

## Inclusive Growth Update

Date: 17<sup>th</sup> February 2022

Report of: Director of City Development

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

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### What is this report about?

#### Including how it contributes to the city's and council's ambitions

- This report provides an update on the Council's progress on delivering Inclusive Growth. It is the third Inclusive Growth update report to the Scrutiny Board since the outbreak of Covid-19, which has had an unprecedented impact on the economy locally, nationally and internationally.
- The [Leeds Economic Recovery Framework](#), published in October 2020, outlined our approach to recovery from the Covid-19 pandemic as being centred around the need to Respond, Reset and Renew and Build Resilience ('the 3 Rs'), all within our ambition to create a strong economy set within a compassionate city. The Recovery Framework has provided us with a clear approach to continue with our work both in response to the Covid-19 pandemic and also our ongoing commitment to and delivery of Inclusive Growth.
- Our work is also framed within the context of the new City Ambition, which will replace the Best Council Plan and be a more externally-facing and partnership-focused City Ambition.
- In this report we set out our continued approach to aid recovery from the Covid-19 crisis and how we will use our existing strategy on Inclusive Growth as a framework for identifying measures to support recovery and enable a coherent response to the economic shock and ongoing recovery efforts.
- Throughout the report, we provide an overview and examples of actions and interventions being taken to deliver Inclusive Growth, underneath the headings of Respond, Reset and Renew and Build Resilience. These include actions such as business support measures, particularly in response to the Covid-19 crisis; major transformational projects across our city, such as infrastructure and regeneration projects; transport and highways works; policy research into areas including the future of our city and local centres and our green economy; our Future Talent skills project; and the measurement of Inclusive Growth.
- Finally, looking forwards, later this year we will begin to review our Inclusive Growth Strategy, which is currently dated as running until 2023.

### Recommendations

- a) Members are asked to note the approach being taken to continue to deliver Inclusive Growth across the city and agree any specific Scrutiny actions that may be appropriate.

## Why is the proposal being put forward?

### National economic context

- 1 The national economy is now larger than it was before the pandemic and continues to show signs of recovery, but there is currently a growing issue with the cost of living caused by inflation as energy and transport costs in particular continue to rise.
- 2 Figures published by the [Office for National Statistics](#) (ONS) in January 2022 show the Consumer Price Index (CPI) rose by 5.4% in the 12 months to December 2021, up from 5.1% in November 2021. This was the highest CPI inflation figure for 30 years. Furthermore, the latest official statistics show that average pay rises are failing to keep up with the rise in prices. This meant that average weekly earnings – adjusted for price rises – fell for the first time since July 2020.
- 3 According to the [Institute of Fiscal Studies](#), in April 2022 benefits are set to rise by the rate of general (CPI) inflation in the year to September 2021, which was 3.1%, but according to the latest Bank of England forecasts, inflation to the year to April 2022 is expected to be almost double that figure (around 6%).
- 4 A particular contributor to rising prices in April 2022 will be energy costs. Wholesale prices of gas and electricity increased dramatically during 2021 as the post-pandemic economic recovery continued to pick up pace while European markets were struggling with a number of supply-side problems. UK customers have been protected to a large degree from the immediate effects due to tariff caps set by Ofgem, but these caps were increased by 12% in October 2021 and are set to increase substantially again in April 2022 by 54%. According to the [Resolution Foundation](#), this could mean 6.3 million households suffering from ‘fuel stress’ – defined as spending at least 10% of their family budgets on energy bills. The proportion of English households in ‘fuel stress’ currently is 9% and it is expected to leap to 27%. The [Joseph Rowntree Foundation](#) has said that a low income family could be expected to pay as much as 18% of their income on energy by April 2022. Furthermore, the ONS figures indicate that the largest upward contribution to the change in the 12-month inflation rate came from food and non-alcoholic beverages. The [Resolution Foundation](#) has also outlined that, whilst the new ONS figures confirm that the average inflation rates experienced by different income groups are currently similar, low income families experience inflation in different ways. On average, the lowest income families spend twice as much of their total income on food and housing bills as the richest families and therefore, increasing food price inflation as well as the energy price cap rise in April 2022, will disproportionately affect families on the lowest incomes already.
- 5 Looking at the labour market there are early signs that the employment growth seen in autumn 2021 is beginning to stall and may be increasingly knocked off balance as impacts from the Omicron variant work through the data. The Institute for Employment Studies (IES) calculate that employment in the UK remains 600,000 below pre-pandemic levels while economic inactivity (the measure of those not looking and/ or not available for work) is 400,000 higher.
- 6 This growth in inactivity is increasingly being driven by higher worklessness due to ill health, which is up around 200,000 in the last six months. It is also rising for young people outside full-time education and by older people leaving the labour market. In all there are now 1.1 million fewer people in the labour force than we would have expected to see based on pre-crisis trends and older people account for three fifths of this ‘participation gap’.
- 7 There are some positives as vacancies remain at record levels (up across all industries) and were broadly unaffected by the end of the furlough scheme. The IES is now calling for a

'Plan for Participation' that will extend public employment services and support to all of those who are out of work and want help and that can focus on working better with older people, health services, social and childcare, local partners, welfare services and employers.

### **Local economic context**

- 8 In October 2020, the Leeds Economic Recovery Framework outlined how the pandemic had had an unprecedented impact on the world economy, with large cities being particularly affected, although remaining as engines of growth. We knew that the shape of recovery would not be linear and we were mindful that different areas of the economy had been disproportionately affected, with a risk of some businesses and sectors bouncing back less quickly than others. This is why we proposed an approach to recovery rather than a plan, to enable us to adapt quickly whilst striving to build more resilience into our economy.
- 9 Echoing the national picture the end of furlough has not caused a significant rise in unemployment, despite 10,900 workers in Leeds still benefitting from the scheme when it closed. There continues to be a decrease in the Claimant Count, with 460 fewer people claiming in December 2021 than November 2021 (25,985 claimed in December 2021, a 43% increase on March 2020, a considerable drop from the peak in spring 2021, when the claimant count had increased by over 100%).
- 10 At the time of writing, weekday footfall has continued its trend since Christmas of being between 25% and 35% down on 2019 levels. Central Government's removal of the work from home mandate will result in a slow increase in footfall as companies adjust and plan for new ways of working, rather than a notable step change. Weekend footfall in 2022 has been variable, with some weekends seeing footfall levels comparable to pre-pandemic levels, while others have been 20-30% down.
- 11 We are now able to analyse the whole of 2021 against previous years and Leeds city centre's footfall for the whole of 2021 shows a 37.4% decline in 2021, compared to 2019. The national average for 'High Streets' for the same comparison period is a 36.7% decline, so Leeds is broadly in line with the national average. It is to be noted that for the first few months of the year, the country experienced a lockdown which resulted in an 80% decline in footfall for much of that time, so the latter part of 2021 was more promising.
- 12 The Council worked with Leeds Business Improvement District (BID) and shopping centres to put on a range of mostly family-focussed events over the Christmas period, including a Tipi on Briggate, a family trail and a range of activities within the shopping centres. This, coupled with the Visit Leeds campaign, a strong programme of events at the first direct arena and the Ice Cube on Millennium Square (mentioned too at paragraph 26), showed that the city can work together to put on a coherent and attractive range of activities to support the city centre economy.
- 13 The rate of empty retail units in the city centre is 17% (compared to just under 10% in February 2020), with a new survey due in February 2022. This again is around the national average and work continues on the 'empty units programme' which employs local artists to decorate empty shopfronts, until they are re-occupied. During 2022 work is scheduled to start to remodel the Debenhams and House of Fraser buildings on Briggate.

### **The City Ambition**

- 14 We are committed to promoting economic growth that all of our residents and communities can benefit from and contribute to. This commitment will be underlined in our new City Ambition, which will replace the Best Council Plan. As reported to Scrutiny Board in January 2022, this will be a more externally-facing and partnership-focused City Ambition and it will be in this context that we will continue to deliver Inclusive Growth across the city.

- 15 The City Ambition will demonstrate the interlinked nature of the key priorities shared by Leeds City Council and its partners; will enable work to be better aligned across partnerships with resources used to their maximum in Leeds; and will include clear commitments on key priorities. Crucially, the City Ambition will help to position the city effectively to attract additional investment to meet broader shared ambitions, including infrastructure priorities. It also provides an opportunity to further embed and build upon the way in which the Council and its partners in the city work together, embracing the successful Team Leeds approach, focusing on the three pillars of Inclusive Growth, Health and Wellbeing and Climate Change.
- 16 The renewal of our City Ambition has also made us re-evaluate our vision for Leeds. In doing so we recognise that there is an opportunity for our ambitions for Leeds to be much bolder. Therefore, the City Ambition will include specific asks of Government and others, in a way that will create a strong foundation to bid for additional funding and investment, demonstrating the wider vision funded projects would be part of and the impact they could have. We know that to realise our vision for Leeds we need to continue working alongside our partners collaboratively and we look forward to doing this. The development of the City Ambition will reflect this collaborative approach and will inform the final Ambition that comes forward to Full Council on 23<sup>rd</sup> February 2022.

### **Respond**

- 17 As a Council we have been working hard with partners from across the city to ensure that we have been able to provide as much support as possible to communities and businesses in Leeds throughout the Covid-19 crisis. Our emergency response initially included many interventions, such as delivering food parcels to families; distributing millions of pieces of Personal Protective Equipment; delivering Active Travel measures and accelerating transport programmes, such as the widening of footways; and ensuring the safe reopening of our city and local centres.

### **Business support grants**

- 18 A major aspect of our response work has involved the administration and distribution of Covid-19 business support grant funds on behalf of the national Government throughout the crisis. Since the start of the pandemic, the Council has distributed over £296m worth of assistance to the business and charity sector. Under the Discretionary Grant Scheme (to 3<sup>rd</sup> February 2022), we have administered 12,058 grants totalling over £22.2m.
- 19 The identification and recovery of fraudulently claimed Business Support Grants is an ongoing process and work in this area is in conjunction with the Council's Internal Audit team, Government agencies, the Police and other local authorities. To date, 74 cases of fraud have been identified, totalling £1,078,393.29. Of this, £695,294.87 has been recovered to date; the majority from a national fraud perpetrated by organised crime. Recovery was initially instigated through the County Court, but since the publication of revised guidelines from the Department for Business, Energy and Industrial Strategy (BEIS), it is now via three requests for payment, after which the case is referred to BEIS, who determine what action will follow. All checks possible were undertaken when grant applications were received, taking into consideration the volume of grant applications required, the need to get the grant monies out to businesses quickly and the constraints resulting from lockdown restrictions meaning company visits during the pandemic were not possible. Checks that were undertaken included those via specialist software which indicated that companies had a record of recent trading activity and were solvent.
- 20 Additionally, financial support for taxi or private hire drivers, owners and proprietors is ongoing, with support including a free three-year driver licence renewal if a driver has held a

licence on or before 1<sup>st</sup> March 2021 or changed to a low emission vehicle on or before 28<sup>th</sup> February 2020.

- 21 Recognising the challenges of the Covid-19 pandemic and the drivers for economic recovery, the Council also allocated funding from its Additional Restrictions Grant (ARG) budget to help kick-start the delivery of new enterprise activities or restart activity aimed at innovative new businesses in Digital or other emerging technologies, such as Space Tech, Artificial Intelligence and Fintech. The funding aims to support organisations which have a track record of delivery in this area and who, due to the challenges of Covid-19, have had difficulties in sustaining enterprise support activities since March 2020. Innovation@Leeds has been developed to help organisations who provide training, mentoring, networking and other direct business support for entrepreneurs who aspire to develop an innovative technology business and are at an early stage in their development. After a competitive process, 13 projects were funded, including 1-2-1 and peer support programmes, mentoring, workshops and a series of face-to-face conference in March 2022 covering LegalTech, Space, FinTech and AI – all emerging areas of technology and drivers of jobs for new start ups and digital transformation of existing sectors.
- 22 Most recently, on 21<sup>st</sup> December 2021 the Government announced new business support for those impacted by the restrictions associated with the new Omicron variant. Detailed guidance was made available on 30<sup>th</sup> December 2021 and the Council opened applications for the new Omicron grant on 4<sup>th</sup> January 2022. Payments were processed at the earliest opportunity after confirmation was received from the Department for Business, Energy and Industrial Strategy (BEIS) of the financial allocation to be made to Leeds City Council on 7<sup>th</sup> January 2022.
- 23 In addition to grant support the Council has provided business support through a range of initiatives aimed to drive up footfall in key locations across the city. One example is the highly successful Eat Leeds campaign, which is aimed at the mid-week restaurant market. This was relaunched this January and will run until March 2022, using Additional Restrictions Grant funding. Diners will be able to access a tailored menu of two courses for £10 or three courses for £15 from restaurants across Leeds. Last summer's campaign (which was funded with £15k of Additional Restrictions Grant money) delivered a return of £4.35 for every £1 spent back into the visitor economy.
- 24 The Council also operates two primary cultural funding programmes, to support the city's strong cultural offer, which is so vital to both the city's economy and the social wellbeing of its residents. Arts@leeds provides annual support for 44 cultural, voluntary and community organisations, and Leeds Inspired is a rolling small grants programme for one-off projects and events. For 2020/2021, Council investment through these programmes totalled £2,177,077.

#### Leeds MicroBusiness Support Scheme

- 25 The Leeds MicroBusiness Support Scheme, which ran from July to November 2021, was established to provide a lifeline for small businesses by giving them vital support, guidance and ideas to help their business to recover and thrive as they navigated the ongoing pandemic. Through the scheme, 1-2-1 support was available with experienced advisors via pre-booked telephone calls and visits. 80% of businesses involved highlighted how much they appreciated the moral support offered by the service, which they found gave them confidence to keep going, try new things and remain positive in challenging times. Hands-on support was also provided, including creating standard documents, social media planning and content creation, and marketing and recruitment support. 65 businesses directly engaged with the service via 1-2-1 support, visits and online virtual support workshops, with

50 having 1-2-1 calls, 23 having follow-up support and 15 accessing the virtual programme and being supported via email.

### Destination Marketing

- 26 The Council ran a successful Visit Leeds Christmas campaign last year, which was aimed at driving footfall across the city centre and wider district, showcasing the wide variety of Christmas activities, and which included over three million impressions from the digital advertising campaign. It was one of the most successful campaigns to date, with the three major Christmas events in 2021 each exceeding attendance and budget expectations: 53,000 people attended The Christmas Experience this year at Lotherton, including an amazing 6,000 children visiting Santa, generating overall almost £300k; this year's Carriageworks annual family Panto, Aladdin, was enjoyed by over 18,000 visitors across 72 performances, generating over £270k in ticket income; and the first ever Ice Cube @ Christmas on Millennium Square welcomed over 28,000 skaters and generated more than £260k in ticket income, including the various 'winter wonderland' style of events and attractions on offer around the Square, on Victoria Gardens and the new events space on Cookridge Street.
- 27 The Christmas campaign followed a successful Explore Leeds summer campaign to welcome visitors back to the city and its surrounding areas post-lockdown, which included initiatives such as Eat Leeds (as outlined above) and also Be Our Guest, which saw the city's top hotels offering a three-night stay for the price of two when booking a visit between Sunday and Thursday and which alone saw 1,600+ hotel night stays generated and over 10.4 million impressions via digital advertising online. With both summer and winter campaigns combined, there have been 2,200+ room night stays, 2,500+ travellers and £564,500 economic impact (based on the average domestic overnight visitor spend) for the city.

### Employment and Skills support

- 28 The Employment and Skills Service has been successful in securing additional funding from the Department for Work and Pensions (DWP) to support disadvantaged young people (aged 15 to 24 years) in Leeds. The programme will support 1,600 young people up to December 2023, who are Not in Employment, Education or Training (NEET) or at risk of becoming NEET. Further funding secured from the West Yorkshire Combined Authority (WYCA) will enable the service to focus on residents that are ineligible for European Structural and Investment Funds (ESIF) programmes and will prioritise supporting underemployed residents in low paid, low skilled jobs, as well as those at risk of redundancy. Both programmes are in addition to our wider programmes that have been enhanced and expanded to respond to the challenges of Covid-19 and the changing labour market.
- 29 From April 2021 to December 2021, the Council supported 2,563 people into work, including 71 apprenticeships. 52% of those supported into work live in neighbourhoods that fall within the 20% most deprived SOAs on the Index of Multiple Deprivation. They were supported into work across all sectors, with the largest numbers in Health and Care, Food Retail, Logistics, Distribution and Transport. There are currently 2,089 people being supported across our range of employment support programmes. Employment Hub Advisors are co-located within seven Jobcentres across the city and all Jobshops are now fully open in the Community Hubs, five days a week for face-to-face appointments. Our remote offer remains in place for those customers unable to attend face-to-face services.
- 30 Over 202 new businesses were supported to recruit new staff, provide support for staff facing redundancy and to develop initiatives to address staff shortages and increasingly high vacancy rates within key sectors. Intensive programmes have been put in place across a range of sectors struggling to retain and recruit staff, particularly Hospitality, including the

Restaurant Ready programme and a range of recruitment fairs, and Health and Social Care, working with the Leeds Health and Care Academy to support recruitment from priority neighbourhoods, simplify recruitment channels and remove barriers to the sector. The Employment and Skills Service is also recruiting to dedicated posts to help support Digital and Green skills programmes.

- 31 The Adult Learning programme continues to deliver an effective, broad and inclusive curriculum, collaborating with our partners to develop an online platform to allow delivery of new and existing courses. Courses were delivered through a range of models to include online, face-to-face and through distance learning, opening up new opportunities for adults to learn and develop their confidence. In the academic year 2020/21, 2,397 adults improved their skills through community-based delivery and online skills courses through the Adult Learning Programme. Delivery of the 2021/22 programme commenced in September 2021, with 16 commissioned providers delivering online courses and an increased focus on digital skills and work-focused courses.
- 32 The Service has continued to develop programmes to support disadvantaged groups. A partnership bid for funding was secured in December 2021 to deliver a pre-employability project for people with learning disabilities. It will be delivered in partnership with Employment and Skills, Pyramid of Arts, People Matters and United Response, with the first cohort expected to start in March 2022.
- 33 'Developing You', a 10-week Health and Wellbeing and employability course which helps people to become happier, healthier and move closer towards employment was launched last year, with the first face-to-face cohorts commencing in September 2021.
- 34 Following a number of requests from schools, the Employment and Skills Service is currently working with colleagues in Children and Families Services and in the Specialist Inclusive Learning Centres (SILCs) to organise a progressions event for young people with special educational needs and disabilities (SEND). The event which will be the first for the city will be held at Leeds first direct arena in June 2022 and will be open to all young people with additional needs. Teaching staff, parents and carers will be encouraged to attend. There will be information about opportunities post-16, including training, jobs, apprenticeships, traineeships and volunteering opportunities.
- 35 As a Kickstart Gateway, the Service continues to support businesses to offer six-month paid placements for young people aged 16 to 24 years currently claiming Universal Credit. From January to December 2021, 660 placements have been approved by DWP, with 321 placements filled to date with employers across the city. Recruitment will continue until the scheme ends in March 2022. 71 Kickstart placements have started in Leeds City Council across various teams, with 32 planned to start in February 2022 and recruitment activity ongoing to fill further potential Council placements.
- 36 The Leeds Apprenticeship Recruitment Fair (LARF22) will return to the first direct arena on 7<sup>th</sup> February 2022. Launching National Apprenticeship Week, the event will feature around 85 employers and training providers offering a wide range of apprenticeship opportunities. The event offers a unique opportunity for attendees of all ages to interact with leading apprenticeship employers from across the city, including PWC, Leeds City Council, IBM, West Yorkshire Police and the Yorkshire Building Society. Opportunities will be available across a range of sectors, including Law and Financial services, Leisure and Tourism, Health and Social Care, Engineering, Construction, Digital, Sports, Arts, Media and Publishing. Additional measures are being implemented this year to ensure all attendees are as safe as possible amidst the challenges of Covid-19, including extended opening times, testing for exhibitors and ticketed prebooked time slots to better control the flow of people.

- 37 The new Apprenticeships in Leeds website is under development and will allow people to identify employers and training providers who offer apprenticeship opportunities and programmes in Leeds. So far over 70 employers have signed up to showcase their apprenticeship programme on the website. A promotional campaign is planned, with the new website going live in February 2022.
- 38 Since April 2021 the service has engaged with 1,836 young people in secondary schools and colleges across Leeds, with a range of in-school activities, including attendance at careers fairs and delivering careers presentations to students, parents, careers and teaching staff. The lifting of government restrictions at the start of the academic year in September 2021 resulted in an increase in requests from schools. Future school activities will be reviewed in accordance with the current government guidance.
- 39 The Employment and Skills Service are working closely with the Ahead Partnership, Sustainable Energy and the Air Quality Team to promote careers in the Green Energy and Low Carbon sector. The programme commenced with an event held at Citu – The Place, Leeds’ first zero-carbon office building in November 2021, in line with the UN Climate Change Conference (COP26). The event, with Leeds secondary schools, featured a careers panel from professionals in the industry and a tour for students. A range of promotional materials and online content is being developed to highlight the range of opportunities available in the sector and a wider programme is being developed.

#### 100% Digital Leeds

- 40 Increasing digital inclusion is a key enabler in the delivery of a range of Inclusive Growth priorities. The 100% Digital Leeds team in the Integrated Digital Service is leading this programme. The team works with colleagues across the Council as well as hundreds of organisations in the Third and Health and Care sectors. Scrutiny Board is due to receive a full report on the 100% Digital Leeds programme at its meeting on 6<sup>th</sup> April 2022. That report will include examples and evidence of 100% Digital Leeds’ work to build a coordinated and connected digital inclusion ecosystem across Leeds.
- 41 In line with Inclusive Growth principles, the 100% Digital team implement interventions in response to community need. They increase the capacity of organisations across the city to deliver digital inclusion in a sustainable way. One upcoming example of this approach is the Digital Ball. This is a charity event to be held on the evening of 28<sup>th</sup> April 2022 to raise money for digital inclusion initiatives and interventions. Guests from the city’s Digital and Tech sectors will donate funds that will be turned into a grants scheme administered by Leeds Community Foundation. After an open application process, grants will be awarded to Third sector organisations to increase digital inclusion in communities. 100% Digital Leeds are working with Leeds Community Foundation to design the criteria for the grants scheme. The 100% Digital team will help organisations to apply and will work with successful applicants after funds are awarded. They will add value to the funded projects by helping to shape the interventions, advise on the most effective approach and connect the new projects into the wider digital inclusion ecosystem in the city. These connections could be place-based, linked to Communities of Interest, outcomes-based or a combination of these depending on the winning projects and organisations. All of the funded projects will contribute to wider Council and city priorities especially increasing employment and reducing poverty through Inclusive Growth, improving Health and Wellbeing and building Safer and Stronger Communities.

#### Culture and Creativity and economic recovery

- 42 Culture and Creativity have huge roles to play in both our economic and social recovery from the Covid-19 pandemic. We want to capitalise on Culture and on creative industries to bring people together, shape place identity and support communities, as well as to

reinvigorate the Leeds economy. Leeds is nationally recognised for the strength of its creative sector, which was demonstrated during lockdown as the sector adapted to reach and engage households and communities across the city in new ways. We will facilitate consolidation of best practice from this period whilst capitalising on opportunities to stabilise and re-establish sector growth.

- 43 A [report](#) to Scrutiny Board (Strategy and Resources) in October 2021 outlines the value of Culture and Creativity to the city in terms of wider economic benefit and health and wellbeing. The report highlighted that as well as economic benefit, cultural value is measured by its impacts on people and place and Leeds' growing creative sector (cultural and creative industries) delivers significant value to the city on these terms. For example, people engaged in Culture are more likely to report good health, with cost savings to the NHS of between £1.89 and £5.07 per person per year, and have reduced use of mental health services, with cost savings for the NHS of between £1.42 and £6.84 per person per year; are more likely to go on to further education; and can see value of £2-3,000 to their lifetime due to increased earnings (all figures are according to Department for Culture, Media and Sport [research](#), 2015).
- 44 The report to Scrutiny also emphasised how Leeds2023, our Year of Culture, will be a catalyst to accelerate recovery. For example, the Leeds2023 economic impact study undertaken by Leeds Culture Trust in January 2021 indicates that indicative impacts of Leeds2023 include: 1,310 new jobs in the visitor economy, rising to 1,620 by 2030; 10% growth in the Leeds visitor economy in 2023 and 4% growth thereafter; £114m extra direct and indirect revenue to the Leeds visitor economy; 1,000 freelance opportunities; 2,000 trained volunteers; 150 internships/work placements for students and young people; 100 apprenticeships/accredited training opportunities; 50 entry-level opportunities for young people via education programmes and partnerships; and 6 to 1 return on investment for Leeds (as well as 8 to 1 investment for West Yorkshire and a £49m annual boost to the regional visitor economy too).

#### Green projects

- 45 The Council has secured £9.85m of Green Homes Grant funding across three phases to provide energy efficiency improvements to lower income households in energy inefficient properties. The scheme will assist over 1,000 households across tenures with improvements including solid wall insulation, cavity wall and loft insulation.
- 46 As part of recovery work from the Covid-19 pandemic, funding received from the Government's Get Building Fund (which has been allocated from the Leeds City Region) has been utilised for the Holbeck Group Repair Scheme. £2.6m of a total budget of £3.9m was provided from the funding, which has been used to transform several streets with whole house energy efficiency measures and other regeneration improvements. These works improve the energy efficiency of the homes from an Energy Performance Certificate grade F/G to a B/C, removes c. 1,450 tonnes of CO2 per annum and reduces average fuel bills by c. 25%. Renovation work to the outside of homes has also improved the street scene and community confidence in the local area.
- 47 In addition, Housing Leeds is investing £133m in energy efficiency improvements for social housing. This work, outlined in a [report](#) to Scrutiny Board (Environment, Housing and Communities) in October 2021, includes decarbonisation projects focussing on the fabric of buildings, such as external wall insulation, new roofing, windows and the installation of renewable heating systems. The schemes completed to date under this work have saved 12,864 tonnes of carbon per annum and projected carbon savings for future schemes are 13,659 tonnes per annum.

48 Furthermore, between March 2021 and November 2021 an additional c.£820,000 was issued to Taxi and Private Hire proprietors/drivers as Transitional Grants after they have upgraded to cleaner, compliant vehicles. A further c.£900,000 has been granted to date under the Free Licencing Grant scheme, which offers eligible compliant vehicles free licencing for up to three years with Leeds Taxi and Private Hire Licencing. This means that, in total, the Council has issued approximately £3.5m of Clean Air Fund grants and interest-free loans to support proprietors shift to cleaner, compliant vehicles since April 2019. Funding for the schemes was provided by central government to support efforts to improve air quality in Leeds. Other financial assistance remains available for licence costs (driver and vehicle) until late February/early March 2022 – further details can be found [here](#).

### **Reset and Renew**

49 In the Leeds Economic Recovery Framework we outlined our plans for resetting and renewing our economic growth ambitions and actions. This included a focus on our labour market; health and communities; our centres; transport and infrastructure; culture; and innovation. For each of these areas there are transformational projects areas of work which we believe will help to build our economic recovery for the city and to take our city forwards after recovery too.

### **Future Talent**

50 Work is underway to refresh the city's Employment and Skills strategy and publish the new Future Talent Plan in spring 2022. The significant events and policy changes which have happened since the previous Talent & Skills Plan was produced in 2017 mean that we want to provide clarity on the approach to the talent and skills agenda for our city's businesses, organisations and inward investors. As set out in the Leeds Economic Recovery Framework, it is now time to reset and renew our strategies as priorities have shifted and emerged.

51 The main research phase of the project which took place between May and November 2021 has demonstrated the impact that Covid-19; the EU exit; West Yorkshire Devolution; and changes to national skills and training policy has had on the national, regional and local labour market. Progress made since the previous Talent & Skills Plan has been also been evaluated, including interviews with managers representing a range of service areas from Employment and Skills.

52 Furthermore, the consultation and engagement phase of the project is nearing an end, with two online public consultation 'conversations' delivered in partnership with our commissioned partner Clever Together now complete. The main conversation was launched between September and October 2021, with 360 participants and 1,142 different contributions. A range of key action areas were identified and taken forward into our 'validation' conversation, which involved putting these actions back to the public in November 2021 to 'check and challenge' the initial ideas. 221 participants joined this conversation, 91 not having previously taken part in the first conversation.

53 Additional engagement has also been carried out in the form of non-digital consultation forms; roundtables with harder-to-reach populations; presenting the work and gaining input at numerous internal and external events and meetings (eg. the Leeds Digital Forum Steering Group and the Third Sector Leadership Group); and alignment with other relevant organisations, strategies and teams working on the same agenda (eg. the West Yorkshire Green Jobs Taskforce). Our steering group, comprised of representatives from core sectors, has played an integral role in the development of the Future Talent Plan.

54 The project is now in the drafting phase, where all of the input from our consultation and engagement is being considered and refined into an action framework. This work will involve contacting a range of key stakeholders to co-produce the specific actions that form the

Future Talent Plan, to ensure successful buy-in and delivery. A report will be taken to Executive Board in spring 2022 on this work.

### Great Jobs Agenda

- 55 Covid-19 has greatly changed our local economy and the jobs and employment landscape for our city now looks very different. We therefore feel that now is the right time to reset and relaunch our ambitions around the Great Jobs Agenda and the Living Wage as we continue on our recovery from the pandemic. In December 2021, a [report](#) was taken to Executive Board outlining the Council's Employment Agenda and our approach to continue to pay the Real Living Wage to Council staff (which we have done since 2015), as well as the city's approach to promoting the Living Wage and the Great Jobs Agenda across the whole of the Leeds district, alongside a focus on the Leeds Anchors Network too and the role they have.

### Future of our city and local centres work

- 56 A [report](#) was brought to Scrutiny Board in July 2021 outlining work looking at the future of our city and local centres. This was followed by a [report](#) to Executive Board in September 2021.
- 57 As part of this work we undertook several workstreams, including a public survey/city conversation and work with ARUP, to consider what the future of our centres may look like. The work confirms that in many cases we are doing the right things, but we need to ensure we remain committed to them, whilst also needing to take the opportunities that are presented through new sources of funding to address the trends we are seeing, as well as influencing the new City Ambition that is under development and what we can do as a Council already without any additional funding.
- 58 A number of areas of focus have been agreed, with the resources we have available and the potential for additional resources through successful Government funding bids, including:
- Continue to identify and deliver transformational projects across the city, linked to external funding streams;
  - Explore how we can facilitate flexible workspaces and co-working spaces in areas outside of the city centre;
  - Work to capitalise on the role of Culture for the future of our centres, including the opportunities presented through Leeds2023; and
  - Explore how we can create a long-term, sustainable way of collecting local data and intelligence for each of our centres.

### Green economy work

- 59 Another area of work which we have begun this winter is a workstream reviewing the local green transition through an inclusive economic lens, exploring what addressing the Climate Emergency could mean for the Leeds economy. Through this work we will look at what the Just Transition (which ensures that moving to an environmentally sustainable economy is as inclusive as possible) could mean for businesses in Leeds, how we understand the risks and opportunities associated with this and what can be done practically to help our economy make the transition.
- 60 We know that there are significant opportunities in emerging Green sectors – modelling from the Local Government Association in summer 2020 shows that Leeds will generate the highest estimated number of jobs in the low-carbon and renewable energy sector of all the English Core Cities, with the city expected to see almost 34,000 jobs by 2050. As an example of the Council's work within this area of focus, last year the Council was successful in securing £25.3m to decarbonise 38 publicly owned buildings, cutting the city's carbon

emissions by nearly 4,000 tonnes. The work will also help stimulate the local green economy, safeguarding or creating an estimated 338 jobs as part of our recovery from the pandemic.

- 61 The work exploring green jobs and the green economy in Leeds will support the Great Jobs Agenda by ensuring we explore and understand the opportunities and challenges for our economy as we act to meet our Net Zero by 2030 target as a city. This will include the pivoting of certain businesses, looking at the support we provide to businesses and the skills required by residents and businesses alike. We know that green jobs will be essential to our recovery from the Covid-19 pandemic and to building resilience into our economy for the future.
- 62 A paper on our green economy work will be brought to Scrutiny Board later this year outlining the findings that have been made around what the opportunities and risks are to our economy from the Just Transition, as well as what action could be taken to help our economy to make the transition.

### Destination Marketing and International Relations

- 63 The Destination Marketing and International Relations Strategy, 'Bringing the Local to the Global', cements our ambition to be globally recognised as an energetic, exciting, and welcoming City, a leading destination in Europe to visit, live, work, study, invest and thrive and demonstrates our significant contribution to the sustainable and inclusive growth of the Leeds economy as we recover from the Covid-19 pandemic. Set around growing our international, national and regional presence, using art, culture, heritage and sport to underpin our city promotion, increasing our brand equity and positioning, the strategy sets out a realistic and sustainable action plan for the coming three years.

### Innovation

- 64 We are developing an innovation strategy with a focus on infrastructure and entrepreneurial capacity within Leeds. This includes the Innovation Arc in the west of the city centre, key city hubs such as White Rose, our town centres and a broad range of sector innovation. The Leeds Innovation Arc is a world-class hub for research and innovation. Bringing together Anchor institutions such as Leeds NHS Trust, the University of Leeds, Leeds Beckett University, Leeds College of Art, Leeds City Council and a network of businesses, the area is instrumental to Leeds' economic success and a focal point for innovation-led growth.
- 65 Building on the city's entrepreneurial heritage and the prestigious Massachusetts Institute of Technology Regional Entrepreneurship Accelerator Programme, driving innovation is central to our ambitions to be the best place to start and grow a business. It is also central to continued aspirations to establish the City Region as the only location in the UK capable of fostering innovative product development in both medical technology and digital health solutions at scale, continuing to place Leeds as the UK's second city for Finance and Fintech, promoting inclusive innovation and links to communities and as acting as a catalyst for public and private investment.

### Major Events Framework

- 66 In December 2021, a [report](#) was taken to Executive Board outlining a renewed framework for attracting and delivering major events, following a review of the Council's existing events programme. The new framework focuses on how and what events will be selected for Leeds to host and how they will be funded and delivered, including the governance arrangements for city-wide ownership of the framework. Major events deliver multiple benefits to the city, including being an essential component of our visitor economy, attracting international,

national and regional visitors and raising awareness of Leeds as a potential destination through domestic and international media and coverage, as well as enhancing and shaping the public's view of Leeds as an exciting and vibrant place to live, work, study and invest. Major events present opportunities for people to participate and to volunteer, as well as engage communities in culture and sport in inclusive and accessible ways, thus enhancing the quality of people's lives and delivering longer-term impact. In the context of Covid-19 recovery, major events have clear role to play in supporting the city's recovery, with culture and experiences being a key reason why people will return to our city and local centres (this being highlighted through the future of our centres work, outlined above).

### Leeds Parks and Green Spaces Strategy

- 67 A [report](#) was also taken to December 2021 Executive Board outlining the Leeds Parks and Green Spaces Strategy, the aim of which is to set out a vision for the Council's Parks and Countryside Service and the actions that will be undertaken by the Service to deliver that vision over the next 10 years. The Strategy contains several elements that will contribute towards the delivery of Inclusive Growth, including evidencing how good quality parks have a beneficial impact on the local economy; improving the city's visitor offer through the development of new attractions (eg. an indoor play area at Tropical World and cycling facilities and café at Temple Newsam); hosting events in parks; and working with communities and providing opportunities for volunteers to support the Service, who gain valuable skills and work experience which can help them into work and better jobs.

### Social Progress Index (SPI)

- 68 We now have a first iteration of the Leeds Social Progress Index (SPI) produced in partnership with the Social Progress Imperative. This was presented to the Scrutiny (Infrastructure, Investment and Inclusive Growth) Board on 19<sup>th</sup> January 2022, the report for which can be found [here](#). We will be receiving further visualisations and ward scorecards from the Social Progress Imperative that will also include both economic and demographic information for ward profiling in early spring 2022. Before then, we will work with a cross-party group of Elected Members to test this product. This will help us test the suitability of the ward level data and query where we can make improvements to the model. We will also continue to analyse what this information is telling us and look at how we can pull out most relevant exemption report type changes for further work. During this time, we will also determine how we can best maintain and make use of the Leeds SPI model to support decision making and inform and drive public policies, investment, and business and community decisions. The final Leeds SPI model will be included on the new Inclusive Growth website later in the year.

### Health Foundation funding – Good Jobs, Better Health, Fairer Futures programme

- 69 As outlined in the Great Jobs Agenda and Leeds Anchors Network Executive Board [report](#) in December 2021, the Council was successful in bidding for funding of £439,502 from the Health Foundation to expand the Anchors programme within local communities. The funding will support new opportunities for a joined-up approach to economic and health issues, focusing on areas with the most need. A dedicated team will work to strengthen links with communities, co-design projects with social or economic benefit, create new employment or training opportunities and measure the impact of the health of local people. Through the 'Good Jobs, Better Health, Fairer Futures' programme, we aim to achieve systematic and routine involvement of Anchor institutions in interventions that support our priority neighbourhoods.

## **Building Resilience**

- 70 Leeds is the economic heart of the region and in the longer term, post-coronavirus, the city will return to growth and our aspiration to make this as inclusive as possible, whilst addressing the Climate Emergency and being the best city for Health and Wellbeing, remains. We know that in the longer term we need to continue to focus on building more resilience into our broad-based economy; protecting our most vulnerable and tackling inequality; improving people's health and wealth; adapting to accelerating trends in work and travel patterns; delivering transformational projects across the city; and leading the way towards becoming a Net Zero City by 2030, an innovative world-class test bed for the UK.
- 71 We are continuing to focus on building resilience into our economy and are delivering on major projects, including the following:

### City Centre Transformation and Transport projects:

- 72 City Square – Re-Form Landscape Architecture have been chosen as the preferred design in a RIBA competition, integrating play, performance and economic activity in the design and using Leeds2023 to consider space usage.
- 73 The Headrow – Work is now completed, ensuring quicker and more reliable bus services, safer and more convenient journeys on foot and bike, with more greenery and less vehicle-dominated areas.
- 74 Cookridge Street – Work is now completed and the area transformed, by being closed to traffic and the creation of an urban realm area suitable for events, with outdoor seating and segregated cycle lane connecting the north of the city with the rail station.
- 75 Corn Exchange work – Due for completion spring 2022, the work includes widened pavements for outdoor seating, public realm improvements, new greenery, street furniture and a new cycleway.
- 76 Regent Street flyover – This major engineering project will see the replacement of a key piece of the city's infrastructure, with the bridge being demolished and rebuilt over several phases. The scheme has made huge progress and is due for completion in spring 2022.
- 77 Stourton Park and Ride – The UK's first fully solar powered P&R opened September 2021.
- 78 Elland Road Park and Ride – The site's capacity has been expanded and is now open.
- 79 White Rose Station – Work began on a new station here in the autumn of 2021 as part of a £26m development next to White Rose Office Park, including better walking and cycling routes in the local area. The scheme is being delivery in partnership with the West Yorkshire Combined Authority, Leeds City Council, Munroe K and Network Rail.
- 80 Greater connectivity between Leeds and Sheffield - In light of the scaling back of HS2 by the Government, Leeds and Sheffield councils have jointly commissioned ARUP to undertake an analysis of the economic benefits of greater connectivity between the two cities so that we can make the case to Government for urgent investment into rail infrastructure between the two cities. Leeds to Sheffield is the worst connection of any two comparable European cities, with 90% of journeys made by road. Linking these two Yorkshire cities with efficient rail services remains a long-standing priority for the region. Leeds station is the second busiest outside London and needs the delivery of the T-shaped Leeds Station extension that formed part of the original HS2 plans to enhance capacity, combined with Northern Powerhouse Rail and the proposed Bradford station.

### City Park

- 81 As the largest piece of green space in the city centre – and the largest new city centre green space in the UK – this will provide a focal point for the redeveloped South Bank. Prioritising green spaces and pedestrian and cycle routes, it will connect the city centre to the south of Leeds, helping to reduce carbon emissions and improve air quality in the city centre. It will also support major regeneration of the area, encouraging new jobs, investment and growth.

### South Bank

- 82 Regeneration continues at pace in this area of the city, seeing the transformation of the ex-industrial area south of the River Aire. This includes mixed-use development proposals for the Tetley Brewery Site, including the City Park, and recent progress now includes the British Library of the North joining the area.

### British Library North

- 83 The £70m development of Temple Works in Holbeck is set to increase the British Library's presence outside of London, including a £5m grant from the West Yorkshire Combined Authority, which has been approved for renovation works and creating new jobs and an anticipated additional half-a-million visitors to Leeds a year.

### National Poetry Centre

- 84 Plans are developing for an ambitious National Poetry Centre in Leeds – a major collaboration led by Leeds City Council, Leeds2023 and the University of Leeds, as well as other partners - to provide a welcoming public space offering an extensive poetry collection with research facilities, rehearsal and performance spaces, café and event spaces and potentially accommodation for visiting national and international writers.

### Future Fashion Factory

- 85 Future Fashion Factory (FFF) is an industry-led programme in which designers lead a highly creative process of applying, co-developing and implementing new textile and industrial digital technologies in collaboration with supply chain manufacturers, retailers and other technology experts in the high value luxury textile and fashion sector. A five-year £5.4m project funded by the Creative Industries Clusters Programme, which is part of the UK Government's Industrial Strategy, the programme is led by the University of Leeds in partnership with the University of Huddersfield and the Royal College of Art. It is delivering exciting new creative innovation opportunities, new products, shorter product development and design lead times, reduced costs and increased global industrial competitiveness and productivity.
- 86 In December 2021, FFF announced that they were supporting 12 more sustainable fashion innovation projects in their latest round of R&D grant funding, taking the total investment in fashion and textile innovation secured so far to just over £3.3m. Embracing a variety of tools and approaches to achieve agile, profitable, sustainable fashion and textile manufacturing in the UK, the projects enable businesses to solve pressing industry challenges through collaborative research with industry and academic partners. Together they are addressing challenges such as using waste as a raw material in a circular economy, integrating AI into intelligent data-driven design and manufacturing and developing the UK's agile manufacturing and product development capabilities to support re-shoring.

### Flood Alleviation Scheme (FAS)

- 87 Plans for £122m flood defences have been approved, to construct a flood storage area between Horsforth and Rawdon. Reducing flood risk for over 1,000 homes and 474 businesses along a 14km stretch of the River Aire upstream of Leeds rail station, this phase 2 of the wider Leeds FAS scheme is due for completion summer 2023.

### Full Fibre rollout

- 88 The Leeds district already benefits from good levels of broadband connectivity and is currently seeing significant investment in extensive full fibre\* networks by [Openreach](#) and [CityFibre](#) (these are where the entirety of the connection is provided via a fibre optic cable with no copper telephone line required). 76% of premises in Leeds are on the [Virgin Media](#) network and can access gigabit capable services. Gigabit capable services (those which are capable of providing very fast up and down load speeds, at 1,000 megabits per second) are already available to [86% of premises in Leeds](#) (the UK average is 60%) and over 60% of premises can receive a service using a full fibre connection (the UK average is 30%).
- 89 To build further resilience the Council is using its own investment to further proliferate full fibre connections across the district. Through a partnership with BT c.1,400 public sector sites right across the district including Council buildings, schools, GP surgeries, Council and independent care homes and CCTV columns will be connected to a full fibre network. As of January 2022 the infrastructure build associated with the first phase of the [Leeds Full Fibre programme](#) is 64% complete, with the remaining phases due to complete by the end of 2024.

### Inward Investment

- 90 We are excited to be working with a range of public and private sector partners locating in Leeds. This includes:
- The UK Infrastructure Bank, which launched in June 2021 and has its headquarters in Leeds;
  - A UK Centre for Greening Finance and Investment hub based in Leeds, with the Centre being led by a partnership of institutions including the University of Leeds, University of Oxford and Imperial College London;
  - The new northern hub of the Bank of England;
  - A second base for the National Infrastructure Commission;
  - The Department for Work and Pensions' second headquarters and ministerial office;
  - The Department for Transport's northern hub;
  - BBC teams moving to the city as part of 'BBC Across the UK';
  - Channel 4 opening their Leeds headquarters last September; and
  - Businesses such as Utterberry, a British tech firm specialising in innovative AI technology, which has chosen Leeds to build a new manufacturing and innovation hub on Sovereign Street.
- 91 We are also looking forward to Leeds 2023, our year of Culture which will help stimulate the economy and is forecast to attract an additional 1.9 million visitors. 2019 saw over 30 million visitors to Leeds and we feel confident we can return to those levels within the next two years.

### Looking forwards

- 92 The current Leeds Inclusive Growth Strategy covers the period 2018 until 2023. Later this year, we will therefore be beginning to implement a review of the Strategy. To inform this

refresh and review, all of the pieces of work undertaken since the Covid-19 pandemic began will be used to inform our next steps – this includes the updating of the Leeds Talent and Skills Plan 2017-2023 via our Future Talent work; work focussing on the future of our city and local centres; creating green jobs and growing the green economy, supporting our economy through the Just Transition; Innovation within our city; and a refreshed Cultural Strategy and Museums and Galleries Strategy for Leeds. Elected Members and key stakeholders from across the city will be fully engaged with the refresh and review of the Inclusive Growth Strategy.

- 93 In May 2021, the Government announced they would be publishing a landmark Levelling Up White Paper, articulating new bold policy interventions to improve opportunity and boost livelihoods across the country as it recovers from the Covid-19 pandemic. The White Paper was published on 2<sup>nd</sup> February 2022 and outlined strategies and aims to improve services such as education, broadband and transport to close the gap between the richest and most deprived areas across the UK.

### What impact will this proposal have?

**Wards Affected: All**

Have ward members been consulted?      Yes      No

- 94 The Executive Member for Economy, Culture and Education has been fully engaged with the work set out in this report. Ward members are also involved in specific projects where appropriate.

### What consultation and engagement has taken place?

- 95 A strong recovery for our city from the Covid-19 crisis requires a collaborative effort. In Leeds, we have a rich history of collaboration and a huge number of committed partners from wide range of backgrounds. Throughout the pandemic there has been a huge amount of collaboration between businesses, the Council, Third Sector organisations and other stakeholders. It has shown how well organisations can come together in many different ways across the whole of the city, for the good of the city and everyone in it.
- 96 The Covid-19 crisis has shown how well organisations can work together to help the city. Since the coronavirus pandemic began the Council has been engaging extensively with Government, local partners, Elected Members, the Leeds Inclusive Growth Strategy Ambassadors and the public to provide support to businesses and the people of Leeds. The Council has endeavoured to keep people up-to-date with developments and information as much as possible, for example the Economic Development team has produced a regular economic briefing for Elected Members and MPs since lockdown restrictions began and they have also facilitated regular calls with businesses and business representative groups across the city. Furthermore, the Inclusive Growth Partnership has held four virtual events (in November 2020, March 2021, July 2021 and January 2022), seeing c.100-130 attendees at each.

### What are the resource implications?

- 97 Given the Council's current financial position our ability to drive and deliver Inclusive Growth may be reduced and potentially adversely impacted. The Council's thorough review of finances and the savings required to be made, will consider the implications on what the Council can do moving forwards.

### What are the legal implications?

- 98 This is an information rather than decision-making report and therefore there are no legal implications arising from it.

## **What are the key risks and how are they being managed?**

99 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.

100 The risks related to coronavirus will continue to be monitored through the Council's existing risk management processes. This includes corporate risks relating to the Council's Budget and the Leeds economy, which have been updated to reflect the impact of the coronavirus outbreak. More specific risks are being managed through the Silver Command Groups, with the more significant ones being escalated onto the corporate coronavirus risk document.

## **Does this proposal support the council's 3 Key Pillars?**

Inclusive Growth

Health and Wellbeing

Climate Emergency

101 The Council's three pillars provide a framework for everything we do as a Council. It is clear that the activities to deliver Inclusive Growth outlined in this report contribute directly to our ambition for all of our residents to benefit from a strong economy in a compassionate city, supported by work under each of the three pillars. In particular, the actions contribute towards the delivery of Inclusive Growth by helping people into work and into better jobs; supporting local businesses and organisations; targeting interventions to tackle poverty in priority neighbourhoods; supporting businesses and residents to improve skills; supporting growth and investment; and helping everyone benefit from the economy to their full potential. The three pillars are related and interdependent and therefore our work on Inclusive Growth influences Health and Wellbeing and the Climate Emergency helps to bring them together further to achieve our shared goals.

## **Options, timescales and measuring success**

### **a) What other options were considered?**

102 Our work delivering Inclusive Growth is ongoing, with a large number of possible interventions and actions which could be taken across numerous service areas. This report is therefore outlining actions that have been undertaken so far and which are planned by the Council and partners, either collectively or individually, when aiming to deliver Inclusive Growth.

### **b) How will success be measured?**

103 A part of ensuring we build resilience into our economy is how we measure the actions that are being taken. More than ever we need to understand how our interventions are addressing inequality and we need more real-time information about the economy to inform our interventions. This will also assist us to be more agile in our response and able to pivot/change as evidence of impact and opportunity emerges. We will continue to work with our partners, such as Open Innovations (formerly ODI Leeds), to try and obtain and use new and different types of data.

104 As mentioned earlier in this report in paragraph 68 we will be implementing the Social Progress Index in Leeds to measure Inclusive Growth alongside traditional measures.

### **c) What is the timetable for implementation?**

105 As this report spans multiple areas of work, there is not one clear timetable for implementation. We will take time over the next year to make sure that areas for implementation are included in forward work plans and reported through appropriate Scrutiny Boards and the Executive Board too.

## **Appendices**

106None.

## **Background papers**

107None.