



NEW SKILLS FOR THE NEW ECONOMY

THE LEEDS TALENT AND SKILLS PLAN 2017-2023



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FOREWORD BY THE LEADER OF THE COUNCIL

Earlier this year I was pleased to present the Leeds Inclusive Growth Strategy for consultation. The Leeds Talent and Skills Plan builds on that firm commitment to inclusive growth, enabling everyone to benefit from the growing strength of our economy, through the development of the skills and talent our businesses and our city need.

Skills and talent are fundamental to our continuing economic success. Increasingly it is skills, not just qualifications, that employers look for first – whether they be in the private sector, where Leeds is home to global as well as local businesses, many of them small and medium sized enterprises, or in our significant public sector bodies across health, government, and education.

The City's continuing economic growth creates both opportunities and challenges. The pace of growth is outstripping the supply of skilled labour in some key sectors and businesses invest where they can recruit the workforce they need. Brexit is already impacting the supply of skilled workers from abroad and we need to seize the opportunity now to invest in and grow the City's talent pool.

We recognise that we need to do more as a city to improve the skills of our people, creating a better match between what employers are looking for and the system provides. That includes making better links between industry and education, helping to bridge the gap between learning and the application of learning, and enabling everyone to better understand how the skills needs of the city are changing as our economy changes.

This plan sets out how as a city we can collectively improve the supply of skills that our residents need to play a full and more productive part in the labour market, and that our businesses need to thrive, helping to create a more inclusive economy in a compassionate city. It draws on much existing good practice both within the council and the city, including our More Jobs, Better Jobs Breakthrough Project, but also in the wider city region and nationally, where we have led the way in calling for growth to be more inclusive and equitable.

As well as putting forward interventions in support of specific sectors, the plan sets out a series of actions for growth in the form of six challenges. Those challenges are, I believe, shared by stakeholders across the city – and I welcome their support in making our case to Government for real change in the education and skills system. We have already done a great deal to be proud of as a city, and are committed to doing more. In some cases that will require new and meaningful commitments from Government to help us build a truly inclusive economy, recognising that we as a city know our needs best.

As part of this plan we are seeking firm commitments from businesses and stakeholders to offer support for our city. As in the Inclusive Growth Strategy, some major stakeholders have already indicated their enthusiasm for working with us to achieve our ambitions, and we look forward to developing these commitments, and welcoming further pledges, through the consultation period.



Councillor Blake, Leader,
Leeds City Council



INTRODUCTION

This Plan provides a framework for improving the supply of skills that our residents need to play a full and more productive part in the labour market (whether through direct employment or self-employment), and that our businesses need to thrive, helping to create a more inclusive economy in a compassionate city. It sets out a series of actions for growth in the form of six challenges, as well as putting forward interventions in support of specific sectors.

There is a need to raise our collective game on skills 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 productivity, but also poverty, which is driven not just by worklessness but by low pay and job

insecurity, and the Plan recognises the importance that low wage sectors have in our economy and how we might address improving productivity in them. While some sectors may not experience high levels of employment growth, such as manufacturing for example, they still provide jobs and incomes, and many have high job replacement requirements and support essential public services such as social care.

Building a Plan centred on inclusive growth means providing everyday jobs in everyday places. The people of Leeds will be at the heart of the Plan, 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.





1. CONTEXT



Leeds is an economically buoyant and thriving city, the key driver of the Leeds City Region, and a primary driver of the Northern Powerhouse.

THE STARTING POINT OF OUR JOURNEY

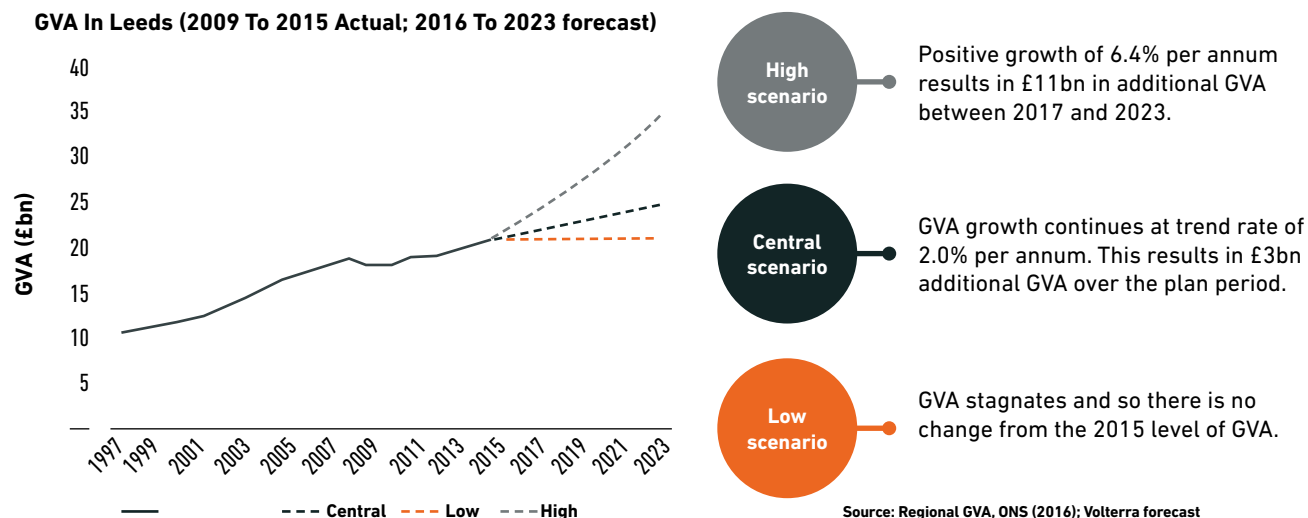
Leeds is an economically buoyant and thriving city, the primary economic driver of the Leeds City Region, and a key driver of the Northern Powerhouse economy.

The city's economy is performing well, with 8% growth since the end of June 2014 giving it a higher growth rate than London since the launch of the Northern Powerhouse programme, and outperforming the capital and Manchester in terms of job creation rates (9.5%). 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 AIM 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.

We can reflect positively on the role that the Council and our partners have played in this success. We have not just sat back and left it to the market to provide the economic recovery. We have intervened proactively to kick-start development and regeneration projects, support businesses to grow and invest, and to help people into work. Whether it be stepping in to unlock development as the city faced and then emerged from recession, working in partnership with the private sector to bring forward the South Bank and Aire Valley Enterprise Zone, forward funding the new railway station at Kirkstall Forge, helping bring forward a major brownfield development project with 1000 new homes, to using our funding to secure a substantial programme of European Structural Investment Funded employment support for residents furthest from the labour market (in partnership with the City of Bradford), to our ongoing commitment

to promoting apprenticeships as a meaningful and rewarding pathway to a career through our support of the annual Leeds Apprenticeship Recruitment Fair, the biggest such event in the North of England. Through the use of obligations on Council contracts and planning permissions, we have supported over 2,300 people into work, an approach recognised by independent evaluation as best practice nationally, and now adopted by the West Yorkshire Combined Authority in its procurement of major development schemes.

So there is much to be positive about, despite the challenging economic climate following the recession. And the future also looks increasingly healthy: Leeds' economy is set to grow by 12.8 per cent in the next 10 years.



While growth is positive, it is also a challenge. In some sectors, the pace of growth is outstripping the supply of skilled labour, leaving us dependent on in-migration or at risk of companies relocating elsewhere to be closer to supply. That risk is likely to be exacerbated by the process of leaving the European Union and the impact on economic migration and the supply of skilled workers from abroad.

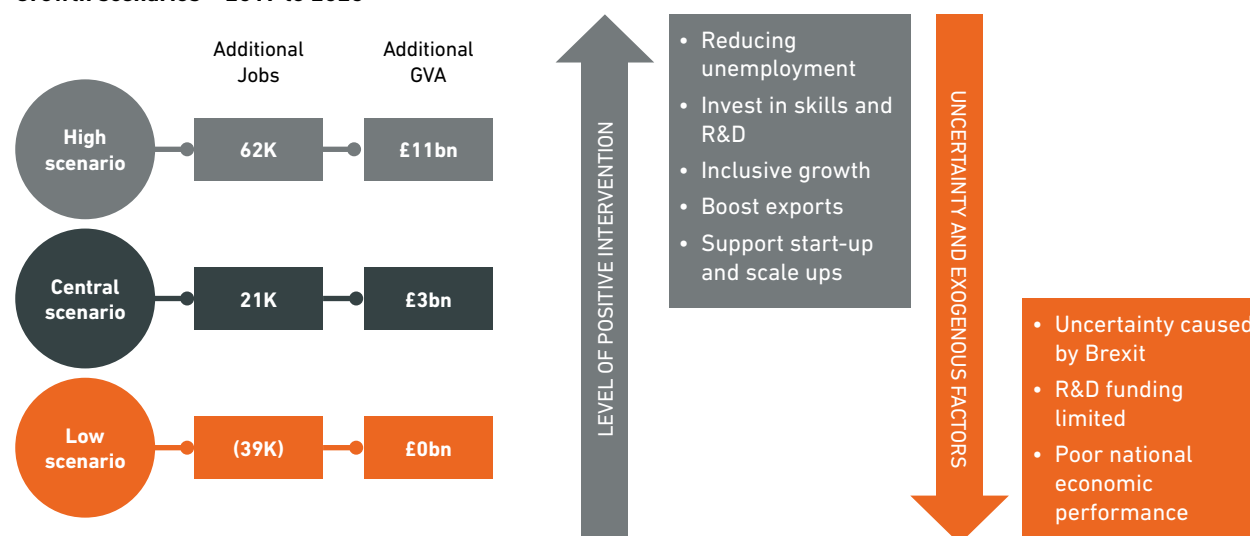
The other risk is that growth is not inclusive. The Council's ambition is to see a strong economy in a city that is compassionate, and where all our residents can benefit from inclusive growth. We do not wish to just see jobs, but good jobs – a key theme of our partnership with the Joseph Rowntree Foundation and the Leeds City

Region Enterprise Partnership. Better jobs are jobs that enable progression, that avoid the social and economic challenges of low pay, and in-work poverty.

We are not going to say that this is easy. Employers are already under strain from a range of policy interventions and legislative commitments that we touch on shortly. To have a labour market that is more inclusive and economically productive, we need more of our residents to be equipped with the skills that employers need. That means our education providers: our schools, colleges, universities, and training providers, need to do more to ensure the supply of labour is adequate and appropriately skilled.

This is not just a social ask: there are clear and sound economic and fiscal benefits too. The more residents we can move into economic activity, and good jobs, the less we will spend on employment welfare and other benefits. The more income residents will have to spend locally. The lower the demands will be on our health and social care services, including mental health support. The benefits of a household with people in work, good work, and no longer in poverty, and the positive impact this has on children and other dependents, their school attendance and attainment, and their own ambitions for a working life, are profound and far-reaching.

Growth scenarios – 2017 to 2023



Through the Council's partnership with the Joseph Rowntree Foundation (JRF) and Leeds City Region Enterprise Partnership (LCREP), the "More Jobs, Better Jobs" research programme was established in February 2013 to provide a 4 year programme of practice focused research to identify what can be done, by whom, at city and city-region level to create more and better jobs that help lift people and places out of poverty. The Council has been implementing some of the findings from this research through our More Jobs, Better Jobs Breakthrough Project, accelerating new ways of working and delivery through partnerships between Council services and partners.

AS WITH THE CITY'S DIGITAL SKILLS ACTION PLAN, THE PLAN SEEKS TO INFORM AND SHAPE THE MARKET SO THAT PROVIDERS CAN BRING FORWARD SOLUTIONS – NOT OFFER A PRESCRIBED APPROACH. THAT SAID, THREE PRINCIPLES UNDERPIN IT AND THE ACTIONS WE HOPE WILL BE TAKEN AS A RESULT OF IT:

1

**GOOD GROWTH IS INCLUSIVE, EQUITABLE
AND SUSTAINABLE**

It is not detached from local people, and should not happen around people, rather it should directly enhance their opportunities and maximise the potential for them to benefit from a strong economy.

This Plan seeks to enable all of our residents to contribute to inclusive economic growth, countering disadvantage and inequity

2

ALIGN AND COMPLEMENT

The interventions that are proposed here and brought forward should be aligned to and complement existing provision where that is appropriate. Activity should not duplicate existing work, although challenge should be welcomed.

3

THE LIVING PLAN

The Plan should be a living document which changes in both ambition and actions as time passes. It should not be static, or unchanging, as this would undermine the action focused principle.

While we hope all actions will be achieved, circumstances and events will give rise to more needs which the living Plan should accommodate and address

THE NATIONAL CONTEXT

The education and skills landscape at the local level is profoundly affected by decisions made by the Government and a range of executive agencies including the Education and Skills Funding Agency, the Institute for Apprenticeships, and others. While devolution is an important part of our plan, and we set out a number of interventions in this document that make asks of Government for powers, freedoms and flexibilities, national policy will continue to have a huge impact on what we can achieve here in the city, and how we achieve it.

It is worth, then, setting out very briefly some of the policy and economic context in which the Plan is set. This does not seek to be exhaustive or comprehensive as the context is so broad, but highlights issues which we think are key.

From the perspective of employers, education providers, and learners, the last two years have seen what could reasonably be called a revolution in education and skills policy and funding including:

- Mandatory pension provision and auto-enrolment
- The national minimum wage and the national living wage
- The change from apprenticeship frameworks to standards, apprenticeship funding reforms, and the Apprenticeship Levy

The Government has recently set out a strong focus on technical and vocational skills through the Post-16 Skills Plan and the announcement of the development of T-levels, with 15 proposed study routes including

construction, digital, engineering and manufacturing, health and science, and social care. While the introduction of such qualifications and a focus on technical education is welcome, this is long overdue, and the impact on the labour market of these developments will be subject to a lag, even if the traditional perception of vocational qualifications as being 'second choice' can be overcome.

At the time of writing, the impact of Brexit on the labour market in the short, medium and long term is unclear. This Plan does not seek to forecast what that impact will be, or even to speculate, other than to state that is likely to be very significant in a number of ways. The Plan, and the interventions contained in it, seek to build flexibility into the local labour market, but at some point in the not too distant future it may be necessary to revisit this thinking when clarity around the impact of Brexit is better understood.

The changing face of the labour market is something we need to recognise. The rise of the gig economy, zero hours contracts, and an increase in insecurity of work, is likely to continue. This seems to be the trade-off for increasing volumes of work.

Increasing automation of tasks, increasingly including those in service industries, is a challenge that is already on us. The development of artificial intelligence and its application to the world of work might lead to the loss of around 47% of jobs. Those may be replaced by new jobs, but they will be different, requiring new skills. We need to be alert to these changes and ensure our skills system can respond to them.



THE REGIONAL CONTEXT

Leeds is the main economic centre for Leeds City Region, and a driver of growth for Yorkshire, the Northern Powerhouse and the national economy. This plan aligns with and contributes to the Leeds City Region Employment and Skills Plan and will contribute to the delivery of 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.

Across the City Region, at district level and below, there are marked differences in how jobs are distributed and the skills profile of its residents, however, there are many common challenges. Inclusive growth requires collaboration to deliver the improved connectivity between people and jobs at both the overall City Region level but also within the local labour market. We will continue to work with our city region partners to make sure we have a skills and employment support system that works for all and that the City can play its part in shaping and delivering any future devolution deal.



THE LOCAL CONTEXT

Leeds is an economically buoyant city, 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) of the core cities. There are positive signs of wage growth, 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, the second highest number of any 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.

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, Thorpe Arch and West Leeds. While the arrival of High Speed 2 rail is over a decade away, the city region is already putting in place a strategy to ensure residents and businesses benefit from the transformational opportunity it offers, both in terms of the project and the wider economic and employment growth we are forecasting it will deliver. Residential development is increasing – over 3,300 new and converted homes were developed in Leeds last year, the highest number across the Core Cities.

We have significant educational assets in the form of our higher and further education institutions, being home

to four universities, one of the largest colleges in the country in Leeds City College, and specialist provision through Leeds College of Building and Leeds College of Music, many of which have undertaken significant expansion programmes in recent years, supported by the Leeds City Region Skills Capital funding. Our education institutions offer a broad range of qualifications, including apprenticeships and degree apprenticeships, which are increasingly developed in partnership with employers, and encourage work placements so that students can develop their experience of the world of work while studying. Many of our schools are rated as good or outstanding by OFSTED, and there are a range of partners working to improve connections between the business community and schools.



HIGHER EDUCATION
62,745



FURTHER EDUCATION
33,500



TOTAL
96,245

Employment support is available to many residents, through statutory provision in Job Centres, to the Council's own network of Job Shops, which in 2016/17 helped over 6,500 people into work. Substantial programmes of support secured from European funding, such as the STEP programme, will support over 1,500 residents from hard to reach backgrounds into work by 2019. Our adult learning programme supported over 7,500 people to learn new skills in 2016/17, and we are seeking the full devolution of the adult education budget from central government to the city region to ensure provision is more closely matched to the needs of learners and the city.

While this Plan focuses on the city, we recognise and welcome our role as the key driver of the Leeds City Region. The Council works in close partnership with the Leeds City

Region Enterprise Partnership, and in recent years the West Yorkshire Combined Authority, to drive growth at the sub-regional level, and especially in making the case for increased devolution of powers and funding to drive our economic future. We share the city region's ambitions for growth, and support the Strategic Economic Plan and the Employment and Skills Plan – 'Skilled People, Better Jobs'. Many of our own ambitions for the city can only be achieved through working in partnership at the city region level, where key programmes such as the Skills Service, which has supported over 9,000 people to acquire new skills while in work, are delivered, and the Enterprise Advisor Programme, which has connected over 100 business leaders and over 130 schools since February 2016. The Talent and Skills Plan is strongly aligned to these city region ambitions and programmes of activity.



WHAT ARE THE CHALLENGES?

Not everyone is benefiting from or contributing to economic growth to their full potential. Over 170,000 people in Leeds live in neighbourhoods that are ranked in 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.

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. It is estimated that one-fifth of all Leeds working residents earned less than the Real Living Wage (as defined by the Living Wage Foundation) in 2016, affecting nearly 65,000 residents.

Productivity (the economic output per worker / hour worked) in the Leeds economy has not risen significantly since the recession, and lags well below the national average, in common with our northern peers. 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.

Worklessness and skills sits at the root of all of these issues. Without a concerted drive to improve skills (not necessarily qualifications) the city will never be able to approach its full economic potential.

At the very beginning of the skills supply chain, while

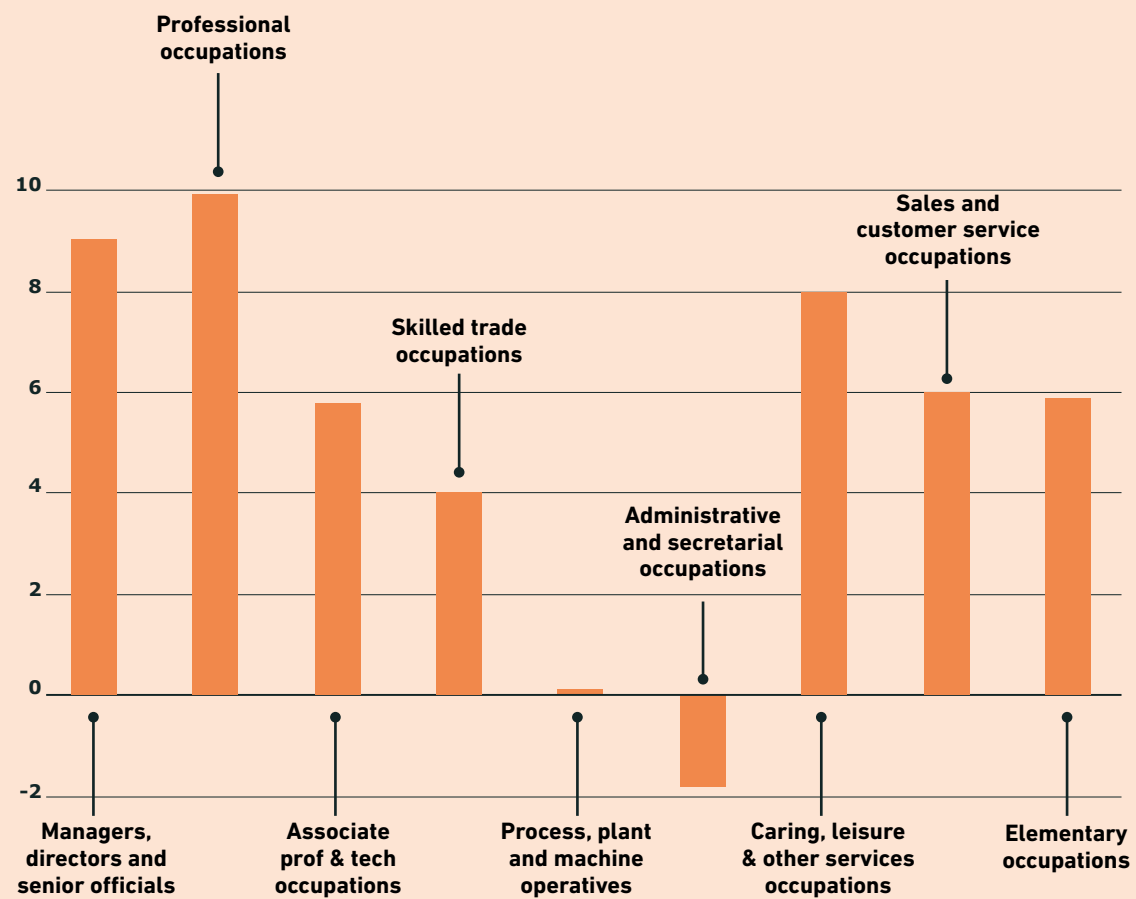
many of our schools are rated as good or outstanding, we know that poor educational attainment is an issue for a number of our young people, including at GCSE level. While there is a debate to be had about the relevance of GCSE qualifications to what makes a young person a productive employee, it is inescapable that this basic level of attainment is usually fundamental to achieving employment, whether in a job or apprenticeship.

More broadly, skills levels in the city are not adequate. As the requirements of employers evolve, an increasing number of employees with higher level skills (level 4 and above) are needed. The city does not have them. In fact, a number of our residents do not have any qualifications at all, and far too many have only Level 1 and 2 qualifications. We have seen and continue to see a hollowing out in the labour market, where mid-skilled jobs decline and low and high-skilled jobs increase, and too many of our residents are being left behind by this change. In a new economy, with new jobs, people need new skills and improved skills in order to share in the benefits of growth.

The Council and its partners in the Leeds City Region are already taking steps to address some of these challenges through the delivery of a range of programmes. These include support for individuals already in employment to help them acquire new and improve existing skills, opening up new possibilities for progression and increased pay, delivered by a consortium of West Yorkshire FE colleges. New programmes to support employers collaborate with education providers to develop skills provision are being brought forward.

Many employers are leading the way in terms of staff development, apprenticeships, creating opportunities for school leavers, career changers, people returning to the workforce, and those with health barriers and disabilities, more can be done.

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



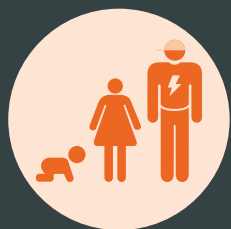


2. COLLECTIVE CALLS TO ACTION

WHAT AND WHY?

There are a number of significant issues which the city needs to tackle in order to achieve the ambition to address skills gaps and shortages and enable our residents to achieve their full economic potential. These issues are framed as our city calls to action, as achieving them will only happen through all stakeholders working together. Additionally, some of them can only be achieved through the support of Government in progressing devolution of powers, freedoms and flexibilities. In some cases this will require a collective voice greater than just Leeds, working through partners such as the Northern Powerhouse (where Leeds is the lead city on skills), or the Core Cities.

The first three calls are reflective of the same 'big ideas' set out in the Growth Strategy, but focus more on the skills and employment aspects of those ideas.



PUTTING CHILDREN AT THE HEART OF THE SKILLS PLAN

- Strengthening the role of schools in 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 Skills Plan 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. 34% of working age mothers do not work; this increases to 45% of single mothers; and decreases to 28% of coupled mothers who share care with a partner. Supporting more of this cohort into economic activity will have a significant benefit.

The proportion of Leeds schools judged to be good or outstanding is in line with the national average, and above the regional average but we are not complacent. Leeds will continue to raise aspirations and standards and develop our role as part of the City Region and Northern Powerhouse strategies for schools.

Careers education, information advice and guidance (CEIAG) in schools is failing to prepare young people for the world of work, and requires fundamental and

systemic change. Young people are not emerging from the education system ready for the world of work, and 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. Schools are not preparing them for work, partly because of the all-encompassing drive for results, meaning many school leaders and teachers are not familiar with modern labour markets and are not incentivised to prepare pupils for the world of work. Government has not put in place structures that will challenge this, and our challenge to them is to work with us to develop an approach to careers education that works.

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, including degree apprenticeships, rather than prioritising traditional academic paths, and work to encourage much greater gender and ethnic diversity across our workforce, particularly in sectors such as manufacturing, construction and digital. We will explore how a new approach to work experience can benefit young people, giving them a more rounded insight into the world of work while they are still in school, and how teachers might benefit from increased information and understanding of the local economy and our key employment sectors.





EMPLOYERS AND RESIDENTS TOGETHER AT THE HEART 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

We will work with employers, schools, colleges, universities and training providers 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 and the lecture theatre to mentor and inspire young people, and to help educators in primary, secondary and further and higher education better understand the needs of industry. There is much good practice to draw on, with the the Leeds City Region Enterprise Adviser Programme, and the ESIF Future Jobs Programme working well in many of our schools. But we need to scale this up, and crucially, ensure that these programmes are reaching young people at the right times in their school and education pathways. Greater collaboration will help to develop and commission education and training that is tailored to the needs of employers and our economic priorities, but to unlock the real power of this collaboration we will continue to make the case to Government for greater investment and more local control over the skills system, including the devolution of the Adult Education Budget, which in Leeds is valued at £19m per annum and in 2015/16 supported 36,450 learners in the city.

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. The Apprenticeship Levy offers one mechanism for achieving this, and there are already encouraging signs of businesses not just recruiting new staff onto apprenticeships, but enabling existing staff to upskill and progress through doing an apprenticeship, particularly at higher and degree

levels. The Leeds City Region Careers Development Fund is another opportunity, and we will promote this to employees across the city.

As the labour market changes, with increasing automation a particular feature, some jobs in particular industries and involving particular tasks will be lost. We will work with partners to provide support to people who lose their jobs, with a particular focus on retraining to enable them to enter other sectors where appropriate, or to consider starting their own business. This will build on the good relationships we have developed with a number of key employers through our key account management approach.

An increase in graduate level jobs is forecast, but some major employers report challenges in attracting graduate applicants, 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 continue the strong start to working with our universities and our businesses to improve students' awareness of Leeds as a place to stay and build a career in businesses ranging from global corporates to independent micro-enterprises, or to start their own business. We will work with our universities and FE colleges in widening the participation of Leeds residents in higher education, and with businesses guiding the way, expanding the range of degree apprenticeships that can help new entrants and people wanting to improve their skills to earn while they learn, as well as avoiding significant levels of graduate debt.





BETTER JOBS – TACKLING LOW PAY AND PRODUCTIVITY

- Encouraging employers to pay the Living Wage
- Initiatives to support firms and people to improve their skills and progress into better jobs

Previous economic thinking that ‘a job, any job’ is the best route out of poverty does not reflect the modern economy. Too many people have become stuck in low paid work and are unable to raise themselves above the poverty line despite working. This disproportionately impacts on certain groups of people and those that work in certain sectors such as retail and care. Too many businesses likewise are stuck in a low pay, low skill, low productivity cycle, when those who invest in skills see associated improvements in competitiveness, productivity and growth that in turn support higher wages. The trend of low skill and low pay is set to continue, compounded by a hollowing out of the mid-level labour market. All of this works together to hold people back from fulfilling their potential, puts the brakes on economic growth and output, and leads to a higher welfare and service bill for government.

Increasing the responsiveness of the skills system to reflect changes rapid changes to the labour market, driven through technology and other factors, is no small task. The Council and the LEP are sharing labour market data with our higher and further education providers, giving them an understanding of the changing conditions to help inform provision, and employers can access funding from the LEP Skills Service to help 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. We recognise that as the pace of change increases, we will need to be increasingly flexible to ensure we both capitalise on the economic

opportunity, but also ensure our residents are not disadvantaged as the labour market evolves.

The Council’s ‘More Jobs, Better Jobs’ partnership with the Joseph Rowntree Foundation has led to the development of the collaborative and systematic approach to engaging with anchor institutions, large employers in both public and private sectors, on an innovative new framework to support action on employment, low pay, procurement and supply chain management. Building on the More Jobs, Better Jobs Anchors Programme, we will focus on two main priorities: encouraging more employers to pay the Living Wage to their staff and through their supply chain; and an initiative to support employers to enhance the skills and progression of their lowest paid workers which will include making the most of the LCR Career Development Fund programme.

We recognise that employers are already under significant pressure from a range of sources, and that a call for the living wage to be paid in the city adds to that pressure. We will make the case that investment in staff leads not just to productivity gains that justify wage increases, but that tackling low pay has a long run impact on significant social and economic issues that are a vast cost to the UK economy, and that it is in the best of interests of business to make this commitment.

In 2014/15, for every out-of-work claimant that moved into a job that paid the Living Wage (then £7.45 per hour), the government gained, on average, almost £6,900. The local economy benefited, on average, by more than £14,000 per year every time an unemployed person began a Living Wage job.

The City Council has led the way by adopting the West Yorkshire Combined Authority's Low Pay Charter committing the Council to initiatives that improve how lower paid staff are supported, including training and development, and paying a minimum of £8.45 per hour.





INCREASING LABOUR MARKET ACTIVITY AND PRODUCTIVITY THROUGH A MORE REPRESENTATIVE WORKFORCE

- Encouraging employers to employ older people, people with disabilities and health barriers, and people with responsibilities that need flexibility of employment
- Encouraging employers to employ care leavers, armed forces leavers and people with criminal convictions
- Ensuring the workforce is more representative of the diversity of the city

Too many people who could be economically productive are not participating in the labour market, sometimes as a result of their own apprehension about employment offering a route out of poverty, but also sometimes as a result of employer misunderstanding about their capacity to work, or what it might involve to support someone with a disability, for instance, to work. Improving the employment opportunities for these groups, enabling them to make a contribution to the economy, is to their benefit as individuals, to the benefit of employers as productive members of the workforce, and to the benefit of the city as whole.

At a time when the pension age is increasing, and young people can expect to have to work longer than the previous generation, increasing the longevity of the working population has never been more important. Helping employers to understand the value of older workers, and to support them effectively, is a priority.

Some of our residents may be unfamiliar with the labour market as a result of serving their country, despite having expertise and experience that can be very attractive to employers across sectors. There are some great examples of businesses who have a particular focus on recruiting ex- members of the Armed Forces who can act as ambassadors to the wider business community.

Some of our residents have spent time out of the labour market, or sometimes have never engaged in it, because of criminal behaviour. The underlying theme for most is a poor start to life and the lack of sustainable work. Usually by their mid-30's most

offenders) are looking for a way out of a life of crime, and supporting more to do so through employment generates a significant return on investment for both employer and the community.

And a significant number of our residents face circumstances often beyond their control, including being taken into care as a child, health conditions, including mental ill-health, and learning and physical disabilities that are working to exclude them from the labour market. In many cases these barriers don't just prevent them getting into work, but also hinder them staying in work. The Council has been working to address some of these challenges with our care leavers, and some innovative work for people affected by autism to progress into apprenticeships, but the scale of the challenge calls for a more collective approach in partnership with businesses.

We want more employers to adopt innovative and inclusive recruitment practices to increase the representation of such groups in their workforce, and build capacity in their businesses to support these individuals through, for example, becoming a Mindful Employer.

This is not just about asking employers to do more. As a city, partners involved in employment support such as Jobcentre Plus and organisations like Leeds Community Foundation, PATH Yorkshire, Remploy and others, already do great work supporting residents to access the labour market despite barriers. We need to collectively do more so that residents are supported to work, and businesses can have confidence in their capacity to support them.





ATTRACTING AND RETAINING TALENT IN THE CITY, AND WIDENING PARTICIPATION IN EDUCATION AND TRAINING

- Do more to keep talented people who study here working in Leeds businesses
- Increase the number of people participating in further and higher education

While the city has a positive story to tell about attracting young people to study here, and retaining them after study, there is more we can do to promote the city as an attractive destination for professionals, not just a student city. That might be for young people thinking of their first job and not realising the incredible diversity of work on offer in Leeds, or experienced professionals looking to return or move to the north.

The Council and the universities, along with our further education colleges, are already working together with business to create a programme of activity to help tell the Leeds story to students and encourage more of them to stay and work in the city. Initiatives such as InLeeds, which enables students to visit a number of businesses in the course of a day, and a drive to increase the number of work placements offered to students, are helping but there is more we can do. We are particularly keen to see more interaction between students and smaller businesses, through student/business challenge projects for example, and more of our students leaving education to work in our large and diverse SME community, or starting a business of their own.

Widening participation in further and higher education has long been a priority for the city, but we recognise that this should not come at the price of following an educational pathway that isn't right for them. In this context, the development of T-levels are a welcome sign that the Government is heeding the voice of business, putting vocational education on a par with traditional academic education, and supporting the further expansion of apprenticeships. We support T-levels, and will promote them to schools and young people as a serious and ambitious programme of study, and encourage businesses to recognise them as meaningful qualifications and measures of a learner's potential for work.

Getting more people into apprenticeships, especially at higher levels, remains a very important ambition for the Council and the city. We will continue to support the annual Leeds Apprenticeship Recruitment Fair at the Leeds Arena, the biggest event of its kind in the country. We will work with training providers, colleges, and universities, to promote apprenticeships to our residents, and encourage businesses to take on more apprentices – paying the living wage, not the national apprenticeship minimum wage.





IMPROVE CONNECTIONS BETWEEN EMPLOYMENT OPPORTUNITIES AND RESIDENTS

- Ensure no-one cannot work or does not work because of unaffordable transport connections

Leeds has increasing opportunities for employment growth as physical development takes place in locations such as the South Bank, and the potential doubling in size of the city centre, the Innovation District, the Enterprise Zone, Thorp Arch, White Rose Shopping Centre, and the airport. But evidence suggests there is a growing spatial mismatch between the location of housing and major centres of employment, and inadequate transport links between the two. This is especially the case for lower income groups as low-skilled occupations have become increasingly dispersed to out-of-town locations.

Our employment growth locations, including those outside the city centre, need to be well-connected to people who are looking for work, with better connections and new infrastructure in places, allied to targeted interventions that help people overcome a wide range of barriers to making journeys beyond their communities. We will work with partners, including transport providers, to develop a more integrated transport solution that means that no-one is disenfranchised from taking a job as a result of

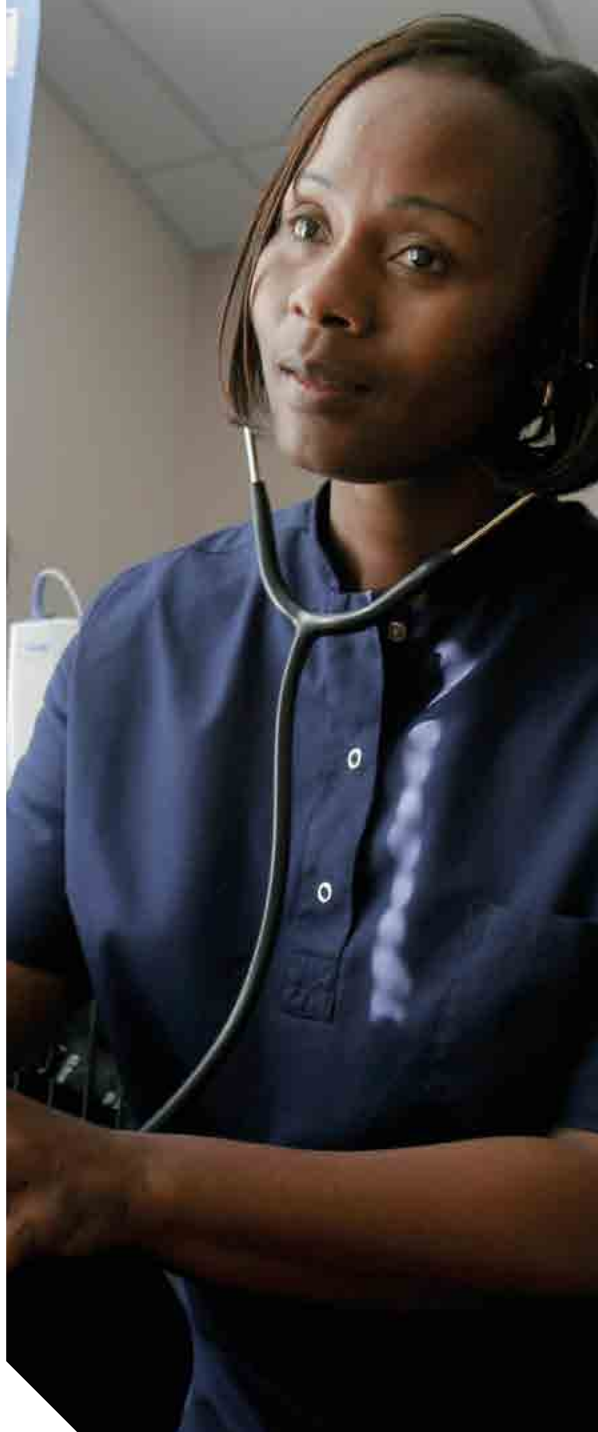
unaffordable transport connections. Our Core Strategy and draft Leeds Transport Strategy are already underpinned by such a commitment.

We are already ensuring that the £173m of funding for transport improvements announced in 2017 is invested in a way that improves accessibility and connectivity to centres of employment, with projects including rail connections to Thorpe Park, the White Rose Centre and the airport proposed. We will also seek to influence the spending of the West Yorkshire Plus Transport Fund to maximise these kinds of connections. The arrival of High Speed Two into Leeds city centre by 2033 offers a further opportunity to improve connectivity and open up increasing numbers of jobs, particularly in knowledge intensive businesses, across the city region, as does the emerging Northern Powerhouse Rail proposal, creating better links between the city and other northern cities, making opportunities outside Leeds more accessible to our residents.





3. INTERVENTIONS



OUR SECTORAL FOCUS

The Leeds Inclusive Growth Strategy sets out seven sectors which cover a large part of the economy and a range of jobs at all skill levels. They 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

In this Plan we focus on a subset of those sectors. This is because these are the sectors where we consider there is the greatest risk and reward from intervention, whether that be because of forecast growth, or issues around pay and productivity. They are:



HEALTH
AND CARE



CREATIVE AND
DIGITAL



CONSTRUCTION AND
INFRASTRUCTURE



MANUFACTURING
AND ENGINEERING

However, we do identify some potential interventions which address skills shortages and gaps in other sectors under a general heading towards the end of this section.

CHARACTERISING THE INTERVENTIONS

The interventions that are set out in the remainder of the Plan can be characterised in two ways. This is a practice we adopted in the development of the Leeds Digital Sector Skills Action Plan, and which we have found helps to clarify the nature of the activity and the outcome it aspires to achieve.

Some of the interventions can be achieved, and can deliver results, in the short term. Some will take longer to both implement and deliver. We have classified each intervention in terms of the short, medium and long term deliverability and potential impact.



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT:

All of our growth sectors are under pressure to recruit, retain and ideally progress employees. Some of this pressure is driven by policy such as the Apprenticeship Levy, but much of it is due to growth, changing workforce requirements, and changing workforce demographics. Ensuring pipelines of talent into our growth sectors, and progression through them, is key.



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES):

While creating and promoting entry routes to the sector, both to alleviate short term pressures and to develop a more robust supply of skilled individuals, is vital, we need to look beyond these entry points and work to improve the dialogue between employers and education providers to ensure supply more appropriately meets demand. This means creating targeted interventions to ensure that employers and education providers are better connected, giving employers the opportunity to inform the development of provider offers, and providers the opportunity to inform their offer with what employers really need. It also involves making better connections between employers and the education system to drive an increase in young people, especially women, entering our growth sectors, with work experience and work placements a vehicle to enthusing them about the opportunities on offer.

THE ADVANCED MANUFACTURING AND
ENGINEERING SECTOR

While employment numbers in the city have declined over recent years, reflecting national trends as the service sector increasingly grows in influence, the sector remains a significant employer with just under 30,000 jobs, or 6.7% of the city's workforce, and 1,615 businesses in the sector.

Just as important is the critical nature of the sector in enabling the city to grow economically, and in offering opportunities to our residents all along the skills spectrum. There are high levels of innovation and R&D in our manufacturing and engineering businesses, supported by research strengths in the city (particularly at the University of Leeds) but also in the wider city region. This is a key enabler of growth.

And with major engineering schemes like HS2 on the horizon, there is an opportunity to enhance the position of the city as a centre for rail engineering and associated manufacturing, building on the presence of employers such as Siemens and their mechanical drives facility in Hunslet, and William Cook in Cross Green.

But the sector faces serious challenges in attracting new entrants, at a time when replacement demand is at an all-time high. The sector also lacks diversity, with only 7% of the UK workforce female, and poor representation from BME communities.

Some of these gaps and shortages can be tracked back to school-age education. Insufficient numbers of young people are taking STEM subjects, the underpinnings of further/higher education and entry to the sector. The Advanced Manufacturing and Engineering University Technical College in the city's education quarter is addressing this challenge, but even at full capacity can only make a start on ensuring the city has a pipeline of skilled engineers and technicians entering the sector.

Finally, we have seen how the pace of industrial change can have a damaging effect on businesses in particular subsectors. While employment in the sector will continue to slowly decline, we need to do more to retain skilled employees within the wider sector when economic shocks do occur.

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



INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: SUPPORT FOR AND SUSTAINABILITY OF THE FUTURE JOBS PROGRAMME

The ESIF funded Future Jobs Programme is providing support to schools across the city region to promote careers in the sector. We will promote the programme to Leeds schools, and encourage employer support for it, but we want to ensure that programme activity can be sustained beyond its current life (to 2019).

There is a significant opportunity to align this work to the LCR HS2 Growth Strategy, which calls for a funded programme of careers insight and education running to 2033. Manufacturing and engineering is a key plank of the HS2 skills challenge.

SHORT
TERM

ACTION: EVERY SCHOOL TO BE AWARE OF THE TOMORROW'S ENGINEERS AND WISE CAMPAIGN, AND MORE EMPLOYERS TO PARTICIPATE IN BOTH

Tomorrow's Engineers and Women in Science and Engineering are two campaigns which seek to improve the understanding of young people, women in particular, of the science and engineering world. Using employer ambassadors they promote careers, including apprenticeships, in the sector in schools. We will ensure that every school is aware of their offer, and promote membership to our cohort of businesses in the sector.

MEDIUM
TERM

ACTION: EVERY SCHOOL TO HAVE ACCESS TO A STEM EMPLOYER GOVERNOR

Employer governors are increasingly present in Leeds schools, both primary and secondary. They play an important role in helping school leaders and staff understand the skills needs of industry, as well as promoting sectors that may have an image problem. We want every school in Leeds to have an employer governor from, or with significant knowledge, of STEM and advanced manufacturing and engineering.

LONG
TERM



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES)

ACTION: RETAINING THE WORKFORCE THROUGH ECONOMIC SHOCKS AND INDUSTRIAL EVOLUTION

The pace of change in the sector through industrial evolution is fast, and this can have serious implications for employers. The sector, and particular subsectors, are also exposed to economic shocks that can prove critical for the local workforce.

While we would always wish to avoid redundancies, sometimes they are inevitable. But it should not be inevitable that those affected are lost to the labour market for good, or even from the sector as a whole. Programmes exist to support those affected by redundancy to reskill, and this is one way of supporting the growth of other sectors. But we will also look to work with employers in the broader sector to develop links in the hope that where demand is buoyant, they may be able to offer opportunities to those people unfortunately affected. In doing so we aim to retain more skilled workers within the sector's workforce more generally.

SHORT
TERM

THE DIGITAL AND TECHNOLOGY SECTOR

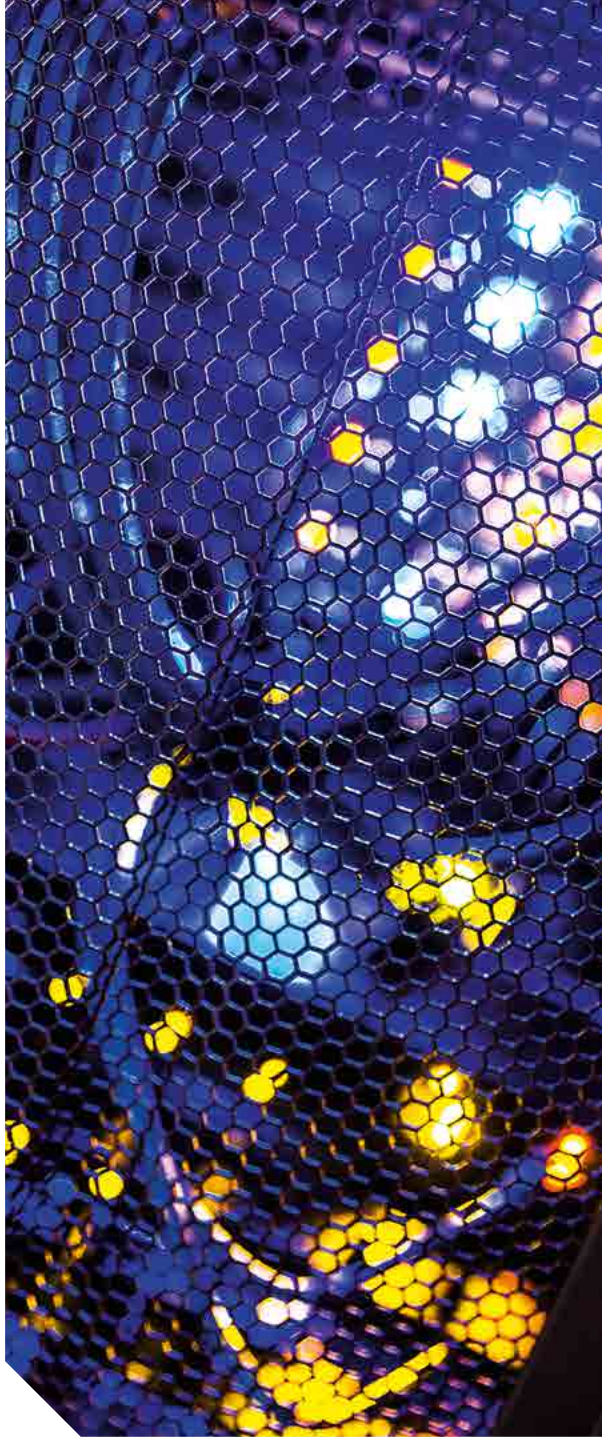
Leeds is rapidly establishing itself as the digital centre of the North, with a thriving private sector anchored by major businesses including Sky’s national technology centre of expertise and our first tech unicorn (a company valued at over £1 billion) in the form of SkyBet, internationally important digital infrastructure, a significant public sector presence through NHS Digital, world leading academic research and innovation in big data through the Open Data Institute and Data Mill North, and an approach to growing the sector based on close collaboration between the Council and stakeholders in the shape of the Leeds Digital Board. Our impact was recognised in the Government’s Digital Skills Strategy as being good practice.

The digital economy is growing significantly faster than the wider economy, and this pace of change means that attracting high skilled labour is now the number one

challenge for the industry. In March 2016 the Leeds Digital Board launched the Leeds Digital Skills Plan, focusing on attracting and training talent for the digital sector. Since then we have seen four very successful digital jobs fairs, the launch of degree apprenticeships, the development of an accelerated two year degree programme, and more. So we’re making good progress on these ambitions, but there is more to do to make the sector more inclusive and accessible for more of our residents, and to facilitate growth for our businesses.

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



INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: DEVELOPING A PILOT LEEDS DIGITAL 'BOOTCAMP'

While the supply of skilled labour into the sector from education remains insufficient, there is both a need and an opportunity to increase supply for career changers and people returning to the labour market, through short, intensive courses which equip people with key skills. Many such courses are endorsed by employers, with some offering job guarantees on successful completion.

Since the launch of the Digital Skills Action Plan in 2016, it has become clear that there is the need for a pilot programme to prove the concept of a boot camp for both employers and potential candidates.

The Council will work with partners in the sector to work up a proposal for a pilot scheme to demonstrate the value and impact of the approach, with a particular focus on residents from our disadvantaged communities. There may be an opportunity to align this work with the WYCA/LCR LEP proposal to create 'digital bursaries' to support training in digital skills, and to use National Coding Week activity to identify possible candidates.

SHORT
TERM

ACTION: SUPPORT AND PROMOTE NATIONAL CODING WEEK

National Coding Week aims to give adults a taste of coding through short introductory sessions often delivered by volunteers. In Leeds, a number of employers have been very supportive of NCW, and in 2016 the city was close to the top ranking for cities providing taster sessions.

These taster sessions are useful in their own right in terms of digital literacy, but offer a real chance for residents to get a flavour of what is involved in just one aspect of the sector. It also gives employers an opportunity to scout talent and potential recruits.

We will continue to support and promote National Coding Week, with an ambition to host sessions in every ward of the city, and more sessions than any other city in the UK.

SHORT
TERM

ACTION: THE LEEDS DIGITAL CAREERS FAIR

Now into its fourth staging in its home of the Leeds Arena, the Leeds Digital Careers Fair, hosted by Herd, is a critical part of the sector's recruitment activity and wider awareness raising for residents of the incredible range of jobs in tech. Exhibitor take up has grown alongside visitor numbers, with feedback about the range of job opportunities and potential candidates consistently high.

SHORT
TERM

ACTION: PROMOTING APPRENTICESHIPS INCLUDING DEGREE APPRENTICESHIP OPPORTUNITIES

New apprenticeship standards for digital sector roles are increasingly available in the city, and offer an entry route to the sector which is likely to be very appealing to young people in particular, but also creates an opportunity for existing employees to develop new skills and gain a qualification. For those employers who are liable to the Apprenticeship Levy, there is a significant financial incentive.

MEDIUM
TERM

ACTION: SUPPORT THE EXTENSION OF CODE CLUBS TO ALL LEEDS PRIMARY SCHOOLS

Code clubs are a great way to get young children interested in tech and have wider benefits beyond learning to code. Problem solving and logical thinking skills are useful for a range of other disciplines including maths. Code clubs are also a great way to get girls interested in tech at an early age. Many of our primary schools are already part of the programme, supported by employer volunteers. By the start of the 2018-19 school year we want to see every primary school regularly hosting Code Clubs.

LONG
TERM



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES)

ACTION: STAGE A DIGITAL SKILLS SUMMIT

In March 2018 we will stage a Digital Skills Summit, celebrating the two year anniversary of the launch of the Digital Skills Plan, reviewing progress, and identifying new priorities where appropriate.

The summit will also be an opportunity for employers and education and skills providers to come together to discuss how the skills system can respond to the needs of the industry

SHORT
TERM

THE CONSTRUCTION AND INFRASTRUCTURE SECTOR (INCLUDING HOUSING)

The construction sector is boosted by a high demand for new housing, infrastructure and commercial development, with an ambition to double the physical scale of Leeds city centre. The deployment of the £1bn West Yorkshire Plus Transport Fund and the development of the HS2 rail line and associated infrastructure, including a new Yorkshire Hub station in Leeds city centre, offer huge opportunities for the sector to capitalise on significant investment. In total there is around £600m of development programmed in the city over the next few years, including exciting opportunities for the city to take the lead in new techniques such as modular housing. CITU/LCOB picture and pledge?

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. At the same time, the changing nature of the industry has a bearing on the skills and labour needs of the workforce. Increased offsite provision, specialist teams retained by developers, and

other factors, mean that the size of a workforce for, as an example, a £9m commercial development, is no more than 40 people over less than 12 months.

Despite this, in Leeds we estimate that 4,500 additional jobs will be needed by 2024, including workers in managerial roles, site supervision, project management and off-site construction. Institutions such as Leeds College of Building, the UK's only specialist construction college, and Leeds City College can help meet this demand, with delivery agreements with the Combined Authority to align their skills training to match local economic priorities and business needs, including an expansion of work and classroom based training for technical and higher skills (level 4-6).

In addition to a critical challenge around attracting new entrants to the sector, it is important to work collaboratively with the industry to improve in-work progression through training and development, and to bring forward activity to address the substantial under-representation (in line with the national picture) of women and black and minority ethnic groups in the sector.

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



INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: CREATING A VIRTUAL CENTRE OF EXCELLENCE IN SKILLS FOR OFFSITE MANUFACTURING FOR THE CONSTRUCTION INDUSTRY

Leeds is increasingly developing a reputation for excellence in offsite manufacturing for construction, particularly in housing. In the city centre, innovative developers Citu are bringing forward a residential development manufactured offsite, with the production facility based in the South Bank. Not far away in Selby, Legal and General are building a large production facility which aims to manufacture xx,xxx homes a year.

Leeds College of Building are already working with Citu and others to develop bespoke qualifications, including apprenticeships, to train the workforce of the future. The University of Leeds, with its expertise in manufacturing technologies, could also potentially play a part in driving the development of a centre of excellence in this field, which as well as offering skills training to a potentially wider pool of entrants to the profession, could also be of benefit in attracting inward investors to the city.

SHORT
TERM



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES)

ACTION: LEVERAGING THE OUTCOMES OF PLANNING

Many developers and contractors are already involved in great examples of programmes designed to introduce people to the construction industry, with a particular focus on young people. For many young people, the image of the industry is not an attractive one, so these activities help to dispel some of the myths around what is increasingly becoming a high tech sector with significant use of digital technologies, as well as growing opportunities in areas such as project management and so on.

Some of this work is stimulated by the way in which the Council attaches obligations to planning permissions and Council contracts, but this is only one part of the process. Many contractors and developers are involved in this kind of work because they recognise that the future of their workforce depends on it.

We will continue to use employment and skills obligations to encourage this work, but more generally we will encourage and facilitate better connections between our schools, and other education providers, and the industry – helping both sides to understand the part they can play in improving supply and demand.

SHORT
TERM

THE HEALTH AND SOCIAL CARE SECTOR

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 medtech 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. The sector is also exposed to a Brexit-based risk given a substantial proportion of EU-migrant workers. 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. While the sector has a major challenge attracting candidates to entry level positions, once employed the sector has a reputation for developing staff, encouraging continual development and progression through the career ladder.

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, with significant concentrations in our most disadvantaged areas which reinforces inter-generational worklessness. 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. The Council is developing a Work and Health Strategy that will address some of these challenges and constraints on growth.

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



INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: HEALTH AND SOCIAL CARE AMBASSADOR PROGRAMME

Job roles in this sector often come with a social stigma, as they can include dealing with death and illness and providing personal care. Work needs to be done to promote the positive aspects of these roles, how essential they are to the community and city and how rewarding these roles can be. We will develop an ambassador programme which promotes the sector, particularly to schools, through the use of role models.

SHORT
TERM

ACTION: PROMOTE THE SECTOR TO RETURNERS TO WORK AND CREATE PATHWAYS TO ENTRY FOR MATURE ENTRANTS

As care in particular continues to move to a more community based model, requiring flexible working and a degree of self-autonomy, there is an opportunity to encourage people returning to the workforce and who might not wish to work full time or perhaps wish to work in a community setting. To support that outcome, appropriate entry routes and qualifications might need to be developed, or a different model of recruitment targeted on previously untapped audiences.

SHORT
TERM



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES)

ACTION: SCOPE OUT A HEALTH AND SOCIAL CARE WORK EXPERIENCE PROGRAMME

For understandable reasons, it can be difficult for young people to get exposure to careers in the health and social care industry, which could lead to them considering alternative career options. As well as information being readily available in schools about the range of opportunities and the career progression offered, a pilot programme of work experience might be usefully developed, working with employers and education providers to

SHORT
TERM

OTHER IMPORTANT SECTORS

While we have identified and will focus on the above sectors as a priority, other sectors are also critical to the economic life of the city, in particular retail and hospitality and 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

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.

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, with a commitment to employing at least one apprentice. Increasingly many of these are

taking the level six apprenticeship solicitor qualification. Some of the main accountancy and advisory firms in Leeds have changed their recruitment and promotion processes to enable a wider range of people to access roles, including PWC removing UCAS scores as entry criteria for the majority of roles, and a Back to Business returnship programme to help people return to work after an extended break, for example after starting/raising a family, or caring responsibilities.

The sector is a significant employer, and generator of economic growth. Key to our ambitions to creating inclusive growth is helping more people to understand that they have the potential to work in the sector, whatever their background, training, or point of entry. Our focus for intervention is, therefore, ensuring the sector is more visible to those from more disadvantaged backgrounds, and continues the good work already underway to promote careers to them.

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



INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: ALL BUSINESSES IN THE SECTOR, BUT ESPECIALLY SIGNIFICANT CORPORATES, TO REACH OUT TO A WIDER AUDIENCE OF YOUNG PEOPLE TO ENCOURAGE THEM TO SEE THE POTENTIAL FOR A CAREER IN THE SECTOR

Many employers in the sector are already engaged in significant social mobility work, engaging with young people in our communities.

But many young people in Leeds do not believe that a career at a company like KPMG, for example, is in their reach. To change that perception more businesses in the sector need to be active in our communities, telling the story of their approach to inclusive growth, and setting out how young people from every background have the opportunity to develop careers in accountancy, law, consulting, and other professional services.

MEDIUM
TERM

ACTION: WORK WITH THE CITY'S UNIVERSITIES TO IMPROVE LEVELS OF GRADUATE RETENTION

Graduate retention features in our cross-cutting city calls, but the sector is such a significant employer of graduates that it has a particular role to play. As well as getting involved in the city's graduate retention initiative, businesses in the sector can create a momentum in their SME customer base around graduate recruitment, potentially even to the point of acting as an aggregate recruiter for the wider supply chain.

MEDIUM
TERM

RETAIL AND THE VISITOR ECONOMY

The growth of our retail and hospitality sector 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 and contributes £25m to the night time economy. Our hotel sector continues to perform well with further developments planned in the city centre.

And yet the sector faces significant challenges. For many, it is a second choice, or a sector in which people work to supplement study. And for many it is a pathway not to progression but to low pay and insecure work. And it is unattractive to young people in particular. In 2016 the city hosted for the first time the Big Hospitality Conversation, a national event to connect hospitality employers to

potential recruits and to raise awareness of the sector's career offering. Despite extensive promotion to the city's schools, interest in the event was very low. In part this is because potential entrants do not recognise, and perhaps the sector does not adequately promote, the incredible diversity of job roles it offers. From HR to e-commerce, visual merchandising to supply chain management, head chef to sommelier, the variety is probably unrivalled. Telling the story of this diversity and promoting the sector as an opportunity to build a career, not just a series of jobs, is one we need to better.

The focus of our interventions in the sector are therefore on raising awareness of the diverse career offer, improving the progression pathways within the sector and tackling low pay.

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



INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: THE LEEDS RETAIL AND HOSPITALITY SKILLS CENTRE FOR EXCELLENCE

In early 2017 the Council, working in partnership with the Leeds Business Improvement District, set out proposals to develop a centre of excellence for skills in retail and hospitality. Progress towards this has been good, with significant stakeholder engagement and buy-in and an outline business model developed. The launch of the centre in 2018 will meet a significant gap in the market for training and development, enabling providers to respond to aggregated demand and giving employers the opportunity to share their workforce needs.

MEDIUM
TERM

ACTION: THE LEEDS BIG HOSPITALITY CONVERSATION

In 2016 the national Big Hospitality Conversation was held in Leeds for the first time. This high profile event seeks to engage and enthuse young people in the sector, one which is growing strongly in Leeds. In 2018 we will stage the Leeds Big Hospitality Conversation, working with employers to promote the sector, and current and future job roles, to residents including schools.

LONG
TERM



4. CONCLUSION AND NEXT STEPS

CONCLUSION

This plan sets out a range of potential interventions which the city could collectively bring forward to address the above. These interventions are the result of consultation with the business community and with education providers, and have been shaped by reflection on the challenges we face, the current activity addressing these issues in the city and city region, and past experience.

The Plan seeks to inform and shape the market so that providers can bring forward solutions – not offer a prescribed approach. We hope that the city's stakeholders will endorse the approach, the city challenges, and the practical interventions, and join us in making change happen for the benefit of all our businesses, residents, and communities.

NEXT STEPS

We said at the outset that the Plan should be a living document which changes in both ambition and actions as time passes. It should not be static, or unchanging, as this would undermine the action focused principle.

We also said the Plan should not have one single owner, but be collectively owned by stakeholders in the city. But in order to have real impact, the Plan needs a custodian, to prompt and challenge stakeholders, to review progress, and to identify new trends and challenges to the city's supply of talent that we will tackle. The Council's Employment and Skills Service will play this part, convening stakeholders and reviewing progress against the Plan on an annual basis.

