

Report of Chief Executive

Report to Executive Board

Date: 21 October 2015

Subject: Strong Economy, Compassionate City

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report is the response to the White Paper motion passed at July Council on sharing economic success in the city.
2. Leeds has bounced back from the recession strongly. Employment is back to pre-recession levels, there are cranes on the city's skyline, and the private sector is growing fast. This economic success is a result of the resilience, entrepreneurship, innovation, and investment by the private sector. The Council has also played a pivotal role. We have not just sat back and left it to the market to provide the economic recovery. We have intervened proactively to kickstart development and regeneration projects, support businesses to grow and invest, and to help people into work.
3. The Council used its powers to help assemble the sites for the Trinity and Victoria Gate schemes, unlocking over £0.5 billion of retail investment. The Council bringing forward its land at Sovereign Street to enable the development of 160,000 square feet of Grade A office accommodation and a new public square. The Council's First Direct arena has attracted over a million visitors, and a huge amount of additional spending to Leeds. We have worked with developers to pump prime the delivery of more than 300,000sq.ft of modern manufacturing and logistics employment space in the Enterprise Zone. We have forward funded the new railway station at Kirkstall Forge, helping bring forward a major brownfield development project with 1000 new homes. We have provided over £7.5m in grants to businesses in Leeds, leveraging in over £50m in private sector investment, creating around 1,000 jobs. We have helped thousands of people into work, including 4,600 between April 2014 and March 2015.

4. We need to integrate our approach to promoting economic growth and tackling poverty. By enhancing the ability of all our people to contribute to the economy to their full potential we can boost the economic productivity and competitiveness of Leeds. We can also reduce the costs of poverty to the economy and the taxpayer.
5. We should not take economic growth for granted. To tackle poverty we need to create more and better jobs. We need a city which is open for business where we continue to support inward investment, business growth, and the development of new homes, business premises and retail and leisure schemes. There is a challenge to build a more productive economy. The public sector has a role in providing the right conditions for businesses to commercialise innovation, access a skilled workforce, use infrastructure to connect to markets, and to promote trade and investment.
6. The Council is also seeking a wider commitment from the private sector and other employers. In line with the concept of *Civic Enterprise*, we want the Council to be more enterprising, and enterprises to be more civic. We are seeking a commitment from businesses and other large organisations to work with the Council and other organisations to help tackle poverty and invest in communities in Leeds. We will seek a true partnership with the private sector where organisations such as the Chamber of Commerce are integral to finding solutions, not just consultees.
7. We need to do more to support people to create and access new economic opportunities and to respond to the challenges of economic change. We should treat every person in Leeds as an underdeveloped asset. In line with our ambitions as a *Child Friendly City* we will put children at the heart of our growth strategy. We must ensure our young people are well equipped with the right skills, ambition, mindset and resilience to succeed in further and higher education and in the modern workplace. We can do more to tackle the growing issue of low pay. There is a scope for us to build on our existing work to integrate services aimed at helping people in poverty to develop more comprehensive approaches to regenerating neighbourhoods, bringing together support for people with plans for physical renewal.
8. The ambition for a *strong economy, compassionate city* is set out in the Best Council Plan, and in particular in the Best Council Plan objectives around *promoting sustainable and inclusive economic growth, supporting communities and tackling poverty, and becoming a child friendly city*. The Council's cross-cutting breakthrough projects are also relevant, particularly the projects on *more jobs, better jobs, strong communities benefitting from a strong city, and housing growth and high standards in all sectors*. The overall aim of this report is reflected in one of the main themes of the report of the Commission for the Future of Local Government around sustainable and inclusive economic growth.
9. The main themes proposed in this paper do not intend to be comprehensive, and do not seek to cover all the work the Council is doing already. The intention is to focus on a few areas where we can do more and there are practical steps we can take to make a difference. The priority areas of work identified contribute to a coherent approach to creating more and better jobs, connecting people to opportunities (including children), and building strong communities and attractive places. The proposed main themes are set out below.

1. **Tackling low pay** – developing a city wide approach to tackling low pay through championing the Living Wage, and supporting people to progress into better jobs.
2. **Regenerating places** – a new approach to regeneration based on improving the prospects for people in our most deprived neighbourhoods, by creating a rolling programme of prioritised schemes, setting out clear visions and plans for these places, integrating investment and services and intervening early.
3. **A life ready for learning – putting children at the heart of the growth strategy** and preparing them for the world of work, by strengthening careers advice and links with employers to enhance young people’s ability to succeed in their future careers.
4. **Supporting businesses to grow and invest** – strengthening our approach to working with business to assist them, signpost advice, funding and investment, and increasing the value of community investment by business, by securing a stronger and more widespread commitment from firms and public sector employers to invest in local communities, and the skills and health of their workforce.
5. **Creating quality places and spaces** – raising the quality of housing and commercial development in terms of design, sustainability, the quality of public space, community benefits, and employment and training opportunities.
6. **Backing innovators and entrepreneurs** – building a more productive economy, based on commercialising knowledge and innovation, creating new firms and scaling up small businesses, and retaining more graduates in Leeds, stopping a “brain drain” to other cities.

Recommendations

Executive Board is recommended to approve the following:

Tackling Low Pay

- i) **Living wage city** – Leeds City Council will work with partners to develop a Living Wage City campaign to encourage employers to pay the Living Wage as accredited by the National Living Wage Foundation. The aim should be to significantly increase the number of Living Wage businesses in Leeds over the next year.
- ii) **Supporting people to get better jobs** – Leeds City Council will work with the LEP, the Chamber of Commerce, and education and training providers to develop proposals to create a careers advice and in-work progression service, and support for employers, aimed at helping people moving out of low paid work into better jobs.

Regenerating places

- iii) **A new approach to regeneration** – the Council will identify a rolling programme of prioritised schemes in deprived areas, with an emphasis on bringing together the approach to supporting people and communities with interventions to deliver positive physical development and change, with a particular focus on early intervention to tackle the causes of poverty. A paper

recommending the details of the approach should be brought to Executive Board by early 2016.

A life ready for learning – putting children at the heart of the growth strategy

- iv) **Strengthening business engagement in schools** – The Council will work with business leaders, head teachers, universities and colleges and leading experts and enterprises in the third sector to look at how to build on existing work to strengthen business engagement in Leeds schools. The aim should be to ensure that all secondary schools, particularly those with a high proportion of pupils from deprived areas, have strong partnerships with business.
- v) **Enhancing careers advice and guidance for young people** – the Council will work with business leaders, head teachers, universities and colleges, leading experts in the third sector, and the national Careers and Enterprise Company to look at how to strengthen independent careers advice in schools. The aim should be that all secondary schools offer good quality careers advice.

Supporting business to invest in growth and communities

- vi) **Key Account Management** – the Key Account Management approach to working with businesses should be extended across the Council and a wider range of businesses to strengthen the approach to promoting business growth and community investment. The aim should be to ensure regular contact with 150 businesses that are significant strategically.
- vii) **Promoting community investment** – the Council works with other organisations and business leaders to develop an initiative to encourage more businesses in Leeds to commit to investing in their workforce and their local communities. The aim should be for 50 businesses to strengthen their community investment work.

Creating quality places and spaces

- viii) **Creating quality places and spaces** – we will continue to seek to improve the quality of design of new development, including through refreshing the Neighbourhoods for Living design guidance document.
- ix) **Securing good jobs and skills outcomes from major development and infrastructure projects** – we will set out how we will build on the achievements and learning over recent years to set out how we can strengthen our approach to using major developments and infrastructure projects to support training and jobs for local people. A paper setting out the details of this approach should be brought to Executive Board by earlier 2016.

Backing innovators and entrepreneurs

- x) **Keeping graduates in Leeds** – we will develop an initiative to improve levels of graduate retention in Leeds, including interventions to help tackle skills

shortages and fill vacancies at graduate level in the digital sector, and a Leeds graduate careers fair and clearing system to connect students to future job opportunities in Leeds. A paper setting out the details of this approach should be brought to Executive Board by earlier 2016.

xi) **Backing innovators** – we will develop an initiative to support the future growth of innovative businesses that have been incubated by Universities and other bodies, and are now looking to grow and move on to new business space and employ more people. A paper setting out the details of this approach should be brought to Executive Board by earlier 2016.

xii) **Backing entrepreneurs** – we will develop a new enterprise programme using European Funds to provide support for people starting new businesses. We will also provide support for small business accelerators in the city, including the proposed digital business accelerator.

Next Steps

xiii) The Chief Executive, supported by the Chief Officer Economy and Regeneration, is responsible for implementation, and will update Executive Board on progress in spring 2016.

1 Purpose of this report

- 1.1 In July 2015 Full Council passed a White Paper Motion on sharing the economic success of the city:
- 1.2 *“This Council notes that the Leeds economy has achieved significant economic growth in recent years, outperforming national comparators and demonstrating the hard work of businesses in Leeds as well as the success of the vision pursued by the Council since 2010 to ensure Leeds remains “open for business”, despite the challenging economic outlook nationally.*
- 1.3 *Council believes that the cost of living crisis means now, more than ever, is the time for all communities in our diverse city to share in the benefits of the city’s economic growth. Council believes that businesses in the city have a pivotal role to play to ensure this happens, through an ethical and civic approach to doing business in Leeds.*
- 1.4 *Council confirms its major priority for the year ahead is to work to transform Leeds into a compassionate, caring city where all its residents benefit from the effects of the city’s economic growth. Council will focus on creating the right conditions for the economy of Leeds to prosper, but will also work to ensure a consequence of that growth is a reduction in the inequalities that exist in Leeds.*
- 1.5 *Council therefore calls on the Chief Executive to bring forward an Executive Board report on a strategy to enable elected members on behalf of Leeds City Council to work with businesses and organisations to help communities across Leeds share in the economic success of the city, through measures that include: the Living Wage, reducing corporate tax avoidance, supporting local skills and employment initiatives, the Mindful Employer’s initiative, fully meeting planning process obligations for community infrastructure and providing affordable housing.”*
- 1.6 This paper sets out the Council’s vision for a strong economy and compassionate city. The aim is to sustain and accelerate the economic progress the city is making whilst ensuring that all people and communities in Leeds contribute and benefit from economic success.
- 1.7 The vision of ‘strong economy, compassionate city’ is based on an aim to promote “good growth” which is sustainable and inclusive. This was set out in the report of the Commission for the Future of Local Government as one of the five main roles for councils.
- 1.8 This paper proposes that the Council adopt an integrated approach to supporting growth and tackling poverty. Through the Council’s “More Jobs, Better Jobs” partnership we are developing a robust evidence base on the case for joining up work on economic growth and poverty reduction.
- 1.9 If we rely on a trickle-down approach to economic growth, not all people and communities will benefit, inequalities will widen. The economy will be held back over the longer term as a result of the costs of poverty, and the fact that not everyone will be contributing to the economy to their full potential.

- 1.10 If we seek to tackle poverty separately to supporting growth there is a risk that we will only mitigate the consequences of deprivation, not tackle its causes. Without growth, the scope for redistribution of wealth will be limited, particularly in the context of austerity.
- 1.11 An inclusive and sustainable approach to growth will contribute to building a stronger, more resilient and competitive economy for the long term. It will enable us to develop the knowledge and ideas to exploit new economic opportunities, and to adapt to future economic change.

2 Background information

- 2.1 Leeds was hit hard by the recession. In the depths of the downturn in 2009 we had lost 28,000 jobs. Development on major retail, office and industrial schemes stalled. Developers found themselves unable to access finance. And severe public spending cuts, which have fallen disproportionately on cities in the north, also damaged economic confidence.
- 2.2 As a result of the Council's leadership and the resilience of the private sector Leeds has bounced back strongly from the recession. Employment is back to pre-recession levels and the private sector is growing fast.
- 2.3 We have over 600,000 square feet of grade A office space under construction in the city centre. We are in the midst of a £0.5 billion boom in retail property investment, with Hammerson's Victoria Gate scheme (including the largest John Lewis outside London) on site, following Land Securities £300m Trinity Leeds scheme which was the largest shopping centre in Europe to complete in 2013.
- 2.4 Beyond the city centre we have over 300,000 square feet of modern industrial and logistics premises under construction in the Enterprise Zone, into which we are attracting businesses. We have kick-started development on major mixed use schemes such as Kirkstall Forge in West Leeds, and Thorpe Park in East Leeds. The White Rose centre in South Leeds is also being extended. All of which is delivering new business space, new homes and thousands of new jobs.
- 2.5 According to Centre for Cities, Leeds is experiencing the fastest rate of private sector jobs growth of any major city in the UK. Leeds has the highest number of fast-growing scale-up companies of any area outside London and the South East. We are attracting major new investments in manufacturing, digital, and business services. Leeds has now moved into the top five UK cities in terms of the number of inward investment projects.
- 2.6 We haven't achieved this by sitting back and leaving it all to the market. Leeds City Council has been proactive in intervening to kickstart regeneration, attracting investment and getting the economy moving. We have supported developers to facilitate and de-risk major schemes in all parts of Leeds. We secured funding from Government to create the Leeds City Region Business Growth Programme small grants scheme, part of which is run by Leeds City Council. This has provided over £7.5m in grants to businesses in Leeds, leveraging in over £50m in private sector investment, creating around 1000 jobs. The Council has also helped over 4,600 people into work between April 2014 and March 2015.

- 2.7 We should not take the future economic success of the city for granted. We still need to work to improve the productivity of our economy, create better jobs, develop our capacity and ability to exploit new ideas, engage with new markets, focus on production not just consumption, and work closely with the private sector and partners to cope with ongoing pressures of austerity.
- 2.8 Not everyone is benefitting equally from the city's economic success. We have longstanding problems of deprivation in parts of our city. Around 65,000 Leeds households (20% of the total) are living in poverty. Around 150,000 people in Leeds (around 20% of the Leeds population) live in wards ranked amongst the 10% most deprived nationally. Unemployment in Leeds at (9.6%) remains above the national average. This figure rises to more than 20% in some areas of Leeds; for example, Seacroft, Hunslet and Richmond Hill. Around one in eight of all working age adults in the city receive an out-of-work benefit but this figure rises to more than one in five in more deprived areas.
- 2.9 The Council has responded to these issues by developing a new, more integrated approach to providing services and support to people in poverty. Executive Board approved on 6th November 2013 the recommendations of a report, *Developing a new approach to poverty and deprivation*. This set out the Council's approach to providing accessible and integrated services to people, helping people out of financial hardship, helping people into work, and being responsive to the needs of local communities.
- 2.10 The Council has also formed the "More Jobs, Better Jobs" partnership with Joseph Rowntree Foundation to look at how we can better integrate policy and action to support growth and tackle poverty.

3 Main issues

3.1 Overview

- 3.1.1 The main themes proposed below do not intend to be comprehensive, and do not seek to cover all the work the Council is doing already. The intention is to build on the Council's existing initiatives around promoting economic growth and regeneration, enhancing our cultural offer, tackling unemployment, joining up services to respond to issues of poverty, improving housing conditions, a planning system that promotes good quality development, cutting carbon emissions, tackling health inequalities, and creating a Child Friendly City.
- 3.1.2 The main themes set out below contribute to a coherent approach to supporting economic growth and tackling poverty. The themes around supporting business growth, backing innovators and entrepreneurs and tackling low pay contribute to the need to create more jobs and better jobs, and to increase economic productivity. The theme around putting children at the heart of the growth strategy contributes to a long-term approach to building a knowledge based economy, developing a skilled, creative and resilient workforce. The themes around a new approach to regeneration, and creating quality places and spaces contribute to strengthening communities, connecting people to opportunities, and creating attractive places where people want to live and businesses invest in.

3.1.2 Securing greater devolution will enhance our ability to support economic growth and tackle deprivation.

3.2 Tackling Low Pay

The Issues

3.2.1 Leeds has bounced back strongly from the recession. Leeds is experiencing the highest rate of private sector jobs growth of any major UK city. Job numbers are now back to pre-recession levels, and unemployment is falling.

3.2.2 But low pay is a significant problem. Over 70,000 workers in Leeds earn less than the Living Wage of £7:85 an hour. Many of these people are undertaking part time roles, in insecure jobs, including zero hours contracts.

3.2.3 Low pay creates costs for the public sector. Contrary to popular belief, the majority of benefit claimants are in jobs, mainly part-time and low paid work. If we can halve numbers of people in in-work poverty in Leeds City Region we will save the taxpayer £60 million. Low pay also affects economic productivity. People can become caught in a trap of low pay and low skills, limiting their ability to contribute more to the economy.

3.2.4 Some employers are taking a lead in tackling low pay by paying a “Living Wage” at the level accredited by the Living Wage Foundation (currently £7:85 an hour). The increase of the national minimum wage to £7:20 also sends an important signal to employers, although it will not increase the incomes of many people as it will be introduced alongside cuts to in-work benefits.

What we will do

Living Wage City

3.2.5 The Living Wage (as specified by the Living Wage foundation, currently £7:85 an hour) is part of the solution. Leeds City Council have committed to pay all its staff the “real” Living Wage at the rate set by the Living Wage foundation next year, and to consider carefully increases in future years, despite the acute financial challenges we face. Some businesses are also taking a lead. For example, in the retail sector Ikea and Lidl are becoming Living Wage employers despite the severe cost competition in the retail market. KPMG pay their staff the Living Wage and also require their suppliers to do so.

3.2.6 Leeds City Council will work with businesses and other organisations to develop a cross-sector campaign to get firms to commit to becoming Living Wage employers.

Supporting people to progress into better jobs

3.2.7 We will also launch a new initiative to engage with employers to support people to progress into better jobs and out of low pay and insecure employment. As the labour market changes, the rungs on career progression ladders are getting are being taken away or getting further apart. Employers should be supported to take

the lead, supported by the Council, the LEP, and education providers. Leeds City Council and the LEP have been working with the Joseph Rowntree Foundation to identify practical steps that can be taken to support better in-work progression. Potential interventions include:

- A careers service for low paid workers, focused on providing independent advice and guidance on career opportunities;
- An in-work progression service for individuals which could provide coaching, training and advice to help people access a higher paid job; and
- Support for employers to improve training of low paid workers, to create clearer career progression opportunities for people, looking how jobs and workforce structures are designed, and to remove barriers to people moving into better paid jobs.

3.3 Regenerating Places

- 3.3.1 Despite the progress being made in the city, there are persistent problems of deprivation in some of our communities. The map at Annex 1 shows the neighbourhoods in Leeds which are amongst the 10% most deprived nationally.
- 3.3.2 Until 2010 there were a series of area-based initiatives targeted on deprived areas and funded by central Government. Examples of these regeneration projects include City Challenge, the Single Regeneration Budget, the Neighbourhood Renewal Fund, and the Local Economic Growth initiative. However we no longer have these programmes, and government policy, and funding through the LEPs, is focused on supporting economic growth, not tackling poverty as a primary objective.
- 3.3.3 Problems of deprivation in Leeds have worsened as a result of austerity and welfare changes such as the Benefit Cap, Personal Independence Payments (which have replaced Disability Living Allowance payments), the Bedroom Tax, and Universal Credit. These pressures will become greater with the planned further reduction in the benefits cap, the removal of child tax credits, and the freezing of working age benefits.
- 3.3.4 In response to these issues, Leeds City Council has developed an integrated approach to tackling poverty and deprivation. This has including developing new solutions and integrated approaches to service delivery to ensure that services for people in poverty are integrated, more accessible and delivered by working with local people.
- 3.3.5 The Council have also been undertaking work aimed at improving the quality of existing housing stock, bringing forward sites for new homes, improving town and district centres and enhancing the quality of local environments, and creating better transport connections. In some areas, for example Middleton in South Leeds, and Holt Park in north Leeds, area-wide frameworks have been developed to guide these various physical initiatives. In Little London we have delivered a

comprehensive programme of improvements. We are developing plans for area-wide regeneration of Hunslet and Hunslet Riverside.

- 3.3.6 We now need to build on this work, to develop a more comprehensive approach to regeneration of areas with significant problems of deprivation.

What we will do?

Developing a new approach to regeneration

- 3.3.7 The Council will develop a new approach to regeneration of deprived areas. We will set out a prioritised rolling programme of area-wide projects targeted at deprived neighbourhoods.
- 3.3.8 This will involve bringing together elected members, communities, and partners (including business and the third sector) to set out a clear, ambitious whilst realistic vision of how areas can develop and change.
- 3.3.9 This should inform a clear approach to how the Council will work with partners to deliver services, manage its assets, help people into work and out of low pay, support business and enterprise, improve existing housing stock and deliver housing growth to support the regeneration of our communities.
- 3.3.10 It will not be possible to do this in all relevant areas of the city at once. There will be a need to focus effort in particular areas. This should be done by identifying the areas of need, and those where the Council and its partners has sufficient levers for change (which could include major development and growth projects, strategic assets, housing stock, or funding initiatives).
- 3.3.11 The main principles will be:
- Tackling the causes of poverty and deprivation, as well as seeking to mitigate the consequences;
 - Linking our work on promoting economic and jobs growth with that to tackle poverty;
 - Integrating service delivery and programmes across relevant policy areas, including bringing together initiatives aimed at supporting people, economic growth, and physical change; and
 - Intervening early to support people and places, seeking to tackle issues and problems at source (for example similar to the approach adopted through the Troubled Families programme).

3.4 A life ready for learning – putting children at the heart of the growth strategy

The Issue

- 3.4.1 The economic success of Leeds will require skilled people, who can solve problems, generate new ideas, and exploit new opportunities. The extent to which

all people in Leeds can access job opportunities will depend on them having the right skills, and the ability to develop their skills as the economy changes.

- 3.4.2 Our young people, our workforce of tomorrow, need to be equipped with the right skills and aspirations. Raising levels of educational attainment is important. Leeds is making significant improvements in school standards. Over nine out of ten primary schools in Leeds are now rated “Good” or “Outstanding” by Ofsted, and there is a positive direction of travel with secondary schools. In 2015, Leeds schools achieved an improvement in GCSE results (as measured by the proportion of pupils obtaining five or more A* to C grades) in contrast to the national trend.
- 3.4.3 It is important our young people are equipped with the skills that are relevant to the modern economy, and help them access jobs in sectors in which there are likely to be high levels of vacancies. These might be sectors forecast to grow, such as digital, or sectors with high job replacement requirements because of a current ageing workforce. For example, the Manufacturing University Technical College, supported by the Chamber of Commerce, that will open in the South Bank of Leeds City Centre in 2017 will help address skills shortages in the manufacturing sector. There is scope for similar initiatives in relation to the Digital and Creative Industries sector. There are opportunities to forge links between Leeds schools and the national HS2 College, which will have one of its two main bases in Doncaster.
- 3.4.4 However, to some extent the shape of the future economy is uncertain. It is important that our schools equip our young people with the ability and mindset to keep their skills up to date to ensure they are resilient and can prosper in the face of future economic change. Employers also indicate that they increasingly value basic numeracy, literacy and IT skills, as well as softer skills such as communication, team working, customer service, and problem solving.
- 3.4.5 Whilst future economic change poses challenges it also will provide opportunities. There is greater scope for schools, businesses, colleges and universities to work together to enthuse our young people about the wide range and huge scale of opportunities in the modern economy.
- 3.4.6 There are a range of initiatives to encourage and assist businesses and schools to work together, for example the Council’s Education Business Partnership, and the *Make the Grade* Programme run by the Ahead Partnership. But employer engagement in schools remains patchy, and there is scope to do much more.
- 3.4.7 There is a need to improve careers guidance in our schools so that young people are well-informed when making decisions about future their education and employment. Young people with unclear or unrealistic career ambitions are far more likely to spend time not in education, employment and training.
- 3.4.8 Young people feel this is an important issue and this is demonstrated by Child Friendly Leeds Wish No 9 “There are a greater number of better quality jobs, work experience opportunities and good quality careers advice for all”. In 2012/13 the Leeds Youth Council (LYC) ran a campaign focusing on improving careers information, advice and guidance (IAG) in schools as they felt it did not start early

enough. The LYC produced a “Careers Advice – tips from young people leaflet” outlining the specific types of IAG young people themselves have said they want to receive in different year groups. This leaflet was launched to the Leeds Careers Advisors Network and sent to all careers advisors in Leeds schools.

- 3.4.9 The Leeds Youth Council’s campaign for 2014/15 was “Better work experience opportunities for young people”. The LYC chose this specific campaign following a “Make Your Mark” ballot of over 19,000 young people in the city. Better work experience was the top voted issue that youth councillors felt they could make a difference to. To contribute towards improving work experience outcomes, the LYC decided to script and record two short films on the issue.
- 3.4.10 Careers advice nationally has long been criticised as inadequate and patchy. Ofsted reported that in 2013 that three quarters of schools nationally were not implementing their duty to provide impartial careers advice effectively (*Going in the right direction, Careers guidance in schools from September 2012*, Ofsted, September 2013). Ofsted’s report said, “*The information students received about careers was too narrow. Too many students were unaware of the wide range of occupations and careers that they might consider*”.
- 3.4.11 Schools now have a statutory duty to provide careers advice for students aged 8 - 13. The National Careers Service offers advice to people over the age of 13, but the main mechanism for providing advice to people aged under 18 is a helpline and website. Leeds City Council has created *Leeds Pathways*, a website providing advice on training, education and careers advice for young people, which provides a valuable resource. But there is strong evidence that young people need face-to-face advice from a trusted source. Schools can choose to commission additional support from contractors delivering the National Careers Service. The Government has recently established the Careers and Enterprise Company, as an independent, employer led body, which will seek to create a network of “enterprise advisors” made up of business volunteers.
- 3.4.12 Despite these initiatives, whilst schools are aware of the need to provide good careers advice, given the fact that the previous infrastructure and funding for careers has been removed, many schools are struggling to meet this requirement.

What we will do

Strengthening business engagement in schools

- 3.4.13 The Council will work with business leaders, head teachers, universities and colleges and leading experts in the third sector to look at how to strengthen business engagement in Leeds schools. The aim should be to ensure that all secondary schools, particularly those with a high proportion of pupils from deprived areas, have strong partnerships with business. This might involve individual businesses partnering with existing schools. The landscape for helping businesses engage with schools is confusing and fragmented. The Council will need to work in partnership with social enterprises and the third sector on this agenda.

3.4.14 This will require more businesses to commit to engaging with schools, and potentially for businesses that are already working with schools to deepen their involvement. Building better business and education links will be an important part of the approach to Key Account Management set out elsewhere in this paper.

Enhancing careers advice and guidance for young people

3.4.15 The Council will work with business leaders, head teachers, universities and colleges, relevant social enterprises such as the Ahead Partnership, and the national Careers and Enterprise Company to look at how to strengthen independent careers advice in schools. Options could include:

- Encouraging schools to buy-in to an enhanced city wide careers service;
- creating a local network of business and employer volunteers to provide careers advice as part of the drive to strengthen business engagement in schools;
- Providing regular information and intelligence to schools on the Leeds economy and range of opportunities for young people; and
- Holding a conference to bring together Head Teachers, business leaders and economic experts with the aim of securing a better understanding of the economic opportunities for young people, employer requirements, and the issues around career advice.

3.5 Supporting businesses to grow and invest

The Issues

3.5.1 Leeds City Council will continue to adopt an approach of the city being “open for business”. We have planning policies which set out ambitious targets and plans for growth. We will continue to be proactive in helping bring forward major regeneration and development projects. We are promoting investment in the city, and we offer incentives for new investment through our discretionary rates relief policy, and grants schemes such as the Leeds City Region Business Growth Programme. We are planning significant investments in new infrastructure. One of the main reasons we are seeking greater devolution from Whitehall is to give us the powers and resources to support economic growth.

3.5.2 There is a need to us to work with business in a more structured way so that we can provide support, signpost them to others who can assist, solve problems that the Council may be able to address, and to help them attract investment and funding. We can advise business on any grants that might be available to support expansion projects and activities such as research and development, training and apprenticeships and energy efficiency. We can also identify firms that are seeking funding from overseas investors and ensure we showcase these opportunities through our work to promote inward investment.

3.5.3 Of course the first priority is to support firms in creating and retaining jobs. But many businesses have significant scope to make a positive contribution to a wider

agenda. We can mandate some firms to undertake activities through the planning system, our procurement activities, and as a condition of giving grants. But we need firms to commit to actions not just because it is compulsory for them to, but because they genuinely want to make a difference.

- 3.5.4 Business has an important role to play in tackling poverty through job creation, recruitment, training and workforce progression, procurement, operating practices, voluntary work, charitable giving and through its position of influence.
- 3.5.5 *Community investment* refers to an organisation's impact on the economy, environment and society. Firms with corporate responsibility or community investment policies commit to supporting activities and achieving outcomes over and above their minimum regulatory requirements and beyond the narrow confines of a solely market approach to spending on wages, goods and services.
- 3.5.6 It should also be stressed that in seeking to secure greater business involvement and support around this agenda, we are not taking economic success for granted. The recession and the recovery from it have been hard for many businesses. Smaller businesses and firms in particular sectors continue to find it difficult to access affordable finance. Leeds firms are operating in a fiercely competitive environment, and Leeds is competing for jobs and investment with other cities nationally and globally.
- 3.5.7 There is a wide range of potential activity we are promoting or there is potential for us to encourage:
- Recruitment policy – apprenticeships, guaranteed interviews, giving opportunities to people who are unemployed, and vulnerable groups such as care leavers, and ex-offenders;
 - Commitment to tackling low pay – by encouraging in-work progression, good practice on issues such as zero-hours, flexible working, and initiatives such as Living Wage;
 - Engagement with schools and young people, including mentoring, support in raising aspirations and attainment, and supporting care leavers;
 - A commitment to improving the health of their workforce and supporting employees with health issues, including being positive about mental health through initiatives such as the Mindful Employers Charter;
 - Volunteering to support Neighbourhood Networks and other initiatives to support older people and tackle loneliness;
 - Enlightened procurement policies which support local supply chains;
 - Managing environmental impact and carbon reduction;
 - Charitable giving;
 - Sponsoring arts and culture projects and events; and

- Mentoring small / start-up businesses.

3.5.8 Many firms are already doing good work in this area. However others are undertaking well-intentioned activity in a somewhat ad hoc way. Some firms want to engage on this agenda but lack the skills and contacts to do so. There are a range of organisations that can help businesses get involved in supporting their communities, but this has also led to somewhat of a crowded market place of intermediary organisations.

3.5.9 To address some of these issues, earlier this year Leeds City Council teamed up with a range of other organisations to produce a guide to community investment (*"This is how we do business. Community investment in Leeds. A guide for companies looking to engage in local communities."* Leeds City Council, March 2015). In doing so we brought together a partnership of organisations seeking to promote community investment (Ahead Partnership, Business in the Community, Doing Good Leeds, Groundwork, Leeds City Council, Leeds Community Foundation, People Help People, Smart Aid, The Conservation Volunteers, and Voluntary Action Leeds). The launch of the guide was supported by the Leeds Chamber of Commerce. The guide sets out the benefits to business of community investment, and advice on how to do it.

What we will do

3.5.10 The Council will be more structured and coordinated in the way in which we engage with business with a view to supporting their growth as well as encouraging them to engage with work in the city to tackle poverty. A Key Account Management approach for managing relationships with businesses is already undertaken in some parts of the organisation. It is now proposed to widen this across the organisation and to involve a wider range of businesses (particularly those outside the City Centre), council officers and elected members in business engagement through the Key Account Management approach. The intention is not to duplicate the work of existing business representative organisations, and we will consider how we can work with them as part of this initiative.

3.5.11 It is proposed that the Council works with other organisations and business leaders to identify what more could be done to promote community investment. The aim should be to get more firms investing in their workforce and communities. It will be important to ensure that this goes beyond preaching to the converted, and seeks to engage with firms that are not currently active in this type of work. There is also scope to secure greater positive strategic impact from the work of firms already committed to this agenda. Potential actions include:

- Holding a conference and exhibition to promote community investment;
- Bringing together the HR Directors of large employers to identify what more can be done collectively to support the development and well-being of their existing workforce, as well as providing opportunities to people who are not in work currently; and
- Creating a web-based resource of case studies setting out how firms have invested in their workforce and communities.

- 3.5.12 It is also important that the Council continues to ensure it leads by example. Relevant initiatives include the move to being a Living Wage Employer, the support for employee volunteering, and work to look at how the Council's procurement policies can support local firms.

3.6 Creating quality places and spaces

The Issue

- 3.6.1 We have set out ambitious plans for the growth of Leeds. These include providing 70,000 additional homes by 2028. A further 493 hectares of employment land and 1 million sqm of office space is also planned to accommodate forecast jobs growth. This growth of the city is needed to enable us to house a growing and changing population, and support future economic growth.
- 3.6.2 We have also been proactive in getting development moving including securing the viability of several key developments in the city. This has been achieved by collaboration with both public and private partners to unlock stalled development. Examples include underwriting schemes at Leeds Enterprise Zone, teaming up with developers to give them the confidence to build large modern factories. This gave them the confidence to build, and as a result occupiers are now signing up. We have also acquired buildings to kickstart schemes stalled by the recession including for the Victoria Gate development.
- 3.6.3 The South Bank is one of Europe's largest regeneration projects and the council has used its unique position as custodian of the city to unlock development opportunities and create jobs within the South Bank, strengthening infrastructure and connectivity between the rest of the city centre and surrounding neighbourhoods. This project will create 20,000 new jobs, 4,000 new homes and 300,000 square metres of new commercial floorspace, and an educational cluster that will see up to 10,000 students using new learning facilities within the South Bank.
- 3.6.4 We need to continue using development to improve our city, including building more affordable housing, continuing with our successful housing growth programme to build more council homes, improving infrastructure, greenspace and public realm including a city centre park. Work is progressing and recently the council sold a plot of land just to the south of Leeds railway station to create a new flagship office for KPMG, we reinvested the profits to create Sovereign Square, a new public open space in the surrounding area.
- 3.6.5 The challenge is to continue to promote this growth whilst maintaining high aspirations for quality, good design, improvements to public realm and ensuring environmental sustainability. We want to encourage new growth in a sustainable way that integrates well with existing communities, whilst at the same time retaining the local distinctiveness of our separate settlements and our countryside.

What we will do?

Improving the design of new development and supporting healthy lifestyles

- 3.6.6 We are committed to quality design and high standards of construction for new development. Our Leeds Standard for new housing focuses on space standards and energy efficiency and acts as a guide for developers. We are updating 'Neighbourhoods for Living', a guide to residential design in Leeds to strengthen our commitment to top quality development.
- 3.6.7 Good quality new homes are at the heart of council ambitions for growth. We have established a high standard of quality for our new build council housing and that of our partners such as housing associations. Working with developers we will use 'Neighbourhoods for Living' to push these ideas further, our aim is to create neighbourhoods that respect the local context, offering a choice of housing which provides good access to complementary local facilities within walking distance.
- 3.6.8 We want to make sure that our growth programme including 70,000 new homes are developed in ways that improve health and wellbeing and do not make health inequalities worse. Our aim is to keep health issues central on the planning agenda and to make sure that individuals and communities can have their say in the development process.
- 3.6.9 The 'Director of Public Health in Leeds Annual Report 2014-15. Planning a Healthy City: Housing Growth' report highlights the benefits of continuously linking planning and health. This includes being an Age Friendly City and ensuring that Leeds has places, services, settings and structures that support people to age actively. Building more homes suitable for the elderly and improving access to outdoor spaces are ways in which we can respond flexibly to ageing-related needs and preferences.
- 3.6.10 Strengthening social cohesion, building communities, encouraging an active lifestyle and tackling community safety are just some of the benefits of good development. Air quality is also an issue in Leeds and the Council has committed to reducing its carbon emissions 40% by 2020. Travel initiatives such as the new Cycle Superhighway, insulating homes and the District Heating programme will help us to make the city a more pleasant place to live

Maximising good jobs and skills from new developments

- 3.6.11 We will continue to work with developers to secure good jobs and training outcomes from major development schemes. Through our engagement with developers and through strengthening planning obligations we have ensured that local people have been given the opportunity to get work and training on major schemes. An example is the construction of the first direct Arena, which supported 90 apprenticeships and employed 80 local people.
- 3.6.12 We will set out how we will build on the achievements and learning over recent years to set out how we can strengthen our approach to using major

developments and infrastructure projects to support training and jobs for local people. Potential actions include:

- Strengthening planning policies and obligations;
- Encouraging developers to consider jobs and skills opportunities from the outset of their planning for new projects and to mainstream this thinking and culture in the way they take forward their schemes;
- Focusing on opportunities associated with the operation and end-users of new developments, not just the construction phase; and
- Improving long-term planning for major infrastructure projects and the infrastructure investment priority, engaging with people, including school age people, early to make them aware of the potential opportunities and support them in relevant education and training.

3.7 Backing innovators and entrepreneurs

The Issues

- 3.7.1 Leeds has been successful in recovering from the recession, but we now need to put in place the building blocks for a more productive economy. There is scope for us to do better in areas such as graduate retention, the commercialisation of innovation and enterprise.
- 3.7.2 There is strong evidence that an important factor in the economic competitiveness of cities, and their performance in terms of innovation and entrepreneurship, is the proportion of graduates in the workforce. There is increasing recognition of the need for cities to focus on developing, attracting and retaining skilled and talented people to help drive economic growth. This is in contrast to the traditional approach to economic development which is to attract and grow businesses on the assumption that the workforce will follow. In the 19th and 20th century the workforce followed the corporation; in a 21st century knowledge economy businesses invest where there is a skilled and creative workforce.
- 3.7.3 Leeds, along with many other UK cities outside London, suffers from a “brain drain” of graduates, who move to London after completing their courses. Whilst some graduates move back to Leeds and the surrounding areas later in life, there is a net outflow from Leeds to London of people aged 22 to 30. Some major employers in Leeds report challenges in attracting large numbers of graduate applicants compared to other cities. There are skills shortages at graduate level in some sectors, particularly digital.
- 3.7.4 The RSA’s City Growth Commission, which was Chaired by the now Treasury Minister Lord O’Neil, looked at this issue. It set out recommendations on what cities could do to improve graduate retention in its final report published in October 2014, *Unleashing Metro Growth*, and earlier report, *UniverCities: The Knowledge to Power UK Metros*. The ideas set out included creating fiscal

incentives for graduates to stay in cities, and for cities and universities to run city-based clearing systems to match local employers to graduates looking for work.

3.7.5 ***Innovation and Enterprise***

3.7.6 Leeds has a rich history and modern expertise in commercialising innovation in sectors as diverse as textiles, medical technologies, financial services, retail and engineering. For example:

- the British army was clothed at the Battle of Waterloo in 1815 with uniforms made by AW Hainsworth of Stanningley; who 200 years later are world leaders in creating fire resistant textiles today;
- the world's first ever hip replacement joint was manufactured on the Thackray site in Beeston in the 1960s; in 2015 De Puy Synthes opened a £21 million new state of the art medical technologies research and development facility on the same site;
- the world's first ever telephone bank, first direct, was formed in Leeds, and the city is now seeing new businesses being created in financial technologies; and
- Marks and Spencer was founded in Leeds Kirkgate Market in 1884; and Leeds is home to the European headquarters of Asda Walmart today, one of the world's most innovative retail businesses.

3.7.7 We need to do more to promote our expertise and excellence in innovation in businesses, as well as the centres of expertise in our Universities, and the public sector (particularly the NHS). We also face challenges in increasing Research and Development (R&D) spend, where Yorkshire and the Humber lag behind most other parts of the UK and Scotland in terms of R&D spending by Government as well as business.

3.7.8 It is also important we continue to support the creation of new businesses and the growth of small businesses. Leeds is an entrepreneurial city. For example a recent analysis of the location of fast-growing companies showed that, outside London, Leeds has the UK's second highest number of "scale-up" companies (firms that experience over 20% staff and / or turnover growth for three consecutive years).

3.7.9 However there is scope for us to do more to support highly innovative small businesses with high growth potential. Some of these businesses start-up in small premises, or are "incubated" by the universities, but then struggle to find suitable premises, staff and finance to enable them to grow and scale-up.

3.7.10 Leeds City Council are supporting the Leeds City Region Growth Service, to advise and signpost support to small businesses with high growth potential. Through the Leeds Manufacturing initiative we are working with the Manufacturing Advisory Service to provide support and advice to manufacturing firms. The Council, in partnership with the British Library, have created the Business Intellectual Property Centre to advise small firms on intellectual property issues.

3.7.11 There are a range of private sector led initiatives to assist small businesses. For example Natwest have launched their *Entrepreneurial Spark* programme in Leeds to free workspace, hands on mentoring, a start-up 'bootcamp' and a free programme of up to 18-months of advice, support and funding clinics. KPMG are opening a new national digital solutions centre in Leeds which will offer co-working space for small businesses. All three Leeds Universities provide incubation space for new businesses, and the University of Leeds is planning a major new Innovation and Enterprise Centre. The Government's spring budget in 2015 announced funding to support the creation of a new digital accelerator in Leeds.

What we will do?

Keeping graduates in Leeds

3.7.12 We will develop an initiative to improve levels of graduate retention in Leeds. This will include:

- Interventions to help tackle skills shortages and fill vacancies at graduate level in the digital sector;
- A Leeds graduate careers fair and a clearing system to connect Leeds students to opportunities in Leeds firms;
- Research to understand graduate perceptions of Leeds as a place to live and work; and
- Work with the Universities, Colleges and the Chamber of Commerce to ensure a partnership and joined up approach in the city.

Backing innovators and entrepreneurs

3.7.13 We will develop an initiative to support the future growth of innovative businesses that have been incubated by Universities and other bodies, and are now looking to grow and move on to new business space and employ more people.

3.7.14 We will develop a new enterprise programme using European Funds to provide support for people starting new businesses. We will also provide support for small business accelerators in the city, including the proposed digital business accelerator.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 As well as discussions with relevant Executive Members, this paper has been informed through the work of the Council's *More Jobs, Better Jobs*, partnership with Joseph Rowntree Foundation. This is undertaking a series of research projects to look at how we can better link policy and interventions aimed at supporting economic growth and tackling poverty. The project's steering group membership includes Council officers, Leeds City Region LEP, Joseph Rowntree

Foundation, Leeds Chamber of Commerce, and the Leeds Community Foundation.

- 4.1.2 A draft of this paper has been shared with the Chamber of Commerce. Several comments were made by the Chamber, including on the importance of the Council working closely in partnership with business organisations such as the Chamber, not just seeing them as consultees. The Chamber also indicated that in some areas, the Council should seek to deliver with and through existing organisations, including social enterprises. This paper was amended to take into account these comments.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Themes running through this report have an impact on equality and diversity. The Council aims to improve the lives of all its citizens and foster good relations between different groups in the community and it is considered that the recommendations in this report will have a positive outcome.
- 4.2.2 Tackling low pay and promoting the living wage will help reduce poverty. Work progression and social mobility will help reduce inequality. Encouraging corporate social responsibility and civic enterprise has the potential to benefit young people and poorer communities.
- 4.2.3 An Equality Diversity, Cohesion and Integration screening has been undertaken to assess the impact of this report on equality and diversity and is attached as an appendix.

4.3 Council Policies and the Best Council Plan

- 4.3.1 The vision of the Best Council Plan 2015-2020 is for Leeds to be a compassionate, caring city that helps all its residents benefit from the effects of the city's economic growth. This report is an extension of that vision and sets out ways in which Leeds can achieve this goal, and in particular the Best Council Plan objectives around: *supporting communities and tackling poverty; promoting sustainable and inclusive and economic growth; and building a child-friendly city*. The Best Council Plan objective on *becoming a more efficient and enterprising council* is also relevant to how we will take forward the recommendations set out in this paper.
- 4.3.2 The main themes set out in this report are consistent with several of the Council's cross-cutting "Breakthrough Projects". The *more jobs, better jobs* breakthrough project helps inform the Council's overall strategic approach to integrating its work on promoting economic growth and tackling poverty. The *strong communities benefitting from a strong city* breakthrough project is developing our approach to coordinating and targeting our work to deliver services and tackle poverty in local areas. The *housing growth and high standards in all sectors* breakthrough project is directly relevant to the priorities set out in this paper on creating good quality new development and public spaces, and in ensuring we maximise the positive jobs and skills outcomes from new development projects.

4.4 Resources and value for money

- 4.4.1 The recommendations in this report do not have any direct implications for Council funding. The financial impact of the living wage for the council has been subject to a separate report to Executive Board. It is assumed that the initiatives set out in the report can be resourced through the existing capacity of Council teams and existing budgets. However this will require a concerted focus and good coordination in relation to these initiatives across several parts of the organisation.

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

- 4.6.1 There is always a risk to the Leeds economy through both policies and external pressures. The Council recognises sustainable and inclusive growth is a fundamental aim for the economy and has positive benefits to the city. The policies set out in this report including working closely with business will benefit the citizens of Leeds and the economy as a whole.
- 4.6.2 Specific financial risks, including fraud, and risks in relation to safeguarding, business continuity and information governance are not considered to be impacted by the recommendations in this report.

5 Conclusions

- 5.1 Leeds has recovered strongly from the recession. The Council has demonstrated real leadership in supporting business to bring forward new developments and investments to create jobs. A great deal of positive work has also been undertaken to support vulnerable people and communities to help tackle issues of poverty. Despite the ongoing significant reductions in Council budgets and in benefits for people, we have remained ambitious about doing what we can to grow the economy and help people in poverty.
- 5.2 Now is the time to build on this previous work and look forward to how we can build a more productive and sustainable economy which all our people contribute to and benefit from to their full potential. We cannot rely on a trickle down approach to growth. We need an approach that focuses on creating better quality jobs, enhancing the skills and capabilities of our workforce, supporting innovation and enterprise, creating quality places to live and work, and reducing the costs of poverty to the economy and the taxpayer. This will be good for our economy over the long term, and it will be good for our people and our city.
- 5.3 The Council cannot do this alone. We need to be realistic about what we can deliver and resource directly. We can help simplify, map and coordinate what exists already, and be clear about what the Council can and will do, recognising that others may be better placed to undertake some work. But we can demonstrate leadership and be a catalyst for action. To build a strong economy

and a compassionate city we need the support and action of our public sector partners, businesses, schools, colleges and universities, and third sector groups.

6. Recommendations

Executive Board is recommended to approve the following:

Tackling Low Pay

- i) **Living wage city** – Leeds City Council will work with partners to develop a Living Wage City campaign to encourage employers to pay the Living Wage as accredited by the National Living Wage Foundation. The aim should be to significantly increase the number of Living Wage businesses in Leeds over the next year.
- ii) **Supporting people to get better jobs** – Leeds City Council will work with the LEP, the Chamber of Commerce, and education and training providers to develop proposals to create a careers advice and in-work progression service, and support for employers, aimed at helping people moving out of low paid work into better jobs.

Regenerating places

- iii) **A new approach to regeneration** – the Council will identify a rolling programme of prioritised schemes in deprived areas, with an emphasis on bringing together the approach to supporting people and communities with interventions to deliver positive physical development and change, with a particular focus on early intervention to tackle the causes of poverty. A paper recommending the details of the approach should be brought to Executive Board by early 2016.

A life ready for learning – putting children at the heart of the growth strategy

- iv) **Strengthening business engagement in schools** – The Council will work with business leaders, head teachers, universities and colleges and leading experts and enterprises in the third sector to look at how to build on existing work to strengthen business engagement in Leeds schools. The aim should be to ensure that all secondary schools, particularly those with a high proportion of pupils from deprived areas, have strong partnerships with business.
- v) **Enhancing careers advice and guidance for young people** – the Council will work with business leaders, head teachers, universities and colleges, leading experts in the third sector, and the national Careers and Enterprise Company to look at how to strengthen independent careers advice in schools. The aim should be to ensure that all secondary schools are offering good quality careers advice.

Supporting business to invest in growth and communities

- vi) **Key Account Management** – the Key Account Management approach to working with businesses should be extended across the Council and a wider range of businesses to strengthen the approach to promoting business growth

and community investment. The aim should be to ensure regular contact with 150 businesses that are significant strategically.

- vii) **Promoting community investment** – the Council works with other organisations and business leaders to develop an initiative to encourage more businesses in Leeds to commit to investing in their workforce and their local communities. The aim should be for 50 businesses to strengthen their community investment work.

Creating quality places and spaces

- viii) **Creating quality places and spaces** – we will continue to seek to improve the quality of design of new development, including through refreshing the Neighbourhoods for Living design guidance document.
- ix) **Securing good jobs and skills outcomes from major development and infrastructure projects** – we will set out how we will build on the achievements and learning over recent years to set out how we can strengthen our approach to using major developments and infrastructure projects to support training and jobs for local people. A paper setting out the details of this approach should be brought to Executive Board by earlier 2016.

Backing innovators and entrepreneurs

- x) **Keeping graduates in Leeds** – we will develop an initiative to improve levels of graduate retention in Leeds, including interventions to help tackle skills shortages and fill vacancies at graduate level in the digital sector, and a Leeds graduate careers fair and clearing system to connect students to future job opportunities in Leeds. A paper setting out the details of this approach should be brought to Executive Board by earlier 2016.
- xi) **Backing innovators** – we will develop an initiative to support the future growth of innovative businesses that have been incubated by Universities and other bodies, and are now looking to grow and move on to new business space and employ more people. A paper setting out the details of this approach should be brought to Executive Board by earlier 2016.
- xii) **Backing entrepreneurs** – we will develop a new enterprise programme using European Funds to provide support for people starting new businesses. We will also provide support for small business accelerators in the city, including the proposed digital business accelerator.

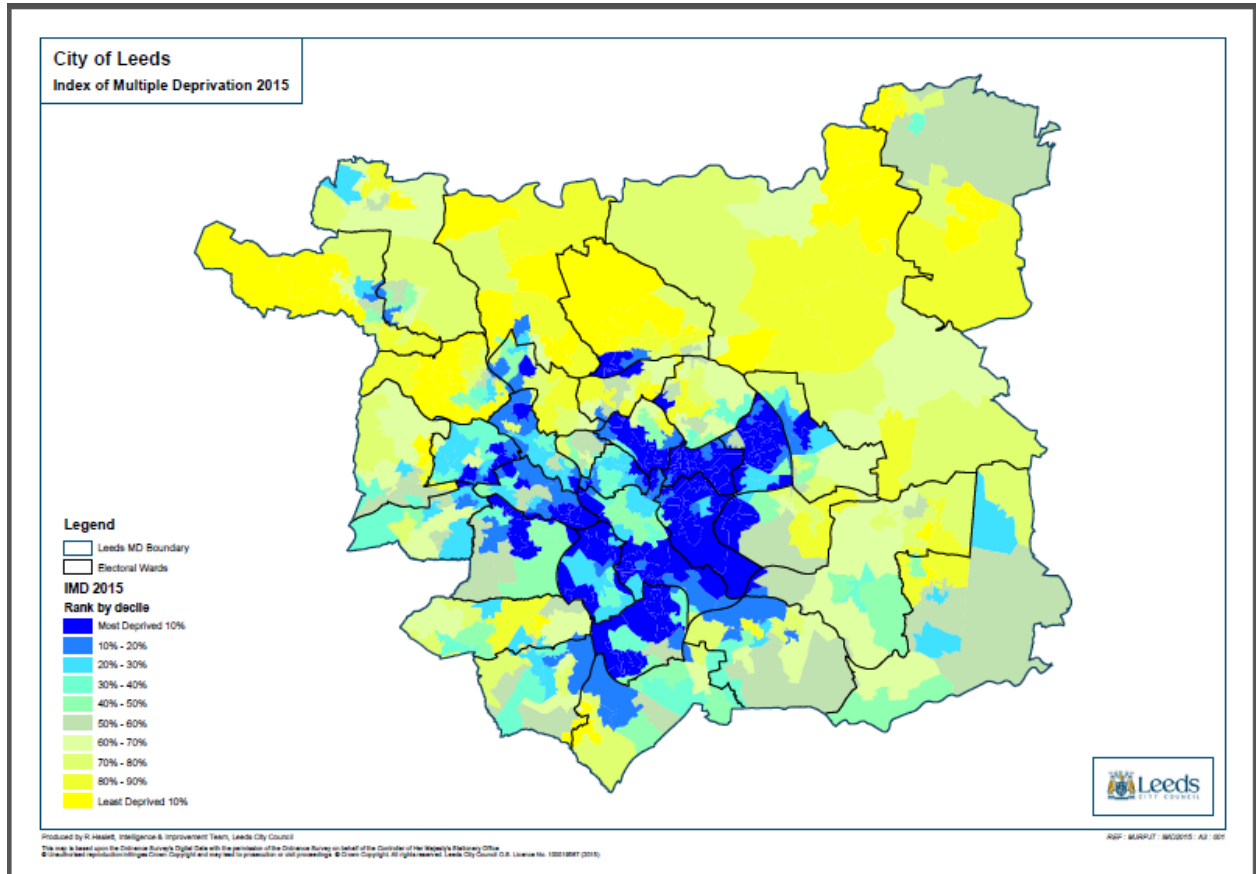
Next Steps

- xiii) The Chief Executive, supported by the Chief Officer Economy and Regeneration, is responsible for implementation, and will update Executive Board on progress in spring 2016.

7 Background documents¹

9.1 None.

Annex 1



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