

**Report of the Director of City Development and the Director of Resources and Housing  
Report to Infrastructure, Investment and Inclusive Growth Scrutiny Board**

**Date: 8 January 2020**

**Subject: Progress Report on the Implementation of the Leeds Inclusive Growth Strategy Inquiry Recommendation**

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**Summary**

**1. Main issues**

The Scrutiny Board (Infrastructure, Investment and Inclusive Growth) undertook an inquiry into the early implementation of the Leeds Inclusive Growth Strategy and published its recommendation in April 2019.

The Executive Board approved the One Year On report highlighting the positive progress made in implementing the Leeds Inclusive Growth Strategy in July 2019. This report details progress made to date against the Inquiry recommendations concerned with the strategy performance and governance frameworks and the arrangements being progressed to ensure that Big Idea 4 – Working Together to Create Better Jobs, Tackling Low Pay and Boosting Productivity delivers tangible benefits to those residents furthest away from the labour market living within disadvantaged communities.

**2. Best Council Plan Implications**

The Leeds Inclusive Growth Strategy approved by Executive Board on 27 June 2018 sets out how the Council and its partners 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. The Inclusive Growth Strategy, together with the Leeds Health and Wellbeing Plan, is a core strategy underpinning Leeds City Council policies. Inclusive Growth is also a key driver of the Best Council Plan for 2020/21.

### **3. Resource Implications**

There are no resource implications arising from this report.

### **Recommendations**

Members of Scrutiny Board are asked to note the progress made to date in implementing the recommendations of Leeds Inclusive Growth Strategy inquiry.

## **1. Purpose of this report**

- 1.1 The purpose of this report is to provide an update on activity undertaken to implement the recommendations of the Inquiry into the delivery of the Leeds Inclusive Growth Strategy undertaken by the Scrutiny Board published in April 2019. The update on activity is summarised in sections 3.1 to 3.12 of this report.
- 1.2 The Scrutiny Board has also requested an update on activity undertaken to support disabled people including those with learning disabilities into employment following the Executive Board report on this matter considered on 16 October 2019. The update on activity is summarised at section 3.13 of this report.

## **2. Background information**

- 2.1 The Best Council Plan 2018/19 – 2020/21 states that not everyone in Leeds is benefiting fully from the City's economic success. The Plan highlights that overall the prospects for economic growth in Leeds remain robust, supported by the city's skilled workforce, the growth and innovation of its firms and universities, and the progress being made with infrastructure. The Leeds Inclusive Growth Strategy approved by Executive Board on 27 June 2018 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.'
- 2.2 The Terms of Reference for the inquiry into the Leeds Inclusive Growth Strategy were agreed by the Scrutiny Board on 5 September 2018 and focused on:-
  - a) Progress being made in the overall mapping, assessment and planning of the framework to deliver the strategic priorities in the Inclusive Growth Strategy,
  - b) 'Working together to create better jobs, tackling low pay and boosting productivity' - Big Idea 4 including Anchor Institutions and other programmes and how this can address disadvantage and inequalities in our poorest neighbourhoods. c) The cross-council focus on the Inclusive Growth Strategy.
- 2.3 The inquiry was conducted over four evidence gathering sessions which were held between September 2018 and January 2019 and the Inquiry report into the Leeds Inclusive Growth Strategy was published on 10 April 2019.

## **3. Main issues**

- 3.1 **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.
- 3.1.1 The Directorate has continued to prioritise work to address these 3 key areas.
  - a) The work programme of the Employment and Skills service continues to prioritise the further development of the Leeds Anchor Network and its working groups on Procurement, Employment and Healthy Workplaces; it continues to support a wide range of employers across all sectors and contributes to sector specific

interventions in retail and hospitality and health and care to encourage employers to invest in the skills and progression opportunities of their workforce; and the service continues to develop and deliver effectively targeted programmes to connect and support individuals and priority groups furthest away from the labour market to access these opportunities.

- b) Leeds has made progress in strengthening transport links to enable people to access jobs, the One Year On report highlights many of these including the success of Park and Ride in Leeds with people having used the Temple Green and Elland Road services to make almost 2.5 million journeys on ultra-low emission buses; A programme of bus priority corridors and new park and ride sites that started on site this year; Continued investment in high quality cycling infrastructure; Securing £20m funding to pedestrianise parts of the city centre around the Headrow; Improvements to Leeds Station in the concourse and a new platform to increase capacity; and beginning construction on the East Leeds Orbital Road, unlocking housing development and reducing congestion.
- c) The Executive Board approved the Council's new Procurement Strategy 2019-2024 in June 2019. This strategy recognises that the way in which the Council commissions goods and services can make a significant contribution to achieving the city's inclusive growth ambitions.

3.2 **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.

**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.

3.3.1 The importance of sustainability is part of the Leeds Inclusive Growth Strategy and we are determining how to best measure performance through an approach based on Outcome Based Accountability

3.4 **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.

3.4.1 a) The first annual update on the implementation of the Inclusive Growth Strategy was reported to the Executive Board in July 2019 and subsequently shared with the Scrutiny Board. The One Year On report is published on our website and available here: <http://www.leedsgrowthstrategy.co.uk/one-year-on-july-2019/>

- 3.4.2 b) The One Year On report sets out the performance of the Leeds economy, both strengths and challenges alongside projects that are delivering Inclusive Growth for Leeds, against each of the 12 Big Ideas.
- 3.4.3 The council has now appointed 12 Inclusive Growth Ambassadors to help drive forward the strategy, they each have their own specific Big Idea to focus on and are leaders in their fields, from a mix of sectors across Leeds including transport, development, digital, communications, education, social enterprise and culture. Together they will work closely with each other and the council as part of the Inclusive Growth Delivery Framework and will also help deliver the Extended Delivery Partnership events.
- 3.4.4 As part of our commitment to three events each year on Inclusive Growth, aimed at growing the Delivery Partnership and delivering inclusive growth, the council has delivered the first two of the series with a Place event scheduled in February. The People event was held in April 2019 and attended by nearly 100 partners, it showcased some of the projects underway in the city including community groups, our health partners and new approaches to education. Some of these are detailed in the One Year On report. The next event on Productivity took place in September 2019 with over 100 attendees with a series of workshops on digital, data, climate change impacts, smart cities, culture and the Massachusetts Institute of Technology Regional Entrepreneurship Acceleration Program (MIT REAP). The next event will take place on February 10th 2020 themed around Place and we are expecting over 150 guests. The growing popularity of these sessions and feedback received is creating a growing movement across the city to support inclusive growth.

#### Measuring Inclusive Growth

- 3.4.5 Good progress has been made in developing appropriate measures for Inclusive Growth and a long list of indicators have been developed to support a bespoke set of measures for Leeds which will be finalised ahead of the next Annual Report on Inclusive Growth. Measurements will be shown retrospectively to show the progress since the Strategy was introduced.
- 3.4.6 There have been several different attempts to define inclusive growth. The OECD defines it as “economic growth that is distributed fairly across society and creates opportunities for all” whilst the RSA’s Inclusive Growth Commission prefers “enabling as many people as possible to contribute and benefit from growth”. When looking at how best to measure inclusive growth there are several existing methodologies which the council has assessed. These ways of measuring inclusive growth are useful for us to understand how Leeds is performing compared to other areas and against a range of metrics. However, they don’t tell us directly how our strategy is being delivered. The three models that we have considered in detail are those that have been devised by PWC, the Joseph Rowntree Foundation and the Centre for Progressive Policy.
- 3.4.7 The three models each have advantages and disadvantages, PWC’s Good Growth Index uses weightings and indicators allowing local priorities to be weighted and reflected. Joseph Rowntree Foundation’s Inclusive Growth Monitor is geared towards poverty and inclusion but is focused on the city region level. Finally, the Centre for Progressive Policy’s Inclusive Growth Community Index is the most similar to our approach, it is adaptable and has many measurements that can be used at a local level, compares local authorities but doesn’t enable us to measure our progress within the city.

- 3.4.8 In addition to the research into consultant organisations 'off the shelf' models, we have also consulted with the Joseph Rowntree Foundation about transferring their model to a Local Authority based approach, the New Economics Foundation around the characteristics of a truly inclusive economy and the outcomes that should give basis to the indicators we select, and the LEP around aligning with their indicator set.
- 3.4.9 We have learned from the work of these organisations and they provide a solid foundation but there are still difficulties in using an off the shelf model if we are to measure the impact of the Leeds Inclusive Growth Strategy. In response, the council has been working with partners to create a bespoke model. Leeds is a world leader in data analytics and use of open data which puts us in a prime position to develop our own platform. This has involved a detailed analysis of the Leeds eco-system working with the University of Leeds, who have helped create a series of indicators that enable us to measure progress for delivery of the Inclusive Growth Strategy. These indicators are grouped around the themes of our 12 Big Ideas and will form the basis of a new model in order to capture our progress on inclusive growth. As stated above, this will be subject to further consultation with both Elected Members and Officers over the next few months. We are also exploring whether to take these indicators and build a weighted index model for Leeds against each of the 12 Big Ideas set out in the strategy.
- 3.4.10 As part of the research into both the methodology and the indicators used in measuring inclusive economic growth, consideration was given to all of the headline strategies and policies of Leeds City Council, including the Best Council Plan, Health and Well Being Strategy, Children and Young Peoples, Air Quality, Leeds Culture Strategy and many others. Additionally, for each associated big idea the main consultancy and think tank reports, such as work from the Centre for Cities on skills and workforce, KPMG, EY, NEF, NHS England around health, ONS, the Government's Industrial strategy and many more were considered.
- 3.4.11 In addition to work on the Inclusive Growth Strategy, the council is also using Local Authority data and open data to provide an understanding the effect Brexit and recent uncertainty is having on the economy. Our initial driver is to understand how the economy is responding to Brexit but we intend this product to develop over time to inform policy development and to monitor the impact of interventions, for instance, to accelerate our MIT Regional Entrepreneurship Acceleration Program (REAP) and to add to our work to measure inclusive growth. We will make sure that any new data, intelligence and analysis that we develop, is incorporated into the work we do to measure the inclusive growth strategy.
- 3.4.5 c) Employment opportunities arising from Inclusive Growth interventions led by the Council are included within the quarterly City Development performance report on Best Council Plan measures and targets i.e. the number of people supported into employment.
- 3.5 **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.

- 3.5.1 The corporate reporting and decision making templates have been reviewed and amended and guidance for officers is available on InSite, the Council's intranet. It requires report authors to report both the immediate and longer term positive and negative impacts of proposed decisions with specific reference to one or more Best Council Plan priority and the supporting city strategies i.e. The Leeds Inclusive Growth Strategy and the Leeds Health and Wellbeing Plan. This information should be included in the front page summary with further detail provided in section 4.3 in the body of the report if needed.
- 3.6 **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.
- 3.6.1 The key finding from the CLES analysis were appended to the report submitted to Scrutiny Board on 31 July 2019 which was discussed in some detail. Two further meetings of the Procurement Working Group of the Anchors Network were held on 17 September and 27 November to share the analysis and agree actions.
- 3.6.2 The Working Group found the analysis informative and a good starting point from which to plan action that has the potential to support local business engagement and growth and a baseline that can be used to measure the impacts of these actions. The Group members have committed to repeat the analysis on an annual basis to create a more complete picture of activity that includes the newer members of the network and measure change in a consistent way. To ensure that this is cost effective, CLES is being commissioned to provide training in February and March 2020 to the Group to enable them to undertake and repeat the analysis.
- 3.6.3 The CLES analysis and subsequent discussion and gathering of further data on contracting activity suggested that two key categories of expenditure offer further opportunities to engage local SMEs and diversify supply chains. These include construction (new build, maintenance and facilities management) and catering and hospitality categories and highlighted the degree to which NHS procurement is directed through national commissioning frameworks. Across the Anchors, 25% of the construction contracts were secured by a Leeds based provider accounting for 17.5% of the total £338.4m expenditure in 2018/19. 53% of contracts were awarded to providers based outside of West Yorkshire accounting for 72% of the total expenditure. 32% of the £10.8m expenditure on catering and hospitality contracts were secured by a Leeds based provider. Over half of the contracts awarded were to providers based outside of West Yorkshire accounting for over half of the total expenditure.
- 3.6.4 The Group is now working on shaping a 'Meet the Buyer' event to be held in the spring and will work with the Chamber of Commerce and other business intermediaries to ensure this meets the needs of SME businesses. It is planned that all Anchors will be represented at the event showcasing their pipeline of contracting opportunities with access to seminars on how to apply and networking. Within this we plan sessions focused on the construction and hospitality categories. The agenda and format, dates and venue will be determined at the January meeting of the Working Group. The Group also plans to develop and e-publish a SME Guide to working with the Leeds Anchors. This will provide generic advice and guidance as well including

sections that are specific to individual anchors with links and information on events and contact details for further information.

- 3.6.5 The Group has also undertaken an audit of the social value policies and current activity of the Anchors and it is clear that the Council has the most developed approach to delivering social value and has commenced sharing learning to date and planned activity with Group members. While still at an early stage, it is hoped that this work can inform a shared Social Value statement to be adopted by all anchors.
- 3.7 **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.
- 3.7.1 The Council's new Procurement Strategy for 2019 – 2024 was approved by Executive Board at the meeting held on 26 June 2019. The strategy explicitly sets out the improvements proposed to delivering additional social value through procurement (that is, value above and beyond the specific services being procured) through a social value framework to achieve maximum social value in support of the city's inclusive growth ambitions. Commissioners have already been able to secure very significant beneficial, social value outcomes across a wide range of procurements. These have included supporting over 2,650 local residents into apprenticeships and employment through social value and planning agreements with 193 of these job outcomes and 11 apprenticeships secured in the last quarter. Procurement and Commercial Services will report performance against KPIs to the Executive Member for Resources, and Scrutiny Board (Strategy and Resources).
- 3.7.2 In 2018/19, 56% of procurement expenditure was through contracts with SME businesses. Procurement and Commercial Services will continue supporting the local economy by ensuring tendering opportunities are made more attractive to local, small and medium sized enterprises and voluntary, community and faith organisations by adapting tenders to their needs, where appropriate, particularly by dividing more opportunities up into smaller Lots which local organisations can bid for either individually or as part of a consortium. Support will also be provided to local small and medium sized enterprises and voluntary, community and faith organisations, by including local supply chain targets in contracts and supporting the development and mentoring of local organisations.
- 3.8 **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.
- 3.8.1 The NHS nationally and in Leeds faces recruitment challenges and has large numbers of vacancies. St James Hospital site, Leeds Teaching Hospital Trust (LTHT), sits

adjacent to two Priority Neighbourhoods, Lincoln Green and the Cliftons and Nowells both of which have high levels of unemployment. LTHT agreed to collaborate with the Council to deliver targeted innovative taster sessions and employability courses to open up job opportunities to residents seeking work from these areas.

- 3.8.2 Taster events were publicised locally with a morning and an evening session held in local venues to maximise accessibility. Jointly led by LTHT and the Council's Employment and Skills service, the sessions described the different job roles in Estates and Facilities and opportunities available and what working in the NHS entails. The sessions focused on joining the 'LTHT family' and the potential for career progression within the organisation.
- 3.8.3 Prospective candidates were asked to complete a basic English test and confirm their right to work within the UK. Individuals then had the opportunity to attend a specially designed six week Employability Programme. LTHT designed the programme commissioned by the service to be delivered by Learning Partnerships, a local third sector provider. Held across two days per week during school hours, this focused on ensuring candidates were equipped with the knowledge, skills and behaviours outlined in the relevant job descriptions, and were able to complete a good application.
- 3.8.4 In April 2019, two taster sessions had been held, which together attracted 124 people, including 54 from Burmantofts and Richmond Hill and 27 from Lincoln Green. In total, 34 people were from deprived 'Priority Neighbourhoods' in the City. Virtually all those attending had a positive outcome of one form or other and included 61 people invited to attend the Employability Programme which generated 50 job applications with 24 candidates offered a role within Estates and Facilities and a further five candidates offered roles as Clinical Support Workers within LTHT. 5 people joined the 'Hidden Talents' programme as they had previous care experience or held a registered nurse qualification in their country of origin and will be eligible to apply for a Clinical Support Worker role or join the Apprentice Clinical Support Programme.
- 3.8.5 Following the success of the pilot, the programme has been refined and expanded to run three times each year and is being promoted to other priority neighbourhoods. A second programme started with an information session held at the end of August 2019 and attendance at the NHS Assessment Centre in October. Information sessions were delivered in Lincoln Green, the Clifton and Nowells and Beeston. The combined results from this Programme and the pilot are 180 individuals attending 'taster events', 97 invited to attend the NHS employability programme, 79 job applications received, and 49 people offered a job role, 43 with Estates and Facilities and 6 as Clinical Support Workers. The next programme will start in February 2020, with a continued focus on deprived wards.
- 3.8.6 Learning from the pilot has been presented to the Anchors Network Employment Working Group with the offer extended to support similar collaborative programmes. This has been taken up by Leeds College of Building and the three Universities are considering bringing together suitable vacancies for a joint recruitment programme.
- 3.9 **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.

3.9.1 Procurement will play an important part in furthering the Council's ambition to promote the Real Living Wage across the city. The Council's spend with third parties through procurement and commissioned activity remains close to £800m per annum and engages over 930 contractors. A procurement policy has been developed that explicitly encourages businesses to pay the Foundation Living Wage to all their employees as a minimum in the Council's standard tender documentation. Further, where there is a tie on scores following evaluation of tenders, we will reserve the right to take into account the payment of the Foundation Living Wage by a bidder in deciding to award a contract where quality and price is not compromised. In addition, further discussions are ongoing with the Rowntree Foundation to consider what other steps may be taken to promote the Foundation Living Wage through procurement activity.

3.10 **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

3.10.1 The Leeds Anchors Network has established an Employment Working Group attended by the Chief Officers / Directors of HR from each of the Anchors. The Employment Group has agreed Terms of Reference which identifies its priorities as:-

- Supporting Local Employment and Progression Pathways including the use of the apprenticeship levy, gender and ethnicity pay gap reporting;
- Working towards a Leeds Living Wage City model that gives profile to the work of the Anchors and promotes and fosters a wider understanding of the city inclusive growth ambitions;
- Non-pay benefits - identifying best practice and sharing information and learning to take collaborative action where appropriate on supporting employees to stretch take home pay via non-pay benefits, pensions and poverty proofed HR policies and practice.

3.10.2 The Healthy Workplace Working Group is attended by Health and Wellbeing leads from across the Anchors and it has identified significant pockets of best practice across the Anchors and has an ambition to develop a more consistent and systematic approach to better support the health and wellbeing of all our employees with a strong focus on mental health. The Group is developing metrics that will shape and support the use of measures in different areas across the network. It is developing a training programme for managers to increase manager confidence and ability to address health in the workplace and aims to give the work greater visibility through Leeds Anchors Healthy Workplace pledge supported by the development a Healthy Workplace portal, a web based resource for managers with potential for roll out to SMEs

3.10.3 The Leeds Anchors Network has started to collect case studies of good practice to demonstrate the benefits of adopting these approaches and has published these on the Leeds Inclusive Growth website <http://www.leedsgrowthstrategy.co.uk/anchor-institutions/>

3.11 **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.

### 3.11.1 The Employment and Skills service makes good use of technology and social media to reach local residents and businesses.

- The [Leeds Adult Learning](#) website is well used by both the public and front line staff from across services. There were 21,221 users of the website during the 2018/19 academic year with over half accessing this through their mobile phone rather than a desk top PC or tablet. The site enables access to real time information on a wide range of courses delivered across Leeds to support residents that may benefit from first rung learning opportunities and re-engaging in a range of local activities. Popular provision includes; Employability Skills, English as a Second Language (ESOL), Computing, Family Learning, Arts and Crafts, English, Maths and Childcare and a range of activities under the Skills for Jobs programme.
- [Start in Leeds](#) provides young people and their families with up-to-date information on the local education and training pathways, careers and local employers and job opportunities. This new on-line digital careers and post 16 application platform was commissioned by the service from U-Explore, a Leeds based Careers Education specialist. Start in Leeds aims to inspire young people by providing a full range of career opportunities to support young people to make more informed decisions about their future learning pathways, career entry points and progression opportunities in the city and beyond. Training sessions are being rolled out to staff across services who will be in contact with those who could benefit from accessing this resource. Since the start of the 2019 academic year, over 5,000 students and 300 staff in 56 schools and colleges have accessed the site as part of their careers programmes.
- [Leeds Employment Hub](#) is planned to go live in January 2020 enabling customers to contact an Employment Advisor and or register to access ESIF funded employment support programmes which can be tailored to meet individual needs.
- The service support 3 Twitter accounts with over 6,000 followers. These accounts are used to send out notifications for events and recruitment opportunities.



[@LCC\\_Employment](#)



[@LCC\\_Business](#)



[@LeedsAppHub](#)

### 3.11.2 Tenant Engagement Officers in Housing Leeds currently promote Active Leeds and Employment and Skills activity on local Facebook pages to inform and motivate their tenant residents. The scope to improve our collective use of social media is recognised and we plan that we will:

- Share/re-tweet content on any locally based pages
- Improve the connections with local Community Committee pages/posts
- Join and post information in local community groups and third sector pages
- Share/re-tweet content from local community groups/third sector organisations as the groups that are likely to have the strongest local presence and be most connected and trusted by the residents we wish to engage.

### 3.11.3 Tenant Engagement Officers have established minimum standards on content and connections to maximise reach and impact and there is scope develop this approach

across Locality Programme Core Groups led by the Communities Teams in the Communities and Environment Directorate to fully connect social media accounts and develop good practice in this area.

- 3.11.4 Active Leeds commissioned Social Marketing Gateway (SMG) to deliver insight into local needs on physical activity in four of the Priority Neighbourhoods. Working alongside the Locality Programme Core Groups, they engaged residents, community leaders and third sector organisations in a dialogue on being more active. A social media mapping exercise was used to improve understanding of connectivity and collaboration between people, relationships and trust. The analysis captures who the community listens to, the trusted voices and those assets and entities that have influence. Examples include the New Wortley Community Centre, Armley Good Stuff and the Thornton Medical Centre that all have an on-line presence that build connections locally and have the potential to reach those that are currently disengaged from our more traditional social media routes. Active Leeds, has secured further funding from Sport England to build on the SMG insight and plan further community level conversations around connectivity and collaboration. This enables the resource and capacity to inform work on how all three services can widen their communication channels and build better connectivity and increased reach through social media.
- 3.11.5 The [Leeds Directory](#) of services is a citywide resource to help residents live well, by connecting them to vetted local services and tradespeople as well as local activities and events. It also provides front line staff with quick and easy access to useful local information, helping them with intelligent and informed signposting. It is widely promoted to Tenants and Residents Associations and information is included in tenant welcome packs. A further enhancement to the Leeds Directory is planned next year. An app version will further enhance accessibility through installation on staff smart phones, team tablets and links on desk-tops. Housing Leeds are also keen to commence use of the new corporate emailing solution (Gov Delivery) to share email updates with tenants, including the welcome pack.
- 3.11.6 The [Active Leeds](#) website holds data on activities which are undertaken by the service and also connects with partners through schemes such as Leeds Girls Can and the Health programme team who endorse specific sessions organised by other private and third party organisations. Teams are able to use the website to send in referrals to Active Leeds health programmes for people who have any health issues or need extra support in getting physically active. Further work is underway to broaden this wider.
- 3.12 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
- 3.12.1 The aim of jointly progressing targeted work across the three services was to align and enhance the service offer and increase responsiveness to better meet local needs. As the working arrangements for Locality working have become established through Core Teams, it is appropriate that this is effectively combined to ensure a fully resourced, consistent and coordinated approach and that activity is effectively aligned

to deliver the Priority Neighbourhood 'big asks'. For example within the Holbeck Priority Neighbourhood the Big Asks include a focus on employment and skills and supporting more people to be more active. Jointly planned and delivered activity undertaken to date:-

- **Leeds Teaching Hospital Trust employability pilot programme.** Active Leeds and Housing Leeds had a key role in successfully targeting and engaging residents and delivering the taster events. This included a physical activity offer to engage children enabling parents to have a meaningful conversations about employment and skills. This also extended to parents through a deeper conversation with them about physical activity, volunteering and active travel. Housing Support Officers actively targeted tenants and had sustained conversations to encourage engagement. Both teams have trusted relationships with community influencers and other key partners which positively influenced take up of this offer.
- **Housing Advisory Panels (HAPs)** monitor the performance of local housing services and also have budgets to fund environmental improvements and activities that benefit tenants and the local community. Following a review, refreshed priorities now include an employment and skills and health and well-being theme, encouraging HAPs to seek or consider applications that address these aims. Examples include: GO TRI Holbeck, an Active Leeds led application, supported by the Inner South HAP provides young people with opportunities to be physically active and to try new sports. This introduced two elements of triathlon, running and cycling, over 6 weeks in the summer holiday to a community not traditionally associated with the sport. Over 20 children attended the sessions and following an evaluation, it has been agreed that a more planned and systematic use of data to develop and fund projects jointly could improve the reach of future projects.
- **Housing Leeds Recruitment** for Housing Assistant and Housing Officers roles takes place at least twice a year. A joint, pilot recruitment event was undertaken in June 2019. To maximise take up the event was held in the city centre but targeted outreach was undertaken to encourage applications from residents of Priority Neighbourhoods. Housing Leeds led on role requirements and the recruitment process, the promotion, delivery and follow up activity was supported by colleagues across all three service areas. 65 people attended the session and all the available posts were filled. The event was well received by applicants and there have been a number of lessons learned which will improve future roll out of this model. The model is now being extended to develop a recruitment pathway for high volume vacancies for entry level roles across Housing Services, Building Services and Customer Services, shaped by the learning from the pilot. The aims to combine: promotion of vacancies with a particular focus on priority neighbourhoods; improved, more inclusive information for applicants along with pre-recruitment and employability support. The Employment and Skills service is enabling a more targeted approach to recruitment from people already engaged in our employability programmes and young people supported by the Care Leavers Team.
- **The “Healthy Streets” approach** based in Holbeck, the approach puts people at the heart of decision making and aims to build a more inclusive city where people choose to walk, cycle and use public transport. Led by Highways and Transportation, the three services have engaged in the co-ordinating working group

linking local infrastructure projects including City Connect 3 cycle project from the City Centre to the Recreations, Leeds United's new training facility and potential scheme to enhance Holbeck Moor. Data from Housing Leeds has informed household profiling to shape the approach and a residents questionnaire that encompasses, for example, employment and skills, welfare and health and well-being aspects. The next phase of community engagement will take place in mid-December 2019. All three services have been involved and are realising the added value of extending their reach and approach.

- **Community Led Local Development (CLLD) bid** working with local partners, services have developed a proposal for New Wortley to support people experiencing poor health and wellbeing to access first step, weekly activities and individual key worker support offering relaxation, creativity, and the opportunity to develop new skills, expand their networks and improve health and wellbeing. Active Leeds will provide a menu of supported activities and peer mentoring through the Long Term Health, Go Tri and Leeds Girls Can ambassador programmes which build confidence and self-esteem. This builds on great examples of Ride and Walk leaders bringing together groups in their neighbourhoods, building social interaction and linking people to the wider cycle and footpath networks. Housing Leeds will have an important role to play in connecting with tenants who are socially isolated or who would benefit from improving health and wellbeing. Aligned to this, Active Leeds in partnership with Yorkshire Sport Foundation are working to offer health and sports coaching apprenticeships within the most deprived neighbourhoods

3.12.2 There has been a shift in the way the three services now work to create an enhanced service offer and outreach and engage with communities. This can use sport and physical activity to connect with isolated or disengaged people to support them to take those first steps into employment. The services continue to collaborate and improve the service offer to meet local needs and reach into most deprived communities through shared intelligence and resources to connect them with a wider range of opportunities.

### **3.13 Supporting Disabled people**

- 3.13.1 In addition to the inquiry report recommendations, the Scrutiny Board also requested an update on activity to support disabled people into work and in particular those with learning disabilities. This was the subject of a report to Executive Board on 16 October 2019 at Appendix 1. The following summarises key activities undertaken by the Employment and Skills service in addition to that included in the report.
- 3.13.2 There are a range of services and programmes commissioned and delivered by national and local agencies to support disabled people into work. These include Access to Work, the Work and Health programme to access employment and Specialist Employability Support to become self-employed. The Council's service offer seeks to meet local needs and align with the DWP provision rather than duplicate or compete with it to make best use of resources. .
- 3.13.3 Commissioned and delivered by the Employment and Skills Service, the Employment Hub is a suite of employability programmes for people aged 16 plus. There are currently 3 programmes which offer targeted support to a range of customer groups including young people in education who are risk of becoming NEET, young people identified as NEET and unemployed adults. Of the 1,139 people who are currently accessing support through these programmes, 3% have declared a physical

impairment and 15% have declared mental ill-health. All programmes involve personalised support delivered through a key worker model and thus are particularly appropriate for those experiencing complex and or enduring barriers to work.

- 3.13.4 The Employment and Skills has been awarded £2.91m to deliver an ESIF funded programme of support for young people with mental ill-health to commence in April 2020. This will support at least 1700 individuals across Leeds and Bradford and will build on existing local good practice to deliver a new integrated employability programme for jobseekers and inactive people. It will deliver flexible interventions to address complex barriers to employment; raise aspirations; deliver skills and training, and broker opportunities with local and national employers. There will be an emphasis on mental wellbeing in addition to general employability support recognising that health, including mental health are vitally important to creating a happy and productive workforce.
- 3.13.5 Employment and Skills commissioned Leeds MIND to deliver the Workplace Leeds contract across three Jobshops; Armley, Reginald and Dewsbury Road. The contract, which was for 18 months and ceased in April 2018 delivered specialist services to Jobshop customers presenting with low level mental ill-health but crucially, to deliver a programme of staff development to build and sustain the capacity of Jobshop staff to continue this service offer following cessation of the contract. Part of the contract legacy is restorative practice segments in team meetings, focusing on positive resolutions for customers. Adopting this model has enabled the wider team to discuss, and co- produce solutions for the more complex situations.
- 3.13.6 Jobshop services in Community Hubs have been accessed by 5,745 people over the last 12 months. Of those, 3% declared a physical impairment; 6% poor mental health; and 1% a longstanding health condition. 13% of customers stated that they preferred not to say and for 77% of customers their health status is unknown as they have declined to respond. This self-declaration picture has remained reasonably static over time but it does not reflect the experience of front line staff. This indicates a steady increase in the number of people presenting with poor mental health, estimated at nearer 50% which more closely mirrors the condition analysis of those benefit recipients receiving out-of-work benefits due to a health condition. The network of Community Hubs works in partnership with a number of specialist organisations supporting those people experiencing mental ill-health. The arrangements with some of these organisations - Remploy, Scope and Touchstone – include a presence within Hubs to make access to services more open and immediate.
- 3.13.6 Community Hubs are now formally part of the new city-wide Social Prescribing contract. The Reginald Centre is the city-wide base for the Wellbeing Coordinators who are linked to every GP practice and LCP in the city. The Coordinators support patients referred by the GPs who need support with any of the wider determinants of health, for example: housing, welfare and benefits, debt, and employment amongst other issues. This contract will run until 2022 with an option to extend for a further 2 years.
- 3.13.7 The Employment and Skills service is currently developing arrangements with two Local Care Partnerships (LCPs) in Harehills and Armley to support the better integration of health and work services. LCP's are clusters of locality services led by a GP Practice but include other health partners, for example mental health services, and a wider stakeholder network including Community Hubs and third sector delivery partners. Although primarily health focussed they are seeking to develop a broader

response to the health and social needs of the local population. The most developed of these is in the east of the city and a package of support, known locally as ‘Developing You’ has been devised by the service and will be piloted from January 2020. Recruitment will focus on patients registered at a local GP surgery who are presenting with poor mental health, social isolation and would benefit from an informal package of different interventions. Active Leeds, along with local third sector partners are pivotal to the delivery of Developing You. They will be delivering a number of health and wellbeing elements over the 12 week programme and central to the evaluation of the pilot. This is the first time such an initiative has been developed and delivered through this partnership and subject to positive evaluation outcomes will be rolled out across other LCP’s. Key objectives are to raise self-awareness, self-confidence and self-esteem; increase coping, managing, goal-setting and job search skills and increase readiness to take up opportunities and open horizons.

3.13.8 The Mental Health services of the Adults and Health directorate has placed “recovery” at the heart of delivery with a view to shifting the focus from long term service use to active self-management through individually held budgets. This has resulted in improvements in care management, reduction in repeat crisis requests and reduced re-admissions. This has shifted the cultural emphasis away from a deficit model of what people find difficult to one which emphasises the positives with a focus on their abilities, aptitudes and potential i.e. an asset based approach to meeting needs.

3.13.9 The table below table demonstrates the current number of people under age 65 accessing services for people with mental health needs delivered or commissioned by the Council’s Adults and Health directorate

<b>Current Numbers of People accessing support services for people with mental health needs</b>	
<b>Service</b>	<b>Number of People</b>
Day Opportunities	365
Homeless Service and IMPACT	179
Transitional Housing Unit and Longer Term Accommodation	85
External Commissioned Services	937
<b>Grand Total</b>	<b>1566</b>

3.13.10 Workers also offer clients support with building and maintaining social networks. This can involve motivating clients to try out new or old activities to meet new people. An example is the Live Well Leeds Tech group - a six week programme aimed at entry level use of information technology (IT). The group was suggested by service users who have very limited IT knowledge who felt restricted by their lack of skills and confidence. Support to access further education and or employment is integral to this support offer.

## **4 Corporate considerations**

### **4.1 Consultation and engagement**

4.1.1 This is an information, rather than a decision-making report and therefore there are no requirements for consultation with the public. The Leader of the Council and the

Executive Member for Culture and Inclusive Growth and the Executive Member for Learning, Skills and Employment have been consulted on the contents of the report.

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

- 4.2.1 This is an information, rather than a decision-making report and therefore there is no requirement to undertake an Equality, Diversity, Cohesion and Integration (EDCI) screening. The Strategy was subject to EDCI screening prior to approval.
- 4.2.2 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 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. Individual programmes of work under Big Idea 4 detailed in the report have been subject to EDCI screenings prior to their approval.

## **4.3 Council policies and the Best Council Plan**

- 4.3.1 The Leeds Inclusive Growth Strategy approved by Executive Board on 27 June 2018 sets out how the Council and its partners 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. The Inclusive Growth Strategy, together with the Leeds Health and Wellbeing Plan, is a core strategy underpinning Leeds City Council policies. Inclusive Growth is also a key driver of the Best Council Plan for 2020/21.
- 4.3.2 Climate Emergency  
The council declared a climate emergency in March 2019 with the stated ambition of working to achieve net zero carbon emissions by 2030 for the city. The delivery of the Leeds Inclusive Growth strategy already incorporate consideration of climate emergency interventions as highlighted in the One Year on report published in July 2019. Council services and delivering partner organisations will be encouraged to continue to consider additional actions in their work to deliver the Strategy as the city further develops its approach to responding to climate change and its mitigation.

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

- 4.4.1 There are no new resource requirements arising from this report.

## **4.5 Legal implications, access to information, and call-in**

- 4.5.1 This is an information, rather than a decision-making report and there are no legal implication raising from this report.

## **4.6 Risk management**

- 4.6.1 There is a comprehensive risk management process in the council to monitor and manage key risks. Risks associated with progressing the implementation of the Leeds Inclusive Growth Strategy are reviewed quarterly through the directorate leadership team meeting and the corporate Inclusive Growth Delivery Officer Group.

## **5 Conclusions**

- 5.1 The One Year On report on the implementation of the Leeds Inclusive Growth Strategy demonstrates considerable progress in implementing projects across the 3 themes of People, Place and Productivity and the governance and reporting arrangements to support continued engagement by partners and effective monitoring and review.
- 5.2 In addition to the strategic programmes of work, Scrutiny Board was keen to assess the degree to which these interventions would target and benefit residents furthest away from the labour market living in our most disadvantaged communities and Priority Neighbourhoods. The report summaries a wide range of targeted interventions and newly established programmes to meet this need delivered through effective cross service working that makes good use of shared intelligence and resources.
- 5.3 The report also highlights the work now being undertaken through the Leeds Anchors Network under Big Idea 4 of the Strategy and in particular how the Council's renewed approach to procurement activity is contributing to our Inclusive Growth objectives.

## **6 Recommendations**

- 6.1 Members of Scrutiny Board are asked to note the progress made to date in implementing the recommendations of Leeds Inclusive Growth Strategy inquiry.

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

- 7.1 There are background documents.

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