



LEEDS INCLUSIVE
GROWTH STRATEGY
2018 – 2023



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FOREWORD

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

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

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

The people of Leeds will be at the heart of everything we do, from equipping our young people with the right skills and careers advice, to enabling in-work progression, retraining and lifelong learning in our ever changing labour market. As the nation navigates its way through Brexit, we will continue to offer support to our firms and our communities. Leeds is and always will be, open for business and talent.

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

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

Councillor Blake, Leader, Leeds City Council





1. INTRODUCTION

WHAT IS THE PURPOSE OF THIS STRATEGY?

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

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

We have identified twelve big ideas to shape our city by boosting our long term productivity, competitiveness and social inclusion. Integral to this are the principles of

sustainable development embracing the social, economic and environmental impacts of their implementation. There is a lot of good work already taking place in Leeds but there remains an opportunity for this to have renewed focus, a clearer strategic context and stronger commitment from businesses and others in the city.

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

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

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

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





2. EXECUTIVE SUMMARY

INTRODUCTION

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

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

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

CONTEXT AND DRIVERS FOR CHANGE

Our economy is performing well. Leeds has experienced strong private sector jobs growth since 2010, above the national average. Leeds has one of the highest rates of business start-ups and scale-ups amongst UK cities. We are a smart city: with a high proportion of knowledge intensive jobs; the University of Leeds spins out more listed companies than any other UK university, and the city experiences a “brain gain” with more undergraduates and graduates moving into the city than leaving. Leeds is a top five UK retail and tourism destination.

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

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

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



THE STRATEGY

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

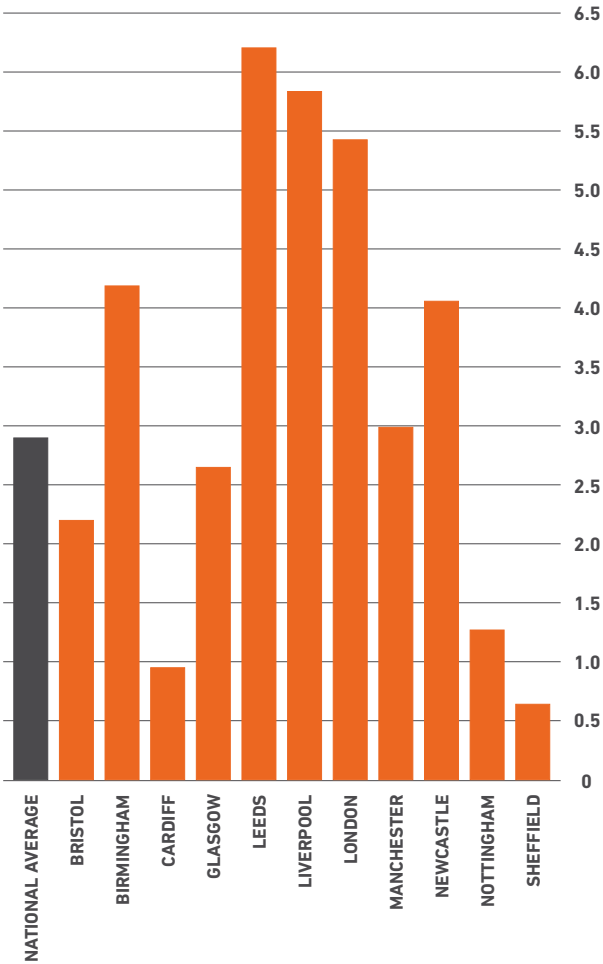
To fulfil our economic potential and to make a high growth scenario a reality we need to take action to enhance our competitiveness and to tackle poverty. We will also need to support our businesses and communities to be resilient in the context of economic change and risks.

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

It will mean developing and regenerating places, supporting neighbourhoods, communities and centres to respond to economic change, growing the city centre as an economic powerhouse not just for Leeds but also for the North, and growing major economic hubs to the north, east, south and west of Leeds. An increase in new homes, improvements to existing housing and investment in modern infrastructure will support the city’s growth.

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

Leeds had the highest increase in employment rate (the percentage of people employed as a proportion of the total working age population) of any core city from 2009 - 2017. This reflects not just on the success of Leeds in creating new jobs, but also the progress being made in supporting our residents to access these jobs.



EMPLOYMENT RATE % CHANGE (2009 - 2017)

Source: Centre for Cities

INCLUSIVE GROWTH

Inclusive growth is about:

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



1



BEST CITY FOR HEALTH AND WELLBEING

- Working in partnership to improve the health of the poorest the fastest
- Building on our strength as a leader of health innovation by further developing our workforce and attracting new skilled jobs in growing sectors such as digital and medtech
- Supporting healthy, active lifestyles to enable people of all ages to fully realise their social, educational and economic potential
- Working with schools, colleges and universities to open up opportunities for our residents to develop their skills and promote social mobility
- Enabling more people to manage their health in the community and workplace, working with people to promote prevention and self-management

2



PUTTING CHILDREN AT THE HEART OF THE GROWTH STRATEGY

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

3



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

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

4



WORKING TOGETHER TO CREATE BETTER JOBS, TACKLING LOW PAY AND BOOSTING PRODUCTIVITY

- Encouraging employers to pay the Real Living Wage
- Initiatives to support firms and people to improve their skills and progress into better jobs
- Continued investment in small scale productivity gains in SMEs
- Developing a strategic approach to corporate responsibility and procurement
- Securing specific commitments from organisations within the city to support inclusive growth and promote the city

5



SUPPORTING PLACES AND COMMUNITIES TO RESPOND TO ECONOMIC CHANGE

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

6



DOUBLING THE SIZE OF THE CITY CENTRE

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

7



BUILDING A FEDERAL ECONOMY - CREATING JOBS CLOSE TO COMMUNITIES

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

8



21ST CENTURY INFRASTRUCTURE

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

9



LEEDS AS A DIGITAL CITY

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

10



BACKING INNOVATORS AND ENTREPRENEURS IN BUSINESS AND SOCIAL ENTERPRISES

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

11



PROMOTING LEEDS AND YORKSHIRE

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

12



MAXIMISING THE ECONOMIC BENEFITS OF CULTURE

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



SECTORS

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

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

HEALTH, MEDICAL AND THE AGEING POPULATION

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

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

COMMITMENTS

This is a strategy for the whole city, and in this spirit we want to offer partners the chance to pledge committing their time, expertise or support to deliver inclusive growth.

For more information on pledges please visit www.leedsgrowthstrategy.com

FINANCIAL AND PROFESSIONAL SERVICES

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

CREATIVE AND DIGITAL

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

CONSTRUCTION AND INFRASTRUCTURE

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

MANUFACTURING

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

RETAIL AND THE VISITOR ECONOMY

Our retail growth is bucking the national trend and the opening of Victoria Gate in 2016 has moved Leeds from fourth to third in the National Retail Ranking as the best place to shop in the UK. In recent years major developments have helped cement Leeds as a national destination offering a range of activities and events, including the Leeds Arena which attracts one million extra visitors to the city annually. The £14m redevelopment of the West Yorkshire Playhouse will add to our cultural offer. Leeds continues to produce world class athletes and host major sporting events in Rugby, Cricket, Football and other sports such as the Columbia World Triathlon Series which was watched by 80,000 people along the route. Developing a more professional and targeted approach to tourism promotion has helped showcase Leeds as a visitor and conference destination.

TRANSFORMATIONAL PROJECTS IN LEEDS TO HELP DELIVER THE NATIONAL INDUSTRIAL STRATEGY

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

SOCIAL ENTERPRISE AND THE THIRD SECTOR

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



3. OUR VISION

WHERE PEOPLE AND BUSINESSES GROW

VISION

IN 2023:

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

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

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

The city centre will continue to grow. The regeneration of the South Bank will offer places to work, live and study,

alongside leisure activities and a brand new city centre park. Construction will have begun on HS2, the waterfront transformed and what was once a disconnected and underused area is now a modern, thriving extension to the heart of the city region.

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

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

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

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

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

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

YOUNG AND GETTING YOUNGER

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

Leeds
11.9%
2012-2015

Brussels
5.03%
2011-2015

Berlin
4.04%
2011-2015

Amsterdam
3.63%
2011-2014

Vienna
3.12%
2011-2014

EU
2.9%
2002-2015

Madrid
2.12%
2011-2014

Stockholm
2%
2011-2014





4. CONTEXT AND DRIVERS FOR CHANGE

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

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

STRATEGIC CONTEXT

LEEDS CITY REGION

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

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

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





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

LEEDS CITY REGION STRATEGIC ECONOMIC PLAN

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

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

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

LOCAL INDUSTRIAL STRATEGY

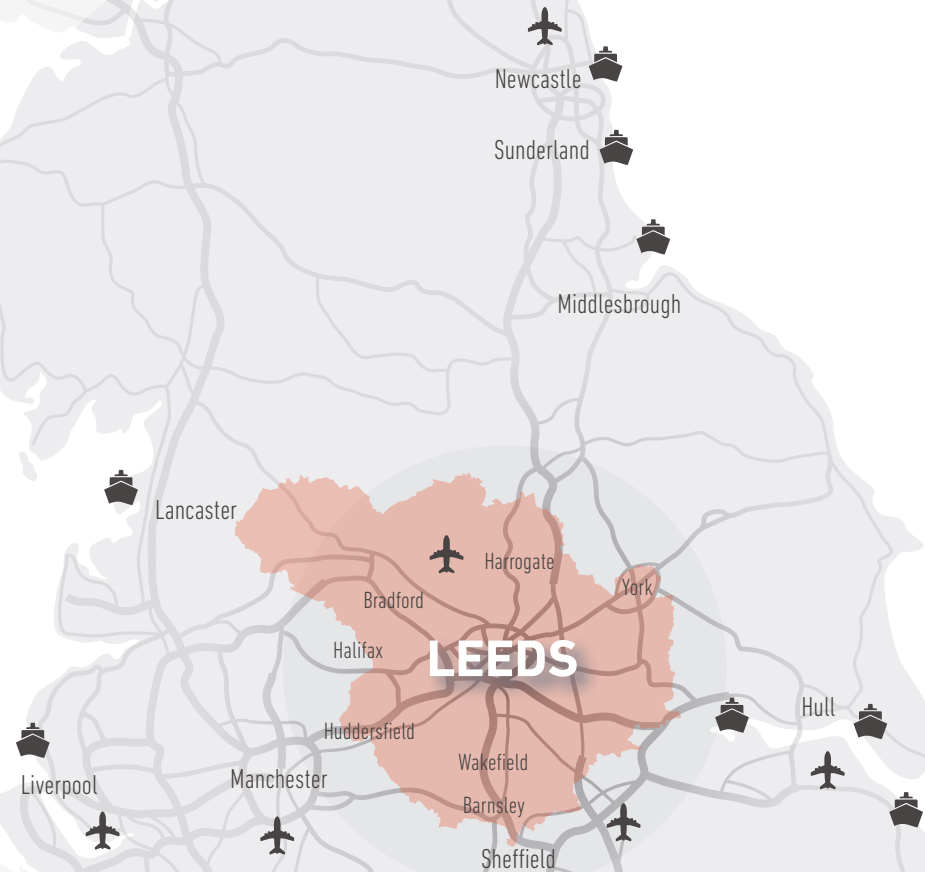
The recent Government Industrial Strategy published in November, 2017 recommends City Regions produce Local Industrial Strategies that build on local strengths and deliver on economic opportunities. We will work with the City Region and Government to help deliver this, putting in place the foundation for future economic growth. This will include focussing on our main issues of raising productivity, increasing innovation and research and development, improving living standards, and tackling deprivation in our communities.

NORTHERN POWERHOUSE

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

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

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



**7.2
MILLION JOBS**



**£290
BILLION
ECONOMIC OUTPUT**



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

Lord Jim O'Neill
former Commercial Secretary
to HM Treasury

ECONOMIC TRENDS AND CURRENT CONDITIONS

AN ECONOMIC SUCCESS STORY

Leeds has experienced strong private sector jobs growth since 2010, above the national average. It has the largest city concentration of financial and professional services and digital jobs in the UK outside London. It is a major hub for health innovation, data analytics, innovative manufacturing, and knowledge intensive jobs. The city also has the second highest productivity levels (GVA per hour worked) of the core cities. The Leeds economy performed particularly well 2014-15 when it had the fastest rate of private sector jobs growth of any UK city and wages increased 6% over this period.

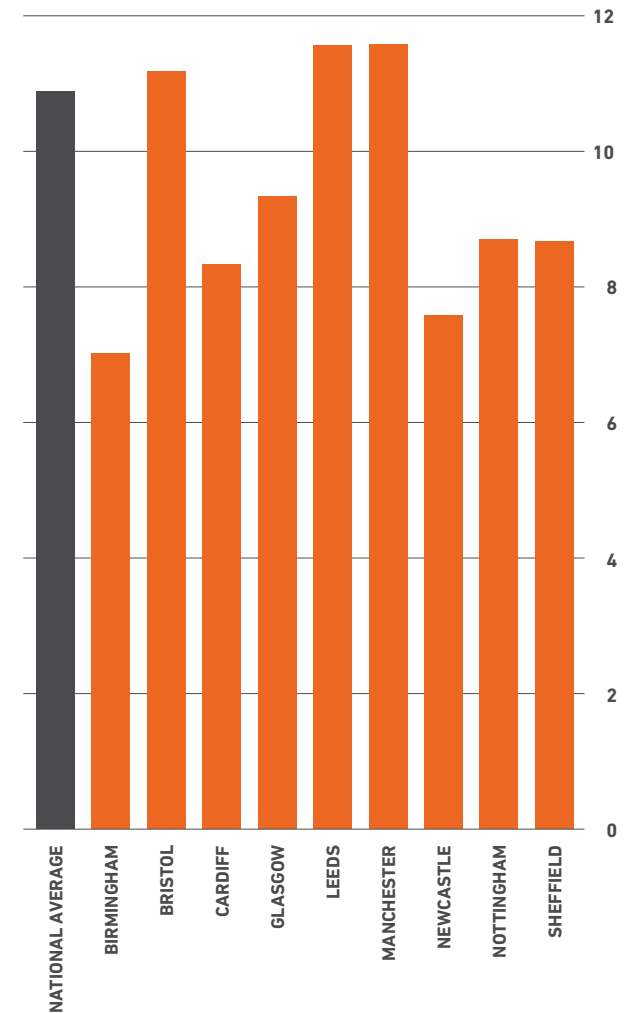
Leeds is a great place to start-up and scale up businesses, and to commercialise innovation. The city has the highest number of fast growing firms in the UK outside London and Cambridge. In recent years the University of Leeds has created more than 100 spin out companies, and has spun out more AIM listed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

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

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

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

From 2012 - 2016 there was an 11.5% increase in the amount of private sector jobs created in Leeds which, along with Manchester outstripped the other Core Cities and the national average. Over the same period there was also significant growth in the region including Wakefield, Bradford and Huddersfield.



PRIVATE SECTOR JOBS GROWTH (2012 - 2016)

Source: Centre for Cities



BUT ALSO SIGNIFICANT CHALLENGES AND OPPORTUNITIES TO TACKLE POVERTY REMAIN

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

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

A fast changing economy has implications for the skills people need to access jobs, progress within their careers and be resilient to economic shocks. Low pay is a growing issue. Over 80,000 jobs (many of them part-time and insecure) pay less than the Living Wage of £8.75 an hour as recommended by the Living Wage Foundation.

Whilst educational attainment is a narrow measure of people's suitability for work, Leeds lags behind cities such as London in attainment levels, from early years to secondary schools. Our schools and skills system

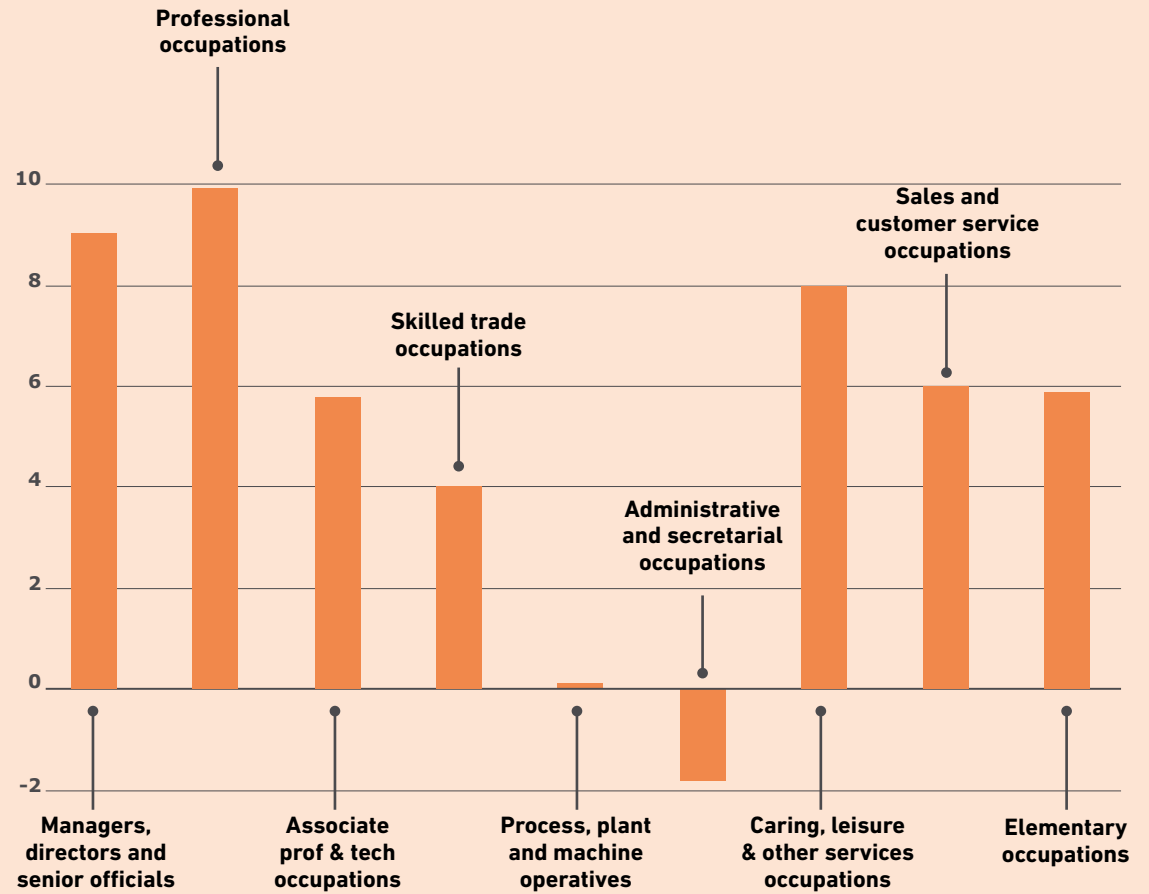
needs to do more to provide people with the skills and careers information they need to access the full range of opportunities in the modern economy and meet employer needs. Whilst some employers are leading the way in terms of staff development, apprenticeships, creating opportunities for school leavers,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

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

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

HOLLOWING OUT OF THE LABOUR MARKET

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



Source: Joseph Rowntree Foundation

OPPORTUNITIES TO BOOST PRODUCTIVITY AND COMPETITIVENESS

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

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

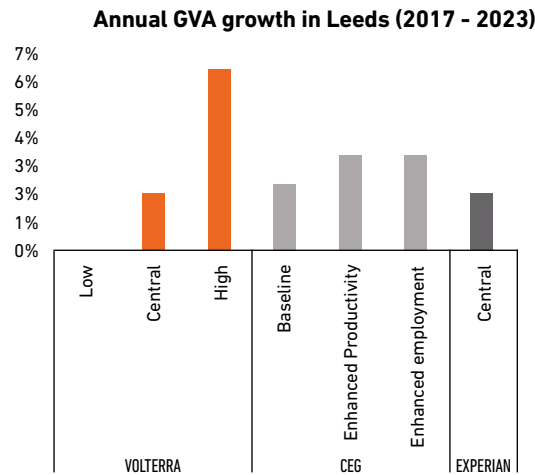
Developing, attracting and retaining graduates will also provide an economic boost. Increasingly firms invest where there is a skilled and creative workforce. Leeds is already a net importer of people moving to study at university and graduates – the city experiences a brain gain, not a brain drain. But more could be done through initiatives to widen participation of Leeds people in higher education, connect Leeds graduates to jobs in the city, and to attract graduate “returners” (people from Leeds who have moved away to study and work) as well as skilled people moving out of London.

More infrastructure investment, a more efficient transport system, more modern sites and business premises and better broadband would all help boost productivity. Better

transport can bring new and more productive jobs within reach for people (enabling them to move job without moving house), new markets within reach of business, and support growth and innovation in the city centre, and in major growth locations across the city.

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

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



Source: CEG, Experian and Volterra forecasts



FUTURE ECONOMIC PROSPECTS AND SCENARIOS

A STORY OF TRANSFORMATIONAL ECONOMIC CHANGE AND ECONOMIC RESILIENCE

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

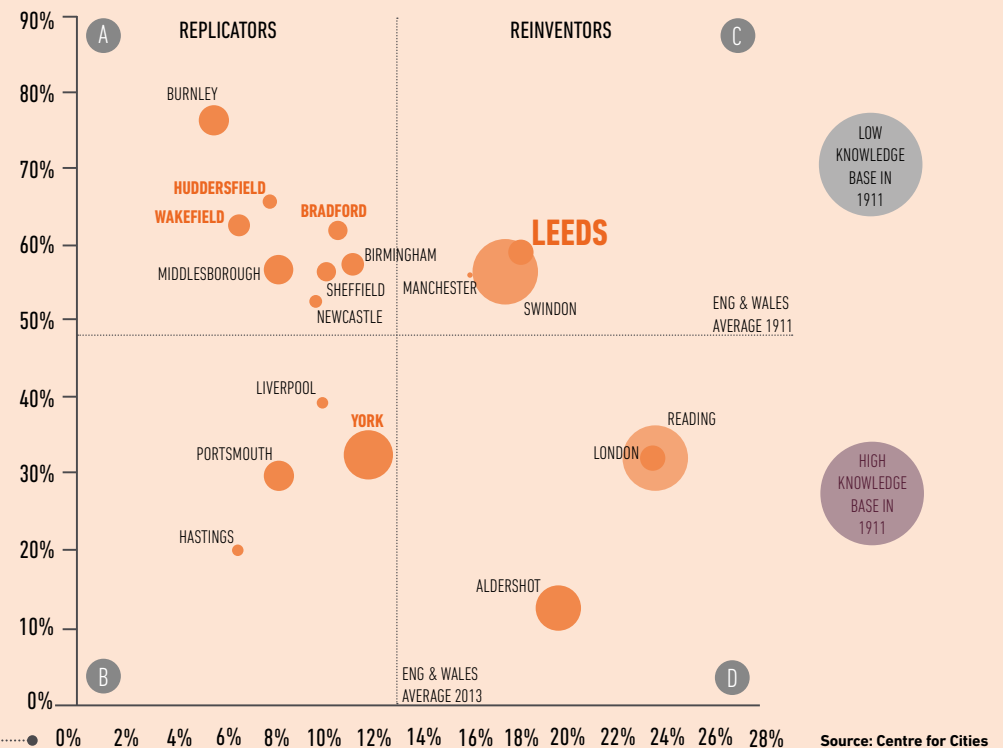
Leeds has bounced back strongly from the 2008/09 recession which followed the financial crisis. There are now 34,000 more jobs overall in Leeds, despite a fall in the number of public sector jobs in the city, and an extra 8,000 businesses than in 2009. Approximately 450,000 people work in the city, and unemployment is falling faster than the UK average.

LONG TERM ECONOMIC TRANSFORMATION

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

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

Share of jobs in
private KIBS, 2013



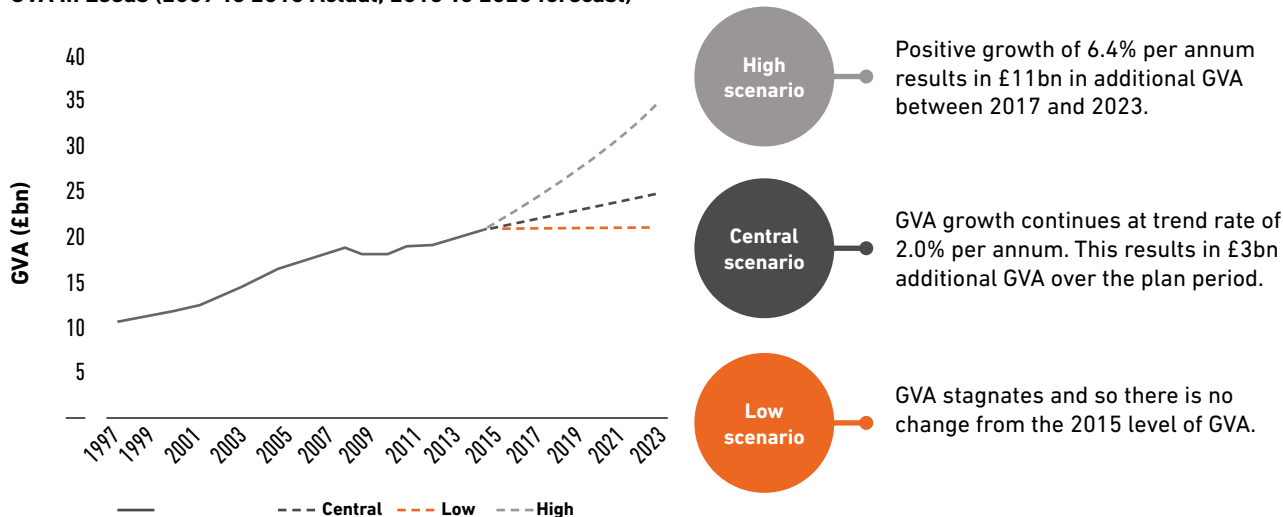
POSITIVE FUTURE PROSPECTS

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

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

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

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



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

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

Cambridge Economic Associates
(economic forecast commissioned by CEG)



BUT THERE ARE RISKS AND UNCERTAINTIES AHEAD

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

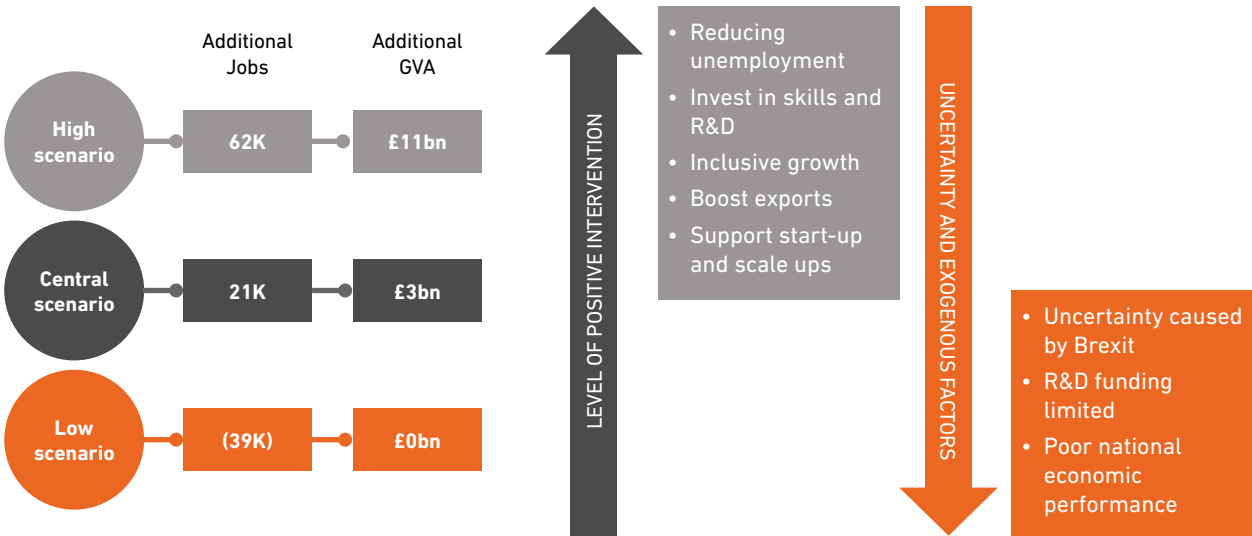
Recent data indicates the Leeds economy is experiencing significant change with rapid growth in emerging sectors such as digital, creative & low carbon, but also pressure on traditional pillars of Leeds economy of manufacturing and Financial and Business Services. As it has done in the past, the Leeds economy is reinventing itself

with growth in new sectors, but this also highlights the risks from economic change, particularly automation, to manufacturing jobs, and also jobs in financial and business services back office functions.

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

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

Growth scenarios – 2017 to 2023



Source: Volterra

IN 2016 YORKSHIRE SAW THE SECOND **BIGGEST** RISE IN THE NUMBER OF **NEW BUSINESSES** CREATED WITH A **1.8%** INCREASE, SECOND ONLY TO LONDON

LEEDS, ALONGSIDE CAMBRIDGE AND LIVERPOOL HAS THE **HIGHEST PROPORTION** OF **FEMALE ENTREPRENEURS** IN UK CITIES AT **29%**

THE SCENARIOS

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

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

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

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

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

WHAT IF THERE IS A RECESSION?

- One of the scenarios is for low growth. There is concern about recent slowdowns in national consumer spending, wage levels, uncertainty around Brexit, and global instability. It is almost ten years since the last recession, and another downturn is possible.

- If there is a recession, the Council will work with the LEP and other partners to support businesses and people. Potential interventions include:

- Creating a standing taskforce to provide support for businesses facing pressures and the risk of closures and redundancies.

- Developing a fund and an initiative to provide training, employment support and jobs brokerage for people that have been made redundant to help them get new jobs or start their own businesses.

- Maintaining momentum on development and regeneration projects and kick starting progress on stalled sites through funding; and

- Investing in infrastructure and regeneration to provide an economic stimulus.

CONCLUSIONS

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

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

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

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

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

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



5. INCLUSIVE GROWTH

MAKING OUR ECONOMY WORK FOR EVERYONE

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

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

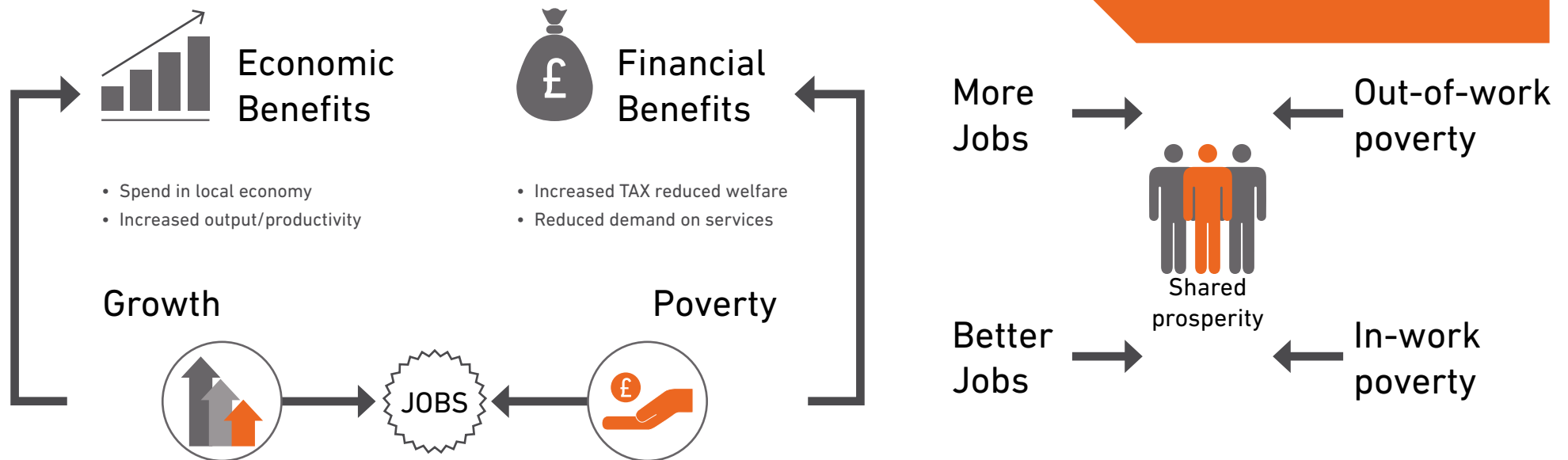
There is also increasing recognition that we cannot rely on a policy of 'grow now, redistribute later'. In an era of

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

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

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

Angel Gurría,
OECD Secretary-General 6 June 2017



Source: JRF



MAKING OUR ECONOMY WORK FOR EVERYONE

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





6. OUR BIG IDEAS

THE CROSS CUTTING ISSUES UNDERLINING GROWTH

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

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

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

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

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



BEST CITY FOR HEALTH AND WELLBEING

- Working in partnership to improve the health of the poorest the fastest
- Building on our strength as a leader of health innovation by further developing our workforce and attracting new skilled jobs in growing sectors such as digital and medtech
- Supporting healthy, active lifestyles to enable people of all ages to fully realise their social, educational and economic potential
- Working with schools, colleges and universities to open up opportunities for our residents to develop their skills and promote social mobility
- Enabling more people to manage their health in the community and workplace, working with people to promote prevention and self-management

As little as 10% of a city's overall health and wellbeing is linked to access to healthcare. Work, family, housing, our environment, education and the community we live in all play an important part in promoting healthy lives. The Leeds Health and Wellbeing Strategy sets out the benefits of healthy, connected lives where people who are the poorest will improve their health the fastest.

Education and skills are particularly important. People with the shortest healthy life expectancy are three times more likely to have no qualifications compared to those with the longest. A good education improves access to well paid jobs, reduces exposure to life's challenges and enables people to have time to make a positive contribution to their community. We will work with schools, colleges, universities and employers to improve the skills of the existing workforce and enhance people's productivity, career progression and resilience.

Better jobs are central to this approach, and will become even more important as the number of people aged over 65 in Leeds is estimated to rise by almost a third to over 150,000 by 2030. Increasing access to flexible and/or part-time working and adequate workplace adjustments is beneficial to people of all ages but is essential in supporting older workers to remain in fulfilling work and accommodate both changing health needs and caring responsibilities. We will also promote social mobility from deprived areas and work to improve outcomes for people of all ages who lose their jobs or whose skills need to be kept up to date. We also intend to improve the offer to people with mental health and disability issues who feel shut out of the workforce. In Leeds there are over 32,000 people on Employment Support Allowance and Incapacity Benefits. There are also over 70,000 unpaid carers providing health and social care support to thousands of people.

Employers are increasingly focussing on health as a way to improve productivity and economic resilience, as healthier employees are generally absent less often, perform better and have a higher morale, which all leads to businesses having a lower staff turnover. Our existing and future workforce needs to be kept healthy and we will work with employers in all sectors to support people to be physically active, socially connected and eat a healthy diet. We will become a health-promoting city that is the Best Core City for Health and Wellbeing by 2021.

The network of health organizations and research bodies in the city, along with our strong and resilient economy and exceptional universities, creates a unique health and care infrastructure. Leeds is already a world leader in health innovation, with 22% of the total digital health jobs across England and Wales being in the City. We have recently developed the Leeds Academic Health Partnership. As one of the biggest partnerships of its kind in the UK, it harnesses the city's world-class research, cutting-edge clinical practice and a real commitment to Leeds people to help transform great ideas into life-changing initiatives. By driving the adoption of research and innovation it is attracting inward investment to help reduce health inequalities.

A key part of our plan is to build a workforce fit for the future in the new Leeds Health and Care Academy. This will manage a strategic approach to the health and care workforce (currently 57,000 people), balancing leadership, training and education for existing staff whilst driving social mobility in the city by promoting careers in health and care. By positioning Leeds as the national sector leader, it will also attract talented people to work in the Leeds health and care sector from the rest of the country and beyond.

THE LEEDS HEALTH AND WELLBEING STRATEGY 2016-2021 OUTLINES 12 PRIORITY AREAS TO HELP LEEDS BECOME THE BEST CITY FOR HEALTH AND WELLBEING.





PUTTING CHILDREN AT THE HEART OF THE GROWTH STRATEGY

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

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

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

Our ambition is to create a skills and education system focused on current and future jobs. This means working more closely with employers, particularly in schools to improve careers advice, mentoring and work experience. Young people with unclear or unrealistic career ambitions are far more likely to spend time not in education, employment and training, or stuck in a trap of low pay and low skills. We will renew our focus in closing the attainment gap between disadvantaged communities and the rest of the city to ensure our education and skills system is working for everyone.

The proportion of Leeds schools judged to be good or outstanding is higher than the national and regional average but we are not complacent. Leeds will continue to raise aspirations, standards and the quality of school leadership and develop

our role as part of the City Region and Northern Powerhouse strategies for schools.

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

The **Leeds Talent and Skills Plan** published alongside the Growth Strategy 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. The Plan puts forward interventions in support of specific sectors, and sets out a series of actions for growth.

The Plan is available at www.leedsgrowthstrategy.com

Over **750** businesses, organisations and individuals have joined our campaign to make Leeds a child friendly city and signed up to be a child friendly Leeds ambassador





PLEDGE:

Leeds Rhinos and Leeds Rhinos Foundation

*The Club brand will be used to drive the national and international brand of Leeds as a sporting city in its broadest sense, for example through women's sport as well as men's sport, through arts/culture developments such as the film *As Good as it Gets* and through sports science or sports business research and development through our partnership with higher education.*

- *The new Emerald Stadium at Headingley will offer a great sporting and conferencing facility with a unique sporting history, which we will promote for the benefit of the city's profile and impact.*

- *The Foundation will deliver a range of programmes to impact on the city's priorities and to target poverty and inequality across a range of Leeds communities, for example through our programmes for health and education and through our mission to "change lives through sport"*
- *We will continue our work with colleagues at LUFCL so that sport is used to maximum effect to engage communities in activities that help improve the lives of people eg alternative education leading to better life chances, prison programmes to help rehabilitation and health recovery programmes.*



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

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

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

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

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

We will look at how we can work with employers and providers to improve the skills of the existing workforce, to enhance people's productivity, progression and resilience. This will include looking at how greater support can be provided to people who lose their jobs or whose skills need to be kept up to date.

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

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

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



PLEDGE:

Carr Manor Community School

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

We will do this by working with all our children and young people between the ages of 4-19 to develop their personal aspiration and their awareness of the world around them and the opportunities they have. We will work with partners to advise and guide each child and to offer and deliver a curriculum and learning experience that secures the outcomes needed to progress to the best pathway for each child be it further/higher education, employment or training.

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

PLEDGE:

UTC Leeds

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

SIEMENS



WORKING TOGETHER TO CREATE BETTER JOBS, TACKLING LOW PAY AND BOOSTING PRODUCTIVITY

- Encouraging employers to pay the Real Living Wage
- Initiatives to support firms and people to improve their skills and progress into better jobs
- Continued investment in small scale productivity gains in SMEs
- Developing a strategic approach to corporate responsibility and procurement
- Securing specific commitments from organisations within the city to support inclusive growth and promote the city

To support growth we need a more concerted focus on tackling low pay, enabling in-work progression creating better jobs. Workers in low-wage jobs in the UK receive less training than other European countries, this has an impact on productivity. It is high paid - high skill jobs, and low paid - low skill jobs which are forecast to increase in Leeds. But intermediate level roles are forecast to increase at a lower rate, or in some cases to decline.

Leeds has a broad based economy that changes rapidly and consequently many people in the labour market don't have the right skills, skills which are not transferable, or their skills are out of date. Advancing technology will create further demand for digital skills, as automation changes the shape of the labour market and many current jobs become obsolete. Work is being done in this area, with labour market data shared frequently across the region with our higher and further education providers, giving them the tools to supply a relevant curriculum that meets the current and future demand for skills and provision. The Leeds City Region Skills Service provides comprehensive training needs and a skills planning service to help business identify skills gaps and development needs linked to their growth plan objectives. This has resulted in the upskilling of over 9,000 workers and £3.93m of grants approved, 35% of which were to businesses in Leeds.

Previous economic thinking that any job is the best route out of poverty does not reflect the modern economy. Research by the Joseph Rowntree Foundation shows that 55% of the households in poverty contain at least one adult that is in work, these families equate to approximately 7.4 million people across the UK. Continued investment in small scale productivity gains in

SMEs will have an impact as will a focus on low wage sectors with high numbers of employers.

Businesses have a role to champion local issues and support communities and the people in them. Both physical and social connectivity needs improving, particularly between poor and more affluent neighbourhoods. Securing better outcomes for the Leeds economy in terms of jobs, skills and supply chains from procurement by the public and private sectors, and through major development and infrastructure projects is essential.

There is a danger that money invested locally flows straight out into the wider economy instead of circulating to businesses and people in the local area. As an anchor institution the council has helped 2,395 people into work over the last four years through procurement and major development opportunities, but alongside other large businesses and institutions we still have a role to play in protecting communities through local procurement and supply chain policies.

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



Leeds Community Foundation

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

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



SUPPORTING PLACES AND COMMUNITIES TO RESPOND TO ECONOMIC CHANGE

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

Vibrant town centres, improving neighbourhoods, good quality open spaces and public realm all have a role to play in the growth of our economy. There are still vacant units and empty homes in some areas, these not only provide a physical blight on their environment but are underused assets. Progress is being made in this area with over 2,500 empty homes being brought back into use since 2012, but there is still more to do. More flexibility is needed to repurpose and reuse excess stock, such as providing housing in town centres.

As the city expands and its population grows we are facing a housing shortage. But providing more homes should not simply be a numbers exercise and we are committed to delivering sustainable development. The location, type, tenure, size, design and quality of housing and the quality of place in neighbourhoods needs to reflect our economic ambitions by providing homes in places people want to live. They also need to be affordable and we are committed to building 1230 affordable homes per annum. The ongoing design and development of the city should consider and support the needs of children and families at every stage to ensure Leeds remains an attractive place for families to relocate.

More needs to be done to support places to prosper in the context of economic change. We have changed people's lives and improved significantly housing conditions, the local environment

and community facilities in places such as Cross Green and major investment through the Little London, Beeston Hill and Holbeck PFI which entailed £145 million capital investment in new homes. We have committed a £4 million investment in community work in the Holbeck area and the council is making £5 million available to improve and promote enterprise in our town centres and link people to jobs within them. We will develop a coherent approach to using funds to revitalise centres and neighbourhoods, encourage enterprise and make best use of existing assets.

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



£

23

LEAST AFFORDABLE
LONDON BOROUGH
WESTMINSTER

10

MOST AFFORDABLE
LONDON BOROUGH
BARKING AND DAGENHAM

7

LEEDS

HOUSEPRICE TO INCOME RATIO



DOUBLING THE SIZE OF THE CITY CENTRE

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

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

Firms are clustering in city centres because it provides proximity to other knowledge intensive businesses, Government and universities, enabling people to collaborate, compare and compete in what the economist Bruce Katz calls “the hypercaffeinated spaces between the buildings”. Office take-up in Leeds has passed the 1m sq ft mark in 2017. This total is more than double the amount registered in 2016 and is 88% ahead of the 10-year annual average for the city.

South Bank Leeds offers a unique opportunity to increase the physical and economic impact of the city centre. It is one of Europe’s largest city centre regeneration opportunities and will be the biggest change the city has seen in more than a hundred years, creating 35,000 new jobs and over 8,000 new homes. It will be the home to HS2, a new city centre park and education facilities which complement new office, retail, leisure and housing development delivering sustainable development. It is also an opportunity to open up the waterfront and make the most of the natural environment.

Rebuilding Leeds Station, already the busiest transport hub in the North, will equip us for an expected 134% increase in passenger numbers to 70 million per annum over the next 30 years. As the heart of the district over 55,000 people commute into Leeds for work, the majority are from the city region area but a further 8,000 come from further afield. Regional and national connectivity will be strengthened through HS2 and Northern Powerhouse Rail.

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

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

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

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

MAIN GROWTH LOCATIONS IN LEEDS CITY CENTRE

- INNOVATION** – The Innovation District is a hub for flourishing areas of research and enterprise between key institutions including our universities and the Leeds Teaching Hospital Trust, with emerging proposals for over £1bn of investment.
- MABGATE** – This is an emerging area of great opportunity and potential change. Home to thriving independent businesses, a developing food and beverage offer, and developing residential uses.
- CULTURAL** – There are significant redevelopment opportunities in the area. The Council, with partners, is developing a vision for heritage-led regeneration of the Grand Quarter to create a high quality setting for the Grand Theatre. Ambitious proposals around Quarry Hill include new residential, office, retail and leisure developments and a £14m redevelopment of West Yorkshire Playhouse.
- RETAIL** – Leeds is the third largest shopping destination in the UK outside London. With over 300 bars and restaurants, Leeds is a premium leisure destination with an iconic heritage featuring Kirkgate Market, The Corn Exchange, and Victorian arcades. Victoria Gate Phase 2 will see significant investment opportunities.
- EAST SIDE** – This area of the city provides significant opportunities for new housing investment, with capacity for upwards of 2,000 new homes by 2028.
- WEST END** – Forming a natural expansion of the traditional office core, this area includes the new Government Hub (due for completion at the end of 2019, to accommodate 6,000 civil service workers).
- SOUTH BANK** – One of the largest city centre regeneration and growth initiatives in Europe. Proposals for this 253ha area will double the size of the city centre creating over 35,000 jobs and over 8,000 new homes.

INNOVATION

MABGATE

CULTURAL

WEST END

RETAIL

EAST SIDE

SOUTH BANK



BUILDING A FEDERAL ECONOMY - CREATING JOBS CLOSE TO COMMUNITIES

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

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

Unlocking development sites will make best use of the city's assets and targeted transport investment can open up opportunities, be that brownfield or future growth sites such as

the new airport link road and East Leeds orbital road which will create new employment and housing. The aim is to make Leeds a more prosperous, liveable and healthy city.

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

PLEDGE:

At **Yorkshire Bank**, we:

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

MAIN GROWTH LOCATIONS OUTSIDE THE CITY CENTRE

- THORP ARCH ESTATE** – Trading Estate with existing employment, housing, retail and future employment allocations.

- EAST LEEDS EXTENSION** – Major residential extension of 5,000 new dwellings supported by major infrastructure investment

- KIRKSTALL FORGE** – Kirkstall Forge is a new neighbourhood of 1,050 new homes in Leeds, combined with 300,000 sq ft of office space and a further 100,000 sq ft of retail, leisure and community space. A new railway station opened in June 2016 to unlock development.

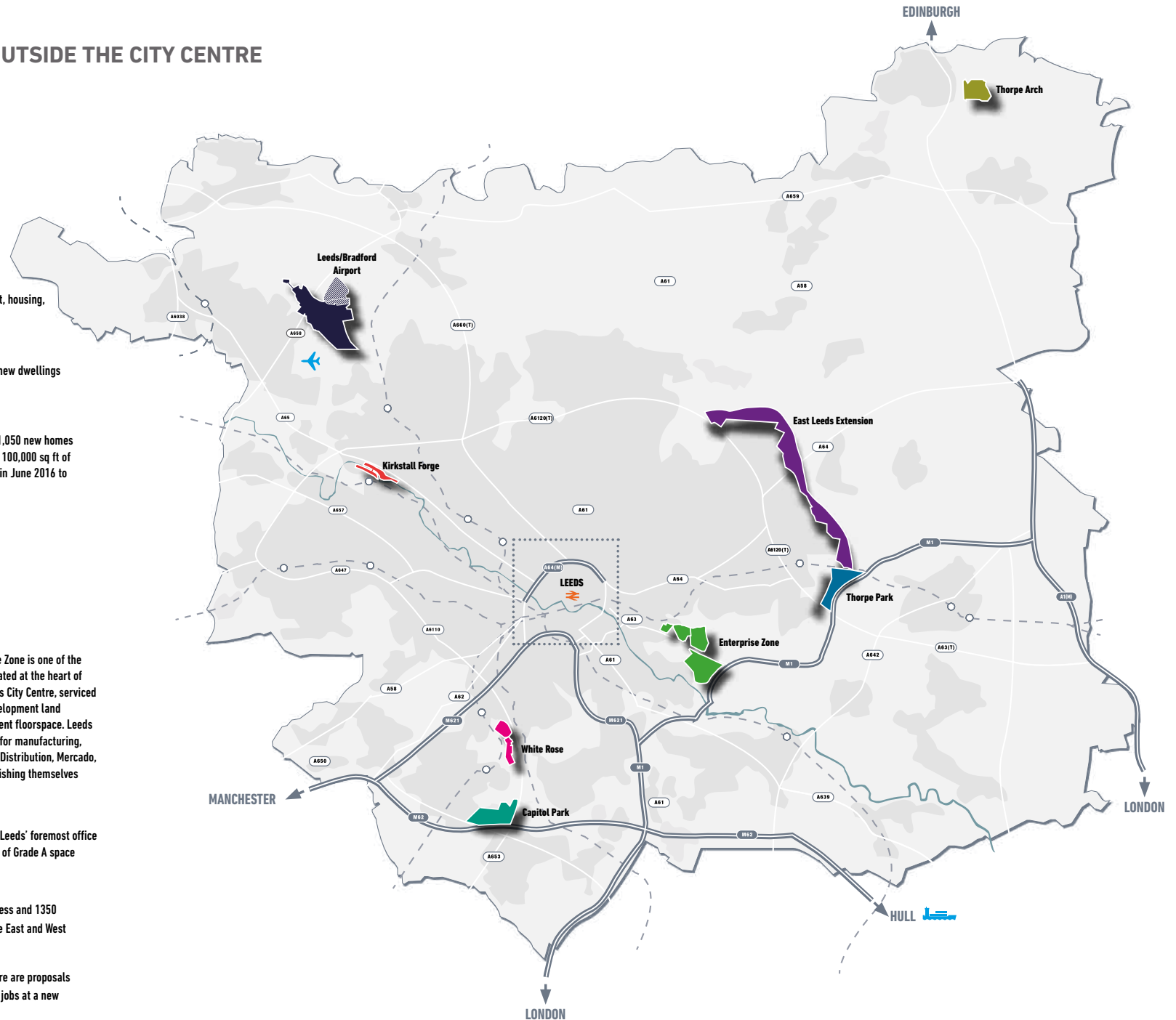
- THORPE PARK** – A 21st century business destination. Unlocking:
 - 300 new homes
 - Land for delivery of up to 7000 new homes
 - 300,000 sq ft of retail and leisure
 - 940,000 sq ft of office space
 - 113 acre public park

- LEEDS CITY REGION ENTERPRISE ZONE** – The Leeds Enterprise Zone is one of the UK's most strategic locations for new employment floor space. Located at the heart of the motorway network at J45 of the M1 yet only minutes from Leeds City Centre, serviced by a new Park and Ride. The EZ includes 142 hectares of prime development land capable of delivering in excess of 4.3 million sq ft of new employment floorspace. Leeds Enterprise Zone has already established itself as a proven location for manufacturing, logistics and distribution with John Lewis, Amazon, FedEx, Perspex Distribution, Mercado, Roberts Mart, Symingtons and Watershed Packaging already establishing themselves in the area.

- WHITE ROSE SHOPPING CENTRE AND OFFICE PARK** – One of Leeds' foremost office locations with occupiers such as O2 and HSBC, there is 45,000 sq ft of Grade A space available for lettings at two buildings: Optim and Calibre.

- CAPITOL PARK** – With excellent access to the M62, 8 major business and 1350 employees based at Capitol Park, the Park is split into two sites, the East and West linked by a pedestrian footway and letting opportunities available.

- LEEDS BRADFORD AIRPORT** – Subject to planning approval, there are proposals for a new 36.2ha commercial hub at the airport creating 5,500 new jobs at a new Airport Village, Air Innovation Park and Air Freight Park.





21ST CENTURY INFRASTRUCTURE

Coordinating plans and leveraging investment to improve infrastructure including:

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

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

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

In 2015, Leeds joined 50 other UK cities in signing a pledge that commits to eradicating carbon emissions and running the city on green energy by 2050. Evidence to date suggests that relying on national policies alone will not achieve the city's targets.

Large scale energy efficiency programmes such as insulating homes and further renewables will play a vital role in reducing energy demand.

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

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

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

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

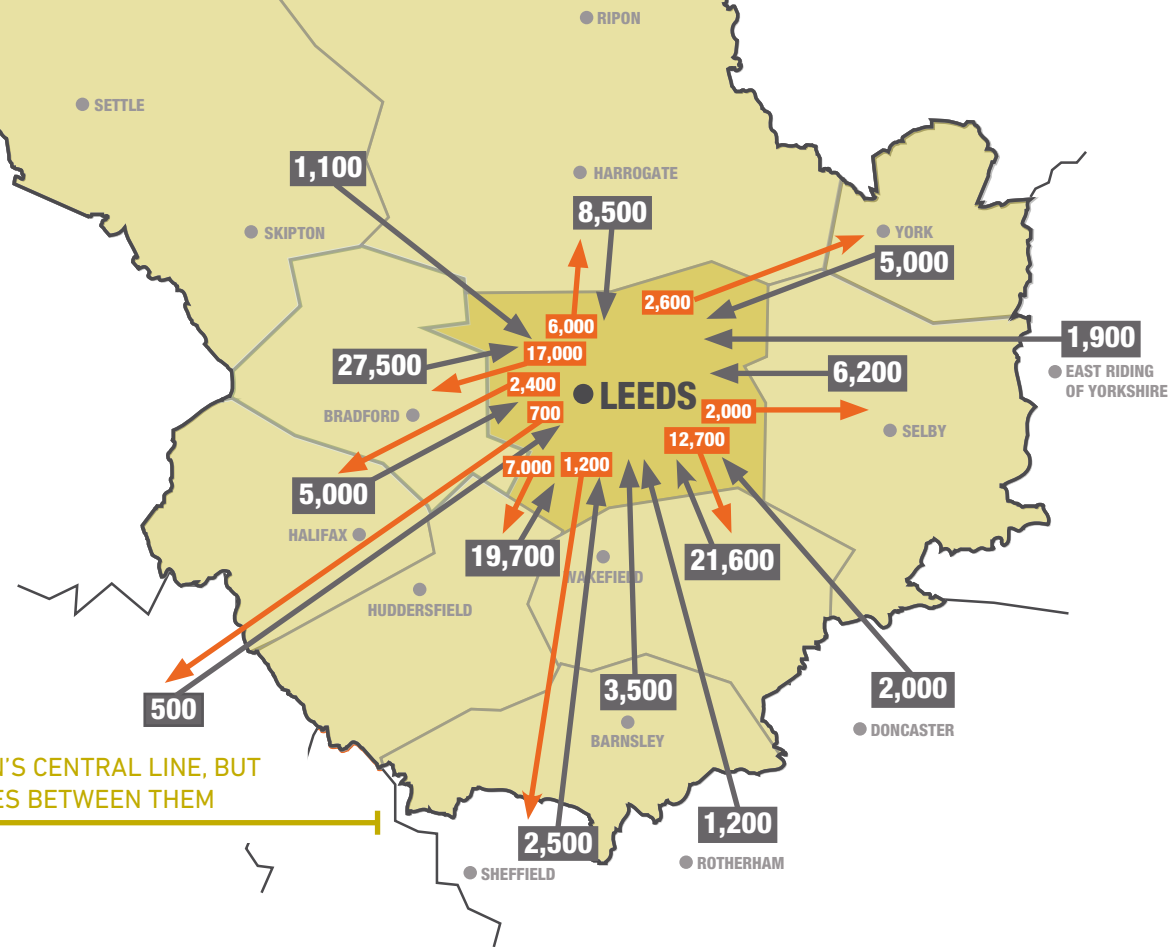


£247
PER PERSON
IN YORKSHIRE AND
HUMBERSIDE

HOW TRANSPORT INVESTMENT CAN SUPPORT GROWTH

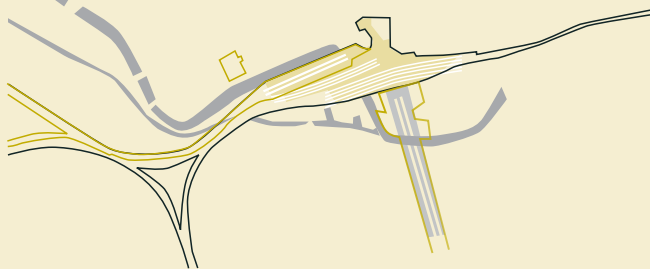
This diagram shows the number of commuters who travel across local authority boundaries for work. The largest flow of workers is between Leeds and Bradford and we expect this trend to continue. It is important that local growth strategies are aligned in order to benefit the regional economy.

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



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

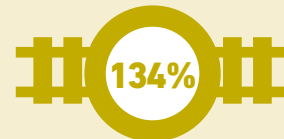
HS2 GROWTH STRATEGY



The **HS2 Growth Strategy** - Draft for Engagement was published in January 2018. This set out the Leeds City Region's plans to deliver HS2 to Leeds, which will act as a catalyst to transform Leeds Station and the South Bank. It is available at www.leedsgrowthstrategy.com

BIG PLANS FOR LEEDS STATION

Leeds Station will be transformed as part of our plans to bring HS2 to Leeds. Approaching from the south, new HS2 platforms will connect directly into existing Leeds Station, creating a common concourse between services.



134%
INCREASE IN
PASSENGER NUMBERS
OVER THE NEXT 30 YEARS



**30 MILLION ANNUAL
PASSENGERS
COMPARABLE WITH
LONDON KINGS CROSS**



LEEDS AS A DIGITAL CITY

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

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

Digital connectivity is an essential part of the modern economy and increasingly people are working in more flexible ways. A smart digital city provides one solution to congestion challenges. At ground level there has also been lots of work undertaken to retrofit the telephone network to provide broadband, but we need a new full fibre network which is connected to all premises within the core urban area to remain competitive.

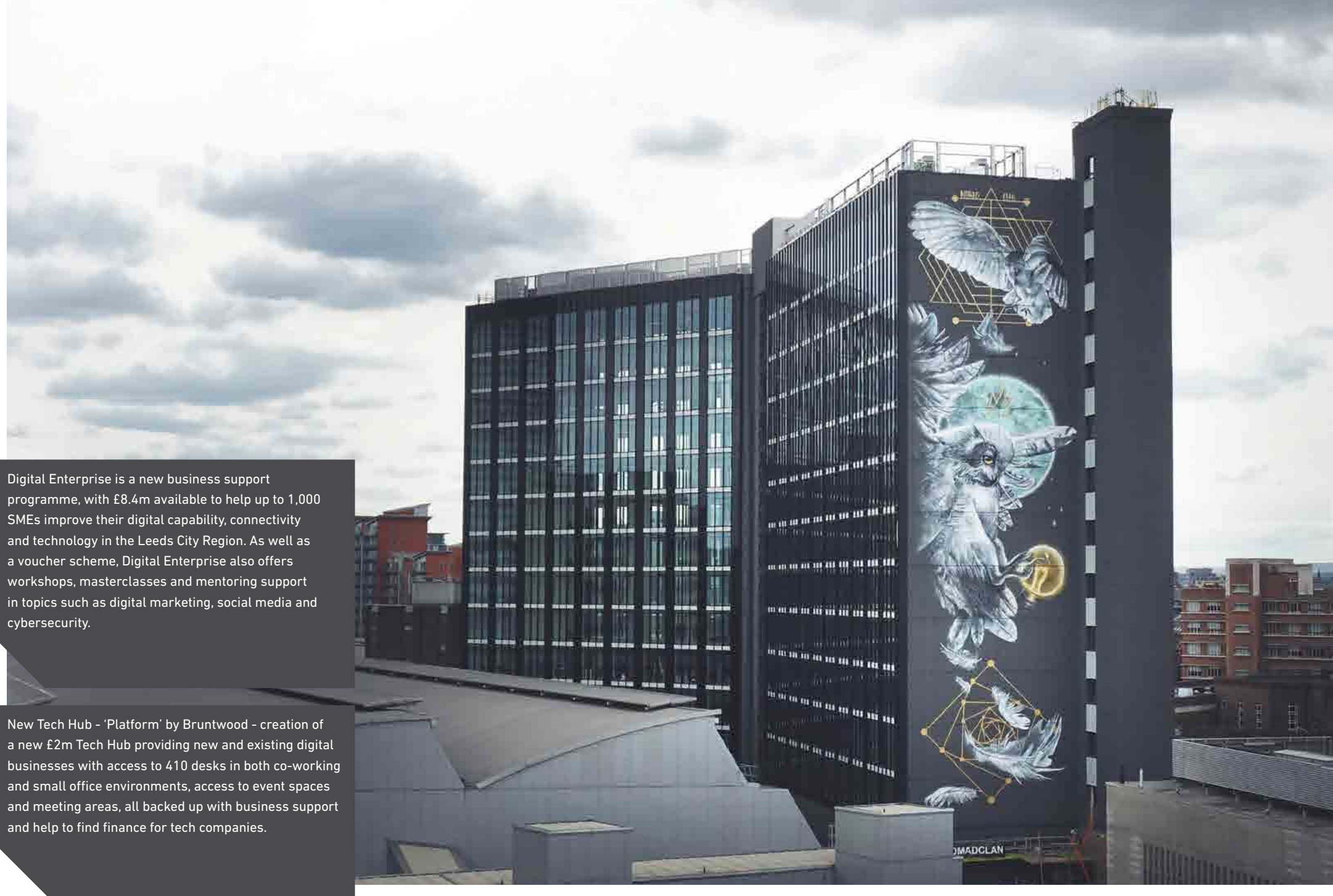
We will continue to push for Leeds to be a test city for 5G, in order to provide faster mobile connectivity for commuters and citizens. 5G provides further opportunities in the Internet of Things market, in supporting smart cities and, particularly, the implementation of autonomous vehicles.

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

PLEDGE:

Ahead Partnership is committed to a vision for growth within the city of Leeds and the wider City Region that is inclusive and shared by all communities. In support of the Leeds Inclusive Growth Strategy, we pledge the following:

- *Through our Make the Grade programme, we will continue to put young people at the heart of skills education, as we recognise that they will drive the future economic success of the city*
- *We will increase the engagement of businesses in schools across the city through a suite of interactive activities to enable every young person, regardless of their background, to be better prepared for and informed about the world of work*
- *We will develop our offer at all levels – primary, secondary, FE and HE*
- *We will prioritise bringing opportunities and support to the most disadvantaged young people, in particular those that lack access to networks and information, to drive greater confidence, aspirations and ambition*
- *We will involve more corporate partners in designing educational and skills activities so that teachers, parents and young people are better informed about the skills and qualifications that are valued*
- *Our work will reflect changes in the labour market and provide clear and immediate information from employers*
- *We will deepen our relationships and partnerships across the city and region*
- *We will sharpen our focus on the digital sector to help generate a future digital talent pipeline for employers across the region*



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

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



BACKING INNOVATORS AND ENTREPRENEURS IN BUSINESS AND SOCIAL ENTERPRISES

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

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

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

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

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

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

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

There were 4,820 start-up companies created in Leeds during 2016, almost double the levels seen in 2010, as well as year on year growth. Perhaps even more importantly our business failure rate is low; the Leeds City Region is forecast to have the

highest number of scale-up companies per year between 2014 and 2024.

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

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

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

We will support small independent businesses as they innovate and create jobs, Leeds has more than 6,000 of these businesses accounting for more than half of the employment in the city. Small businesses need access to the right finance and support to invest in staff training or adopt new technologies, increasing awareness of financial options is crucial.

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



PLEDGE:

AW Hainsworth

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



PROMOTING LEEDS AND YORKSHIRE

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

EY's Attractiveness Survey shows that Leeds has substantially increased the number of inward investment projects in recent years. Between 2014-16 there were 56 successful Foreign Direct Investment (FDI) projects into Leeds, compared to just 9 in the period 2011-13. Leeds is now the fifth most popular UK city for FDI with 19 projects confirmed in 2017. EY's analysis suggests that FDI has a value equal to around 15% to 20% of total UK business investment.

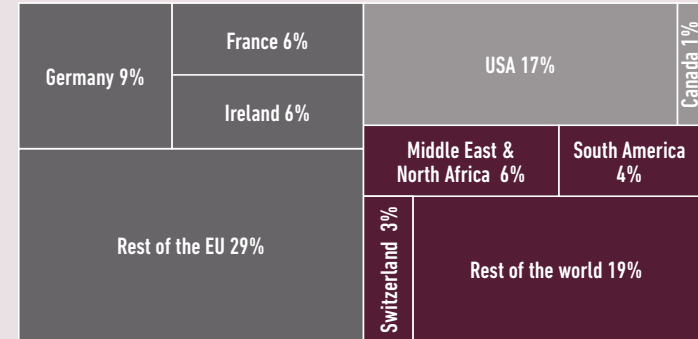
As a city with a diverse, multi-cultural population, with a global reach as part of the wider Northern Powerhouse, our international links are important to our citizens and trade. Looking outward towards other nations will benefit our economy. In 2016 Leeds hosted senior investor delegations from international markets in Malaysia, Singapore, USA, China and the Middle East. Investor interest has focused around infrastructure, smart cities, regeneration, real estate and energy sectors.

The Leeds offer is strong due to our competitive office market, high growth and supply of talent and skills. Recent major investments have been secured from firms and funds from China, Singapore, Sweden, France, Spain, the US, and major UK pension funds. The city is attracting interest from firms looking to relocate functions from London, such as Burberry who are creating a major new office base in Leeds. Added to this, HMRC, working with the Cabinet Office, will take approximately 378,000 sq ft at Wellington Place on a 25 year lease. This is the biggest ever commercial property letting in Leeds. The deal will see 6,000 civil servants working in a state-of-the-art new city centre premises in 2020.

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

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

DESTINATION OF LEEDS' EXPORTS



WELCOME TO LEEDS
Station operated by Network Rail





MAXIMISING THE ECONOMIC BENEFITS OF CULTURE

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

Culture is the distinctive DNA of cities. It gives further opportunities to talented people beyond academic education, it adds to a city's attractiveness and in Leeds it is galvanising, uniting and energising our city.

Leeds has a great story to tell and our emerging Culture Strategy, a result of 18 months of intensive conversations, has been developed to harness the benefits of culture as a way to transform, challenge, reassure and inspire. Lots of work has been undertaken to develop our cultural offer, Leeds has long been a place where culture is made, a city in which artists, makers, creators and innovators have found the space and creativity to break boundaries. Changing perceptions and attitudes towards culture and the arts is helping to showcase and celebrate the benefits of culture as part of our diverse economy.

There is an economic value of major events for the city, including presenting Leeds as a 24 hour city with a thriving night-time economy. The Leeds offer also helps attract and retain talent, and creativity has strong links with innovation. We want to create

an environment where new cultural organisations can flourish, where Leeds is at the forefront of cultural innovation, making the most of new and emerging technologies, and placing culture at the heart of the city's narrative.

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

Following the cancellation of the European Capital of Culture competition, which Leeds was in the advance stages of bidding for, the city has decided to harness all the energy of its bid to deliver its own exciting Year of Culture in 2023

PLEDGE:

Leeds Arts University

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



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

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



7. SECTORS

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

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

HEALTH, MEDICAL AND THE AGEING POPULATION

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

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

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

Our approach embraces the need for higher wages and more opportunities in the health and care sector, which currently has a large number of low paid jobs and limited

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

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

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

KEY ASSETS

- 1,600 undergraduates in University of Leeds, School of Medicine
- The largest cohort of post graduate researchers in Bio Medical and Musculo Skeletal Technologies in the world
- The Leeds Care Record supported by the two largest UK patient record providers

WE HAVE:

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

WE WILL:

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

SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
60,000	13.8	14,700	2,525	1,243



PLEDGE:

PLEDGE:

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

Leeds Teaching Hospitals NHS Trust

As an anchor institution, Leeds Teaching Hospitals is committed to changing how we manage our activity to support the delivery of the Leeds Inclusive Growth strategy. As a key local employer and the largest employer of apprentices in the entire NHS; as a buyer of goods and services to support local business; and as a provider of high quality health services we are already making good progress in supporting our shared city ambitions. However, we are committed to going further and we are working in partnership with our universities and the council to develop the Leeds Innovation District which will be a catalyst for inclusive economic growth in Leeds with health as a key contributor.

University of Leeds

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

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

FINANCIAL AND PROFESSIONAL SERVICES

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

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

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

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

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

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

KEY ASSETS

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

WE HAVE:

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

WE WILL:

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

SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
88,800	20.5	14,700	7,405	3,768

Bond Dickinson

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

Direct Line

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

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

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



CREATIVE AND DIGITAL

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

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

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

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

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

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

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

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

KEY ASSETS

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

WE HAVE:

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

WE WILL:

- Continue our focus on skills, from code clubs in schools to new degree level courses in universities
- Help tech start-ups and innovators through the Tech Hub Fund
- Work with Tech North to cement Leeds as a digital capital of the North
- Bid to access funds from the Creative Industries Sector Deal and link this to our 2023 cultural programme
- Improve digital inclusion, including women in tech
- Support 5G

SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
29,800	6.9	7,200	3,620	1,315



PLEDGE:

PwC

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

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

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

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

CONSTRUCTION AND INFRASTRUCTURE

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

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

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

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

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

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

KEY ASSETS

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

WE HAVE:

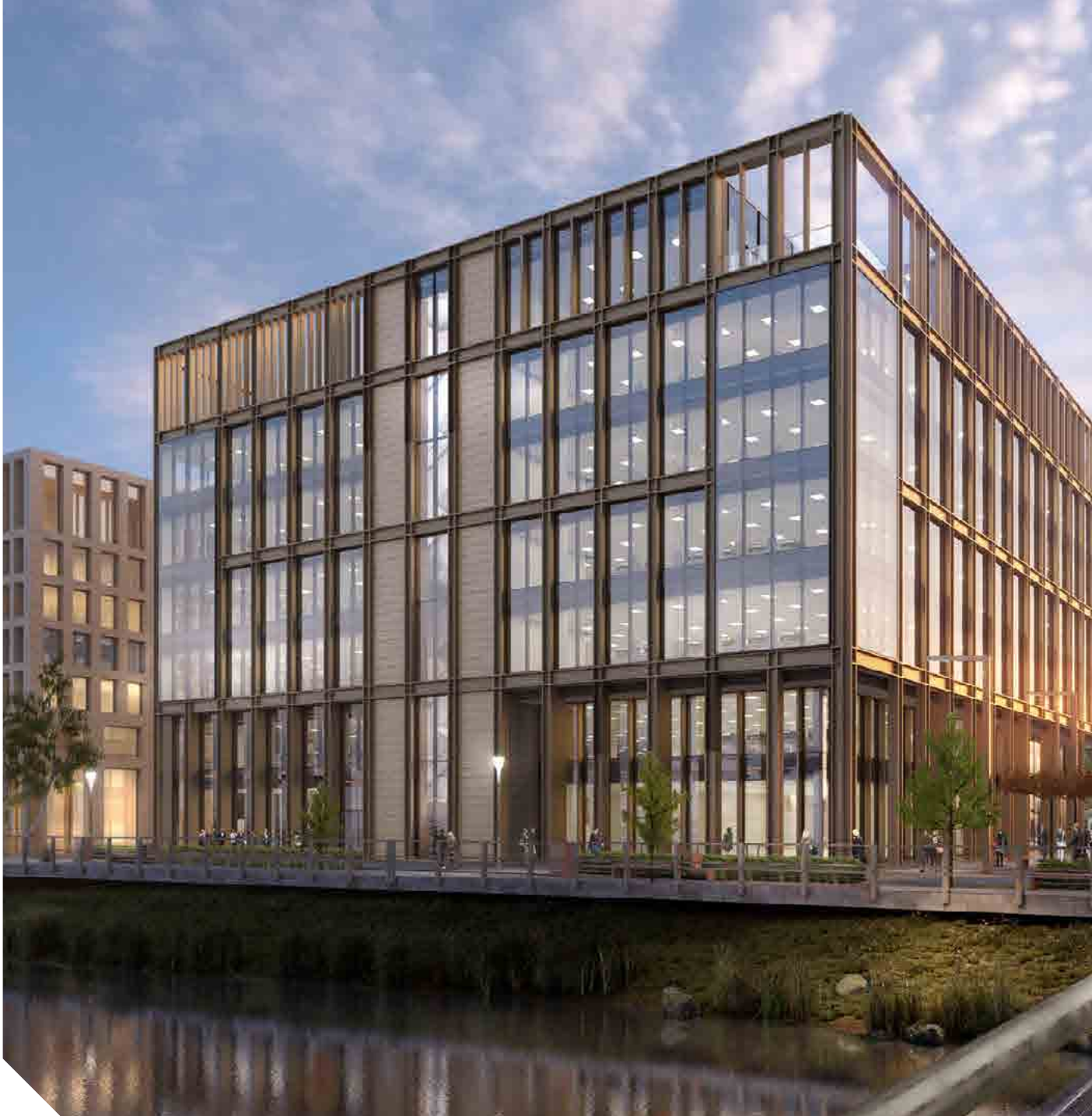
- Major regeneration projects including the South Bank and Aire Valley Enterprise Zone
- City wide economic growth nodes

WE WILL:

- Have an enabling approach to urban extensions to help housing and business growth
- Use major infrastructure projects like HS2 to maximise jobs and supply chain opportunities
- Put further emphasis on social values and apprenticeships through procurement practices
- Press forward with transport infrastructure improvements
- Focus on inclusive growth and reducing inequality through the impact of new development and investment projects
- Build more than 1000 units of extra care housing by 2028 to support older people
- Build more affordable homes with a target of 1230 per annum
- Form an infrastructure group to bring together major firms in the sector to identify how we can work together and promote Leeds as a centre for excellence in infrastructure and advanced urban science

SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
19,900	4.6	1,300	3,550	1,200



PLEDGE:

Leeds Chamber of Commerce

As the city's Chamber of Commerce we commit to connecting, supporting and representing businesses from start-up through to maturity. We commit to helping companies seek out new markets not just here in the UK but around the world and ensuring they have access to the market information and expertise needed to sell internationally. We commit to providing the business community with a strong and powerful voice and ensuring their issues are heard by policy makers regionally and at Westminster. We commit to assisting companies source and secure the necessary finance needed to meet their growth ambitions.

PLEDGE:

*The **Leeds Build Inclusive Growth (BIG) Forum**, run by Construction Housing Yorkshire has brought together individuals, consultants and organisations from across the built environment including development, design, engineering, construction and education.*

The BIG forum will:

- *Target pupils from Years 7 onwards to inspire them to think about a career in the built environment; engaging with and visiting local schools with an industry wide collaborative message, bringing together industry bodies, institutions and forums active across the region.*
- *Support careers fairs, digital jobs fairs and a specific annual infrastructure and construction industry fair driven by main contractors, subcontractors, professionals and the local authority.*
- *Deliver a platform that provides businesses with careers and education organisations, information resources and guidance to engage with schools, colleges and universities and supports "one message" from industry.*

MANUFACTURING

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

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

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

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

KEY ASSETS

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

WE HAVE:

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

WE WILL:

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

SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
26,100	6.0	-5,400	1,605	1,746



PLEDGE:

Mott MacDonald

We are dedicated to supporting the future growth of Leeds and pledge to work with our clients, stakeholders and partners within the Leeds City Region to support the Growth Strategy. We will help achieve this through business growth, providing employment opportunities and by helping to shape the future development of the City Region through the use of the latest and most sustainable infrastructure technologies.

Encouraging the next generation of engineers is a priority for us, so we will continue to support local schools and institutions through science, technology, engineering and maths activities. We work with IntoUniversity in Beeston to support students from disadvantaged backgrounds into further education via mentoring, while we also host site visits and events to further develop their skills and knowledge.

We also work closely with Leeds College of Building, helping develop their Civil Engineering technician apprenticeship courses. Additionally, we will work with Employment Leeds and the city's universities to promote opportunities for apprenticeships and work placements in our Leeds office.

RETAIL AND THE VISITOR ECONOMY

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

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

The £14m redevelopment of the West Yorkshire Playhouse will add to our cultural offer. Leeds continues to produce world class athletes and host major sporting events in Rugby, Cricket, Football and other sports such as the Columbia World Triathlon Series which was watched by 80,000 people along the route.

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

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

KEY ASSETS

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

WE HAVE:

- Visit Leeds, the successful Destination Marketing Organisation for the city
- Conference Leeds helping to cement Leeds as one of the top 10 most popular conference destinations for both national and international visitors
- Helped to bring forward the new Leeds Business Improvement District

WE WILL:

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

SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
68,200	15.7	-2,200	6,535	1,857



PLEDGE:

Leeds Indie Food

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

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

SOCIAL ENTERPRISE AND THE THIRD SECTOR

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

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

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

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

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

KEY ASSETS

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

WE HAVE:

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

WE WILL:

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

PLEDGE:

Voluntary Action Leeds (VAL)

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

Grant Thornton

Grant Thornton is committed to supporting vibrant regional Economies. By unlocking the potential for growth in our people, clients and our communities we believe we can help shape a vibrant economy in the Leeds City Region.

We are extremely proud to have been ranked number one in what is believed to be the world's first-ever Social Mobility Employer Index, where the Top 50 employers who have taken the most action to improve social mobility in the workplace were ranked.

In recent years, Grant Thornton has made a number of changes to its school leaver and graduate trainee selection process, including the removal of academic barriers to entry and removing the emphasis on relevant work experience and

extra-curricular achievements. The firm also changed its aptitude test provider to one that could prove its process did not discriminate based on socioeconomic background. The aptitude test also now takes a more holistic approach to identifying talent and cultural fit. The firm has also invested in providing ongoing coaching and peer-to-peer networking for continuous development for its people.

We are committed to this approach in Leeds and will soon be boosting it with our new Access Accounting programme, offering work experience that is specifically targeted at pupils in less advantaged schools.

We can see that this approach is both beneficial for the region and our firm and we will continue to look for ways to further develop it.

Leeds Libraries

Leeds Central Library and the wider network of community libraries (which are collocated with other Council services in Community Hubs) provide an important resource for the City.

Libraries are welcoming, non stigmatised democratic spaces located at the heart of communities providing access to a free, universal cradle to grave service They have the potential to change lives through:

- Promoting a lifelong love of reading (starting with pre birth and books and babies programmes) as well as improving participation in other cultural and creative activities (through Room 700 arts programme -which we will be taking out to local libraries and community settings in 2018)*

- Raising aspiration, building skills and supporting innovation so people can achieve their full potential, regardless of background. This includes the Business and IP service which is delivered in partnership with the British Library*
- Providing access to community space, a place for sharing knowledge and information and encouraging people to engage with, co-create and learn from each other*
- Providing access to trusted and practical support and advice to those who need it, e.g. through an information and signposting service delivered by skilled staff and hosting a programme of advice surgeries*



INDUSTRIAL STRATEGY – BUILDING A BRITAIN FIT FOR THE FUTURE

In November, 2017 the Government published its Industrial Strategy. This sets out proposals for how Government intends to develop a modern industrial strategy which is place-based, and builds on the UK's strengths in technologies, professions and research.

Government has identified Five Foundations for Productivity, that are important to drive forward its industrial strategy across the entire economy. These

complement our strategy and reflect our priorities set out in our 12 Big Ideas. Four Grand Challenges are also identified to put the UK at the forefront of the industries of the future.

The Government is supporting City Region's to develop their own Local Industrial Strategies, focussing on local strengths to deliver economic growth and we will work with the Leeds City Region to help deliver this.

The Industrial Strategy highlights particular strengths in Medical Technologies for Leeds and as a digital health cluster. This is being cemented by moving NHS Digital, alongside HM Revenue and Customs, into a new hub of 6,000 civil servants in the city centre, with a view to moving further health functions to Leeds in the future to build on this success.

FIVE FOUNDATIONS OF PRODUCTIVITY



IDEAS

The world's most innovative economy



PEOPLE

Good jobs and greater earning power for all



INFRASTRUCTURE

A major upgrade to the uk's infrastructure



BUSINESS ENVIRONMENT

The best place to start and grow a business



PLACES

Prosperous communities across the uk

GRAND CHALLENGES



Putting the uk at the forefront of the artificial intelligence and data revolution;



Maximising the advantages for uk industry from the global shift to clean growth;



Being a world leader in shaping the future of mobility; and



Harnessing the power of innovation to help meet the needs of an ageing society.

TRANSFORMATIONAL PROJECTS TO HELP DELIVER THE NATIONAL INDUSTRIAL STRATEGY

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



8. CONCLUSION

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

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

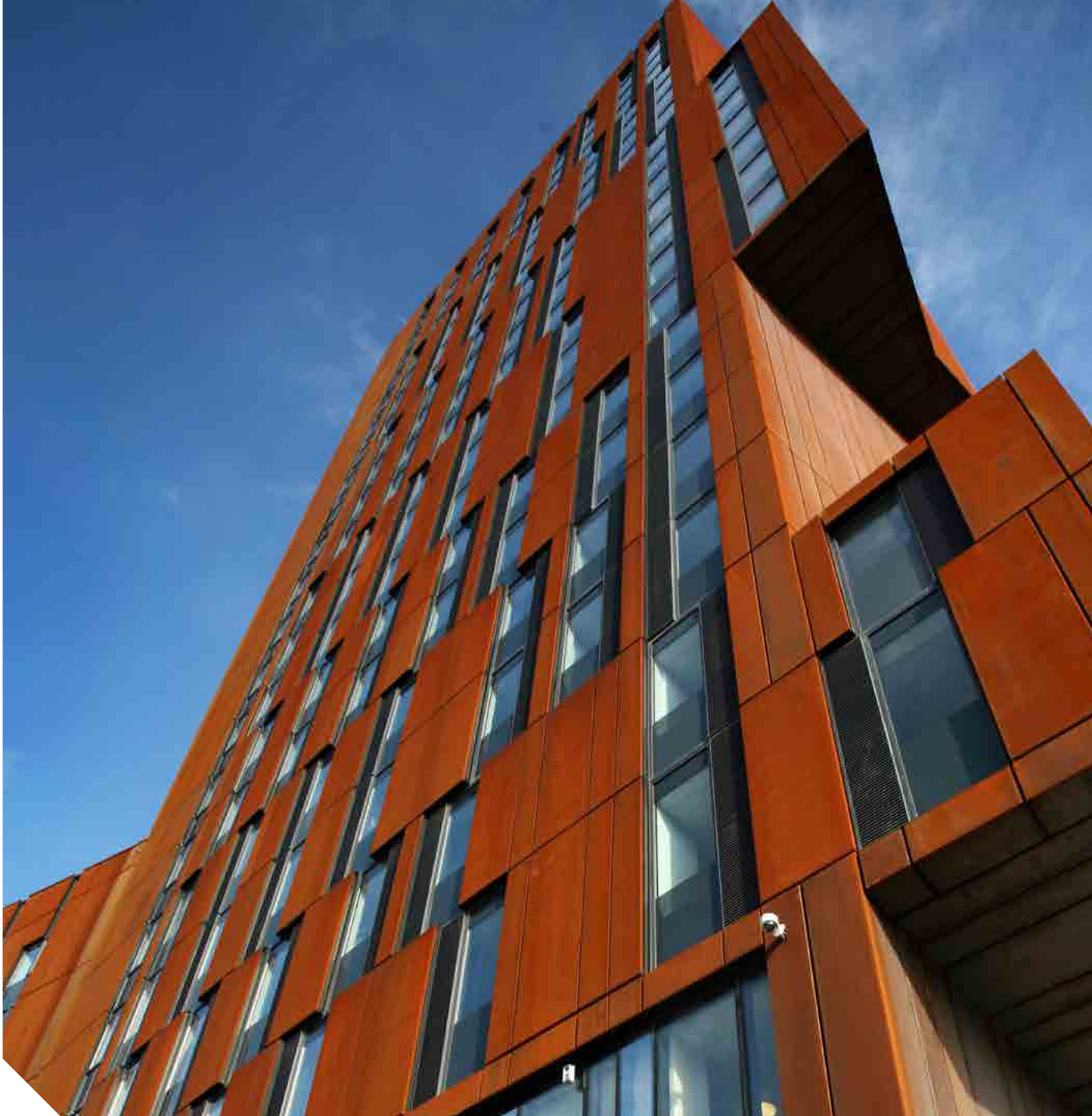
As the centre of the city region and a main hub in the North, we will continue to collaborate with our neighbours and work together more closely, particularly on securing devolution. Our programme for a Year of Culture 2023 offers us the chance to promote the city both nationally and internationally.

Much of the activity in this strategy is already underway, and we are committed to working with our partners to deliver this ambitious plan. The future holds many opportunities as we embrace Leeds as a digital city, move towards a low carbon economy and continue to grow, building a strong economy within a compassionate city.

A collection of supporting documents, economic analysis, and further relevant information about Leeds are available at www.leedsgrowthstrategy.com

OUR FIVE POINT PLAN FOR BREXIT:

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



Leeds Beckett University

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

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

