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## Report of the Director of City Development and the Director of Resources and Housing

### Report to Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Date: 31 July 2019

**Subject: The Directors' response to the recommendations of the Scrutiny Inquiry into Information, Advice and Guidance provision in Leeds.**

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

### Summary of main issues

1. This report provides the response of the Director of City Development and the Director of Resources and Housing to the recommendations of the Scrutiny Inquiry into the Leeds Inclusive Growth Strategy 2018-2023.
2. The Scrutiny inquiry recommendations are welcomed and are seen as an opportunity to strengthen and build on the existing approaches to implement the Leeds Inclusive Growth Strategy. The focus of the Board on the reporting framework and the delivery of prioritised work streams to ensure that growth delivers tangible benefits that contribute to a reduction in inequalities in communities is welcomed. Giving this underpinning requirement greater visibility with stakeholders will support and strengthen work to better align partners' programmes and initiatives.
3. All the recommendations are accepted.

### Recommendations

Scrutiny Board Members are asked to approve the responses to the inquiry recommendations as detailed in the report.

## **1 Purpose of this report**

- 1.1 This report sets out the response of the Directors of City Development and Resources and Housing to the recommendations of the Scrutiny Board (Inclusive Growth, Culture and Sport) inquiry into the Leeds Inclusive Growth Strategy 2018 – 2023, which was adopted by Executive Board in June 2018.
- 1.2 As required by the constitution this report has been prepared in consultation with the Executive Members for Inclusive Growth and Culture; Resources; and Learning, Skills and Employment.

## **2 Background information**

- 2.1 Following approval of the Leeds Inclusive Growth Strategy 2018 – 2023 by Executive Board on the 27 June 2018, the Scrutiny Board established the terms of reference for its inquiry on 5 September 2018. The Strategy aims to provide a framework for growth delivery that seeks to be inclusive, and will benefit all citizens and communities.
- 2.2 The inquiry added value by providing the opportunity to examine, challenge and shape the emerging implementation plans, the proposed performance and reporting framework and priorities for action. The Boards approach to ensuring a clear link between the strategic aims and actions to deliver measurable change that has a beneficial impact at both the city wide strategic level and for residents in our most disadvantaged communities has been particularly helpful.

## **3 Response to Scrutiny Recommendations**

- 3.1 All the recommendations are welcomed and supported and require no further comment.
- 3.2 **Recommendation 1** – That the Director of City Development aims to prioritise work streams, in this initial phase of the strategy, that support:
  - a) Big idea 4, ‘Working Together to Create Better Jobs, Tackling Low Pay and Boosting Productivity’, particularly in poorly paid sectors
  - b) ‘Strengthening transport links to enable people to access jobs’ (Big idea 7), to align with aspirations in the Leeds Public Transport Investment Programme (LPTIP)
  - c) The influence of the Council as a commissioner of goods and services to support inclusive growth.
- 3.3 The Director of City Development agrees the recommendation and has prioritised action on the access to good jobs, transport and procurement.
- 3.4 **Recommendation 2** – That the Director of City Development secures representation from the major bus operators in Leeds on the Core Delivery Partnership or, where that is not possible the Extended Delivery Partnership.
- 3.5 The Director of Development agrees the recommendation and has extended an invitation to the major bus operators to contribute to the Extended Delivery Partnership.

- 3.6 **Recommendation 3** – That the Director of City Development ensures that sustainability is built into performance measurement and focus, and that the mechanisms for reporting this are communicated to the Scrutiny Board in July 2019.
- 3.7 The Director of Development agrees the recommendation to ensure that sustainability is built into performance measurement.
- 3.8 **Recommendation 4** – To support ongoing accountability, transparency and challenge through formal governance processes, the Director of City Development is requested:
- a) to provide the annual inclusive growth update report in July 2019 and thereafter as determined by the Scrutiny Board.
  - b) to present inclusive growth performance information to the Scrutiny Board as determined by the Scrutiny Boards work programme.
  - c) to provide data which identifies employment opportunities delivered for Leeds residents arising from Inclusive Growth projects.
- The Board requests oversight of the tangible outcomes and impact that the IGS is providing to the stakeholders of Leeds once identified, and the (national or local) challenges that have subsequently been identified that create a risk of further disadvantage.
- 3.9 The Director of City Development agrees the recommendation to provide progress and performance reports including reporting on outcomes and employment opportunities arising from Inclusive Growth interventions led by the Council.
- 3.10 The first annual update on the implementation of the Inclusive Growth Strategy is due to be reported to the Executive Board in July 2019. Further updates will be provided to Scrutiny Board to align with its work programme.
- 3.11 **Recommendation 5** – That the Director of Resources and Housing reviews corporate reporting and decision making templates, including key delegated decision templates, and makes necessary adaptations to ensure that there is consideration of inclusive growth across all Leeds City Council services, which is clearly communicated to decision makers and (through already established publication processes) Leeds stakeholders.
- 3.12 The Director of Resources and Housing agrees the recommendation
- 3.13 **Recommendation 6** – That the Director of City Development provides an update on the intelligence gained from the CLES analysis of procurement expenditure and presents an overview of planned action and support, in response to the analysis outcomes. The update to be provided at the meeting of Scrutiny Board in July 2019, with further updates as directed by the Scrutiny Board.
- 3.14 The Director of City Development agrees the recommendation. The key findings from the research undertaken by CLES on the procurement expenditure undertaken by the Leeds Anchors Network is attached at Appendix 1. This includes the potential collaborative actions that the Network will seek to progress as a result.
- 3.15 **Recommendation 7** – That the Director of City Development works in collaboration with the Director of Resources and Housing to review the procurement policies and

systems of Leeds City Council and to identify where they can be adapted, within legal frameworks, to:

a) Deliver social value to support inclusive growth priorities.

b) Better support Leeds SMEs to identify and tender for local authority contracts

The Scrutiny Board request an overview of the changes implemented, progress and impact in January 2020.

- 3.16 The Director of City Development and the Director of Resources and Housing agree the recommendations and undertake to report on the implementation of the Council's Procurement Strategy approved by Executive Board on 26 June and undertake to report back on the implementation of Social Value and support provided to SMEs to access the procurement process and secure contracts.
- 3.17 **Recommendation 8** – There is clear alignment between Leeds City Council employment and skills inclusive growth priorities and the ambition of LTHT therefore the Director of City Development is recommended to assist LTHT, and any other Anchor Institution who would benefit from Council support, in 'curating' investment and focus on this agenda. An update outlining the support provided to be communicated at the meeting of Scrutiny Board in January 2020.
- 3.18 The Director of Development agrees the recommendation and will report on the activity undertaken with Leeds Teaching Hospitals Trust and other Anchors at the Board's January 2020 meeting.
- 3.19 **Recommendation 9** – That the Director of City Development works in collaboration with the Director of Resources and Housing to explore how the Council can utilise its influence with supply chain organisations to promote the adoption of Real Living Wage for their employees. An update to be provided at the meeting of Scrutiny Board in January 2020.
- 3.20 The Director of Development and the Director of Resources agree the recommendation and have identified this an action to be addressed through the Procurement Strategy approved by Executive Board in 26 June 2019. An update on action taken will be provided to Scrutiny Board in January 2020.
- 3.21 **Recommendation 10** – That the Director of City Development provides an update on the good practice information gained from other Anchor Institutions which relates to employment practice, and outlines how this can be developed and applied by the Council. The update to be provided at the meeting of Scrutiny Board in January 2020.
- 3.22 The Director of City Development agrees the recommendation and will provide an update on best practice and activity undertaken by Leeds Anchors Network to the Board's meeting in January 2020.
- 3.23 **Recommendation 11** – That the Director of City Development works in collaboration with the Director of Resources and Housing to investigate how technology and social media can be used innovatively to provide a coherent package of information for front line staff and to connect with those who are furthest from the job market. A progress report is to be provided to the Scrutiny Board in January 2020.

- 3.24 The Director of Development agrees the recommendation and will provide an update report on the use of technology and social media used to support front line staff working to connect to and support those residents furthest away from the job market.
- 3.25 **Recommendation 12** – That the Director of City Development works in collaboration with the Director of Resources and Housing to provide a progress update report in January 2020 which outlines the extent to which officers from Housing Services, Active Leeds and Employment and Skills Services are successfully providing a joined up service, to support those furthest away from the labour market and in the greatest need of employment and skills support, and those in our most disadvantaged communities.
- 3.26 The Director of Development agrees the recommendation and will report back to the Board's meeting in January 2020 on the joint working between Housing and Employment and Skills Services and Active Leeds to support those furthest away from the labour market and or residing in Priority Neighbourhoods.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 The Strategy was informed by an extensive programme of consultation from July 2017 through to January 2018 with Community Committees, businesses, partners and stakeholders through meetings and events and the provision of on-line and printed material. Responses to the Strategy have been very positive, particularly our vision for inclusive growth and we have continued to strengthen this high level of engagement to articulate the actions required as we have moved into the delivery phase.
- 4.1.2 The Leader of the Council and the Executive Member for Resources and the Executive Member for Learning, Skills and Employment have been consulted on the response to the recommendations made by the Scrutiny Board.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 Supporting equality and diversity are underpinning themes of the strategy. The Council aims to improve the lives of all its citizens and foster good relations between different groups in the community. The Growth Strategy encourages and promotes action to deliver inclusive growth, aiming to ensure that the benefits of a prosperous economy impact on all Leeds citizens, this includes supporting young people, people with disabilities and those suffering from mental health issues.

### **4.3 Council policies and City Priorities**

- 4.3.1 Our vision is for Leeds to be the best city in the UK, one that is compassionate and caring, with a strong economy. This helps frame the Leeds Inclusive Growth Strategy which is a complementary addition to the council plan. Inclusive Growth is also a specific priority within the recently updated Best Council Plan for 2018/19 – 2020/21 in alignment with the Inclusive Growth Strategy.

- 4.3.2 The Leeds Inclusive Growth Strategy is aligned with and complimentary to the Leeds Health and Wellbeing Strategy 2016-21 which outlines the priority areas to help Leeds become the Best City for health and wellbeing. The Inclusive Growth Strategy contributes to this through Big Idea 1 which includes our ambitions to strengthen our role as a leader in health innovation business, increasing productivity through a motivated and healthy workforce and opening up opportunities to skills and work to all to promote social mobility.
- 4.3.3 Climate change and the need to consider the impact of our proposal on carbon emissions underpins the ambitions set out in Big Idea 8 to develop a 21<sup>st</sup> century infrastructure for the city which enables improved public transport, green infrastructure and running the city on green energy.

#### **4.4 Resources and value for money**

- 4.4.1 There are no new financial implications arising from the issue raised in this report. Council led activity identified within the report will be managed within existing resources.

#### **4.5 Legal Implications, Access to Information and Call In**

- 4.5.1 There are no legal implications arising from this report.

#### **4.6 Risk Management**

- 4.6.1 Growing the economy has positive benefits to the city, however, there is always a risk to the Leeds economy through both policies and external pressures.
- 4.6.2 Specific financial risks, including fraud, and risks in relation to safeguarding, business continuity and information governance are not considered to be impacted by the recommendations in this report.
- 4.6.3 Existing and planned programmes of Council-led delivery are supported by risk management plans which are reviewed on a regular basis.

### **5 Conclusions**

- 5.1 Following extensive consultation in the city and approval by Executive Board, the strategy was well received and continues to be supported by a wide range of stakeholders as the city wide plan to deliver inclusive growth, set out in the 12 big ideas. Building a strategy centred on inclusive growth means providing everyday jobs in everyday places. It will mean more money for public services, reduced unemployment and increased wages. Reducing inequality in our city will also boost our economic performance.
- 5.2 Successful delivery of the strategy can only be achieved through a partnership approach with business and stakeholders working alongside the council to take ownership of the strategy, to build a strong economy set within a compassionate city. The Scrutiny Board's continued support to test and challenge the delivery arrangements, performance and reporting frameworks, and the impact over short, medium and longer term through tangible outcomes that contribute to a reduction in inequalities in communities is welcomed. Giving this underpinning requirement

greater visibility with stakeholders will support and strengthen work to better align partners' programmes and initiatives.

## **6 Recommendations**

Members of Scrutiny Board are asked to approve the responses to the inquiry recommendations.

## **7 Background documents<sup>1</sup>**

7.1 There are no background documents.

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<sup>1</sup> The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.