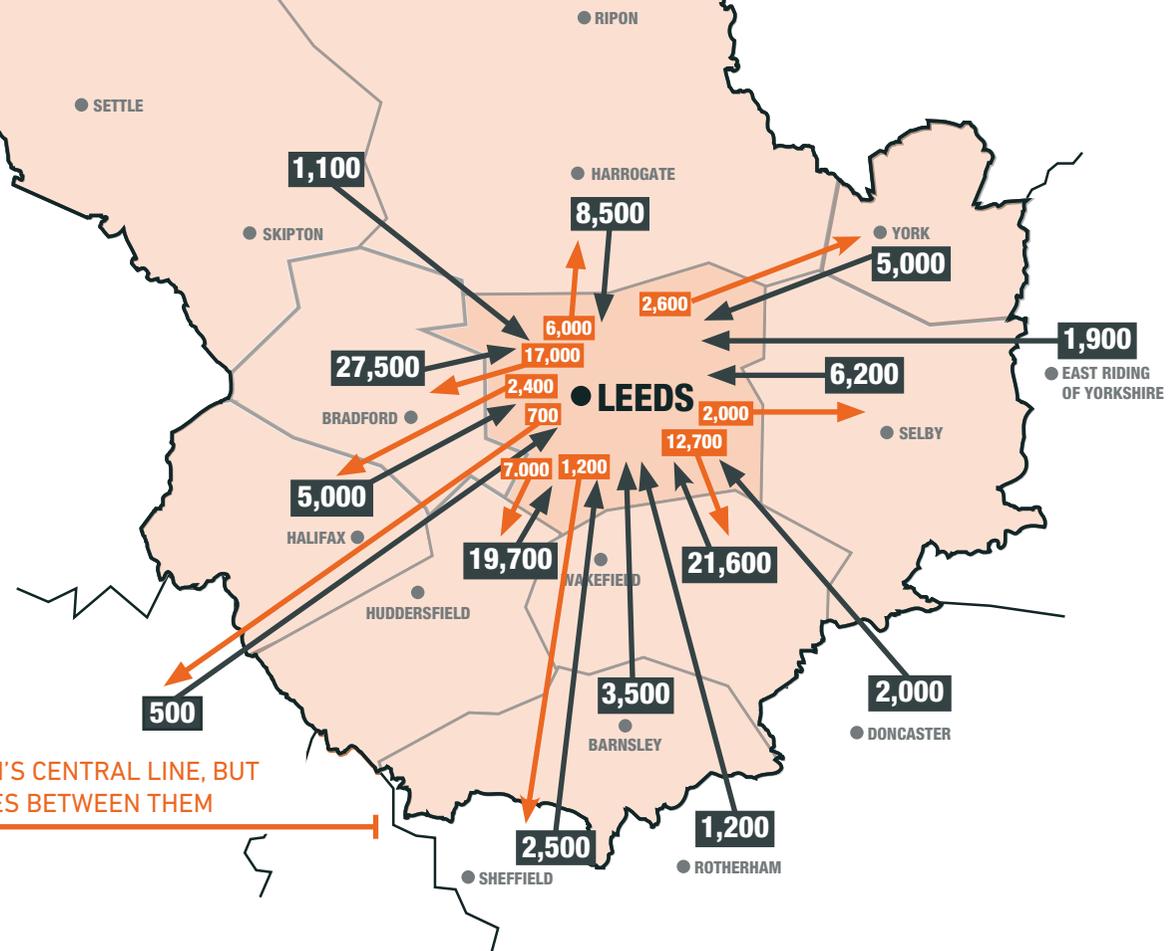


£247
PER PERSON
IN YORKSHIRE AND
HUMBERSIDE

HOW TRANSPORT INVESTMENT CAN SUPPORT GROWTH

This diagram shows the number of commuters who travel across local authority boundaries for work. The largest flow of workers is between Leeds and Bradford and we expect this trend to continue. It is important that local growth strategies are aligned in order to benefit the regional economy.

Jobs created here, in Bradford and the rest of the region will benefit all our cities. Our workforce and businesses do not recognise city boundaries and advancing technology makes these lines even more superficial.



FROM LEEDS TO MANCHESTER IS THE SAME DISTANCE AS LONDON'S CENTRAL LINE, BUT LESS THAN 1% OF THE WORKFORCE OF EITHER CITY COMMUTES BETWEEN THEM

BIG PLANS FOR LEEDS STATION

New HS2 line approaching from the south, with HS2 platforms reaching directly into existing Leeds station, creating a common concourse between services

114%

INCREASE IN PASSENGER NUMBERS OVER THE NEXT 30 YEARS

28 MILLION DAILY PASSENGERS
COMPARABLE WITH LONDON KINGS CROSS



LEEDS AS A DIGITAL CITY:

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

The fantastic growth in our digital sector is a sign of a trend towards digital and tech, changing the way we interact, do business and work with communities in our city. We need to develop a workforce that can thrive and be resilient in the context of technological change. This will build on the existing Leeds Digital Skills Action Plan. We will continue to develop the digital skills of all our people to support inclusion, access to services, information and jobs.

Digital connectivity is an essential part of the modern economy and increasingly people are working in more flexible ways. A smart digital city provides one solution to congestion challenges. At ground level

there has also been lots of work undertaken to retrofit the telephone network to provide broadband, but we need a new full fibre network within the core urban area to remain competitive. We will continue to push for Leeds to be a test city for 5G.

Smart city technology is developing in Leeds and we want to be at the forefront of this technology. Electric car charge points, parking bay sensors, apps and autonomy will all shape the future of end to end journeys as well as benefiting the environment.

Digital Enterprise is a new business support programme, with £8.4m available to help up to 1,000 SMEs improve their digital capability, connectivity and technology in the Leeds City Region. As well as a voucher scheme, Digital Enterprise also offers workshops, masterclasses and mentoring support in topics such as digital marketing, social media and cybersecurity.



New Tech Hub - 'Platform' by Bruntwood - creation of a new £2m Tech Hub providing new and existing digital businesses with access to 410 desks in both co-working and small office environments, access to event spaces and meeting areas, all backed up with business support and help to find finance for tech companies.



BACKING INNOVATORS AND ENTREPRENEURS IN BUSINESS AND SOCIAL ENTERPRISES

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

Innovation does not just occur in high tech sectors and top universities. Simple improvements to processes, finding new markets or adapting to new technology can increase productivity. We will continue to support the creation of new businesses and the growth of small businesses, including independents, which are an important part of the Leeds economy.

Business and Government expenditure on research and development is an area where Yorkshire and Humber lags behind most other parts of the UK. Whilst we have a large number of innovative firms, we need more companies investing in R&D. Our universities are doing great work in this area and will do more in the future, but we need government to direct more R&D spend to Leeds.

Leeds offers a wide range of incubator space and network and the new Innovation and Enterprise Centre (NEXUS) currently under construction by the University of Leeds will provide incubation space for up to 60 start-up and scale-up companies to grow and invest as part of the Innovation District.

We will support the plans of the University of Leeds to create an Institute of High Speed Engineering, which will make Leeds a global centre of excellence in rail research and engineering.

We will build on the strengths of Leeds as the principal UK hub outside London for medical technologies, taking forward the proposals set out in the Leeds City Region Science and Innovation Audit.

We will look at how we can do more to support the growth of manufacturing and medical technology firms, enabling them to access grow-on space and modern premises.

There were 4,275 start-up companies created in Leeds during 2014, this was the second highest of all the UK core cities. Perhaps even more importantly our business failure rate is low; the Leeds City Region is forecast to have the highest number of scale-up companies per year between 2014 and 2024.

New businesses and entrepreneurs need support in order to overcome any “growing pains” as they scale-up, these include finding employees with the right skills, building their leadership capability, accessing new customers and markets, capital, finance and regulation. The Council and LEP offer lots of support to business including Ad:Venture and the Digital Enterprise programme.

A wide range of support in the Business Growth service helps 300 businesses per year, and provides Key Account Management (KAM) services to 150 SMEs. The service is run jointly by Leeds City Region, Leeds Beckett University and Leeds City Council. In many ways KAM, engagement, problem solving and advocacy work is as important to business as a financial grant and we need to do more to increase this level of business support in Leeds.

We will also support spaces and initiatives that incubate small creative businesses, recognising that these firms are getting priced out of parts of the city centre, which may require the development of new spaces to be supported, and the Council to consider how best to use its assets and investments to support small business growth.

We will support social enterprises, and innovation in public services recognising the positive role social enterprises play in supporting economic growth and inclusion.



AW Hainsworth

AW Hainsworth have been manufacturing world class textiles products in Stanningley, Leeds since 1783. We have a proud heritage in the city, as well as a commitment to supporting innovation and enterprise to nurture creative and textiles industry products and talent for tomorrow. We have partnered with Leeds Beckett University to develop excess space in our mill to support new fashion and textiles student entrepreneurs, and we will look at how we can expand this further.



PROMOTING LEEDS AND YORKSHIRE

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

EY's Attractiveness Survey shows that Leeds has substantially increased the number of inward investment projects in recent years. Between 2014-16 there were 56 successful inward investment projects into Leeds, compared to nine in the period 2011-13. As a city with a diverse, multi-cultural population, with a global reach as part of the wider Northern Powerhouse, our international links are important to our citizens and trade. Looking outward towards other nations will benefit our economy. In 2016 Leeds hosted senior investor delegations from international markets in Malaysia, Singapore, USA, China and the Middle East. Investor interest has focused around infrastructure, smart cities, regeneration, real estate and energy sectors.

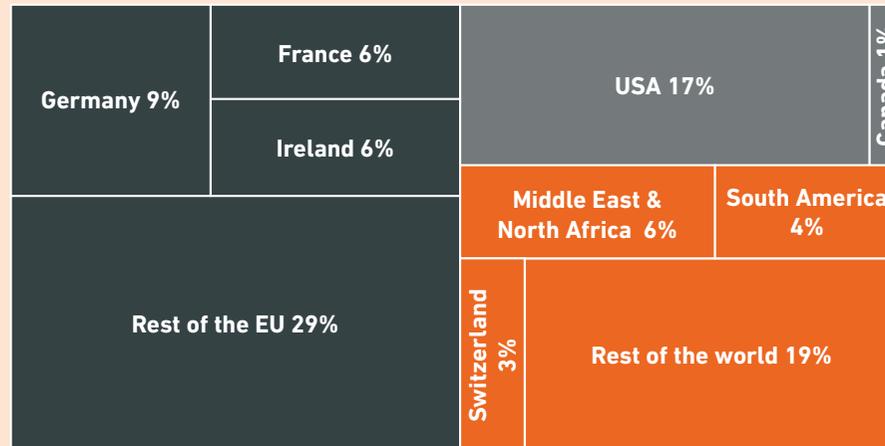
The Leeds offer is strong due to our competitive office market, high growth and supply of talent and skills. Recent major investments have been secured from firms and funds from China, Singapore, Sweden, France, Spain, the US, and major UK pension funds.

The city is attracting interest from firms looking to relocate functions from London, such as Burberry who are creating a major new office base in Leeds.

We will continue to work as part of a city region approach on inward investment. Visit Leeds has been successful in promoting Leeds as a tourism destination, working with Welcome to Yorkshire who have enhanced significantly the Yorkshire Brand.

Despite the polarising views on the UK's decision to leave the European Union, with Leeds voting right down the middle with a 50/50 split, there will be future trade deals creating new markets. The council, LEP and business will continue to host and visit our neighbours across the world building relationships. Investors are increasingly looking toward the regions to find better value for their money compared to London and Leeds in now starting to consolidate its position in the northern market place.

Destination of Leeds' Exports



WELCOME TO LEEDS
Station operated by Network Rail





MAXIMISING THE ECONOMIC BENEFITS OF CULTURE

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

Leeds is bidding to become the European Capital of Culture in 2023. Our bid will be submitted in October, 2017 with the final decision expected in June 2018. The competition offers an opportunity to reposition Leeds in Europe and raise our profile internationally, generating a substantial amount of investment in culture, arts, education and infrastructure.

Leeds has a great story to tell and the capital of culture competition has already inspired our creative talent. Winning will be a transformative experience making a significant contribution to the future course of Leeds. Furthermore, the actual process of bidding, irrespective of outcome, is recognised as having significant benefits and we have already seen a significant increase in self-confidence in the cultural sector.

There is an economic value of major events for the city, including presenting Leeds as a 24 hour city

with a thriving night-time economy. The Leeds offer also helps attract and retain talent, and creativity has strong links with innovation. We want to create an environment where new cultural organisations can flourish, where Leeds is at the forefront of cultural innovation, making the most of new and emerging technologies, and placing culture at the heart of the city's narrative.

The way people create and consume culture has changed, barriers between art forms continue to break down and artists move more seamlessly between a portfolio of subsidised, commercial and individual work. Creativity is valued as a key skill across a wide range of careers, not just within the creative sector – although this is one of the fastest growing sectors in Leeds.

PLEDGE:

Leeds College of Art

As a world-facing, creatively driven specialist arts institution, it is our mission to promote distinctive, critically informed and relevant practice in order to support the economic growth and cultural advancement of individuals and society. We are strategically committed to help create a more attractive city and wider region and contribute to progress through professional and artistic practices at a local, national and international level. We aim to create opportunities for pre-university students to study the arts, expand opportunities for engagement with employability and enterprise activities and enable students to secure high level work and develop the skills of those with entrepreneurial ambitions. We will further build and strengthen our alumni community's engagement and develop partnerships and create new ones, both home and international, to facilitate shared teaching, research and joint collaborations.



“Culture is what we do and who we are, encompassing a broad range of actions and activities which have the capacity to transform, challenge, reassure and inspire, giving a place and its people a unique and distinctive identity.”

**Leeds definition of culture,
Culture Strategy for Leeds
2017-2030**

**Leeds
2023**

7. SECTORS

THIS SECTION FOCUSES ON OUR GROWTH SECTORS THAT WILL HELP DELIVER OUR BIG IDEAS. THEY COVER A LARGE PART OF THE LEEDS ECONOMY AND A RANGE OF JOBS AT ALL SKILL LEVELS. OUR SEVEN SECTORS ARE:

- HEALTH, MEDICAL AND THE AGEING POPULATION
- FINANCIAL AND PROFESSIONAL SERVICES
- CREATIVE AND DIGITAL
- CONSTRUCTION
- MANUFACTURING
- RETAIL AND THE VISITOR ECONOMY
- SOCIAL ENTERPRISE AND THE THIRD SECTOR

HEALTH, MEDICAL AND THE AGEING POPULATION

Leeds is on the way to becoming the best city for health and wellbeing, with a focus on understanding and tackling the challenges of an ageing population and preventing and delaying ill health. We have the ideal partners and assets to deliver our vision. The NHS has a huge presence in the city, and three out of five UK NHS bodies are headquartered in the Leeds City Region.

Leeds has world leading capabilities in digital health and care innovation, with two of the largest patient record providers based in the city (EMIS and TPP). The Leeds City Region hosts 22% of digital health jobs in England and our universities enable us to engage world leading educational and research capabilities, creating inward investment opportunities and innovating through collaboration.

Half of all research in Leeds is in health and care, and we have a leading international reputation for our capabilities in medical technologies (18% of all UK med-tech patents are in Leeds) and in personalised medicine. Connecting these assets through partnerships with industry, universities and local communities will deliver better local health outcomes, reduce inequalities and deliver the jobs of the future.

Our approach embraces the need for higher wages and more opportunities in the health and care sector, which

currently has a large number of low paid jobs and limited in-work progression effecting staff retention. There are difficulties in filling vacancies at all skill levels in the health service and careers advice needs to make young people aware of the range of jobs available in healthcare.

The new Innovation District and services such as Leeds Health Innovation Gateway will promote testing, trialling and prototyping to showcase our leading expertise in medical devices (surgical instruments, diagnostics, digital technologies), wearable technology and data analytics.

Health impacts have serious repercussions to the economy; Leeds currently has 32,000 residents claiming Employment and Support Allowance – the main out-of-work benefit for those with a disability or a health condition. Despite our growing workforce the ageing population means that the proportion of workers supporting those that are retired is in decline. This dependency relationship has far reaching consequences on and will only increase if the health of our workforce declines. There are currently 48,000 people in Leeds with diabetes, equating to 6% of the Leeds workforce. Allowing people to gain more control of their own health means building a healthy city of the future must be delivered with patients, citizens and communities, enabled by technology to live healthier, more productive, active and creative lives.

KEY ASSETS

1,600 undergraduates in University of Leeds, School of Medicine

- The largest cohort of post graduate researchers in Bio Medical and Musculo Skeletal Technologies in the world
- The Leeds Care Record supported by the two largest UK patient record providers

WE HAVE:

- Formed the Leeds Academic Health Partnership in order to address health inequalities, bringing together our three universities, NHS organisations and the City Council to create an ambitious alliance
- The Health and Wellbeing Strategy rooted in partnership working, inclusive growth and using technology to improve health
- A leading presence in learning and skills training with Health Education England based in the city

WE WILL:

- Generate further investment, working alongside the LEP
- Develop the Leeds Innovation District and the Health Innovation Gateway
- Continue to support social care across the city including the Leeds Older People's Forum
- Maximise the benefits from information and technology

SECTOR INFORMATION

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

University of Leeds

We will aim to support every element of the Leeds Growth Strategy and make the following specific pledges:

- The University has one of the most progressive admissions programmes in higher education; we will maintain our commitment to widening participation for students from all backgrounds, our support for local schools and our IntoUniversity centres in Beeston and Harehills.
- We will work through the Leeds Academic Health Partnership to address health inequalities; improve health outcomes and patient experience; attract investment for economic growth and work to develop and retain a highly skilled health and social care workforce in the City.
- We are committed to being part of an environmentally sustainable City and want to continue developing the concept of a 'living lab' which brings universities, civil society and business together to promote a smarter, energy efficient, connected, low carbon future.
- The University has been investing heavily in new research and technology platforms for: high performance computing and data analytics; climate and atmospheric sciences; clinical and pre-clinical imaging; personalised medicine, structural biology; medical and biological engineering; and robotics and mechatronics. We will welcome industrial partners who wish to collaborate in the use of these technologies to solve real world problems.
- The University is a diverse community of more than 40,000 people, with staff and students drawn from 140 different countries and an alumni base of 250,000 people around the world. We are always open to discussions within the City and the business community about how we can use this network to advance the economy of Leeds. Our global partnerships with overseas universities, businesses, government bodies and NGOs are also strong and might be leveraged to encourage inward investment.



FINANCIAL AND PROFESSIONAL SERVICES

Leeds has the UK's largest financial services cluster outside the capital. This is not just banks, building societies and insurance companies, but also crucial ancillary services such as legal, accounting, insurance, recruitment and consultancy. This collaborative ecosystem with a specialised and highly skilled workforce makes Leeds the perfect place to do business.

Emerging fintech and cyber security sub-sectors are being recognised, the FCA has highlighted the Leeds / Manchester area as one of only two UK fintech hotspots outside London. It is often in the intersections of different sectors, such as fintech where we are seeing the most innovation. Leeds has extensive infrastructure support including the only operational (mutual, not for profit) internet exchange in the North of England which provides connectivity to the rest of the globe via non-London routes.

The legal sector is another growth area for the city, and Leeds has positioned itself as the legal capital of the North with the restructure of the legal industry. Leeds has the fastest growing legal section of any UK city. This

has been fuelled by a growing talent base, the relocation of several firms from Manchester and the breadth and depth of capability of Leeds firms.

Our banking sector employs more people than Manchester, Glasgow or Birmingham. The city region is also home to the headquarters of three of the five largest UK building societies. Banks have a significant role in our economy, not just as major employers, but also through their social investments in the city.

The financial and professional services sector is playing a lead role in promoting social mobility. Almost every major law firm in Leeds is part of the Leeds Legal Apprenticeship Scheme. Some of the main accountancy and advisory firms in Leeds have changed their recruitment and promotion enabling a wider range of people to access roles. Other examples of good practice include degree apprenticeships, and initiatives to support parents return from a period of childcare to senior roles.

KEY ASSETS

- The UK's largest centre for financial and business services outside London
- Over 30 national and international banks based in the city
- Major offices of the Big 4 accountancy firms
- The top legal centre in the UK outside London

WE HAVE:

- Developed the Leeds Legal Network and the Leeds Legal Apprenticeship scheme
- Set out the potential for Leeds to be a major centre of excellence in fintech
- Secured several major inward investments in this sector

WE WILL:

- Continue to develop Leeds as a centre for excellence in fintech and cybersecurity
- Provide more high quality, affordable office space in the city centre
- Explore the applications for new technology including blockchain, artificial intelligence and machine learning for the sector
- Support the LEP in creating a Financial and Professional Services network

SECTOR INFORMATION

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

Bond Dickinson

We pledge to work with the Council and other partners in the City Region to support and drive the Growth Strategy, including by spreading positive messages about our city both internally and externally. Diversity and inclusion is at the heart of our firm's values and we see skills as a key factor in spreading the benefits of our city's success. We will continue to campaign for the legal profession in Leeds to be a beacon for inclusivity and accessibility, as well as quality. We work with and for many of the businesses and organisations who will be at the forefront of the digital, property and infrastructure strategies, in particular, and we will play our full part in striving for the best outcomes, whether acting for clients or simply doing our duty as good corporate citizens.

Direct Line

At Direct Line Group we remain committed to playing an important role in supporting the Leeds economy.

As well as investing in physical bricks and mortar, with the stated aim of providing world class offices, we fully support the Grant Thornton led initiative to create inclusive growth in the city, with our Business Services Director, Christian Davis a member of the working party. We work closely with Creating Inclusive Cultures in Leeds, which is a collaboration of companies and employers who are committed to realising the benefits of diversity and inclusion to position their cities as business powerhouses. We are also dedicated to playing a key role in supporting the Leeds Council bid for the 2023 City of Culture.

Our development of new technologies, such as Robotic Process automation requires us to attract new skills to the area to help us build on this great advancement in our business. We have identified Leeds as a core location for attracting graduates as well as a variety of apprenticeship roles. Our development of the HR and Finance function has allowed us to bring in new talent to enable us to provide first class support to our colleagues across the UK community-based organisations, events and galas.

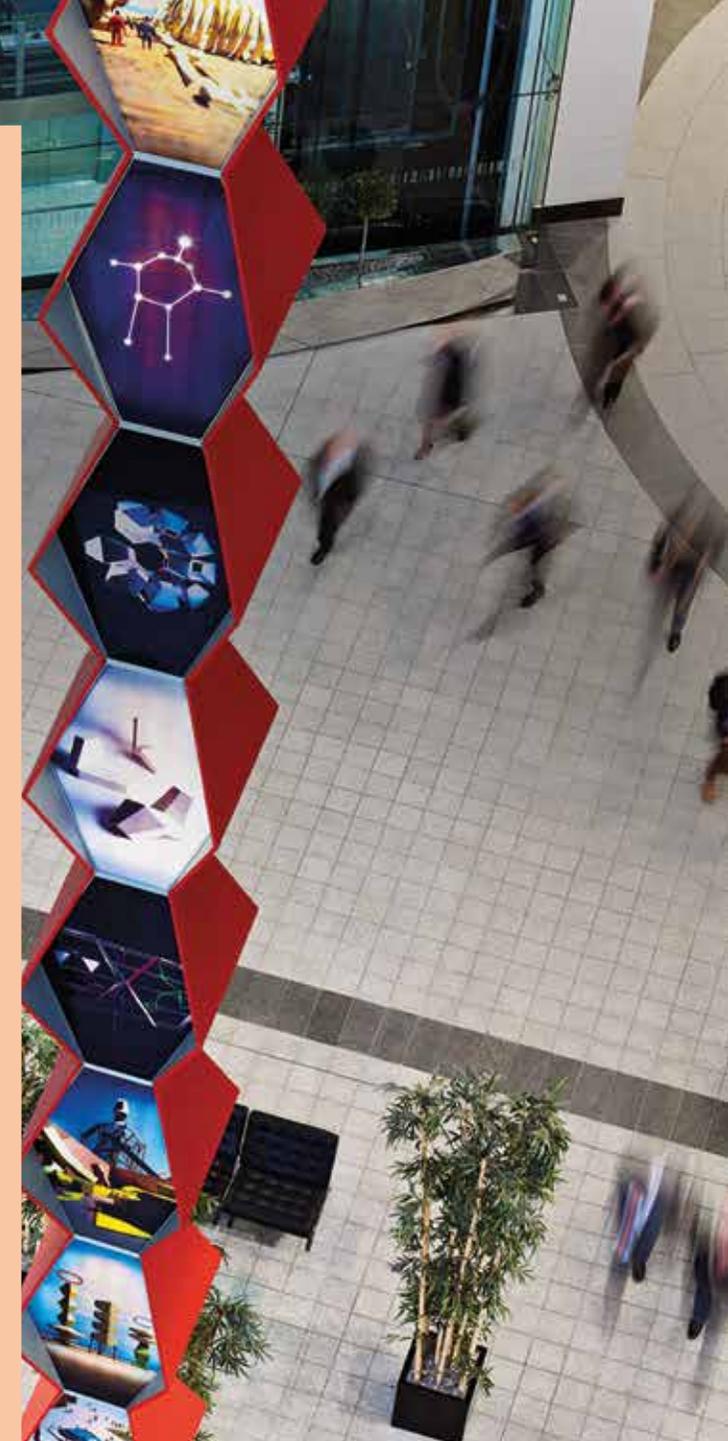
PwC

As a major employer with deep roots in Leeds, PwC has a proud tradition of doing the right thing for our clients, our people and our communities. Our recent relocation to a state-of-the-art new office at Central Square, home to over 800 colleagues, demonstrates our ongoing commitment to the city and our further growth ambitions.

We are dedicated to supporting the future growth of Leeds, reflected for example in a range of business growth and mentoring initiatives in which we lead or participate, such as our Leadership Development Programme, our Social Entrepreneur Network and our thought leadership and pro bono activities which are helping to grow the rapidly expanding digital sector in Leeds.

In line with the Council's vision, social mobility is at the heart of our core values, where we continue to trail blaze across numerous initiatives, including:

- A range of measures to help increase the diversity of our recruitment, including our paid Business Placement Insight weeks for those still at school or college, our higher apprenticeship Head Start programme for school and college leavers, our Flying Start degree programme offering paid structured work placements and our mentoring schemes for local undergraduates;*
- As one of the largest graduate employers, by removing UCAS scores as entry criteria for the majority of our graduate roles we have seen an improvement in the diversity of our graduate intake;*
- A new technology degree apprenticeship, launched in partnership with the University of Leeds, to help give people from a broader range of backgrounds the chance to secure a career in technology; and*
- A Back to Business returnship programme to help our people return to work after an extended break, for example after starting/raising a family.*



CREATIVE AND DIGITAL

Leeds is rapidly establishing itself as the digital centre of the North, with a thriving private sector, internationally important infrastructure, a significant public sector presence through NHS Digital, and an approach to growing the sector based on close collaboration between the Council and the private sector.

Leeds is a world leader in big data, home to the Open Data Institute and Data Mill North. We have a growing digital media sector, including Sky's national technology centre of expertise and our first tech unicorn (a company valued at over £1 billion) in the form of SkyBet.

According to Tech Nation the digital economy is growing 50% faster than the wider economy. This pace of change means that attracting high skilled labour is now the number one challenge for the industry. In March, 2016 we launched our Digital Skills Plan focusing on attracting and training talent for the digital sector. This included working more closely with colleges and universities to design bespoke courses, supporting the Digital Careers Fair held at Leeds Arena, Code Clubs in primary schools and others. We're making good progress on these ambitions, but there is still more to do.

Two specific areas of the digital economy – fintech and cyber security – are thought to present significant

opportunities for the city. Leeds has a strong academic research background, a unique position arising from the physical infrastructure present in the city, and a large financial and professional services sector.

The Leeds Digital Festival has promoted the sector, showcasing companies, technology and talent. Events such as these bring people into the city, and over 10,000 people attended the Leeds Digital Festival 2017, but they also unite the sector and create networks for businesses to connect and work together in the future.

Elsewhere our film and TV companies have an annual turnover of £424m across Yorkshire and are growing at a higher rate than the national average. There is an opportunity to expand film production in the city building on our existing base including several independent businesses and ITV.

We will also work with digital firms to support digital inclusion, for example through initiatives such as 100% Digital Leaders where the council are working with the Good Things Foundation to develop an ambitious digital literacy plan for Leeds to get people online so they can access job opportunities and services.

KEY ASSETS

- Highest number of scale-up digital companies outside of the South East.
- World leader in big data, open data, consumer data research and health tech
- The only independent internet exchange outside of London

WE HAVE:

- Formed the Leeds Digital Board
- Produced the Leeds Digital Skills Action Plan (recognised as best practice by government), including supporting the Leeds Digital Jobs Fair
- Supported the Leeds Digital Festival

WE WILL:

- Continue our focus on skills, from code clubs in schools to new degree level courses in universities
- Help tech start-ups and innovators through the Tech Hub Fund
- Work with Tech North to cement Leeds as a digital capital of the North
- Improve digital inclusion, including women in tech
- Support 5G

SECTOR INFORMATION

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



HOUSING AND CONSTRUCTION

The construction sector is boosted by a high demand for new housing, infrastructure and commercial development. Leeds has adopted an ambitious house building plan through its Core Strategy and has the highest number of home competitions of all the Core Cities.

The recently published Review of the UK Construction Labour Model cites the need for clear leadership, transparent collaborative working, embracing the fast paced digital world and the underlining issue of skills shortages in the sector. Based on the existing workforce age and current levels of people entering the industry, the review predicts there could be a 20-25% decline in the available labour force within a decade.

In Leeds we estimate that 4,500 additional jobs will be needed by 2024. Institutions such as Leeds City College and Leeds College of Building will help meet this demand, they have put in place delivery agreements with the Combined Authority to align their skills training to match local economic priorities and business needs, this includes an expansion of work and classroom based training for technical and higher skills (level 4 -6) as there is also a need for workers in managerial roles, site supervision, project management and off-site construction.

The Forging Futures Campus initiative at Kirkstall Forge is an example of how business, education providers and the public sector can work together to support people to make the transition from the classroom into the workplace. It aims to bring forward new apprentices by offering young people and people from the local area the opportunity to get hands on experience and mentoring from contractors on site.

It is important to work collaboratively with the industry to improve transparency and share best practice. Improving local supply chains is a particular issue, more open procurement and prompt payments are needed, use of project bank accounts should be encouraged to promote trust and fairness within the sector.

Anchor institutions should take more responsibility through procurement to improve local and social values. Some organisations already have criteria for social values when evaluating procurements and this should be extended. Local supply chains should be prioritised to ensure the economic benefits of development stay in the Leeds economy. There is also a need to ensure that apprenticeships are offered from these suppliers as part of procurement contracts.

KEY ASSETS

- Specialised education facilities
- Major infrastructure projects
- Ambitious housing targets including new council housing

WE HAVE:

- Major regeneration projects including the South Bank and Aire Valley Enterprise Zone
- City wide economic growth nodes

WE WILL:

- Have an enabling approach to urban extensions to help housing and business growth
- Use major infrastructure projects like HS2 to maximise jobs and supply chain opportunities
- Put further emphasis on social values and apprenticeships through procurement practices
- Press forward with transport infrastructure improvements
- Focus on inclusive growth and reducing inequality through the impact of new development and investment projects
- Build more than 1000 units of extra care housing by 2028 to support older people
- Form an infrastructure group to bring together major firms in the sector to identify how we can work together and promote Leeds as a centre for excellence in infrastructure and advanced urban science

SECTOR INFORMATION

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



MANUFACTURING

Manufacturing and engineering is not simply about making things, the industry supports creativity, innovation and design, is increasingly a provider of services, whilst developing skills. Nationally there is a growing shortage of trained people equipped for careers in this sector. Developing the right skills, making sure training and education matches the future needs of businesses is essential for growth.

Greater diversity is also an issue that needs to be tackled, only 7% of the UK's engineers are women and there is a need to increase BAME representation on apprenticeships. The sector has an ageing workforce meaning attracting young people into the industry is particularly important. The new University Technical College which opened in September, 2016 is a good start and offers opportunities and an improved awareness of manufacturing careers to Leeds students. With capacity for 600 pupils it is the first school in the area to provide high quality academic and vocational training, developing the right skills, training and education for future businesses.

We need to do more to get employers engaged with local schools to promote careers in manufacturing. Collaboration with universities is also necessary for businesses developing new products, processes and materials, and harnessing creative talent.

The recent flooding had an impact on many manufacturing firms with some needing to relocate. Some businesses found this difficult and this highlights a growing issue for the sector, the availability of land and premises. Protecting employment land, developing new sites and ensuring the existing stock specification is of a suitable standard for modern businesses is essential. Older stock, particularly that which is land locked by residential development is particularly at risk, where these do need replacing a commitment should be made to retain employers within local communities, as well promoting industry towards our key city wide growth locations.

KEY ASSETS

- University Technical College
- A high level of innovation and exports, accounting for 72% of business Research & Development and over 50% of UK export earnings

WE HAVE:

- Designated the Leeds Enterprise Zone, and are continuing to bring forward sites
- Created the Manufacturing Forum working with the Chamber of Commerce

WE WILL:

- Continue to deliver the business growth programme
- Support business growth to boost the local economy and jobs, including support for business investment, delivery of infrastructure and a wider range of sites and premises for new and existing businesses

SECTOR INFORMATION

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



RETAIL AND THE VISITOR ECONOMY

Our retail growth is bucking the national trend and the opening of Victoria Gate in 2016 has moved Leeds from fourth to third in the National Retail Ranking as the best place to shop in the UK. Victoria Gate delivered around 1,000 retail and hospitality jobs anchored by John Lewis.

In recent years major developments have helped cement Leeds as a national destination offering a range of activities and events, including the Leeds Arena which attracts one million extra visitors to the city annually and contributes £25m to the night time economy. Our hotel sector continues to perform well with further developments planned in the city centre.

The expected re-modelling of the West Yorkshire Playhouse will start during 2017 adding to our cultural offer. Leeds continues to produce world class athletes and host major sporting events in Rugby, Cricket, Football and other sports such as the Columbia World Triathlon Series which was watched by 80,000 people along the route.

Developing a more professional and targeted approach to tourism promotion has helped showcase Leeds as a visitor destination. Recent successes include the Grand Depart in 2014, the Tour de Yorkshire, British Art Show, MOBO Awards and the growth of the Leeds Festival. In 2017, we will see the 50th anniversary of the West Indian Carnival.

Visitors do not recognise local boundaries and reflecting this, our visitor economy function operates across a number of geographies and partnerships, including Welcome to Yorkshire and other regional and national bodies, helped by continuing growth and development in both our rail and airport hubs.



KEY ASSETS

- New retail centres including Trinity and Victoria Gate
- Growing night time and visitor economy
- 6th most popular visitor destination for overnight visitors in the UK
- Over 50,000 conferences and meetings annually

WE HAVE:

- Visit Leeds, the successful Destination Marketing Organisation for the city
- Conference Leeds helping to cement Leeds as the 5th most popular conferencing destination in the UK
- Helped to bring forward the new Leeds Business Improvement District

WE WILL:

- Develop the Independent Food and Drink Academy to help to professionalise, sustain and grow the independent food and drink sector
- Support retail start-ups through Kirkgate Market
- Continue to promote the city centre as a leisure and business destination
- Support local retail centres throughout the city – including a £5m investment into town centres

SECTOR INFORMATION

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



Leeds Indie Food

The independent scene has seen huge growth in the last five years and it was around three years ago that the idea to create a different platform to put the food scene on was conceived. Leeds Indie Food is all about empowering the smaller businesses who don't have a voice or a huge marketing budget. We have created one of the most exciting food festivals around, with plans to make it the best without losing the initial focus. We have successfully helped launched various projects and partnerships during the festival from breweries, products to new collaborations, the thoughts of Leeds Indie Food will always be to do what is best for the city. It gives smaller business the confidence to do something different too. Leeds is looking at huge growth currently so being at the front of one of the fastest growing industries is hugely important to us. It is a commitment to this growth and linking in more family focused events to having stronger links with all the education institutions, keeping the hospitality talent in Leeds and promoting Leeds as the food capital of Yorkshire.

As I Like Press we continue the food theme to help promote Leeds businesses like Bundobust, Friends of Ham, Eat North and the Independent Food and Drink Academy, helping them on journeys which help promote the exciting and unique offers the city has.



SOCIAL ENTERPRISE AND THE THIRD SECTOR

There is a strong tradition of social enterprise in Leeds, from local self-help groups and cooperatives through to some of the best known social businesses such as John Lewis and Leeds Building Society. We have many thriving charities which are increasingly looking to trading as a way to fund social objectives.

Across all sectors of our economy, we can point to social models for delivery. Whether in Healthcare, where Lhasa are at the forefront of supporting clinicians with information on drug combinations; financial services where Leeds Credit Union, one of the largest finance co-ops in the country, works with over 20,000 people to provide loans and savings; or construction where recent start-up Leeds Community Homes has just raised £250,000 through a community share issue to provide affordable new and refurbished homes.

Bramley Baths is an excellent example of the power that a social enterprise can harness when there is a strong

local cause. Working with the Council, the Friends of Bramley Baths took a failing local pool and transformed it into a fantastic community hub, breathing life into a Victorian building and getting people of all ages more active.

Social enterprises can provide routes into jobs and employment for those with enduring needs, and our experience in Leeds of using social value clauses to provide work in construction has much to offer in other settings. In recycling and environmental improvement, the sector makes a significant contribution to the city and to individual lives. There is a real sense that across the economy, social enterprise is poised to make significant growth and this is set out in our Third Sector Ambition statement.

KEY ASSETS

- The third sector in Leeds employs around 13,000 people and is fuelled by 200,000 volunteers

WE HAVE:

- Developed a Third Sector Ambition statement that articulates how the sector can support civic ambitions
- Introduced rate relief for social enterprises that aren't registered charities, using our discretionary powers
- Supported 100 social enterprises to start and grow through our Ideas that Change Lives programme

WE WILL:

- Develop a social enterprise strategy with the sector to underpin further growth
- Help the sector solve the challenges that we face as a city
- Get better recognition for the fantastic range of thriving social enterprises already making a difference to lives in Leeds

PLEDGE:

Voluntary Action Leeds (VAL)

We support the vision of creating a strong economy within a compassionate city, and see the achievement of inclusive growth – economic growth that benefits everyone in the city and is sustainable – as being the key to this. We were delighted to play a key role, alongside Leeds City Council and colleagues from the NHS and the city's universities, in the creation of the Leeds Social Value Charter; we are fully committed to supporting its implementation and see it as a key tool to support the achievement of the city's growth goals. We are keen to develop our work with all sectors further and have a primary role in the delivery and coordination of employer supported volunteering, working with the private and public sectors to help them to share their skills with smaller and less established third sector groups.

TRANSFORMATIONAL PROJECTS TO HELP DELIVER THE NATIONAL INDUSTRIAL STRATEGY

The Government's Green Paper, Building our Industrial Strategy (January 2017) sets out proposals for how Government intends to develop a modern industrial strategy which is place-based, and builds on the UK's strengths in technologies, professions and research.

Leeds City Region is 5% of the UK economy. We have an important role to play in driving national growth. We believe that to make the Industrial Strategy a reality Government at national, city region and local levels need to get behind the specific bold and transformational private sector and university led projects that will drive growth, innovation and investment. The Advanced Manufacturing Park in Sheffield has shown the way, demonstrating how an ambitious and sustained commitment and investment from the public sector and universities can generate long-term private sector growth.

The following transformational projects in Leeds have this potential:

Sectors	Project	Catalytic Impact on Economy	Location	Public Sector Investment Needed
Advanced manufacturing, rail engineering, transport systems, smart cities	University of Leeds Technology Park - anchored by a new £19m national institute for high speed rail engineering	Boost to UK rail engineering and professional services sector, and a magnet for investment from rail manufacturing, built environment, robotics, and automotive sectors. It will be a trailblazer for industrial digitisation, and intelligent infrastructure maintenance. It will boost the ability of UK plc to export globally in rail and infrastructure	Tbc - likely to be Leeds Enterprise Zone	c.£10m investment to establish the first phase of the project
Creative industries, advanced manufacturing	Burberry Leeds Campus	Retention and growth of 700 existing skilled manufacturing jobs, and hundreds of design, branding and head office jobs, reshoring of textiles supply chain, major regeneration impact delivering hundreds of new homes and workspaces to create new jobs	Holbeck, Leeds South Bank	£10m-£20m
Energy and Low Carbon	Hydrogen 21, Leeds The gas network in Leeds to be the first to convert from natural gas to 100% hydrogen in an incremental UK-wide roll-out strategy	New jobs and research capabilities, and in the long term a mainstream supply of zero carbon energy bringing with it significant opportunities for job creation, inward investment, manufacturing and reduced energy costs. If UK relies on electricity for domestic heating, the carbon problem will not be solved, 100,000 jobs will be lost and energy security will be compromised. This project could make the UK the first zero carbon country in the World, as no one has an answer to decarbonising domestic heating	City wide	£10-20m
Health Innovation and Life Sciences	Leeds Innovation District - creating a 21st Century Science park in Leeds City Centre anchored by the new University of Leeds Innovation and Enterprise Centre, Nexus, and enabled by reconfiguration of Leeds General Infirmary	A hub for business growth, university and health service spin outs and inward investment in healthcare and medical technologies, health informatics, and health and social care innovation. We can leverage Leeds as the UK HQ of healthcare to accelerate a revolution in healthcare that allows people to live longer and reduces costs of the NHS and social care, resulting in improved life chances, reduced inequalities, and lower costs	Leeds City Centre	£250m is already being invested in the area by the universities and the Council. Government support needed for the £270m LGI modernisation plans
Creative and Digital	Screen Hub - Screen Yorkshire Content Fund, Skills Initiative, and Provision of studio space in Leeds	Leeds and Yorkshire will grow as a major location for the screen industries, including TV production and computer games, with opportunities also arising through the Capital of Culture 2023 bid process	Leeds City Centre and Yorkshire-Wide, including studios at Church Fenton in neighbouring Selby District	C£8.5m
Cross-sector impact	Leeds Hub - transformation of Leeds Station, already the busiest transport hub in the north	Accommodating capacity increases on the existing network, HS2, Northern Powerhouse Rail and drive growth through doubling the size of Leeds City Centre, a catalyst for station-led regeneration and development, and boosting connectivity across the city region	Leeds City Centre, and South Bank - with positive impact across Leeds City Region and the North	Tbc through Leeds Station Masterplan and HS2 Growth Strategy

8. CONCLUSION

The growth and resilience of the Leeds economy in recent years is encouraging, and all our independent analysis of future trends predict a period of continuing growth. We are not complacent and our strategy outlines the necessary steps needed to support targeted sectors, and broader issues such as skills and job creation, in-work progression, productivity and place. These are set out in our 12 big ideas and apply across all sectors.

Delivering inclusive growth underlines the whole of this strategy. This is about ensuring that people and places contribute to and benefit from growth to their full potential. There are many challenges both nationally and locally, some we know about and are working on such as skills and tackling low pay, others are more difficult to foresee, including Brexit. The Leeds economy is broad based and has proven effective in responding to change, and we are well placed to weather any storm.

As the centre of the city region and a main hub in the North, we will continue to collaborate with our neighbours

and work together more closely, particularly on securing devolution. Our bid for European Capital of Culture offers us the chance to promote the city and success would raise our profile on the European stage.

Over the next few months we will be getting feedback on our ideas, this is the start of a conversation and we want your views. Following the consultation period we will be developing ideas and specific proposals before publishing the final strategy in the autumn. Finally, we will be seeking to get more commitments from businesses and stakeholders to drive our strategy forward.

The future holds many opportunities as we embrace Leeds as a digital city, move towards a low carbon economy and continue to grow, building a strong economy within a compassionate city.

The following supporting documents and further information are available at www.leedsgrowthstrategy.com

ANNEXE 1 - Collection of slides on the Leeds Economy, contains further information about the Leeds economy.

ANNEXE 2 - Summary of Stakeholder Engagement, sets out the consultation done so far on the Leeds Inclusive Growth Strategy.

#leedsinclusivegrowthstrategy

OUR FIVE POINT PLAN FOR BREXIT:

- **Maintaining progress on major development and infrastructure schemes and economic growth projects - Work closely with partners and the private sector to ensure progress continues to be made on existing projects and in attracting further developments in in the city, whilst also investigating alternative funding streams.**
- **Supporting business and key institutions - Provide both advice, support and research assistance to businesses and institutions such as our universities to assess the impact of Brexit and ensure that we can respond to any issues of disinvestment and redundancies.**
- **Creating a more tolerant and united city - Reinforce our values as a city and seek to work with all residents to build understanding, tolerance and respect in all of our communities.**
- **Securing devolution; and**
- **Providing confident, outward-looking leadership and image of Leeds as an international city - Setting out a clear plan for securing international investment, promoting trade and exports, attracting visitors and hosting major events to enhance our image in the world including progressing our plans for the 2023 European Capital of Culture.**



Leeds Health and Wellbeing Board



Anna Frearson (Public Health, LCC),
Polly Cook (PPPU, LCC) and Louise
Hackett (Safer Leeds)

Report of: Anna Frearson (Chief Officer/Consultant in Public Health), Polly Cook (Executive Programme Manager, PPPU, Leeds City Council) and Louise Hackett (Head of Safeguarding and Community Safety Partnership Development, Safer Leeds, Leeds City Council)

Report to: Leeds Health and Wellbeing Board

Date: 23rd November 2017

Subject: Making a breakthrough: a different approach to affect change

Are specific geographical areas affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of area(s): Priority Neighbourhoods in East of the City Physical Activity work is planned for Burmantofts and Richmond Hill, Gipton and Harehills, Crossgates and Whinmoor, Killingbeck and Seacroft, Temple Newsam and Chapeltown		
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, access to information procedure rule number:		
Appendix number:		

Summary of main issues

We have a bold ambition that Leeds will be the best city for health and wellbeing. The Leeds Health and Wellbeing Strategy 2016-21 includes 12 priority areas where action is required to tackle health inequalities and achieve our agreed outcomes for the people of Leeds. Led by Leeds City Council, there are a number of themed areas where work has been targeted, a different approach sought, in order to make a breakthrough towards more fulfilling lives for our population. This paper introduces the Health and Wellbeing Board to three of these areas which relate to wider or social determinants of health and wellbeing. Each of the topic areas is presented as a chapter in this combined report, but will be presented at the Health and Wellbeing Board meeting in turn, using the information in this paper as a prompt for place-based discussion.

Recommendations

The Health and Wellbeing Board is asked to:

- Consider the recommendations made relating to each chapter under 3.1.3, 3.2.8 and 3.3.3.

1 Purpose of this report

- 1.1 This report provides the Health and Wellbeing Board with an overview of approaches taken to address challenges relating to three determinants of health and wellbeing: supporting the inactive to become active, air quality, and domestic violence and abuse.
- 1.2 Given the clear links with priorities of the Leeds Health and Wellbeing Strategy 2016-21, the Board has an opportunity to understand persistent challenges relating to these wider determinants, provide a view on what else can be done, explore and ensure links with our city's other strategic plans (such as the Leeds Health and Care Plan, Inclusive Growth Strategy) and agree individual and collective action that can contribute to improved outcomes for people in Leeds.
- 1.3 Although prepared as a combined report for all three topic areas, this paper presents information for consideration in three chapters. This will form the 'running order' of discussions at the Health and Wellbeing Board meeting.

2 Background information

- 2.1 Leeds City Council has established eight breakthrough projects to support its ambition of a strong economy, a compassionate city and a city where people have the potential to realise their full potential.
- 2.2 The themes selected as the focus of this work are closely linked to the priorities of the Leeds Health and Wellbeing Strategy and therefore contribute to the city's vision that 'Leeds will be a health and caring city for all ages, where people who are the poorest improve their health the fastest'.
- 2.3 Given the strong links the Health and Wellbeing Strategy, which is overseen by the Health and Wellbeing Board, in October 2016, the Board received a round-up report of all 8 breakthrough projects.
- 2.4 Rather than repeat the exercise of updating Board members on the progress of these projects themselves, this paper (and the subsequent discussions) seeks to explore a small number of these topics – of wider and social determinants of health – and ask the Board to share a view on action that can contribute to taking a different approach to tackling issues, unblocking persistent challenges and progressing towards our shared ambitions for the city and our population.

3 Main issues

- 3.1 **Chapter 1: Early interventions and reducing health inequalities**
Making Leeds the most active city by supporting the inactive to become active

Introduction

- 3.1.1 This chapter explores how we can make Leeds the most active city – supporting the inactive to become active and introduces a new model for the delivery of physical activity within localities and to support engaging communities and partners in this collaborative, systems based approach.

3.1.2 Sport England's most recent Active Lives Survey shows that 23% of the adult population in Leeds are inactive (taking 30 minutes or less of physical activity per week), with 21.6% of adults obese; rates that are higher than the national average. Half of young people in the city are not currently achieving the Chief Medical Officer recommended 1 hour of moderate to vigorous physical activity per day.

Recommendations

- 3.1.3 The Health and Wellbeing Board are asked to:
1. Consider the contribution that physical activity and moving more can make to city's priorities.
 2. Agree ways they can contribute to increasing physical activity including:
 - o As commissioners – how to integrate physical activity into health and care pathways and services.
 - o As employers – how to upskill staff to better support people to become active and commit to creating workplaces that support staff to become more active / less sedentary (including active travel to work).
 - o As collective leaders – how to develop a whole systems approach to physical activity in Leeds in relation to improving collaboration and the sharing of resources between partners.
 3. Provide views on the role of the HWB in terms of new governance structures that will be put in place for Sport Leeds and the new Sport and Active Lifestyle Strategy; to better reflect the positioning of Physical Activity in the City and focus on decreasing inactivity levels.

Why is being physically active so important?

- 3.1.4 Increasing physical activity has the potential to improve the physical and mental health and wellbeing of individuals, families, communities and the city as a whole. As well as being physically active, it is important that all adults and children minimise the time spent being sedentary (sitting) for extended periods. Even among individuals who are active at the recommended levels, spending large amounts of time sedentary increases the risk of adverse health outcomes
- 3.1.5 There is strong evidence to suggest that an active lifestyle is essential for physical and mental health and wellbeing and that:
- Being active can reduce the risk of developing diabetes by 30-40%. People with diabetes can reduce their need for medication and the risk of complications by being more active.
 - Persuading inactive people to become more active could prevent one in ten cases of stroke and heart disease in the UK.
 - Being active every day can reduce the risk of developing breast cancer by up to 20% and also improve the lives of those living with cancer.
 - Staying active can reduce the risk of vascular dementia and also have a positive impact on non-vascular dementia.
 - People who are inactive have three times the rate of moderate to severe depression of active people.
- 3.1.6 Lack of physical activity is costing the UK an estimated £7.4 billion a year, including £0.9 billion to the NHS alone. Long term conditions such as diabetes,

cardiovascular and respiratory disease lead to greater dependency on home, residential and ultimately nursing care. Increasing activity levels in a population has the potential to reduce these costs.

- 3.1.7 There are wider, socio-economic benefits from physical activity, such as:
- 1) Being active plays a key role in brain development in early childhood and is also good for longer-term educational attainment.
 - 2) Participation in physical activities contributes £244.1 million to Leeds economy and provides a total of 7374 jobs in Leeds.
 - 3) Active travel – walking and cycling - also has the ability to connect people and places together whilst supporting an improvement in air quality through a reduction in road traffic emissions.
- 3.1.8 National statistics, supported by local data and insight, suggest that being physically inactive is often clustered with other unhealthy behaviours such as smoking and excess alcohol consumption. Clustering of unhealthy behaviours is notably worse in areas of higher deprivation. The map attached as appendix 1 illustrates that adults in affluent communities are more active than adults living in deprived Leeds.
- 3.1.9 There are marked differences in levels of activity in certain groups of people that must be considered. Many minority ethnic groups have lower rates of physical activity participation and do not achieve the recommended levels of physical activity. Disabled people are half as likely as non-disabled people to be active. Only 1 in 4 people with learning difficulties takes part in physical activity each month compared to over half of those without a disability. Men are more active than women in virtually every age group. Half of all lesbian, gay, bisexual and transgender people say they would not join a sports club, twice the number of their heterosexual counterparts.

How can physical activity help the city achieve its wider ambition and outcomes?

- 3.1.10 The following key citywide strategies and policies and plans are now in place and demonstrate the strength of the commitment to physical activity in achieving our shared outcomes for the city:
- **Health and Wellbeing Strategy (2016 – 2021)** - ‘More people, more physically active, more often’ is one of the 12 priorities, owned by the Leeds Health and Wellbeing Board.
 - **Leeds Health and Care Plan** – contains a physical activity workstream within the Prevention work programme, with the ambition that ‘We will ensure that people of all ages understand the benefits of being physical active. We will create environments that encourage people of all ages to build physical activity into their everyday life’. Increasing physical activity contributes to the ‘Leeds left shit’ due to its potential role in preventing and managing illness.
 - **Best City Plan (2015 -20)** - ‘Promoting physical activity’ is one of 20 priorities in the Best Council Plan.
 - **Sport Leeds – Sport and Active Lifestyles Strategy (2013-2018)** - tackling health inequalities is firmly embedded, aiming to ‘support the inactive to become active’. The strategy is about to be refreshed and will have a bigger focus on increasing physical activity in the future.

- **Early intervention and reducing health inequalities breakthrough** – physical activity was chosen by partners at a large Outcomes Based Accountability event as a key priority for the Breakthrough Project to focus on. A steering group was then established to oversee the work programme, jointly chaired by Public Health and Sport & Active Lifestyles with cross-directorate Council representatives. The aim is to begin to broaden the membership to include external partners. The group reports to the Sport Leeds Board and the Leeds Health and Care Plan Prevention Board.

3.1.11 It should be noted that there are significant numbers of projects and programmes that are in place to increase physical activity in the city (e.g. in schools, leisure centres and community and volunteer run projects) with partnerships and collaboration at their heart. This paper is proposing some bigger system wide shifts that could achieve significant changes in terms of encouraging Leeds to be more active.

Working differently

3.1.12 **Vision**

This is about more than sport and asks us to widen our understanding of physical activity. It also includes sedentary behaviour. In order to make a real change, the vision for Leeds is to get everybody moving more, every day. Unlike many health messages, this is positive inspiring and creates energy, whilst having wide reaching impact. This is a ‘hold your nerve’, long term goal, which requires investment, time and commitment.

3.1.13 **Governance and leadership**

There is an opportunity for the Health and Wellbeing Board to provide system leadership to galvanise organisations and partnerships across the city.

The Sport Leeds Board is a key group which oversees the city’s Sport and Active Lifestyles Strategy and can drive this work forward on behalf of the HWB. Sport Leeds is currently a broad partnership chaired by Sally Nickson Head of Sport & Active Lifestyles at Leeds Beckett University with a Public Health and lay Sports representative as vice chairs. Sport Leeds are about to embark upon a review of the Sport and Active Lifestyles Strategy alongside a review of the governance structures around physical activity in the city. It would be helpful if there was a clearer relationship between the Sport Leeds Board and the HWB once its role and membership has been reviewed.

3.1.14 **Influencing employers across the City**

It is important that public sector employers and local business create workplace cultures that encourage the workforce to be physically active and break up sedentary behaviour. This might include helping organisations to translate active, healthy workplaces into sickness absence and productivity savings.

3.1.15 **Workforce**

We need to build the knowledge skills and understanding of the workforce to embed physical activity into their everyday work. This includes commissioners and planners along with health and social care professionals, third sector workers and other front line workers.

3.1.16 **A whole Systems approach to physical activity**

A systems approach to physical activity requires a fundamentally different approach to the way organisations work together. This is being led by the Sport and Lifestyles team (LCC) along with involvement from city wide partners. A systems based approach in Leeds will seek to:

- Create a blueprint for how to collectively run and operationalise a physical activity system
- Demonstrate how this system can improve outcomes for specific communities and be replicated in other areas across the city/region/country

Given the strong link between inactivity and deprivation, a whole systems approach to addressing inactivity is being developed in areas of high deprivation across Leeds. This work creates links with a number of high profile regeneration plans in the inner east area of the city and joins up with the Council's more focused locality working.

However, there are a number of challenges in delivering a systems approach to physical activity including:

- The scale of delivery required – enabling whole communities to be impacted by the change, whilst ensuring individuals needs are still being met through the approach
- Engagement / influencing of partners towards a shared agenda
- Working in a truly collaborative way with partners, sharing and aligning resources
- Gaining community buy-in – taking a 'working with' approach
- Collating a comprehensive understanding of the current position in the Inner East to inform future decision making and action planning
- Measuring the impact of the project

What are the persistent challenges?

3.1.17 **Active Leeds: getting people moving at scale**

Getting Leeds on the move will only happen if we involve all sectors and communities. Despite a raft of schemes and interventions already in place, getting people moving 'at scale' requires bigger system changes.

3.1.18 **Promoting an 'Active City'**

People are more likely to be active if it is seen as 'normal', and if their friends and peers are also active. Large, community-wide campaigns are needed to increase physical activity, as long as they are supported by local level community activities.

Good marketing and communication strategies based upon the principles above linked to moving more are vital. In Leeds we have already had success with national campaigns such as One You – Active 10, Change for Life, 10 minute shake up, and Leeds Girl Can. We need to build on these and lead the movement for change getting all sectors of Leeds involved and working together.

Work is underway to link up the messages about physical activity with the positive improvements to air pollution/congestion, active travel and improving health and wellbeing.

3.1.19 **Active environments**

Environment shapes behaviour. Homes, workplaces and local environments often make it more difficult to be physically active and our neighbourhoods and towns have largely been designed around car use.

The Breakthrough approach brings together spatial planners, regeneration, transport, parks and countryside, healthy schools, public health and sport and active lifestyle staff to establish key design principles. These will help to ensure the future design and development of physical infrastructure that will support and enable communities to become more active.

3.1.20 **The role of front line staff**

Health and social care professionals and third sector workers can play a significant role in supporting people through a 'working with' approach – for example, 1 in 4 patients would be more active if advised by a GP or nurse. For those that require more structured support, staff across the city need to be equipped with the skills to give brief advice and make referrals for physical activity.

3.1.21 **Active workplaces**

As large employers, health and care organisations in Leeds can support and enable staff to be more active and less sedentary, such as:

- flexible working policies and incentive schemes
- policies and practical measures to encourage employees to walk or cycle
- information, ongoing advice and support
- independent health checks focused on physical activity
- installing simple signs near lifts, pointing out that 2 minutes of stair-climbing each day could burn enough calories to eliminate the weight an average adult gains each year

3.1.22 **Measuring progress**

To make everybody active every day we need to monitor progress and measure the impact at a population, organisational, programme and individual level. Data around physical activity is poor particularly at local level. A collective effort is needed to improve data and insight, possibly using more creating sources, to inform the development of policy and practice.

3.2 **Chapter 2: Cutting carbon and improving air quality**

Introduction

3.2.1 This breakthrough programme covers a wide area but for the purpose of this report will focus on the impact of fuel poverty and air pollution due to the direct links with health outcomes for the city.

3.2.2 The Department of Environment Food and Rural Affairs (DEFRA) carried out a national assessment of air quality based on the requirements of the EU Directive on air quality. As a result of this, in December 2015 DEFRA published their updated air quality action plan that named Leeds, along with Nottingham, Birmingham, Derby, Southampton, and London as places in the UK that will be

not be compliant with nitrogen dioxide targets by 2020. The latest revision (July 2017) of the UK Air Quality Plan states that the aforementioned cities would have to deliver a Clean Air Zone (CAZ) by the end of 2019, with a further 24 cities to deliver a CAZ by late 2020.

- 3.2.3 The national model identified that two stretches of the Inner Ring Road would be non-compliant by 2020. However, the local, more detailed modelling and monitoring has highlighted other areas of concern such as the city centre by Neville Street and Main Street in Pool in Wharfedale.
- 3.2.4 The CAZ is a defined area in the city where vehicles of a certain type, age and fuel are charged for entering the zone. The charging is achieved by a ring of number plate recognition cameras at strategic points along the boundary of the zone.
- 3.2.5 Leeds City Council's vision for the city includes improving air quality as a corporate priority. Creating a city that is attractive, safe and clean aligns with the authority's 'Best City' objectives. A city that delivers improved air quality provides benefits in terms of public health outcomes as well as creating an environment that is attractive for those who live or work in the city as well as for those who visit. As such the air quality strategy for the city will look to deliver improvements across all areas of the district in addition to meeting UK and EU air quality standards.
- 3.2.6 In 2013 11.6% of households in Leeds were living in fuel poverty. Fuel poverty is the inability to afford to stay reasonably warm at home and this is a significant cause of ill health, particularly in the very young, old or those suffering cardio vascular, respiratory or mental health conditions. The large number of Victorian terraced properties in Leeds, makes tackling this issue complicated and expensive.
- 3.2.7 In summary this chapter outlines the overall communication of the health impacts of poor air quality, work that the council has achieved on lowering carbon and improving air quality through council action and the planning of the Clean Air Zone and progress made on keeping vulnerable people warm in their homes.

Recommendations

- 3.2.8 For the Health and Wellbeing Board to:
- 1) Provide advice and guidance on how best to link through to the city's health professionals to promote key messages on air quality.
 - 2) Encourage the city's health organisations to lead by example in terms of their own fleet and travel planning.
 - 3) Consider how best to utilise air pollution data to support vulnerable groups
 - 4) Participate in the air quality consultation process.
 - 5) Support an integrated independent living and affordable warmth service to ensure that vulnerable people receive physical improvements to their homes that will allow them to be warm and well at home.
 - 6) Champion affordable warmth across the health and social care sectors, to ensure that trusted frontline carers continue to refer clients for support.

- 7) Consider joint investment in energy efficiency improvements in particularly vulnerable residents where there is a health business case (i.e. to improve hospital discharge processes).

Why is cutting carbon and improving air quality so important?

- 3.2.9 There is now categorical evidence that long-term exposure to everyday air pollutants contributes to cardiovascular disease (including heart diseases and stroke), lung cancer, and respiratory disease (including asthma and chronic bronchitis).
- 3.2.10 Failure to improve air quality also means a risk of failing to deliver a health benefit to the public, and that the impact in terms of deaths and ill health associated with poor air quality aren't reduced. Air pollution is responsible for approximately 680 deaths per year in Leeds.
- 3.2.11 There is also categorical evidence that living in a cold home is a major determinant of ill health. The medical and psychological consequences of living in cold and damp conditions are well recognised and led to the National Institute for Health and Care Excellence (NICE) publishing a quality standard in 2016 entitled *Preventing excess winter deaths and illness associated with cold homes*.

How can cutting carbon and improving air quality help the city achieve its wider ambition and outcomes?

- 3.2.12 The Best Council Plan sets out what the council will do to help improve the lives of local people and how we will measure progress in delivering better outcomes across Leeds. The most relevant of these are identified below:
- Supporting communities and tackling poverty: improving housing conditions and energy efficiency.
 - Promoting sustainable and inclusive economic growth: improving the competitive position of the city through the enabling of low carbon energy infrastructure and reduced carbon emissions.
- 3.2.13 The following key citywide strategies and policies and plans are now in place and demonstrate the strength of the commitment to cutting carbon and improving air quality in achieving our shared outcomes for the city:
- The ability to identify and target those areas of most concern regarding air quality is in line with the Council's ambition to reduce health inequalities across Leeds. There is a need to reduce air pollution-related risks for all. However, it is also the case that greater health gains can result from targeting those areas and people most at risk.
 - It is the ambition of Leeds, set out in the *Vision for Leeds 2011-2030* to ensure that all homes in the City are of a decent standard and that everyone can afford to stay warm.
 - Preventing cold related illness is an objective of *Leeds Health and Wellbeing Strategy* which seeks to ensure that people can thrive in healthy and sustainable communities by maximising health improvements through action on housing.

- 3.2.14 The Affordable Warmth Strategy (2017-30) has two overall aims:
- To increase the average SAP rating of housing in Leeds to band C by 2020 as a whole, and to ensure that no properties are below band E by 2030. This is more ambitious than the target outlined in the National fuel poverty strategy “to ensure that as many fuel poor homes as is reasonably practicable achieve a minimum energy efficiency rating of Band C by 2030”.
 - To ensure that resident’s health and wellbeing isn’t put at risk due to being unable to heat their home, as per the NICE guidelines on preventing excess winter deaths.

Working differently

3.2.16 **Communication and engagement**

Many of the options to support the reduction of emissions complement the other themes of this report particularly Chapter 1. For example the work to improve air quality includes promoting active travel to reduce car use.

There are a number of key, yet simple messages that we are seeking to ensure are available to the residents of Leeds to enable to reduce both their own emissions and their exposure to emissions. For example, travelling by car can actually increase exposure to poorer air quality particularly in heavy traffic. Exposure can be reduced by choosing a greener route to walk or cycle that is just a few meters away from a congested roadway or on adjacent back streets. The health benefits of exercise, even along a busy road, outweigh the risk factors of poor air quality exposure.

With access to these basic messages on air quality, residents can use the information to make active health choices about walking or undertaking exercise outdoors; residents can manage their routes to avoid pollution hotspots, seek to travel outside of rush hour where possible and use less congested routes to walk or cycle so avoiding the bulk of vehicle congestion and minimising their exposure to emissions while maximising the benefits of being active.

Steps are already being taken to raise awareness of relevant information in the public domain about the current air quality in the city. Defra produce information which is available via their website. The council uses a number of twitter accounts to highlight low pollution days and to make calls to action or detail progress.

As part of the CAZ implementation, that Leeds is mandated to implement by the Government, there will be a staged approach to consultation. This will include not just the sectors most affected by the proposals but also members of the general public living and working in Leeds. This will link with work undertaken with local schools and in localities most affected by poor air quality to raise awareness, provide access to key messages and encourage everyone to make small individual changes that can have a collective positive impact on improving air quality in Leeds.

Work has recently been undertaken as part of National Clean Air Day to update and inform health care professionals such as asthma nurses and respiratory consultants about air quality and to share the key messages of how people can reduce their exposure.

This work would benefit from being offered on a rolling programme for front line health professionals as part of their on-going continuous professional development. The briefings or updates could also include others working directly with children and families to improve health and wellbeing such as schools and children's centre staff.

3.2.17 **Vehicle procurement**

Leeds City Council is replacing an increasing number of its corporate fleet with zero or ultra-low emission vehicles (ULEV), with over 100 projected to be on fleet by the end of the current financial year. This will represent the largest ULEV fleet of any local authority in England. The council has also undertaken a study to look at the future needs of the city in terms of alternative fuel infrastructure. This transition needs to be supported and replicated in other public and private sector organisations across the city to speed up the transition to clean air.

The Leeds Teaching Hospitals Trust is currently running a pilot with six low emission vehicles one of which is an electric vehicle. The Trust is also working with Fleet Services looking at alternative options for their fleet of 30+ vehicles the majority of which run in the city centre. The pilot continues to run and discussions are taking place around future strategies.

3.2.18 **Travel planning**

Organisations across the city undertake travel planning for their workforce and have the opportunity to influence their employees. There are a number of new initiatives that employers can help to promote:

- The new cycle superhighway that has been opened recently, providing a cycle link between Bradford and Leeds and the plan to deliver a further phase in 2018 with a 10km City Centre Loop being constructed,
- Park and rides at Elland Road and Temple Green with future expansion at Stourton
- New train stations at Appleby Bridge and Kirkstall Forge with future expansion at Leeds Bradford airport, White Rose and Thorpe Park
- Changes to bus services to support the aim to double patronage
- Free ULEV parking permits for Leeds' residents

3.2.19 **Mode shift stars scheme in schools**

Activity to promote sustainable travel and improve air quality in schools has seen 80 Leeds schools register for the 'Mode Shift Stars' scheme. Mode Shift Stars is an externally assessed scheme that assesses schools travel plans and home to school travel profiles and awards schools for developing low impact travel behaviours. Shifting journeys to school from using the private car/taxi to modes with less emissions will have a positive impact on air quality both at schools specifically and in Leeds generally. This also supports the drive to increase activity of the population so supports multiple outcomes.

3.2.20 **Warmer homes for vulnerable residents**

The Leeds Affordable Warmth Partnership has been working with all sectors in the city to tackle fuel poverty for many years. There have been real successes, with the average energy efficiency of homes increasing significantly with a strong

network of health, social and voluntary sector organisations working together to provide planned and crisis support for vulnerable residents in fuel poverty.

The partnership has agreed the following objectives in order to improve affordable warmth across the City:

- Increasing Energy Efficiency
- By providing schemes to increase the energy efficiency of domestic housing
- By providing energy efficiency advice to residents across Leeds
- Reducing Fuel Poverty:
- By targeting fuel poor households with assistance
- By maximising the income of households in fuel poverty
- By reducing household fuel bills
- Improving Health and Wellbeing through Increasing Affordable Warmth:
- By improving household heating without increasing carbon emissions where possible
- Through crisis intervention for vulnerable people in cold homes, including heating installation and repairs
- With help to prevent people falling into fuel poverty
- Enabling Residents to Benefit from Renewable Energy

This is delivered through a three pronged approach to heating and energy efficiency improvements encompassing:

- City wide projects aimed at improving the whole housing stock to future proof residents against fuel poverty;
- Targeted initiatives in areas with particular characteristics that make them susceptible to fuel poverty, for example, areas of low income, hard to treat housing or with large concentrations of vulnerable households such as those with long term medical conditions;
- Crisis intervention to identify and assist those vulnerable residents most in need.

What are the persistent challenges?

There remain a number of persistent challenges that we are working to resolve to tackle fuel poverty:

3.2.21 Improving energy efficiency of solid walled homes

There are over 70,000 Victorian Terraces in Leeds which are characterised by being cold and hard to insulate. The council is therefore working on some area based regeneration work to provide whole neighbourhoods with external wall insulation and new roofs. The council is also trialling innovative new products which should make these solutions more affordable.

3.2.22 Reducing the costs of energy

Evidence shows that the vast majority of households have not switched suppliers in the last 12 months and so are stuck on suppliers most expensive standard variable tariffs. The council has therefore established *White Rose Energy* which supplies affordable gas and electricity to any household in Yorkshire. We are working to switch customers, particularly council tenants, to this new supply.

3.2.23 **Heating improvements for non-gas customers**

Gas is currently the cheapest way to heat a house. The council has invested in recent years in partnership with Northern Gas Networks in numerous gas mains extensions to all electric estates. More recently, the council has started to invest in district heating which can provide heat which is similar in price to gas but significantly lower carbon.

3.2.24 **Creating a safety net for the most at risk customers**

The council, the voluntary sector and the health sector have worked closely for many years to create really effective referral networks to ensure that trusted frontline carers can refer customers for help. A problem in the past was that the grant eligible criteria were restrictive and the solutions offered were only partial. Recently, the council secured Local Growth Funding that now allows us to trial an approach which will provide the right help – be it external wall insulation or new heating systems – for anyone in fuel poverty who suffers from related health conditions. We will gather evidence from this service and attempt to create a business case for future investment.

3.3 **Chapter 3: Domestic violence and abuse**

Introduction

3.3.1 Most people's lives have been touched by domestic violence and abuse in some way and many of us know someone who has been affected by it. This issue cuts across all ethnic groups, all ages and all social backgrounds.

3.3.2 The city has a history of working well and innovatively with victims of domestic violence, but nevertheless the numbers of incidents, and especially those that are repeats, remains high.

Recommendations

3.3.3 For the Health and Wellbeing Board to consider and agree collective action to address persistent challenges by:

- 1) Identifying opportunities to increase capacity at the FDSH
- 2) Identifying new opportunities to upskill staff and services to identify and respond to DV and in particular issues of coercion and control
- 3) Removing barriers and improving access to appropriate services for people with complex needs who are experiencing domestic violence
- 4) Considering ways to increase services and interventions available to perpetrators of domestic violence
- 5) Considering opportunities to tackle issues of social isolation as a barrier to addressing issues of domestic violence and abuse.

Why is tackling domestic violence and abuse so important?

3.3.4 The human and financial impact of domestic violence and abuse to adults, children, families and our communities is considerable. In addition to the

significant harm and disruption it causes to individual lives the cost to public services and economic output are also widely recognised.

3.3.5 The scale of the issue in the city is significant with over **19,504** incidents of domestic violence reported to West Yorkshire Police in the 12 months up to August 2017, a **9.8%** increase on the previous year. Of these, 31% involved children.

3.3.6 The Domestic Violence Breakthrough Project was established to make a step change in the way we tackle domestic violence and abuse. Work has been taken forward in four areas:

- 1) Changing attitudes and perceptions (individuals and communities)
- 2) Supporting victims (adults, children and families)
- 3) Challenging behaviours (working with perpetrators)
- 4) Enabling Effective Change (workforce and organisational response)

Working differently

3.3.7 **Front Door Safeguarding Hub (FDSH)**

This involves over 15 agencies coming together on a daily basis to share information and co-ordinate and plan responses to high risk cases of domestic violence. A daily partnership meeting is a central element of the initiative. The focus of the meeting is to manage risk and the co-ordination of appropriate support. Duplication and multiple contacts to victims are also minimised through this approach. Clear action plans are set with for actions relating to victims, children and perpetrators.

Since the FDSH was established in April 2015 we have seen a **20% increase** in cases coming to the daily domestic violence meeting in the form of increased referrals from all agencies and the number of police incidents.

As part of the FDSH arrangements, processes to notify schools and GPs of domestic violence incidents have been introduced:

- Schools now receive information at the beginning of the school day of any incident where one of their pupils has been present at an incident of domestic violence that the police have attended. Since April 2016 over 3000 notifications have been completed to schools.
- CCG staff at the front door notify GPs of concerns for all victims identified at the daily domestic violence meetings. Since this was established over 2976 notifications to GPs have been made and there has been an increase in referrals to the daily meeting from GPs.

An audit of these notifications have enabled the CCG Safeguarding Team to identify the GP Practices who have high incidence of patients subject to or at risk of Domestic Violence and Abuse incidents. The CCG Safeguarding Team are working with Safer Leeds to promote services to these areas and plan to offer bespoke training for each GP practice.

Leeds Community Health Care NHS Trust and the Leeds and York Partnership NHS Foundation Trust (LYPFT) are partners within the Front Door Safeguarding Hub ensuring that Health Visitors, School Nurses, and health staff across LYPFT

are notified of victims that they are working with who have been discussed at the daily meeting.

3.3.8 **Developing Routine Enquiry in GP Practices**

Following a successful pilot in Garforth, routine enquiry about domestic violence is being rolled out to GP practices in Leeds. To date 16 practices are now undertaking Routine Enquiry and discussions underway with a further 18.

This has been recognised as national good practice with the pilot at Moorfield Practice shortlisted for a BMJ award in the primary care category. Despite not winning the award the judging panel commented that the work was inspirational.

NHS England have also recognised the work, inviting staff from Safer Leeds and the GP practice to input into a delegation for health colleagues from Georgia and also hosting a conference (planned for April 2018) with the aim of rolling the Leeds Model out across the North of England.

3.3.9 **Family Drug and Alcohol Court and the West Yorkshire Problem Solving Court**

Leeds Children and Young People's Social Care is involved with two innovative approaches in the court arena, the Family Drug and Alcohol Court and the West Yorkshire Problem Solving Court. Both involve approaches which are non-adversarial in the court arena and which give targeted support to parents who are motivated to change, often as a result of care proceedings being issued. Domestic Violence features very heavily in causes for children being at significant harm and it is crucial that services to support both victim and perpetrator are available at the point that parents are acknowledging the need to change. Whilst there are DV services, those available to perpetrators in particular are limited and not available in a timescale that fits with the needs of the child and the timescales laid down in statute for care proceedings.

3.3.10 **The Leeds Domestic Violence Quality Mark**

The Leeds Domestic Violence Quality Mark was designed to equip staff with the skills to deliver sensitive responses to those disclosing domestic violence and seeking help and promote appropriate and effective response from the whole organisation. Organisations undertaking the Quality Mark receive bespoke training, help with developing policies and guidelines and supported to engage effectively with MARAC processes and other initiatives.

Over 20 statutory, 3rd sector and private sector agencies have attained the Quality Mark in the last 12 months including the Adult Social Care Operations services within LCC Adults and Health Directorate. Organisations who have undertaken the Quality Mark tell us that they feel much better equipped to respond to both service users and their employees who are affected by domestic violence and abuse.

Feedback from Adults and Health is that; *"The Domestic Violence Quality Mark has significantly raised awareness of domestic violence amongst staff. We have introduced a full day mandatory training session to equip them with the skills to identify, respond and refer to specialist support services and the implementation*

of routine enquiry has resulted in more vulnerable individuals disclosing domestic violence. The quality mark has promoted joint working between agencies.”

What are the persistent challenges?

3.3.11 The capacity to manage volume

Resources at the FDSH are stretched. A review is being undertaken to identify resources required and opportunities to manage demand. For example it has been identified that the health input might be more effectively managed by a system wide collaborative response working across the health economy and with access to all key health information systems. Earlier intervention may also provide an opportunity to prevent situations escalating. Models of work for this are being explored but will require resourcing.

3.3.12 Lack of understanding

Not understanding stalking and coercive control means that incidents are often seen as isolated occurrences rather than as a pattern of abuse.

3.3.13 Social isolation

Victims who are socially isolated can be more vulnerable and find it more difficult to seek and receive support. Isolation has featured in different ways in a number of DHRs including:

- Language barriers and lack of appropriate translation for whom English is not their first language.
- Young mothers having little social support outside of abusive partner.
- Older people where domestic abuse is not recognised as occurring in this age group.

3.3.14 Engaging with and understanding people with complex needs

A number of reviews involved victims (and perpetrators) with complex needs such as historic abuse, drug, alcohol and mental health issues. These issues can make it difficult for people to make and maintain contact with health agencies, drug and alcohol services and mental health services – this was often interpreted as the victim choosing not to engage and cases were closed, without exploring what/who might be preventing the victim from engaging or considering referrals to other agencies. Also some of the criteria and thresholds for services can make it difficult for some people to access the right help and support.

3.3.15 Gaps

There is a recognised gap in responses for perpetrators of violence with little available outside of Criminal Justice System.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

- 4.1.1 A wide range of consultation and engagement has been undertaken as part of all three of these areas of work.

- 4.1.2 The physical activity project team brought together information from a range of consultation and insight. Consultation was undertaken with the public, service users and providers, potential commissioners and wider stakeholders.
- 4.1.3 There has been initial consultation with key partners, community leaders and organisations for the whole systems approach to physical activity. This includes a project planning workshop in collaboration with the University of Leeds. There has also been a South Leeds Community Committee workshop on physical activity, 'Enabling Active Communities' workshop with partners from across City Development and Public health, engagement of other Breakthrough projects (air quality, communities, vibrant city centre, housing growth) and the New Wortley localities group.
- 4.1.4 The themes and priorities for the domestic violence breakthrough approach were identified and developed through a series of Outcomes Based Accountability (OBA) sessions and workshops. OBA methodology is still used as a key engagement tool and to identify issues and opportunities to take forward work. Over the last few months this has included specific sessions with: health economy professionals; the LGBT+ community; and BME and migrant communities.
- 4.1.5 In September 2017 Safer Leeds Executive, the Leeds Safeguarding Children Board and the Leeds Safeguarding Adults Board came together at a joint meeting to identify joint issues and priorities. Domestic Violence and Abuse was identified as a key issue for all three boards in the context of a broader theme of violence in the home. Programmes of work will be developed from this, aligned with the breakthrough approach for domestic violence.
- 4.1.6 Leeds has a strong track record in engaging with city stakeholders on climate change and this approach continues in the planned consultation process outlined in this report. Engagement with the Health and Wellbeing Board is invited as an important part of the way that wider partners are engaged in this agenda.

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

- 4.2.1 Issues of equality and diversity have been considered where appropriate in the chapters of this report.

4.3 **Resources and value for money**

- 4.3.1 The approaches taken around the themes presented in this report intend to make best use of existing resources by working innovatively as a team for Leeds. Person-centred and asset-based ways of working with citizens and stakeholders form part of the breakthrough approach. Working with partners forms a key part of working differently in Leeds to deliver improved outcomes in these areas.
- 4.3.2 The human and financial impact relating to these three topics have been well documented in this report and add to the rationale for taking a different approach, collectively and to make best use of the Leeds £.

4.4 **Legal Implications, access to information and call In**

4.4.1 There are no direct legal implications arising from the recommendations in this report.

4.5 Risk management

4.5.1 Breakthrough project teams manage risks relating to the work outlined in this report and develop any mitigating actions.

5 Conclusions

5.1 This report has highlighted the valuable role that approaches taken around these three themes can play in delivering the Health and Wellbeing Strategy, the Leeds Health and Care plan and contributing to broader city priorities.

5.2 The information presented confirms that in order to realise improvements that are at scale, long-lasting, or require a comprehensive new model, then bigger systems changes are required. Equally, combatting persistent challenges cannot be achieved alone or in isolation. Often the required solutions extend beyond the health and care system and not only benefit, but will rely on, a wider partnership drawn from other sectors.

5.3 There are a raft of schemes and interventions already in place across the city supporting these three areas of health and wellbeing (not all contained within this report), which in turn contribute to our agreed city outcomes. Rather than addressing specific initiatives, this paper allows the Board to reassert its focus on the wider determinants of health and agreeing action to deliver the vision. In this way, the three chapters in this report prompt action-based discussion through which Board members exercise their place-based leadership role; developing a longer term perspective of what is required locally to support the approach to breaking through for change in these areas.

6 Recommendations

6.1 The Health and Wellbeing Board is asked to consider the recommendations made relating to each chapter under 3.1.3, 3.2.8 and 3.3.3.

These are:

Making Leeds the most active city by supporting the inactive to become active

1. Consider the contribution that physical activity and moving more can make to city's priorities.
2. Agree ways they can contribute to increasing physical activity including:
 - As commissioners – how to integrate physical activity into health and care pathways and services.
 - As employers – how to upskill staff to better support people to become active and commit to creating workplaces that support staff to become more active / less sedentary (including active travel to work).
 - As collective leaders – how to develop a whole systems approach to physical activity in Leeds in relation to improving collaboration and the sharing of resources between partners.

3. Provide views on the role of the HWB in terms of new governance structures that will be put in place for Sport Leeds and the new Sport and Active Lifestyle Strategy; to better reflect the positioning of Physical Activity in the City and focus on decreasing inactivity levels.

Cutting carbon and improving air quality

1. Provide advice and guidance on how best to link through to the city's health professionals to promote key messages on air quality.
2. Encourage the city's health organisations to lead by example in terms of their own fleet and travel planning.
3. Consider how best to utilise air pollution data to support vulnerable groups
4. Participate in the air quality consultation process.
5. Support an integrated independent living and affordable warmth service to ensure that vulnerable people receive physical improvements to their homes that will allow them to be warm and well at home.
6. Champion affordable warmth across the health and social care sectors, to ensure that trusted frontline carers continue to refer clients for support.
7. Consider joint investment in energy efficiency improvements in particularly vulnerable residents where there is a health business case (i.e. to improve hospital discharge processes).

Domestic violence and abuse

Consider and agree collective action to address persistent challenges by:

1. Identifying opportunities to increase capacity at the FDSH
2. Identifying new opportunities to upskill staff and services to identify and respond to DV and in particular issues of coercion and control
3. Removing barriers and improving access to appropriate services for people with complex needs who are experiencing domestic violence
4. Considering ways to increase services and interventions available to perpetrators of domestic violence
5. Considering opportunities to tackle issues of social isolation as a barrier to addressing issues of domestic violence and abuse.

7 Background documents

7.1 N/A

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Implementing the Leeds Health and Wellbeing Strategy 2016-21

How does this help reduce health inequalities in Leeds?

The challenges highlighted in this report are experienced persistently by some of our most vulnerable communities. There are marked differences for certain groups of people and in our deprived areas of Leeds. New approaches are needed to make a breakthrough for our vulnerable communities and to support our shared vision of improving the health of the poorest the fastest.

How does this help create a high quality health and care system?

Increasing physical activity can contribute to outcomes across all areas of the Prevention Programme (Leeds Health and Care Plan) along with other programmes e.g. Proactive care and self-management due to its potential role in preventing and managing illness.

How does this help to have a financially sustainable health and care system?

Physical inactivity is costing the UK an estimated £7.4 billion a year, including £0.9 billion to the NHS alone. Long term conditions such as diabetes, cardiovascular and respiratory disease lead to greater dependency on home, residential and ultimately nursing care. Increasing activity levels in a population therefore has the potential to reduce these costs.

The human and financial impact of domestic violence and abuse to adults, children, families and our communities is considerable. In addition to the significant harm and disruption it causes to individual lives the cost to public services and economic output are also widely recognised.

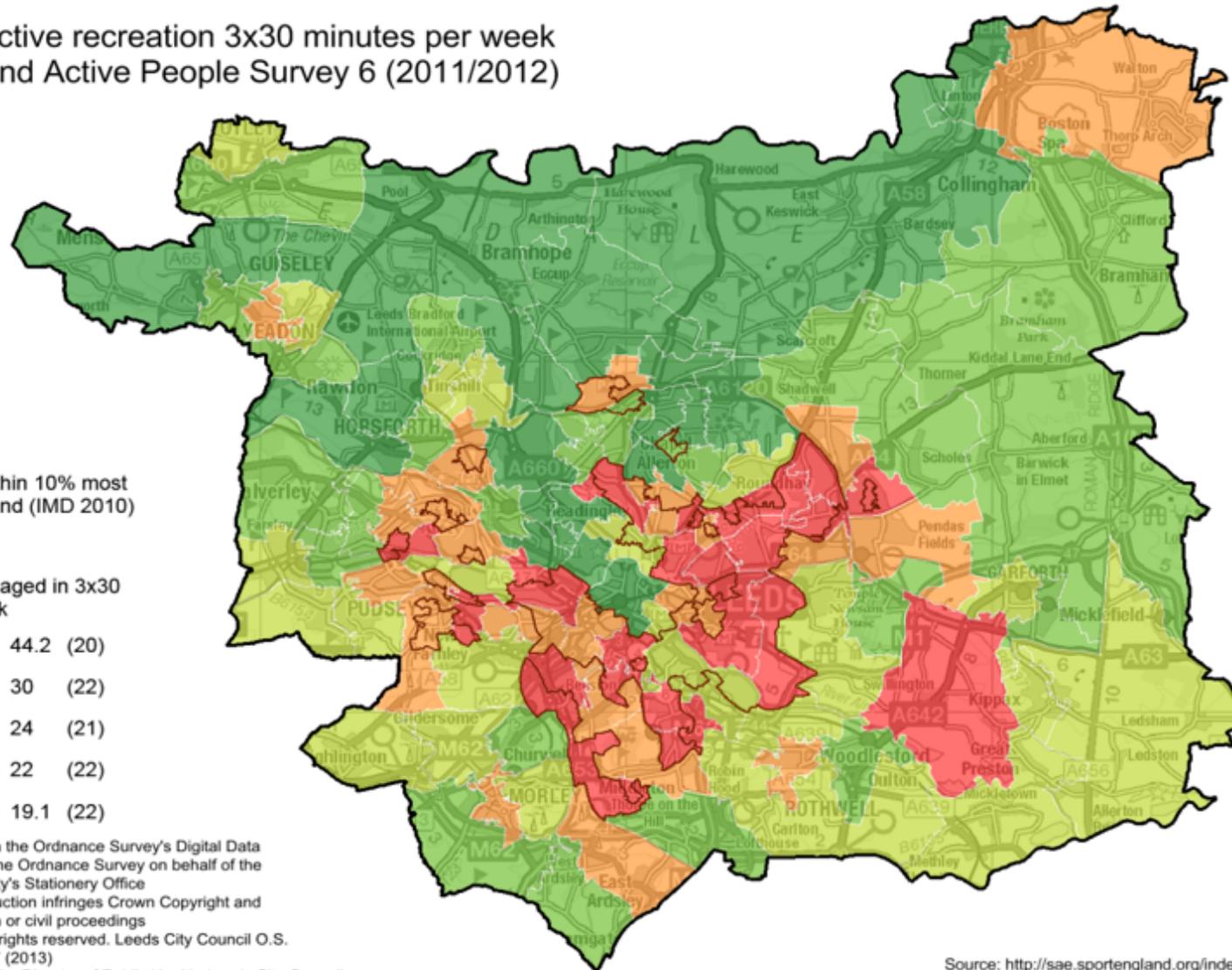
To successfully deliver many of the carbon cutting / air quality initiatives, a cross Council and cross partner approach is required as it cuts across so many areas of work (e.g. public health, planning, parking, transport, environmental health, highways, waste management, Housing Leeds). This supports a shared cost burden and more preventative approach.

The three topics covered in this paper report that a shared, collaborative approach is necessary, extending beyond health and care and into wider partnerships in order to create long lasting, sustainable change that benefits our population and the health and care system.

Priorities of the Leeds Health and Wellbeing Strategy 2016-21	
A Child Friendly City and the best start in life	X
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	X
A strong economy with quality, local jobs	X
Get more people, more physically active, more often	X
Maximise the benefits of information and technology	
A stronger focus on prevention	X
Support self-care, with more people managing their own conditions	X
Promote mental and physical health equally	X
A valued, well trained and supported workforce	X
The best care, in the right place, at the right time	

Appendix 1 - Participation and Sport and Physical Activity by MSOA 2011/12

Sport and active recreation 3x30 minutes per week
Sport England Active People Survey 6 (2011/2012)





Report of: Leeds Health and Care Partnership Executive Group (PEG)

Report to: Leeds Health and Wellbeing Board

Date: 23rd November 2017

Subject: Leeds Health and Care Quarterly Financial Reporting

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

Summary of main issues:

This report provides the Health and Wellbeing Board with an overview of the financial positions of the health & care organisations in Leeds, brought together to provide a single citywide quarterly financial report (Appendix 1).

Key headlines at quarter 2:

- NHS partners are predicting that they will meet the financial targets set by national regulators. However this is heavily dependent on the identification and delivery of local savings, planned for the latter part of the year.
- Within the City Council the Adults and Health directorate continue to forecast that their expenditure can be contained within budget. There has been a £2.9m improvement in the forecast end of year position for the Children and Families directorate, through the release of resources from elsewhere in the Council.
- There is significant financial risk associated with the plans of all partners.

Recommendations:

The Health and Wellbeing Board is asked to:

- Note the Leeds health & care quarterly financial report the end of year forecast.

1 Purpose of this report

- 1.1 This report provides the Health and Wellbeing Board with a brief overview of the financial positions of the health and care organisations in Leeds, brought together to provide a single citywide quarterly financial report (Appendix 1).
- 1.2 This financial 'health check' aims to clarify where the current and expected financial pressures are in the local health and care system. This provides the Health and Wellbeing Board with an opportunity to direct action which will support an appropriate and effective response.
- 1.3 This paper supports the Board's role in having strategic oversight of and both the financial sustainability of the Leeds health and care system and of the executive function carried out by the Leeds Health and Care Partnership Executive Group.

2 Background information

- 2.1 In September 2016, the Leeds Health and Wellbeing Board considered a paper entitled 'Towards Better Joint Health and Care Working – A Governance Update'. The Health and Wellbeing Board endorsed a number of proposals within this paper, which included that:
 - The Board has a principal role in the oversight of the financial sustainability of the Leeds system
 - The Board oversee the Leeds Health and Care Partnership Executive Group (PEG) which exists as a meeting of the executive functions for the partnership in relation to the direct health and care system and therefore task it with implementing the Leeds STP
 - The Board receive a quarterly report from the PEG, providing a financial health check for Leeds health and care provision.
- 2.2 The financial information contained within this report has been contributed by Directors of Finance from Leeds City Council, Leeds Community Healthcare Trust, Leeds Teaching Hospital Trust, Leeds and York Partnership Trust and the Leeds Clinical Commissioning Groups.

3 Main issues

- 3.1 At quarter 2 the collective health and care system in Leeds is predicting that NHS control totals will be met and break-even achieved on health and care budgets in the Council.
- 3.2 The plans of all partners include significant risks, some of which are currently unmitigated. This particularly relates to the identification and delivery of local savings schemes that are planned to provide significant benefits in the latter part of the year.
- 3.3 The programmes within the Leeds Plan are at different stages of development both in terms of their governance and the identification of any financial benefits for the system and any investment upon which it relies.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

4.1.1 Development of the Leeds health & care quarterly financial report is overseen by the Directors of Finance from Leeds City Council, Leeds Community Healthcare Trust, Leeds Teaching Hospital Trust, Leeds and York Partnership Trust and the Leeds Clinical Commissioning Groups.

4.1.2 Individual organisation engage with citizens through their own internal process and spending priorities are aligned to the Leeds Health & Wellbeing Strategy 2016-2021, which was developed through significant engagement activity.

4.2 Equality and diversity / cohesion and integration

4.2.1 Through the Leeds health & care quarterly financial report we are better able to understand a citywide position and identify challenges and opportunities across the health and care system to contribute to the delivery of the vision that 'Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest', which underpins the Leeds Health and Wellbeing Strategy 2016- 2021.

4.3 Resources and value for money

4.3.1 Whilst the Health and Wellbeing Board has oversight of the financial stability of the Leeds system, the PEG has committed to use the 'Leeds £', our money and other resources, wisely for the good of the people we serve in a way in which also balances the books for the city. Bringing together financial updates from health and care organisations in a single place has multiple benefits; we are better able to understand a citywide position, identify challenges and opportunities across the health and care system and ensure that people of Leeds are getting good value for the collective Leeds £.

4.4 Legal Implications, access to information and call In

4.4.1 There is no access to information and call-in implications arising from this report.

4.5 Risk management

4.5.1 The Leeds health & care quarterly financial report outlines the extent of the financial challenge facing the Leeds health and care system. These risks are actively monitored and mitigated against, through regular partnership meetings including the Citywide Director of Finance group and reporting to the PEG and other partnership groups as needed. Furthermore, each individual organisation has financial risk management processes and reporting mechanisms in place.

5 Conclusions

5.1 Whilst in 2016/17 all health and care partners in the city met the required financial targets this was due to non-recurrent benefits rather than sustainable changes to operational delivery. In 2017/18 partner organisations are predicting that they will again successfully discharge their financial responsibilities but are similarly relying on a range of non-recurrent measures.

6 Recommendations

The Health and Wellbeing Board is asked to:

- Note the Leeds health & care quarterly financial report the end of year forecast.

7 Background documents

7.1 None



How does this help reduce health inequalities in Leeds?

An efficient health and care system in financial balance enables us to use resources more effectively and target these in areas of greatest need.

How does this help create a high quality health and care system?

Driving up quality depends on having the resources to meet the health and care needs of the people of Leeds. Spending every penny wisely on evidence based interventions and ensuring we have an appropriate workforce and can manage our workforce effectively promotes system-wide sustainability.

How does this help to have a financially sustainable health and care system?

It maintains visibility of the financial position of the statutory partners in the city

Future challenges or opportunities

Future updates will be brought to the Health and Wellbeing Board as requested and should be factored into the work plan of the Board.

Priorities of the Leeds Health and Wellbeing Strategy 2016-21	
A Child Friendly City and the best start in life	X
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	X
A strong economy with quality, local jobs	X
Get more people, more physically active, more often	X
Maximise the benefits of information and technology	X
A stronger focus on prevention	X
Support self-care, with more people managing their own conditions	X
Promote mental and physical health equally	X
A valued, well trained and supported workforce	X
The best care, in the right place, at the right time	X

Appendix 1: Leeds Health and Care Partnership Executive Group - Forecast end of year financial position as at 30th September 2017

1. Section 1 - City Summary

Sign convention – negative numbers = ADVERSE variances

End of year forecast	Total Income/Funding			Pay Costs			Other Costs			Total Costs			Net surplus/(deficit)		
	Plan	Forecast	Var	Plan	Forecast	Var	Plan	Forecast	Var	Plan	Forecast	Var	Plan	Forecast	Var
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Leeds City Council	615.3	622.7	7.4	142.8	141.8	1.0	472.5	480.9	- 8.4	615.3	622.7	- 7.4	-	-	-
Leeds Community Healthcare Trust	144.0	143.0	- 1.0	102.7	102.9	- 0.2	38.3	37.1	1.2	141.0	140.0	1.0	3.0	3.0	-
Leeds Teaching Hospitals NHS Trust	1,206.6	1,203.4	- 3.2	682.2	694.6	- 12.4	515.3	499.7	15.6	1,197.5	1,194.3	3.2	9.1	9.1	-
Leeds & York Partnership Foundation Trust	150.5	150.5	-	109.6	109.6	-	37.3	37.3	-	146.9	146.9	-	3.6	3.6	-
Leeds CCG Partnership	1,188.3	1,188.3	-	9.3	9.3	-	1,179.0	1,179.0	-	1,188.3	1,188.3	-	-	-	-

At the end of quarter 2, each of the partner organisations in the city are now forecasting that they will meet their control total or achieve a break-even position. This is an improvement over the quarter 1 position when at that time the City Council were predicting an adverse variance of £2.9m in the Children and Families directorate. Identified risks relate to the identification and delivery of local savings plans with a significant proportion of these being planned towards the latter part of the year; the management and risk share in respect of mental health out of area referrals; and potential stranded costs relating to competitive tendering.

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2. Section 2 – local variances, risks and mitigation

a. Leeds City Council

The numbers quoted above relate solely to the Adults and Health directorate (which now includes Public Health) and the Children and Families directorate. Both directorates are now forecasting balancing to their budget. In the case of Children and Families this reflects the decision of the Council to provide additional funding to the directorate of £3.7m from reserves outside of the directorate.

The budget for the Adult Social Care has been adjusted for the additional monies allocated by the Chancellor in the Spring budget. Outside of this additional funding, there are pressures of £1m on demand led budgets and projected shortfalls in income, including client contributions to community support services. These are offset by savings elsewhere including projected saving of £0.8m on staffing. A small underspend is projected for Public Health.

The budget for Children and Families although now projected to balance overall remains challenging. The 2017/18 budget now includes an increase to the budget for Children Looked After of £6.7m compared to 2016/17. Current level of Independent Fostering Agents (IFA) is 188 children whilst the level of External Residential (ER) is 54 children. The period 6 projection assumes there will be a further reduction in numbers of children to achieve a saving of

£1m. There is a risk that numbers continue to rise. The budget for transport is currently forecast to underspend by £0.2m. A shortfall in income in children's centres of £0.9m is forecast and is expected to be partly offset by grants being higher than budgeted.

b. Leeds Community Healthcare Trust

At the end of quarter 2 pay costs are marginally higher than planned indicating that substantive vacancies have been covered by use of agency staff to ensure service delivery. Cost savings plans are 24% below expected levels year to date; any shortfall has been included in the reported forecast expenditure outturn position. £250k of planned CIP in 2017/18 will not be achieved as a result of an agreement with the Leeds CCGs not to pursue that particular saving this year.

The Trust continues to forecast that it will meet the £3.034m control total. However, that excludes a £260k CQUIN risk and the Trust has no budgeted contingency for any winter funding requirements or redundancies arising from competitive tenders and service decommissioning.

c. Leeds Teaching Hospitals Trust

At the end of September, the Trust reported an adjusted deficit of £19.1m, which was £7.5m better than plan. Income is now £13.5m behind plan due to a combination of lower than planned activity (£4.0m) and an under-recovery on income relating to drugs, blood and devices that are contracted for on a 'pass through' basis (£9.5m) that has an offsetting favourable variance included in the expenditure position. This adverse variance on income is offset by a favourable expenditure variance of £20.3m (including technical adjustments). Pay expenditure is almost in-line with plan with the favourable expenditure position being mainly driven by non-pay including the £9.5m favourable offset to the adverse variance on 'pass through' income previously mentioned. Since reporting the quarter 1 position the Trust has implemented its new financial performance framework and undertaken a fundamental review of the underlying financial position in readiness for the submission of the quarter 2 forecast. This work concluded that the Trust can still deliver its planned financial surplus of £9.1m subject to a number of mitigating factors which carry varying degrees of risk. A further fundamental review will be undertaken in the coming months to re-evaluate those risks and any impact on the forecast resulting from that analysis.

d. Leeds and York Partnership Trust

At quarter 2, a number of non-recurrent measures contributed to the £1m reported surplus (pre STF) position which was £87k better than plan. Cost improvement programme performance against identified recurrent schemes was 13% below plan at the end of quarter 2 and the level of unidentified non-recurrent CIP schemes remains a key risk.

Work continues internally to manage cost pressures (primarily out of area placements) and identify mitigations to support achievement of the control total target. The forecast financial position as reported at quarter 2 is within plan tolerances. However, the static run rate, level of unidentified CIP and out of area cost pressures is flagging the challenge to delivery of the overall plan and forecast full year £2.664m (pre STF) surplus position.

e. Leeds CCGs

The Leeds CCGs have submitted balanced plans to NHSE for 2017-18, with a citywide QIPP target of 3% (£34.9m) to achieve this position. The forecast is for a breakeven position. Risks remain regarding system resilience and demand. A key risk is that the QIPP targets remain un-mitigated. For 2017-18 a risk reserve is held to cover this however the CCGs' financial position moving forward is untenable without the realisation of this QIPP requirement. The CCG Partnership's Joint Finance and Commissioning for Value Committee and Audit Committee in Common have both requested to oversee a detailed delivery process for the CCG QIPP in the latter half of the year as part of their assurance process.

3. Section 3 – Stock-take on savings from Leeds Plan programmes

The programmes within the Leeds Plan are at different stages of development both in terms of their governance and the identification of any financial benefits for the system and any investment upon which it relies. What follows is a brief stocktake for each of the programmes that are directly contributing to system financial sustainability.

Programme	RAG rating & rationale taken from most recent highlight report
<p>Optimising Secondary Care Programme level PID developed and signed off with measurable outcomes for most workstreams. Workstreams in scope are: Improving productivity within LTHT; improving productivity in LYPFT; improving the primary care/hospital interface for urgent presentations where patients can be cared for without needing a hospital bed; improving the primary care/consultant interface for advice and outpatient management; improving the acute/mental health interface for ED and inpatients; optimisation of medicines and other prescribed items; and delivery of the Leeds Cancer Strategy. Lack of project resources and overlapping timescales with LTHT’s Outline Business case is delaying progress.</p>	<p>Programme PID signed off in October. Some workstream PIDs already in place, others in draft. LYPFT workstream already reports to its Board. Work on benefits (financial and non-financial) in progress.</p>
<p>Urgent Care/Rapid Response Programme PID discussed at Steering Group meeting on 26th October. Workstreams in scope are: Access to services; community based assessment and treatment; non-elective and ambulatory care pathways; and delivering the Urgent Care and Rapid Response vision in Leeds. Benefits both financial and non-financial not yet identified. National and regional must do’s, pressure on A&E performance, pace of development of community services to support the reduction of non-electives and contractual deadlines in respect of 111 and GP out of hours services are hampering progress.</p>	<p>Programme PID on agenda for next Board. Workstream leads and some workstream meetings in place. Workstream PIDs in draft. Workstream projects now confirmed. Work on benefits (financial / non-financial) not yet started.</p>
<p>Prevention Programme level PID in development and due to be signed off at the November Steering Group meeting. Clear set of outcomes but further work needed on most to make these measurable. Workstreams are: physical activity; integrated healthy living services; best start; better together; and tobacco and alcohol. Enabling workstreams around workforce are the embedding of Making Every Contact Count and Health Promoting Hospitals.</p>	<p>Workstream PIDs already in place.</p>
<p>Proactive Care and self-management Workstreams in scope are: diabetes; respiratory; frailty and new models of care (NMoC). No risks or issues currently being raised about diabetes and frailty. For respiratory there is a need to ensure that this remains a high priority for the city with senior leadership support maintained. For NMoC, the proposed adoption of locality based MSK service models will necessarily involve significant system change, both for the localities adopting the new approach, and the providers who deliver MSK clinical services to their practice populations. This will include amendments to funding and contractual arrangements; and if new services or products are required, may also involve procurement.</p>	<p>Programme PID in development as workstreams clarified. Workstream PIDs will be drafted thereafter. No commissioner identified for Frailty. NMoC ambitious in scope, requires significant behavioural change and has a wide variety of stakeholders</p>

Programme	RAG rating & rationale taken from most recent highlight report
<p>Estates Workstreams in scope are: locality priorities; the LGI redevelopment; St Mary's Hospital redevelopment and partial disposal; development of WY CAMHs tier 4 unit; development of a new Learning Disability Unit; utilisation of LIFT buildings; and the Health and Social Care hub. Cases for change for proposed developments have been reviewed by PEG in October and approval given to be developed into business cases for the expanded WY CAMHs tier 4 unit and the site of the new Learning Disability Unit. If these business cases are successful, they would contribute to the financial sustainability of the health and care system in Leeds.</p>	<p>Structured programme plan developed and agreed with all partners. Project group working collaboratively towards collective goals and objectives</p>
<p>Procurement Projects in phase 1 are: P-card implementation; printing services; general legal services; confidential waste; property safety and security; IT device standardisation; citywide SIM (voice and data); and hybrid mail. Project timescales are driven by the need for contract alignment and current renewal dates. Phase 2 projects are currently being scoped.</p>	<p>Structured Programme Plan developed and agreed with all partners covering in-scope Non-clinical contracts due to renew during 2017–2023. Project Group working towards collaborative goals and objectives.</p>

Key to RAG rating in highlight reports

Red - highly problematic	Outside direct programme control, needs to be escalated to Leeds Plan Delivery Group or PEG
Amber - problematic	Requires substantial programme attention, some aspects may need urgent action
Green - good/under control	Contained within normal day to day programme management

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Report of: Steve Hume (Chief Officer Resources & Strategy, Adults & Health, Leeds City Council) & Sue Robins (Director of Commissioning, Strategy & Performance, NHS Leeds CCGs)

Report to: Leeds Health and Wellbeing Board

Date: 23 November 2017

Subject: iBCF (Spring Budget) and BCF Performance Monitoring Return Quarter 2 Return for 2017/18

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

Summary of main issues

The Leeds iBCF Spring Budget return for quarter 2 of 2017/18 (Appendix 1) was submitted to the Department for Communities and Local Government (DCLG) by the deadline of 20th October 2017 and this document is provided to the Health & Wellbeing Board (HWB) for information.

The DCLG requires local authorities to submit quarterly returns regarding their use of the 'Spring Budget' adult social care element of local Better Care Funds.

Note that these iBCF Spring Budget returns are distinct from the Better Care Fund (BCF) performance monitoring quarterly returns that are required by NHS England and which are signed off by the HWB.

Due to the tight timescales provided by NHS England, the Leeds HWB BCF Performance Monitoring return for quarter 2 of 2017/18 (Appendix 2) will be submitted to NHSE by the deadline of 17th November 2017 following consideration from the Chair of the Leeds Health and Wellbeing Board and the Integrated Commissioning Executive (ICE). It will then be shared with HWB to note as a supplementary paper.

NHSE requires HWB areas to complete and submit the BCF performance monitoring quarterly monitoring return to ensure the requirements of the BCF are met and enable areas to provide insight on health and social integration.

There was no requirement to complete a BCF performance monitoring quarterly return for quarter 1 as the BCF planning exercise was not complete for that quarter.

Recommendations

The Health and Wellbeing Board is asked to:

- Note the contents of the Leeds iBCF Quarter 2 return to the DCLG
- Note the content of the Leeds HWB BCF Performance Monitoring return to NHSE for quarter 2 of 2017/18

1 Purpose of this report

1.1 To inform the HWB of the content of the 2017/18 Q2 iBCF return to the DCLG and the Leeds HWB BCF Performance Monitoring return for quarter 2 of 2017/18.

2 Background information

2.1 The national grant conditions for iBCF Spring Budget funding are:-

- Grant paid to a local authority under this determination may be used only for the purposes of meeting adult social care needs; reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready; and ensuring that the local social care provider market is supported.
- A recipient local authority must:
 - a. Pool the grant funding into the local Better Care Fund, unless the authority has written ministerial exemption
 - b. Work with the relevant clinical commissioning group and providers to meet National Condition 4 (Managing Transfers of Care) in the Integration and Better Care Fund Policy Framework and Planning Requirements 2017-19;
 - c. Provide quarterly reports as required by the Secretary of State

2.2 In Leeds we have used this non-recurrent three year funding to fund transformational initiatives that have compelling business cases to support the future management of service demand and system flow and prevent and delay the need for more specialist and expensive forms of care. This is founded on the principles of the Leeds Health and Care Plan as described in the narrative of Leeds Better Care Fund Plan (which sits under the Leeds Health & Well-Being Strategy and links to the West Yorkshire STP). A monitoring/accountability regime is being put in place which will:-

- Measure the actual impact of each individual initiative
- Monitor actual spend on each initiative and release funding accordingly
- Ensure that appropriate steps are being taken to identify ongoing recurrent funding streams after the iBCF funding period ends in cases where initiatives prove to be successful
- Ensure that exit strategies are in place for initiatives that do not achieve their intended results

3 Main issues

iBCF (Spring Budget) 2017/18 Quarter 2 Return

3.1 The return details the iBCF 35 initiatives that are being funded. These are:-

Further testing of Asset Based Community Development (ABCD)
Sustain the CCG/Time to Shine funded 'Supporting Wellbeing and Independence for those living with Frailty service
Customer Access -To fully adopt strength based social care
Development of use of Local Area Coordination (LAC) support
Dementia: information & skills (online information & training)
Embed Falls Prevention Programme - Make it Fall proof and PSI
Time for Carers - increase the funding of grant
Working Carers - expand existing and on-going work at Carers 'Leeds Working Carers Project'
Better Conversations for Health and well being a training programme and culture change across Leeds
To ensure the sustainability of social care Lunch Club provision from 2018/19
Green Gym (TCV) -links mental and physical health which has become a priority for the city as it is highlighted in the 5 Year Forward View for Mental Health
Increase capacity of Neighbourhood Networks
Ideas that Change Lives (ITCL) Investment fund
To create volunteer driver posts at Assisted Living Leeds to collect small items of equipment
Learning resource in recovery hubs (dementia/MH)
To create a 2 year fixed term post of Business Development Manager for Assistive Technology.
Positive Behaviour service
Falls (LCH)
To increase flow through SKILS reablement service
To establish the 'Leeds Malnutrition Prevention Programme' targeted at those over age 65.
To ensure the sustainability of the Health Partnerships Team after 2018/19
Development of sustainable peer support networks for people with long term conditions
Equipment service
Telecare Room package for the recovery bed bases (CAPITAL?)
Yorkshire Ambulance Service Practioners scheme
Frailty Assessment Unit
Hospital to Home Service
Staffing resilience for addressing key Health pressure points
Business Support to facilitate smoother and quicker discharge
Respiratory Virtual Ward
Rapid Response
Trusted Assessor (lgi)
Trusted Assessor (sjuh)
To ensure the sustainability of alcohol and drug social care provision after 2018/19
A&H - Change Capacity

- 3.2 The majority of the individual schemes are at the early stages of development as can be seen in the progress comments for each of the 35 schemes. This is due to the fact that the spending plan has only just been agreed and submitted to NHSE and their approval has only recently been granted.
- 3.3 In response to the questions in the return we calculate that the additional Spring Budget funding has the potential to fund 11,000 additional home care packages (126,000 hours) and an extra 219 care home placements. However, it should be noted that Leeds has the continued aim of reducing care home bed weeks by better meeting people's needs within their own homes and communities.
- 3.4 This strategic direction is reflected by the two locally devised metrics for measuring the impact of the Spring Budget monies that we have proposed in the return :-
- Number of commissioned care home weeks (65+);
 - Percentage of new client referrals for specialist social care which were resolved at point of contact or through accessing universal services.

BCF Performance Monitoring Return Quarter 2 Return for 2017/18

- 3.5 The Quarter 2 BCF Performance Monitoring Return indicates a significantly improved performance in terms of non-elective admissions and a continued strong performance in relation to residential admissions. However, our performance in relation to reablement has declined recently whilst the changes made to facilitate the expansion and reconfiguration of the service to more effectively support system flow become embedded. Performance against DToC targets continues to be a challenge.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

- 4.1.1 Routine monitoring of the delivery of the BCF is undertaken by a BCF Delivery Group with representation from commissioners across the city. This group reports in to the ICE, which is the main decision making forum relating to the BCF in Leeds.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 Through the BCF, it is vital that equity of access to services is maintained and that quality of experience of care is not comprised. The vision that 'Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest' underpins the Leeds Health and Wellbeing Strategy 2016-2021. The services funded by the BCF contribute to this aim.

4.3 Resources and value for money

- 4.3.1 The Spring Budget iBCF is focussed on initiatives that have the potential to level or reduce future service demand. As such the funding is being used as 'invest to save'.

4.4 Legal Implications, access to information and call In

4.4.1 There are no access to information and call-in implications arising from this report.

4.5 Risk management

4.5.1 There is a risk that some of the individual funded initiatives do not achieve their predicted benefits. This risk is being mitigated by ongoing monitoring of the impact of the individual schemes and the requirement to produce exit/mainstreaming plans for the end of the Spring budget funding period.

5 Conclusions

5.1 Adults & Health will continue to submit quarterly returns to DCLG regarding the use and impact of Spring Budget monies as required under the grant conditions.

5.2 Locally we will continue to monitor the impact of the schemes and plan towards the exit from the Spring budget funding period.

6 Recommendations

6.1 The Health and Wellbeing Board is asked to:

- Note the contents of the Leeds iBCF Quarter 2 return to the DCLG
- Note the content of the Leeds HWB BCF Performance Monitoring return to NHSE for quarter 2 of 2017/18

7 Background documents

7.1 None.

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How does this help reduce health inequalities in Leeds?

The BCF is a programme, of which the iBCF is a part, spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing and live independently in their communities for as long as possible.

How does this help create a high quality health and care system?

The BCF has been created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them with integrated health and social care services, resulting in an improved experience and better quality of life.

How does this help to have a financially sustainable health and care system?

The iBCF Spring Budget monies have been jointly agreed between LCC and NHS partners in Leeds and is focussed on transformative initiatives that will manage future demand for services.

Future challenges or opportunities

The initiatives funded through the iBCF Spring Budget monies have the potential to improve services and deliver savings. To sustain services in the longer term, successful initiatives will need to identify mainstream recurrent funding to continue beyond the non-recurrent testing stage.

Priorities of the Leeds Health and Wellbeing Strategy 2016-21	
A Child Friendly City and the best start in life	
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	
A strong economy with quality, local jobs	
Get more people, more physically active, more often	
Maximise the benefits of information and technology	
A stronger focus on prevention	X
Support self-care, with more people managing their own conditions	X
Promote mental and physical health equally	X
A valued, well trained and supported workforce	
The best care, in the right place, at the right time	X

QUARTERLY REPORTING FROM LOCAL AUTHORITIES TO DCLG IN RELATION TO THE IMPROVED BETTER CARE FUND

Local authority: (Select from drop-down menu)	Leeds
--	-------

Enter password (as provided in email from DCLG)	ZRLB86
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E-code	E4704
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Period	Quarter 2 (July 2017 – September 2017)
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Section A**A1. Provide a narrative summary for Quarter 2 which follows up the information you provided in Section A at Quarter 1. What are the key successes experienced? What are the challenges encountered?**

Since Q1, Leeds has:-

1. consulted on, constructed, and begun the mobilisation of a broad transformational programme across Care and Health services funded through the Spring Budget monies
2. used the spring budget money to reverse planned service reductions that would have otherwise been inevitable (as detailed in our Q1 return to DCLG)

The transformational programme is focussed on initiatives that have compelling business cases to support the future management of service demand and system flow and prevent and delay the need for more specialist and expensive forms of care. This is founded on the principles of the Leeds Health and Care Plan as described in the narrative of Leeds Better Care Fund Plan (which sits under the Leeds Health & Well-Being Strategy and links to the West Yorkshire STP). A monitoring/accountability regime is being put in place which will:-

- Measure the actual impact of each individual initiative
- Monitor actual spend on each initiative and release funding accordingly
- Ensure that appropriate steps are being taken to identify ongoing recurrent funding streams after the iBCF funding period ends in cases where initiatives prove to be successful
- Ensure that exit strategies are in place for initiatives that do not achieve their intended results

This programme of initiatives was developed through discussions between the Leeds City Council, the Leeds CCGs Partnership and the local NHS provider trusts and has been locally formally agreed by sign off from the Leeds Better Care Fund Partnership Board.

A number of the Leeds iBCF initiatives are specifically aimed at improving system flow by:-

1. Managing demand more appropriately at the 'front door' of the hospital (e.g. Frailty Assessment Unit) and
2. Supporting more timely discharge from hospital (e.g. Trusted Assessors)

In this way, the iBCF is supporting the High Impact Change Model delivery for the city.

The iBCF funding is also being used to support Adult Social Care's mandate to maximise the independence of its citizens through a preventative strength-based approach to social care and linking people to the existing assets in their own communities. The Leeds initiatives are therefore founded on these values:-

- Maximising people's potential through recovery and re-ablement
- Maximising the benefits of existing community assets and Neighbourhood Networks
- Improving the application and uptake of technology

As already outlined in the Leeds Quarter 1 iBCF return, the mandated metrics relating to increasing home care and care packages are at odds with our local ambition. Indeed, we seek to reduce or at least level demand for this statutory provision through our strengths-based approach and through prevention, including that provided by our thriving third sector. Our revised local metrics for IBCF funding reflect this:-

1. number of bed weeks residential/nursing care commissioned (as opposed to the number of placements in residential) and
2. number of home care hours relative to residential (non-nursing) care bed weeks

This Q2 return has been approved by the Leeds BCF Partnership Board.

A2. Provide progress updates on the individual initiatives/projects you identified in Section A3 at Quarter 1. You can provide information on any additional initiatives/projects not cited at Quarter 1 to the right of the boxes below.

A2a. Individual title for each initiative/project (Automatically populated based on information provided in Quarter 1. Please ensure your password is entered correctly in cell C13).

A2b. Use the drop-down options provided to report on progress since Quarter 1.

A2c. You can add some brief commentary on the progress to date if you think this will be helpful (in general no more than 2 to 3 lines).

Initiative/Project 1	Initiative/Project 2	Initiative/Project 3	Initiative/Project 4	Initiative/Project 5	Initiative/Project 6
Falls Prevention - Make it Fall Proof and PSI	Neighbourhood Networks	Capacity for transition to strengths-based approaches	Leeds Community Equipment & Telecare Service	Retaining care home capacity during service transformation	
2. In progress: no results yet	1. Planning stage	2. In progress: no results yet	3. In progress: showing results	4. Completed	
					Initiative columns 6-10 are protected cells - the additional initiatives agreed since Q1 return therefore start with Initiative 11

Initiative/Project 7	Initiative/Project 8	Initiative/Project 9	Initiative/Project 10	Initiative/Project 11	Initiative/Project 12	Initiative/Project 13	Initiative/Project 14
				Further testing of Asset Based Community Development (ABCD)		Customer Access -To fully adopt strength based social care	Development of use of Local Area Coordination (LAC) support
				1. Planning stage	1. Planning stage	1. Planning stage	1. Planning stage
Initiative columns 6-10 are protected cells - the additional initiatives agreed since Q1 return therefore start with Initiative 11	Initiative columns 6-10 are protected cells - the additional initiatives agreed since Q1 return therefore start with Initiative 11	Initiative columns 6-10 are protected cells - the additional initiatives agreed since Q1 return therefore start with Initiative 11	Initiative columns 6-10 are protected cells - the additional initiatives agreed since Q1 return therefore start with Initiative 11				

Initiative/Project 15	Initiative/Project 16	Initiative/Project 17	Initiative/Project 18	Initiative/Project 19	Initiative/Project 20	Initiative/Project 21	Initiative/Project 22
Dementia: information & skills (online information & training)	Time for Carers - increase the funding of grant	Working Carers - expand existing and on-going work at Carers 'Leeds Working Carers Project'	Better Conversations for Health and well being a training programme and culture change across Leeds	To ensure the sustainability of social care Lunch Club provision from 2018/19	Green Gym (TCV) -links mental and physical health which has become a priority for the city as it is highlighted in the 5 Year Forward View for Mental Health	Ideas that Change Lives (ITCL) Investment fund	To create volunteer driver posts at Assisted Living Leeds to collect small items of equipment
1. Planning stage	2. In progress: no results yet	2. In progress: no results yet	1. Planning stage	2. In progress: no results yet	1. Planning stage	1. Planning stage	1. Planning stage

Initiative/Project 23	Initiative/Project 24	Initiative/Project 25	Initiative/Project 26	Initiative/Project 27	Initiative/Project 28	Initiative/Project 29	Initiative/Project 30
Learning resource in recovery hubs (dementia/MH)	To create a 2 year fixed term post of Business Development Manager for Assistive Technology.	Positive Behaviour service	Falls (LCH)	To increase flow through SkILS reablement service	To establish the 'Leeds Malnutrition Prevention Programme' targeted at those over age 65.	To ensure the sustainability of the Health Partnerships Team after 2018/19	Development of sustainabl peer support networks for people with long term conditions
1. Planning stage	1. Planning stage	1. Planning stage	1. Planning stage	1. Planning stage	1. Planning stage	4. Completed	1. Planning stage
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Initiative/Project 31	Initiative/Project 32	Initiative/Project 33	Initiative/Project 34	Initiative/Project 35	Initiative/Project 36	Initiative/Project 37	Initiative/Project 38
Telecare Room package for the Recovery bed bases	Yorkshire Ambulance Service Practitioners scheme	Frailty Assessment Unit	Hospital to Home Service	Staffing resilience for addressing key Health pressure points	Business Support to facilitate smoother and quicker discharge	Respiratory Virtual Ward	Rapid Response
2. In progress: no results yet	1. Planning stage	1. Planning stage	2. In progress: no results yet	1. Planning stage	1. Planning stage	1. Planning stage	1. Planning stage

Initiative/Project 39	Initiative/Project 40	Initiative/Project 41	Initiative/Project 42
Trusted Assessor (lgi)	Trusted Assessor (sjuh)	To ensure the sustainability of alcohol and drug social care provision after 2018/19	A&H - Change Capacity
2. In progress: no results yet	2. In progress: no results yet	4. Completed	1. Planning stage
Page 151			

Section B

Report the actual impact of the additional funding on:

	a) The total number of home care packages provided	b) The total number of hours of home care provided for the	c) The total number of care home placements for the whole of
<p>B1. Provide figures to illustrate your plans for the whole of 2017/18 prior to the announcement of the additional funding for adult social care at Spring Budget 2017. PLEASE USE WHOLE NUMBERS ONLY WITH NO TEXT. Use question B4 below if you wish to provide any text/commentary.</p>	92,958	1,073,312	1,840
<p>B2. Provide figures to illustrate your current plans for the whole of 2017/18 (i.e. after the announcement of the additional funding for adult social care at Spring Budget 2017). PLEASE USE WHOLE NUMBERS ONLY WITH NO TEXT. Use question B4 below if you wish to provide any text/commentary.</p>	104,024	1,199,681	2,059
<p>B3. Difference between pre- and post-Spring Budget announcement plans: B2 - B1 (automatically calculated).</p>	11,066	126,369	219
<p>B4. You can add some brief commentary on the figures provided above if you wish.</p>			

Section C

C1a. List up to 10 additional metrics you are measuring yourself against, as mentioned in Section C of the Q1 returns.

C1b. Use the drop-down options to report if you have seen any change in this metric in Quarter 2.

C1c. Provide any additional commentary on the metric above, if you wish.

Metric 1	Metric 2	Metric 3	Metric 4	Metric 5	Metric 6	Metric 7	Metric 8	Metric 9	Metric 10
Number of commissioned care home weeks (65+)	Percentage of new client referrals for specialist social care which were resolved at point of contact or through accessing universal services'								
1. Improvement	3. No change								

Section D

These questions cover average fees paid to external care providers. We are interested only in the average fees actually received by external care providers for local authorities' fully supported clients. The averages should therefore exclude:

-Any amounts that you usually include in fee rates but are not paid to care providers e.g. the local authorities' own staff costs in managing the commissioning of places

-Any amounts that are paid from sources other than the local authorities' funding i.e. third party top-ups, NHS funded Nursing Care and full cost paying clients

The averages will likely need to be calculated from records of payments paid to social care providers and the number of client weeks they relate to, unless you already have suitable management information.

This single average should include fees paid under spot and block contracts, fees paid under a dynamic purchasing system, payments for travel time in home care, any allowances for external provider staff training, fees directly commissioned by your local authority and fees commissioned by your local authority as part of a Managed Personal Budget.

If you only have average care home fees at a more detailed breakdown level than home care, residential and nursing (e.g. residential without dementia, residential with dementia) please calculate an average weighted by the proportion of clients that receive each type of care in the following way:

1. Take the number of clients receiving the service for each detailed category.
2. Divide the number of clients receiving the service for each detailed category by the total number of clients receiving the service.
3. Multiply the resultant proportions from Step 2 by the corresponding fee paid for each detailed category.
4. For each service type, sum the resultant detailed category figures from Step 3.

D1. Please provide the average amount that you paid to external providers for home care in 2016/17, and on the same basis, the average amount that you expect to pay in 2017/18. (£ per contact hour, following the exclusions as in the instruction above)

D2. Please provide the average amount that you paid for external provider care homes without nursing for clients aged 65+ in 2016/17, and on the same basis, the average amount that you expect to pay in 2017/18. (£ per client per week, following the exclusions as in the instructions above)

D3. Please provide the average amount that you paid for external provider care homes with nursing for clients aged 65+ in 2016/17, and on the same basis, the average amount that you expect to pay in 2017/18. (£ per client per week, following the exclusions in the instructions above)

D4. If you would like to provide any additional commentary on the fee information provided please do so.

2016/17	2017/18	If rates not yet known, please provide the
£14.74	£15.29	
£473	£502	
£503	£534	

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Report of: Steve Hume (Chief Officer Resources & Strategy, Adults & Health, Leeds City Council) & Sue Robins (Director of Commissioning, Strategy & Performance, NHS Leeds CCGs)

Report to: Leeds Health and Wellbeing Board

Date: 23 November 2017

Subject: Delayed Transfers of Care (DTOCs)

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

Summary of main issues

All Health and Care Systems are required to improve the flow of patients from hospital into community settings. The improved Better Care Fund 'spring monies' are contingent upon agreeing trajectories for reducing the current number of DTOCs to one whereby a maximum of 3.5% of all hospital beds are occupied by DTOCs by the end of November 2017.

Recommendations

The Health and Wellbeing Board is asked to:

- Note the definition of DTOCs.
- Note the impact on the system of high levels of DTOCs.
- Note the level of improvement required to deliver the 3.5% iBCF target.
- Note the challenges and risks faced by the Health and Care System partners in Leeds associated with delivery of the agreed iBCF trajectory.
- Note issues associated with DTOC baselines and trajectories with assessment of position and proposed approach to changes to be reported back to HWB.

1 Purpose of this report

1.1 The purpose of this report is to provide the Health and Wellbeing Board (HWB) with:

- A summary understanding of the term DTOC and how DTOCs are categorised.
- An understanding as to current position in relation to number of DTOCs
- An understanding of the degree of challenge associated with delivery of iBCF target.

2 Background information

2.1 NHS England, the body responsible for monitoring delayed transfers of care nationally, defines a patient as being ready for transfer when:

- a clinical decision has been made that the patient is ready for transfer, and
- a multidisciplinary team has decided that the patient is ready for transfer, and
- the patient is safe to discharge/transfer.

2.2 DTOCs include circumstances when patients are ready to be discharged home with support (home care package, community nursing, etc.), to a supported care facility (e.g. residential or nursing home) or to a community hospital or hospice.

2.3 As soon as an adult patient meets these three conditions and remains in hospital, the clock starts and they are classified as 'a delayed transfer'.

2.4 Delays can arise because the assessment required to understand patient's needs and identify the most appropriate community support required have not been completed.

2.5 Even if all assessments have been completed and discharge support required has been identified there are other factors that can compound the delay. These can include:

- a) Waiting for public funding to be agreed and housing issues.
- b) Lack of capacity in community settings to meet patient needs.
- c) Disputes between families/patients and providers concerning where the patient should be transferred.
- d) Waiting for equipment to be installed.

2.6 All hospitals are required to record delayed discharge that meet the above criteria and submit it to NHS England on a monthly basis.

2.7 NHS England has historically published two measures: the number of patients still delayed at midnight on the last Thursday of the month, and the total number of bed days taken up by all delayed patients across the whole calendar month. The former measure was discontinued in April of this year, making the sole focus that of bed days lost to the system.

- 2.8 The data is collected under a number of categories giving reason for delay and responsible statutory body be that NHS or Local authority (LA). This information is provided to NHS England by every hospital with a separate table for each Local Authority area on a monthly basis.
- 2.9 The table below provides a recent example of table of weekly delays (in bed days) at Leeds Teaching Hospital.

Code	Delay Description	NHS	LA	Tot
A	Completion of Assessment	83	21	104
B	Public Funding		10	10
C	Further Non Acute NHS Care (Incl. Intermediate Care, Rehabilitation etc.)	59		59
D1	Care Home Placement - Residential Home		16	16
D2	Care Home Placement - Nursing Home		28	28
E	Care Package in Own Home		7	7
F	Community Equipment/Adaptions	13		13
G	Patient or Family Choice	213		213
H	Disputes	22		22
I	Housing - Patients Not Covered by NHS and Community Care Act	18		18
Grand Total		408	82	490

- 2.10 In Q4 of last financial year (Jan-Mar) there was an average of 83 Leeds residents waiting in hospitals every day. This roughly equates to around 580 bed days per week or 2500 per month. Of the 83, 59 were attributed to health and 24 to the local authority.
- 2.11 A national target of reducing the number of bed days associated with DTOCs from current rate to 3.5% of total beds occupied (i.e. the sum of all bed days in any given time period). Given the average total number of beds occupied by Leeds residents on any given day is close to 1700 a rate of 3.5% equates to 59 delayed patients per day.
- 2.12 This means that Leeds has to reduce from an average of 83 per day last winter to 59 per day for the winter coming (starting in November) i.e. a reduction of 24 per day.
- 2.13 We were advised by NHS England that the expected reduction of 24 should be on the following basis. A reduction of 13 for those where health was primarily responsible and 11 for those where delay as due to LA (reduction to be supported through use of iBCF monies).
- 2.14 The total reduction of 24 was not subject to challenge but systems were offered the opportunity to propose different numbers for the amounts to be delivered by the LA and the NHS. Any shift below 5% between the two would be subject to regional discretion with any greater shift subject to national approval. Leeds did not at the time of submission decide to make any changes to proposals.

3 Main issues

3.1 The impact of DTOCs and poor system flow is significant. These include:

- Suboptimal patient care increasing risks to patients leading to poorer recovery rates/outcomes
- Downstream impacts of beds not being available for patient with higher needs and/or those needing elective surgery
- Costs to system

3.2 The table below provides a breakdown of the DTOC by Trust and responsible authority over the last Q4 of 2016/17 which was compiled for the purposes of the urgent acceptance of targets required by NHSE in July as part of the iBCF preparations. This table demonstrates the degree of challenge required to reduce the numbers by NHS and LA.

Organisation	Leeds Total	Split	
		LA	Health
LTHT	59	8	51
LYPF	11	10	1
Others	13	6	7
Total Average Winter	83	24	59
Targets	59	13	46
Reductions	24	11	13

3.3 The table shows that whilst a focus on DTOCs in LTHT may be sufficient to reduce the numbers required attributable to the NHS the same cannot be said of those attributed to the LA. From the table above (assuming figures remain consistent with last winter) the LA would need to place a much greater focus on LYPFT and other providers in order to reduce number of DTOCs by the target of 11.

3.4 Since the publication of the trajectories the number of DTOCs has increased.

Latest Position: The table below shows the latest available national figures for DTOCs in Leeds as reported on the NHS England website

September	NHS	Social Care	Both	Total
Leeds	78	34	3	115
November Target	46	13		
Distance from Target	32	21		

- 3.5 The table shows that the position across all providers for August 2017 is 115. This is higher than the average for last winter and higher than the target agreed through the iBCF submission. Failure to improve against the current position constitutes a risk to iBCF funding allocations.
- 3.6 There are a number of reasons for the deterioration in the position including:
- Increase in LTHT NHS Delays associated with move to new bed capacity.
 - Increase in the numbers of DTOCS recorded at LYPFT from 11 at baseline to 27 as of September. Early indication is that the numbers in LYPFT will increase to around 35 in October.
- 3.7 Whilst the position within LTHT is likely to improve as the new community beds come on stream the position within LYPFT is not likely to return to the levels reported in Q4 of 2016/17. The number of DTocS reported by LYPFT have recently gone up significantly. Work is ongoing to better understand why this is the case, whether it is due to reporting processes or increase in caseloads, alongside an action plan to address. The change in numbers is likely to make national trajectories undeliverable for both NHS and LA unless the baseline can be adjusted with NHS England
- 3.8 In addition information available through the NHSE website has also called into question whether the relative split of the target between the NHS & LA was correctly set. NHS England website suggests that the LA target should be 2.6 bed days per week per 100,000 population. Using population as a basis would, based on local calculations, indicate that the LA target should be 16 bed days per week. Given the size of the challenge to the LA outlined above in meeting the initial target, it is proposed that consideration be given to revising the LA target from 13 to 16 DTOCS per week. This would have the corresponding impact on the NHS target reducing it from 46 to 43, to maintain our overall systems target included in the BCF submission of 59.
- 3.9 Given the issues above partners are seeking guidance from NHS England with regards to whether partners in Leeds are able to reset the baseline and trajectories. The proposal is that partners within Leeds fully review the current level of DTOCs to ensure that we fully understand our baseline and propose changes to NHS England to reflect system changes.
- 3.10 **Our plans to reduce DTOCs:** There are few quick fix and or low cost solutions to reducing DTOCs and improvement requires considerable partnership working. The systems is transforming but this will take time. In the meantime the system through its Winter Plan and the iBCF is in the process of implementing a number of initiatives to support reductions.
- 3.11 It is clear that the health and care system needs to understand whether the many initiatives being implemented are having the desired impact. At present reporting is on a monthly basis whereby providers submit to NHS England figures for the previous month. NHS England then publishes the consolidated position a month later. The health and care system is not in a position to respond in real time to issues.

3.12 Leeds CCG and Social Care Leaders are seeking to establish weekly reporting by our main providers LTHT and LYPFT. We are currently developing a weekly report and processes to monitor on a more real time basis the level of DTOCs. This will include a weekly report on numbers of DTOCs from LTHT and LYPFT along with a review of delays (not nationally reported) in discharge from Community Beds to avoid problems in flow in sub-acute settings.

3.13 In addition weekly meetings are being established with each provider to review issues associated with delays.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

4.1.1 Routine monitoring of DTOC is undertaken by a BCF Delivery Group with representation from commissioners across the city. This group reports in to the Integrated Commissioning Executive (ICE), which is the main decision making forum relating to the BCF in Leeds.

4.2 Equality and diversity / cohesion and integration

4.2.1 Through the BCF, it is vital that equity of access to services is maintained and that quality of experience of care is not comprised. The vision that 'Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest' underpins the Leeds Health and Wellbeing Strategy 2016-2021. The services funded by the BCF contribute to this aim.

4.3 Resources and value for money

4.3.1 There is a system and financial risk associated with non-delivery of the reduction in DTOCs as targeted within the iBCF. Non delivery may result in a loss of funding available through nationally allocated funds.

4.4 Legal Implications, access to information and call In

4.4.1 There are no access to information and call-in implications arising from this report.

4.5 Risk management

4.5.1 There is a system and financial risk associated with non-delivery of the reduction in DTOCs as targeted within the iBCF. Non delivery may result in a loss of funding available through nationally allocated funds.

4.5.2 Weekly reporting is being established to improve the ability of the system to track performance and wherever possible react to issues.

5 Conclusions

5.1 The current level of DTOCs in Leeds is higher than the 3.5% target set by NHS England. Delivery of the DTOC trajectory will be a significant challenge for all health and social care systems. The current performance is below the trajectory agreed within the iBCF. There is a risk that the system will struggle to reduce the number of DTOCs.

6 Recommendations

6.1 The Health and Wellbeing Board is asked to:

- Note the definition of DTOCs
- Note the impact on the system of high levels of DTOCs
- Note the level of improvement required to deliver the 3.5% iBCF target
- Note the challenges and risks faced by the Health and Care System partners in Leeds associated with delivery of the agreed iBCF trajectory
- Note issues associated with DTOC baselines and trajectories with assessment of position and proposed approach to changes to be reported back to HWB.

7 Background documents

7.1 N/A

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How does this help reduce health inequalities in Leeds?

Not directly.

How does this help create a high quality health and care system?

Ensures that patients get care in the most appropriate settings to their needs. Long hospital stays are known to significantly reduce patients (especially elderly) ability to recover and regain function. Facilitating discharge at the earliest possible stage offers patients the best opportunity to maintain their health

How does this help to have a financially sustainable health and care system?

Acute hospital beds are both scarce and costly. The cost of a hospital bed is estimated at anywhere between £200 and £400 per day. Providing care in community settings is more cost effective. In addition the longer a patient stays in hospital the more likely it is that they will become more dependant, and therefore more expensive, to care for in community settings. As such reducing DTOCs (and associated bed days) is generally more cost effective for a health and care system as a whole

Future challenges or opportunities

There is an opportunity for a report back to the HWB on the issues associated with the DTOC baselines and trajectories with assessment of position and proposed approach to changes.

Priorities of the Leeds Health and Wellbeing Strategy 2016-21	
A Child Friendly City and the best start in life	
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	
Housing and the environment enable all people of Leeds to be healthy	
A strong economy with quality, local jobs	
Get more people, more physically active, more often	
Maximise the benefits of information and technology	
A stronger focus on prevention	
Support self-care, with more people managing their own conditions	X
Promote mental and physical health equally	X
A valued, well trained and supported workforce	
The best care, in the right place, at the right time	X

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Report of: Ian Cameron (Director of Public Health, Leeds City Council)

Report to: Leeds Health and Wellbeing Board

Date: 23 November 2017

Subject: Pharmacy Needs Assessment 2018-21

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

Summary of main issues

Legislation changes

The Health and Social Care Act 2012 transferred responsibility for the developing and updating of Pharmaceutical Needs Assessment (PNAs) to Health and Wellbeing Boards (HWBs), becoming effective from 1st April 2013.

Under the NHS (Pharmaceutical Services and Local Pharmaceutical Services) Regulations (“the 2013 Regulations”), a person who wishes to provide NHS pharmaceutical services must generally apply to NHS England to be included on a relevant list by proving they are able to meet a pharmaceutical need, as set out in the relevant PNA.

Therefore, the primary purposes of the PNA are:

- To enable NHS England to determine whether or not to approve applications to join the pharmaceutical list under The National Health Service (Pharmaceutical and Local Pharmaceutical Services) Regulations 2013.
- To identify any gaps, or potential gaps in community pharmacy coverage that may reduce access to pharmaceutical services for members of the public.

Pharmacy Needs Assessment process

The current Pharmacy Needs Assessment, which was approved by the Leeds Health and Wellbeing Board on 25th March 2015, expires on 31st March 2018 and an updated version to cover the next 3 years is being prepared. Data has been collected, collated and

analysed and the PNA is now being drafted ready for sending out for a wider public consultation period running from 4th December 2017 to 2nd February 2018.

Data was gathered from the public, community pharmacists and stakeholders about current service provision, with a view to ensuring that Leeds has good coverage of pharmaceutical services with any gaps in provision identified.

Recommendations

The Health and Wellbeing Board is asked to:

- Note that the Pharmacy Needs Assessment is on track and progressing to consultation stage.
- Note that the Pharmacy Needs Assessment will be placed on the Leeds Observatory website <http://observatory.leeds.gov.uk/> for a period of 60 days for public consultation from 4th December 2017 to 2nd February 2018.
- Note that the updated Pharmacy Needs Assessment will be brought to the Health and Wellbeing Board on 19th February 2018 for final approval and sign off, ready for publication by 1st April 2018.
- Note the measures to be taken to address the gaps identified so far.

1 Purpose of this report

- 1.1 To update the Health and Wellbeing Board on the current status of the 2018-21 Pharmacy Needs Assessment, assure them that work is progressing and that the Pharmacy Needs Assessment is on track to go out to wider consultation stage on 4th December 2017. It will then be finalised and brought for approval by the Health and Wellbeing Board on 19th February 2018 ready for publication before 1st April 2018.
- 1.2 To provide an early indication of the findings of community pharmaceutical services across Leeds and highlight any gaps that have become evident at this stage of the work.
- 1.3 To inform the Health and Wellbeing Board that the Pharmacy Needs Assessment will be placed on the Leeds Observatory website <http://observatory.leeds.gov.uk/> for a period of 60 days from 4th December 2017 to 2nd February 2018.

2 Background information

- 2.1 Health and Wellbeing Boards are required to publish and keep up to date their local Pharmacy Needs Assessment. The current one, which took effect from April 1st 2015 will expire on 31st March 2018 and a new one must be published.
- 2.2 The Leeds Health and Wellbeing Strategy aims to put in place the best conditions in Leeds for people to live fulfilling lives – a healthy city with high quality services. The Leeds Health and Well Being Board is responsible for overseeing the achievement of this vision and as a key part of the local health infrastructure, community pharmacists are ideally placed to help.

- 2.3 A Pharmacy Needs Assessment project group has been working together since April 2017 to plan the work and ensure collection and analysis of information which is now being used to compile the 2018-2021 Pharmacy Needs Assessment.
- 2.4 Information has been gathered from the public, community pharmacists and stakeholders about current service provision, with a view to ensuring that Leeds has good coverage of pharmaceutical services with any gaps in provision identified.

Public Survey

- 2.5 A questionnaire was developed and distributed electronically to 3,350 online residents and in paper format to 600 residents through the Leeds City Council's Citizens' Panel.
- 2.6 Additional measures were taken to try to capture the views of young people via Youth Clubs and the LCC Young People's Voice and Influence Team. Further engagement mechanisms were used in an effort to reach minority ethnic groups and other hard to reach groups through Healthwatch and the LCC Communities Team. Tweets were also shared through various council twitter accounts including – @LeedsCC_News @HWBBoardLeeds @BetterLivesLds @OneYouLeeds and a range of others were tagged, to stimulate involvement.
- 2.7 In the live survey period between 22nd August and 29th September 2017, 1059 online and 365 paper responses were received. Although not all returns were via Citizen Panel, the majority were and an approximate response rate of 36% was achieved.

Views of Community Pharmacists

- 2.8 A total of 178 community pharmacies, who were on the NHS England Pharmaceutical list were sent a paper questionnaire and 154 responses (94 paper and 60 online responses) were received back during the survey period, which ran from 25th August 2017 to 22nd September 2017. This corresponds to an 87% response rate. A further two pharmacies were later identified as a result of cross checking of information.

Stakeholder Views

- 2.9 Stakeholder views were sought from a number of stakeholders including:
- Community Pharmacy West Yorkshire
 - Leeds CCG Partnership
 - Healthwatch Leeds
 - Leeds Local Medical Committee
 - Leeds Teaching Hospital Trust
 - Adult Social Care LCC
 - Children's Services LCC
 - The Third sector representatives on the HWB
 - Carers Leeds
 - Leeds Involving People
 - Tenfold

- MESMAC
- Local Professional Network (LPN) for Pharmacy

3 Main issues

Early findings of coverage of Community Pharmacies in Leeds

- 3.1 Mapping of service provision has shown that geographical coverage of community pharmacies is generally very good, although parts of the Outer North East and Outer East areas are less well covered. There are 180 community pharmacies now operating in Leeds, only one less than in 2015. Of the 154 which replied to the PNA survey, 22 (14%) are 100 hour pharmacies and 89% are, or are working towards becoming Healthy Living pharmacies.
- 3.2 The majority of the Leeds population is living within one mile of a pharmacy and can reach it either by car, public transport, walking or other transport within 10 minutes (73%). 78% can access a pharmacy in an evening and 74% on a Sunday or Bank holiday if needed.
- 3.3 The public survey found satisfaction with community pharmacies was generally high. 42% of people rate the availability of pharmacies in their area as very good and 38% good. 36% of people rated the quality of pharmacies very good and 40% good.
- 3.4 In the main the PNA has revealed that most people regularly use community pharmacies for traditional dispensing (35%), repeat prescriptions (57%) and repeat prescription services (57%). 40% regularly use the prescription collection service and 11% regularly use the prescription delivery service. However, few in this sample said they regularly used pharmacies for lifestyle advice/support such as healthy weight advice (1.1%) or stop smoking (0.4%). Slightly more (3%) regularly and (7%) sometimes use pharmacists for long term condition advice.
- 3.5 The majority (86%) of people have nothing stopping them from visiting their local pharmacy. Of the 13% who do, disability, sensory impairment and poor mobility, coupled with parking difficulties, and some physical and personal safety barriers, both en route and at the premises were identified.
- 3.6 Community pharmacists appear generally well geared towards meeting the needs of older and disabled individuals and felt their premises were fit for current and future purposes. The majority (91%) of pharmacists also said that the extended GP opening hours had not had an effect on the services they provide. Of the 8% that were currently affected, most said that they were busier, had more uptake of prescriptions, or had opened on a Saturday. As well as increasing access for patients, it appears to be generating more revenue for pharmacies. Some pharmacies are responding to increased GP hours by adjusting their own opening hours to reflect those of the surgery.
- 3.7 In Leeds there is a citywide plan to reach 100% of GP practices offering greater access for patients at evenings and weekends by March 2019 and although this can be expected to increase the workload for pharmacies, those in this sample found

that more footfall had generated more business and seemed to be viewed as a positive development.

- 3.8 The city is also looking at how it can further enhance its integrated offer within the community and the current Integrated Neighbourhood Team Model to include Primary Care. This new model is being referred to as 'Local Care Partnerships' and is likely to view community pharmacists as key contributors to the new models of care.

Potential Gap

- 3.9 Whilst geographical coverage, opening times and access to community pharmacies appears to be meeting the needs of the majority of respondents in this assessment, there are certain sub groups of the population who may find it more difficult to access community pharmacy, despite them providing good physical access and being in the heart of the community.
- 3.10 This includes some of the most recent newly emerging, non-English speaking communities. Despite making additional efforts to engage BME groups in the community survey, 88.9% of respondents were White-English / Welsh / Scottish / Northern Irish / British and less than 1% of questionnaires were returned from respondents belonging to each of the other BME groups. This was with the exception of White Irish, White any other White background and Asian Indian, who returned just over, at 1% each.
- 3.11 Whilst many pharmacies have demonstrated they have access to staff who can speak languages other than English (60%), it is possible that these may not be appropriate languages to reach some sub populations such as Roma, which is one of the most rapidly growing ethnic groups in Leeds. Also 58% of the pharmacies do not have anyone in their team who is trained in Equality and Diversity, which may be a disadvantage in reaching our culturally diverse population.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

- 4.1.1 The work has received the views of a sample (1,424 citizens) from the local population via the Citizen's Panel and a number of other mechanisms. The draft document will be available for a further 60 days consultation on the Leeds Observatory website for all citizens and professionals in Leeds to view and comment from 4th December 2017 to 2nd February 2018.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 Although additional measures were put in place to try to reach our diverse community, we were not successful in attracting a good response from BME or LGBT groups. A potential gap in terms of access by some newly emerging communities and other communities of interest has been identified and further measures will be implemented to try to reach this group and check out this possibility. This could include garnering views on the findings of the draft document

via targeted focus groups and speaking with community leaders during the 60 day consultation period.

- 4.2.2 The Pharmacy Needs Assessment has also detected a gap in the proportion of staff in community pharmacists, who are trained in Equality and Diversity. This could affect the willingness of individuals to use the pharmacists, especially for sensitive issues. The Pharmaceutical Needs Assessment project team will collectively explore what can be done to address this.

4.3 Resources and value for money

- 4.3.1 This piece of work is being done in house by Public Health colleagues with the assistance of a small project group. The only additional funding has been spent on essential items such as printing and postage for paper surveys and for final layout of the document, prior to publication.

4.4 Legal Implications, access to information and call in

- 4.4.1 There are no access to information and call in implications arising from this report.

4.5 Risk management

- 4.5.1 The Health and Social Care Act 2012 established Health and Wellbeing Boards (HWBs). The Act also transferred responsibility to develop and update PNAs from PCTs to HWBs. Responsibility for using PNAs as the basis for determining market entry to a pharmaceutical list transferred from PCTs to NHS England from 1 April 2013.
- 4.5.2 The NHS Act (the “2006” Act), amended by the Health and Social Care Act 2012, sets out the requirements for HWBs to develop and update PNAs and gives the Department of Health (DH) powers to make Regulations.
- 4.5.3 The Pharmacy Needs Assessment Project Group is working to ensure that the 2018-2021 Pharmacy Needs Assessment is completed on time and to the required standard and compliance as in the above Acts.

5 Conclusions

- 5.1 The 2018-21 Pharmacy Needs Assessment work is progressing and on track to go out to wider consultation stage, before being finalised and brought for approval by the Health and Wellbeing Board on 19th February 2018.
- 5.2 During the 60 day consultation period between 4th December 2017 and 2nd February 2018, further measures will be put in place to help ascertain whether certain groups are experiencing reduced access to community pharmacy.
- 5.3 The Pharmacy Needs Assessment Project Group will consider the identified gaps in Equality and Diversity training of community pharmacy staff and consider how this can be addressed.

5.4 The completed Pharmacy Needs Assessment will be brought to the Health and Wellbeing Board on 19th February 2018 for final approval and sign off, ready for publication by 1st April 2018.

6 Recommendations

6.1 The Health and Wellbeing Board is asked to:

- Note that the Pharmacy Needs Assessment is on track and progressing to consultation stage.
- Note that the Pharmacy Needs Assessment will be placed on the Leeds Observatory website <http://observatory.leeds.gov.uk/> for a period of 60 days public consultation from 4th December 2017 to 2nd February 2018.
- Note that the updated Pharmacy Needs Assessment will be brought to the Health and Wellbeing Board on 19th February 2018 for final approval and sign off, ready for publication by 1st April 2018.
- Note the measures to be taken to address the gaps identified so far.

7 Background documents

None

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How does this help reduce health inequalities in Leeds?

In terms of reducing health inequalities, community pharmacies could be an easily accessible place for highly vulnerable groups, who have limited access to other health and care services, to receive self-care advice. The Pharmaceutical Needs Assessment aims to ascertain whether Leeds has good coverage of community pharmacy, for the whole population, but especially in deprived neighbourhoods and for vulnerable groups.

How does this help create a high quality health and care system?

The Pharmaceutical Needs Assessment has taken the views from both the public and community pharmacists to gain a view from the public on their perceptions of current quality of service and community pharmacists in terms of services currently provided, access to facilities and premises suitability for future purpose.

How does this help to have a financially sustainable health and care system?

Under the NHS (Pharmaceutical Services and Local Pharmaceutical Services) Regulations (“the 2013 Regulations”), a person who wishes to provide NHS pharmaceutical services must generally apply to NHS England to be included on a relevant list by proving they are able to meet a pharmaceutical need, as set out in the relevant Pharmaceutical Needs Assessment.

Future challenges or opportunities

Compiling the Pharmaceutical Needs Assessment is providing the opportunity to ascertain current provision of community pharmaceutical services in the context of the current health landscape and demographics of Leeds, both of which have evolved considerably since the last (2015) Pharmaceutical Needs Assessment.

Priorities of the Leeds Health and Wellbeing Strategy 2016-21	
A Child Friendly City and the best start in life	X
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	X
A strong economy with quality, local jobs	
Get more people, more physically active, more often	
Maximise the benefits of information and technology	
A stronger focus on prevention	X
Support self-care, with more people managing their own conditions	X
Promote mental and physical health equally	X
A valued, well trained and supported workforce	X
The best care, in the right place, at the right time	X

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