



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

**Report to:** Leeds Health and Wellbeing Board

**Date:** 23 November 2017

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

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

## Summary of main issues

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

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

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

## Recommendations

The Health and Wellbeing Board is asked to:

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

## **1 Purpose of this report**

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

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

## **2 Background information**

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

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

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

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

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

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

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

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

### **3 Main issues**

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

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

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

### **3.7 Issues for the Health and Care System**

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

## **4 Health and Wellbeing Board governance**

### **4.1 Consultation, engagement and hearing citizen voice**

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

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

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

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

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

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

### **4.3 Resources and value for money**

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

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

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

### **4.5 Risk management**

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

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

## **5 Conclusions**

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

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

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

## **6 Recommendations**

6.1 The Health and Wellbeing Board is asked to:

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

## **7 Background documents**

7.1 None.



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### How does this help reduce health inequalities in Leeds?

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

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

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

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

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

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

### Future challenges or opportunities

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

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