

## Future Talent Leeds

Date: 16<sup>th</sup> March 2022

Report of: Director of City Development

Report to: Executive Board

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 sets out the work we have done to develop a new Talent Plan for Leeds and the Future Talent Plan itself, including: the vision; the high-level action areas which will be used to shape the specific projects and initiatives of Leeds City Council and our partners in the city (see Appendix 1); and, the delivery approach.
- In the face of a major economic reset, we are working with our partners across the city to address the challenges presented in the labour market head on. As a city we must be well organised, dynamic and collaborative to respond to the challenges in order to ensure we retain a strong, inclusive economy that is resilient in the face of climate change.
- The council's existing Talent and Skills Plan was published in 2017. It set out how as a city we can collectively improve the supply of skills that our residents need in order to play a full and more productive part in the labour market, and that our businesses need to thrive, helping to create an inclusive economy in a compassionate city. However, given the fundamental shift in both the national policy landscape and local labour market, the plan now has less relevance and a refresh was felt needed to respond with agility to the new challenges presented, which is why the recommendations have been proposed.
- This report highlights the unprecedented impact Covid-19 has had on the local labour market, and how the impacts have been intertwined with and masked by the challenges caused by the UK's exit from the EU. The [Leeds Economic Recovery Framework](#), published in October 2020, outlines our approach to recovery from the Covid-19 pandemic as being centred around the need to Respond, Reset and Renew and Build Resilience, all within our ambition to create a strong economy set within a compassionate city.
- This report also notes the need to identify and maximise employment and skills opportunities relating to climate change; the West Yorkshire Devolution Deal; and changes to national skills and training policy.
- The council is replacing its Best Council Plan with a City Ambition to reflect the important role partnership working across Leeds has in achieving the city's shared goals. The Future Talent work proposes a joint action plan and delivery approach with businesses, education and skills providers and organisations in the city to further this principle. Following this, we are planning to revisit the Inclusive Growth Strategy which is due to run to 2023, with the Future Talent work contributing to this review. This report also shows how the Future Talent Plan contributes to the Great Jobs Agenda, which continues to have momentum in Leeds.

## Recommendations:

Executive Board is requested to:

- a) Approve the Future Talent Plan and delivery approach. The plan will be developed online and launched in May 2022.
- b) Delegate responsibility for the implementation of the Future Talent Plan to the Director of City Development, with the exception of any projects or initiatives identified that sit under the delegated authority of the Director of Resources which will be their responsibility to implement. Note that responsibility for any projects or initiatives included in the plan to be delivered by our partners in the city will remain with them.

## Why is the proposal being put forward?

- 1 In the face of a major economic reset, we are working with our partners across the city to address the challenges presented in the labour market head on. As a city we must be well organised, dynamic and collaborative to respond to the challenges in order to ensure we retain a strong, inclusive economy that is resilient in the face of climate change.
- 2 Extensive research was undertaken to inform the direction of the work, which included: monitoring progress in delivering the existing Talent and Skills Plan; interviewing a range of employment and skills leads; and, making use of publications from thinktanks and other research-producing organisations and labour market data. A workshop focusing on better understanding and sharing labour market data was also facilitated in conjunction with Open Innovations Leeds and further conversations have taken place with the University of Leeds to build on this.
- 3 This research demonstrated the huge impact that Covid-19 has had on national, regional and local employment and skills.
- 4 During the pandemic, 115,000 workers were furloughed overall in the city, and 10,900 workers were still on furlough in Leeds on 30<sup>th</sup> Sept 2021 when the Coronavirus Job Retention Scheme came to an end. The city's Claimant Count rose by 100% between March 2020 and March 2021. However, it has been falling consistently since then and as of December 2021 was only 55% above March 2020 levels. Additionally, vacancies in the UK reached record highs in autumn 2021 meaning that mass unemployment is considered unlikely, but there are still approximately half a million fewer jobs than before the pandemic; job postings relate to lower-paid rather than mid/high-paid jobs; and employment gaps are growing or remaining wide for disabled people; ethnic minorities; 50+; and young people outside of education. 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, with inactivity being driven by higher worklessness due to ill health; young people outside full-time education; and by older people leaving the labour market.
- 5 The council's [Economic Recovery Framework of 2020](#) explores in detail the impacts of the pandemic, for example on certain areas of the economy.
- 6 Covid-19 has accelerated underlying trends in the economy, for instance the adoption of digital technology and need for digital skills, leaving people without digital skills being locked out of the labour market at a rapid rate. The past 18 months have been difficult for the UK high street, and the continued shift from 'bricks to clicks' along with flexible working has been keeping footfall in Leeds at a suppressed level compared to pre-pandemic. Local research has pointed to most firms and people now expecting more working from home post-Covid-19.
- 7 The impacts of the exit from the EU have been intertwined with, and masked by Covid-19, and it should be recognised that these are not necessarily playing out yet due to more immediate issues in the labour market. As of autumn 2021, the West & North Yorkshire Chamber found that there were still regional importing and exporting issues in manufacturing, supply challenges in construction and recruitment difficulties in 81% manufacturing firms and 65% service sector firms.
- 8 These changes mean now is a good time to review the existing plan and ensure that our arrangements both support the city's economic recovery and ensure its resilience and proactive response to the

economic and skills challenges ahead. As set out in the council's Recovery Framework, it is now time to reset and renew our strategies as priorities have shifted and emerged.

- 9 The council is replacing its Best Council Plan with a City Ambition to reflect the important role partnership working across Leeds has in achieving the city's shared goals. It seeks to be rooted in activity on the ground and helping to bring agendas together; maximising the impact of limited resources by aligning work between partners; and building momentum around a set of shared priorities. The Future Talent work similarly understands the importance of listening to and collaborating with partners from across the city, reflected in the joint action plan and delivery approach. At the heart of the Future Talent Plan is the vision for a city which works together better to enable people, businesses and organisations to reach their full potential.
- 10 Furthermore, since 2018 the council has endorsed the Great Jobs Agenda, which was part of the TUC's Great Jobs for Everyone campaign that launched in 2018 and which sought to engage employers to provide better jobs that offer Real Living Wage and good working conditions. The council continues to promote this work, and 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 as well as the city's approach to promoting the Real Living Wage and Great Jobs Agenda. It highlighted the huge role of the council both as a major employer and Anchor Institution within the city but also as a civic leader and convenor. The Future Talent work continues this momentum, promoting employment into good jobs; tackling inequality in the labour market; and supporting employers to focus on the skills and wellbeing of employees.
- 11 In 2019, Leeds City Council declared a Climate Emergency, and since then the pace has been accelerating on the 'race to net zero'. Leeds is expected to see almost 34,000 'green' jobs by 2050 and 21% of jobs affected by the transition to 'green'. Consequently, it is important that 'green' employment and skills opportunities are understood, developed and promoted to effectively meet our obligations in a timely manner.
- 12 In a government report published in 2021 looking at regional growth in the digital economy, Yorkshire's digital industry was found to be the fastest growing in the UK and on track to create an extra 42,000 digital tech jobs and grow by at least £1.6bn by 2025. This signals a need for Leeds to ensure that the digital talent pipeline is there so that the city can seize this opportunity.
- 13 The pandemic has led to extreme difficulties for the health and care workforce. Earlier in the crisis, the sector attracted more staff, however later on serious concerns emerged relating to staff shortages, with workers transitioning to other sectors such as hospitality motivated by factors such as higher wages. The Nuffield Trust found that staff numbers in UK care sector had fallen by 42,000 between April and October 2021. Leeds City Council has engaged in mass recruitment campaigns to deal with the problem, and further work is needed to support recruitment and retention in the care sector.
- 14 Under the West Yorkshire Devolution Deal, in August 2021 the Combined Authority took responsibility for the region's £65m Annual Education Budget, to ensure that skills provision supports the regions' adults and meets the needs of our businesses. Devolution also delegated to the region the adult Level 3 Entitlement through the Lifetime Skills Guarantee, another regional strategic priority. Furthermore, the Mayor of West Yorkshire has committed to putting in place a Fair Work Charter for the region by spring 2022, to develop a way of setting a clear and ambitious standard for fair work in West Yorkshire. The new role the region is playing in skills provision and improving work aligns with and complements the refresh of the city's Employment and Skills plan.
- 15 National skills and training policy has also undergone significant change since the previous Talent and Skills Plan which implies the need for a shift in local focus. The government stated that starting in 2020, it planned to invest £2.5bn in the National Skills Fund, to 'support the immediate economic recovery and future skills needs' of employers whilst enabling adults to 'improve their job prospects'. The Skills for Jobs White Paper was published in January 2021 setting out further education reform in terms of post-16 skills. It addressed issues including the role of employers in the skills system; higher-level technical qualifications; and flexible learning. Importantly, it set out the Lifetime Skills Guarantee which created the entitlement to a loan for four years of post-18 education, including for technical courses, from 2025 for people at any stage in their career; bootcamps focusing on sector-specific skills; free qualifications for adults without any existing level 3 qualification; and addressing issues with apprenticeships. The Skills

and Post-16 Education Bill was subsequently published in May 2021. The levelling-up white paper published in February 2022 referenced widespread devolution and the recognition of skills in socio-economic development, and we will adapt to what comes out of this in addition to other developments such as the UK Shared Development Fund and Local Skills Improvement Plans.

## What impact will this proposal have?

### Wards affected:

Have ward members been consulted?

Yes

No

- 16 The Executive Member for Economy, Culture and Education has been fully engaged with the work set out in this report, chairing the steering group that was set up to support the development of the Future Talent Plan. The Leader of the Council and Deputy Mayor of West Yorkshire who also holds the Skills and Employment Portfolio, and the Chief Executive of Leeds City Council have also been engaged in the project.
- 17 The Future Talent Plan's vision is for "**A globally competitive city where we work together to enable the right opportunities for people and businesses to thrive in a rapidly changing labour market, and ensure that nobody is left behind**". This work will be motivated by the values of inclusivity, sustainability and health and wellbeing, reflecting the council's 'three pillars' approach.
- 18 The plan will provide clarity and create confidence against a backdrop of change and uncertainty. It highlights action that can be taken by businesses, education and skills providers, and organisations to deliver positive change in the city over the next 3-5 years whilst building long-term resilience. A medium-term timeframe has been selected due to the changing nature of the employment and skills landscape and the need for flexibility in approach.
- 19 This paper asks Executive Board to approve the Future Talent Plan which provides a framework for the council and other partners to bring forward projects and initiatives over time that deliver against the key themes. Projects and initiatives will be added and removed as appropriate, responding in an agile way to a rapidly changing labour market. This approach has also been adopted to ensure that the plan is realistic and deliverable, enabling partners to decide what is achievable now, and what is achievable in the longer term.
- 20 The framework is split into the following two parts, with the action areas underneath (see Appendix 1):
- 1) Supporting our people and businesses to thrive in a rapidly changing labour market
  - 2) Aligning the city's education and training infrastructure to support this
- 21 From the public consultation, research and engagement outlined below, key themes were developed and used to inform the development of the main action areas. These are also displayed in Appendix 1. Partners will be asked to sign up to the areas they can deliver on. The actions areas are as follows:

### **Supporting our people and businesses to thrive in a rapidly changing labour market**

- ***We will prioritise investment in the skills of people in the city who need our support the most, working with people to help them into work or start a business in emerging and vital areas of the economy so they can thrive in meaningful careers***
- ***We will encourage people who have been economically inactive back into the workplace***
- ***We will enable people in work to learn new skills, progress throughout their career, and be able to change jobs***
- ***We will raise the bar on inclusive recruitment, better jobs, and healthy workplaces***
- ***We will use and strengthen our assets to maximise employment and skills opportunities, harnessing our collective power to enable people and businesses to thrive***

## Aligning the city's education and training infrastructure to support this

- ***We will develop clear talent pipelines through promoting progression pathways and working together better as a city***
- ***We will support good quality careers education so that young people are informed, inspired and qualified to access jobs in the city***
- ***We will show young people that they can make a career here in Leeds and demonstrate the rich and diverse opportunities that the city has to offer***

22 Actions committed by Leeds City Council, both in relation to its employment and skills work in the city and capacity of the organisation as a major employer, will be populated in the Future Talent Plan when it is published. There is a 'spotlight focus' on Digital, Green, Cultural and Creative and Manufacturing and Engineering, given the need to adapt our activity towards where opportunity lies in the labour market. Examples of actions we are taking include:

- Working with employers to understand current and future digital skills needs and mapping current provision across the city from providers to highlight gaps and develop a clear digital talent pipeline and progression pathway, as well as plans to develop a digital careers showcase.
- Working with our partners to develop skills courses, T Level placements and apprenticeship programmes across the Green Economy, with a focus on retrofitting and other areas of high growth.
- Developing plans for a Cultural and Creative careers festival to showcase the rich and diverse opportunities on offer in Leeds and help underline the impact of LEEDS 2023 Year of Culture.
- A Next Steps event targeted at young people with Special Educational Needs and Disabilities (SEND), providing them with the opportunity to meet employers and training providers to discuss opportunities available for them, and providing information and advice on next steps and the wide range of transition issues they may face.
- Scaling up our innovation and entrepreneurship bootcamp programme (GenIE) for young people, building on our successful 'BUILD YOUR FUTURE' programme to help develop and inspire the next generation of young entrepreneurs and help drive innovation.

23 The council will use the levers it has available to achieve the desired impact, including supporting and amplifying important projects in the city, such as the work of Leeds College of Building on green jobs. We will also use sponsorship, and capitalise on partnerships, for example work with Ahead Partnership on the Growing Talent Digital Leeds programme helping young people understand the value of digital skills, and with social enterprise Generation UK which runs bootcamps for people facing barriers to gain employment in key sectors. We also have partnerships with a range of innovative digital skills providers, and Higher Education and Further Education, such as the P-Tech partnership which addresses the digital skills gap. A key partnership is with the Leeds Health and Care Academy, who have worked with the city's health and care providers and Leeds City College to develop the Leeds Health and Social Care T-Level which provides an opportunity to strengthen partnerships and shape industry placements collectively. The plan will enhance partnerships at a regional level with the West Yorkshire Combined Authority, such as through the Local Digital Skills Partnership and Green Jobs Taskforce with both having been set up at Devolution and being keen to support work in Leeds.

24 However, it should be recognised that the council does not have all of the levers, and there are areas beyond our statutory duty to deliver services. Some of the actions will involve collective lobbying of national government for help to progress the agenda.

25 The council also recognises that as a major employer in the city, it must also consider internal actions to improve the skills and work of its own workforce. Alignment with HR has been ensured throughout the project to capture its emerging priorities and help deliver our Future Talent ambitions within the council. Moreover, collaboration between HR and the Employment and Skills Service has led to a focus on diversifying the workforce, developing talent pathways and linking in with the Anchors Progression Framework, which will be an ongoing focus for action within the Future Talent Plan. A further paper setting out the council's ambitions around workforce, recruitment and retention will be presented to Executive Board later in the year.

- 26 As we don't have all the levers and Future Talent is about collaboration and joint delivery, we will call on partners to commit to specific actions to help deliver our collective ambitions. Enabling partners to commit their own actions will maximise the buy-in from the city as the plan will be relevant and meaningful to them, and ensure that actions are realistic and achievable. Responsibility for any projects and initiatives included in the plan to be delivered by our partners will remain with them. Responsibility for the implementation of the Future Talent Plan will be delegated to the Director of City Development, with the exception of any projects or initiatives identified that sit under the delegated authority of the Director of Resources which will be their responsibility to implement.
- 27 A clear message to emerge from the consultation was that employers don't always know about the good practice of education providers in the city, and that skills and training providers are not as close to employers as they should be. A key part of the delivery of the Future Talent Plan will be the development of a clear communications and engagement plan that will bring partners closer together and enable them to see the good work going on across the city. We will convene events throughout the year to bring together education and training providers with key businesses in the city.
- 28 It is important that the resulting action from the Future Talent Plan filters down to people living in different parts of the city, as ensuring that 'nobody is left behind' is a key part of the vision. Keeping a focus on people who need our support the most, the plan will encourage future skills provision to support those living in disadvantaged areas and in our priority neighbourhoods. This will involve continuing approaches and supporting new work which enables communities to up-skill. The plan adopts an asset-based approach, which is about harnessing our collective power so that people and businesses can thrive. Therefore, actions will promote community provision and 'voice'; and strengthen the third sector which plays a vital role in helping people to get jobs and skills. There will also be better collection of labour market data to adopt an intelligence-led approach which recognises the differences between neighbourhoods in the city.
- 29 The Future Talent Plan is underpinned by a commitment to tackling inequality, focusing our actions at those people who need our support the most, for example people that are economically inactive; those who have stopped working, such as older people; those who are furthest away from the labour market, such as young people Not in Education, Employment or Training; and those in low-paid and insecure work. Analysis from the Joseph Rowntree Foundation has shown the link between in-work poverty and disadvantaged communities such as Black, Asian and Minority Ethnic households. The plan also recognises diversity and inclusion across all of our ambitions, for instance through encouraging and supporting employers to develop inclusive recruitment practices and plans to support those facing additional barriers, such as our programme to support young people with learning disabilities. Overall, the aim is for people and businesses thrive in our rapidly changing labour market. Creating more equality of opportunity through our action plan will enable this.

### **What consultation and engagement has taken place?**

- 30 As outlined above, a steering group was set up at the beginning of the project, chaired by the Executive Member for Economy, Culture and Education. The purpose of this group was to provide core stakeholder representation throughout the course of the project as well as to promote the project across the members' networks, with steering group members comprising as follows:
- Higher Education – Peter Slee, Leeds Beckett University
  - Further Education – Bill Jones, Leeds City College & Colin Booth, Luminate Education Group
  - Secondary Education – Sarah Carrie, East Leeds Academy
  - Business – Mark Goldstone, West & North Yorkshire Chamber of Commerce
  - Health – Kate O'Connell, Leeds Health & Care Academy
  - Digital – Sarah Tulip, BJSS
  - WYCA – Catherine Lunn, Skills Funding Manager
  - Third Sector – Andrew Grinnell, Poverty Truth Commission

- 31 The group met four times over the course of the project, and the commissioned partner delivering the consultation for this work was also in attendance at the meetings. The first meeting took place in July 2021 and was focused around developing the questions to be used in the public consultation. The second meeting in October 2021 presented the findings from the first public consultation back to the members to shape the second consultation taking place shortly afterwards. In December 2021 we presented back the findings from this second consultation and refined our action plan with the members. The final meeting took place in February 2022 to achieve sign-off on the final product.
- 32 As mentioned above, a collaborative approach to undertaking the public consultations was adopted and the Future Talent project team worked closely with commissioned partner, Clever Together.
- Clever Together are a consultancy which seeks to help organisations be ‘collectively brilliant’, and we used their digital platform technology and expertise to deliver a consultation that would be different to the usual methods used by the council.
- 33 Two online consultation ‘conversations’ were delivered to crowdsource the development of the Future Talent Plan. The main conversation launched between September and October 2021, and the aim was to gather contributions from employees, employers and third party organisations to feed broad and deep insights into the Talent and Skills Plan for Leeds in the following areas:
- The current skills available within the Leeds workforce,
  - What the future skills requirements might be,
  - The challenges that might be faced in delivering these requirements and,
  - What the city could do to help address these challenges.
- 34 There were 360 participants in this first conversation, broken down this amounted to 1,142 different contributions. Participants came from all parts of the city, and all age groups were represented; 15% of participants had a disability or long-term health condition; and 14 ethnic groups took part. Contributors were most engaged with two topics:
- *Skills in demand* – around digital, IT, data, AI skills; healthcare and caring professions; and soft skills.
  - *Support needed* from the city - around holistic career services; apprenticeships; and integrated industry and education.
- 35 Two main overarching challenges for the future of work were identified:
- The need for *employers to be more adaptable* in working practices, leadership styles and cultures.
  - The need to *transform education* both in what and how it delivers.
- 36 Eight main action areas were identified:
- Good sustainable jobs
  - Nobody left behind
  - Skills for the future
  - Skills for life
  - Employers of the future
  - Education fit for purpose
  - Council as an enabler
  - City of the future
- 37 The second public consultation was a ‘validation’ conversation, which involved putting these actions back to the public and asking what is ‘strong’, ‘wrong’, and ‘missing’, to help us ‘check and challenge’ and refine our final action plan. This was launched for three weeks in November 2021. 221 participants joined this conversation, 91 not having previously taken part in the first conversation. Broadly speaking, the majority of participants in the validation conversation strongly agreed with the action plan. This was evidenced as ‘likes’ as opposed to new ideas and comments expressed in the first conversation. There

were 20 comments in clear support; 124 broadly supporting but suggesting some minor amendments; and 13 suggesting major amendments or challenges. The amendments fell into the following themes, which along with the steering group feedback, enabled us to develop an improved action framework which resonates with partners in the city:

- Education
- Skills shortage
- Thinking differently
- Inclusion
- Focussed efforts

- 38 A focus on 'voice' and inclusivity has been central to this work, and both conversations were heavily promoted by the Communications Team as well as the project team via a stakeholder engagement plan which incorporated all of the stakeholders who needed to input into the Future Talent Plan, as well as using internal, external and social media channels.
- 39 Regular monitoring of participation in the two conversations and where the gaps were in terms of demographics was carried out and addressed through targeted engagement.
- 40 Additionally, for the first conversation, paper copies of the consultations were distributed across all of the city's libraries and community hubs to ensure people who may be digitally excluded could take part. Given the low return rate from the first conversation, the approach was adapted for the second conversation, and guidance was given to Employment and Skills staff working in these locations to direct people to self-service computers where they could be supported to access the online conversation.
- 41 Further to this, two roundtables held with young people from diverse backgrounds, as well as with diverse organisations in the city and BAME staff from the council were set up to ensure these harder to reach populations were included in the engagement.
- 42 To maximise the stakeholder engagement approach, the work was presented to a wide range of meetings and events relevant to the future of employment and skills to consult and gain input. This included:

#### Internally organised

- The Leeds Inclusive Growth Core Delivery Partnership
- The Leeds Anchors Executive Board
- Climate Emergency Advisory Committee
- Labour Group
- City Development Directorate (CDD)
- Economic Development Joint Management Team (Full SMT)

#### External

- The West & North Yorkshire Chamber of Commerce Leadership Group
- The Leeds Manufacturing Festival launch event
- The Leeds Digital Forum Steering Group
- Third Sector Leadership Group
- Yorkshire & the Humber Climate Commission listening event

- 43 Ensuring alignment with other relevant organisations, strategies and teams helped to inform the scope and style of the Future Talent Plan, as well as encouraging greater collaboration and avoiding duplication where similar work is being undertaken on this agenda. Particular attention was taken to align with the WYCA Employment and Skills Framework which was published in June 2021, as well as with internal strategy documents including the Inclusive Growth Strategy and Economic Recovery Framework. This work also included engagement with:

- Leeds City Council HR department
- 100% Digital Leeds and FutureDotNow
- Forum Central
- West Yorkshire Green Jobs Taskforce
- Local Digital Skills Partnership

### **What are the resource implications?**

44 The Future Talent plan will not directly have resource implications but will help influence and shape direction of various funding streams including our adult education budget offer, employment support programmes, and other skills based programmes. It will also allow the city to better collaborate and plan resources to target limited skills funding to gain the maximum benefit for the people of Leeds, as well as providing a baseline for future funding bids and collaborative efforts to drive skills planning.

### **What are the legal implications?**

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

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

46 Risk management plans were developed and monitored throughout the course of the project, but no significant risks were identified.

47 A less significant risk identified is regarding the delivery of the Future Talent Plan. A lack of focus on implementation could lead to the plan not being used by partners in the city, especially in the context of the ongoing coronavirus pandemic and the ability of businesses and other organisations including the council to fully commit to the actions. However, through strong stakeholder engagement, co-production and monitoring this risk is minimised, and as stated above, the plan will help to focus efforts regarding limited funding streams.

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

Inclusive Growth

Health and Wellbeing

Climate Emergency

48 The Future Talent Plan puts the values of inclusivity, sustainability and health & wellbeing at the heart of the plan.

49 The council's Inclusive Growth Strategy is soon to be re-visited due to it being intended to run to 2023, with the Future Talent work contributing to this review. The Future Talent Plan reiterates the commitment to inclusive growth, where people who are economically inactive; those who are furthest away from the labour market; and people in low-paid and insecure work are where we will prioritise our efforts.

50 The new plan recognises the importance of the Health and Wellbeing Strategy in promoting the links between more secure work and better employment opportunities and healthy, safe and sustainable communities. As part of the focus on 'better jobs', issues such as healthy workplaces; improved working conditions and organisational flexibility; and diversity and inclusion have been identified in the overarching framework. Additionally, supporting organisations to thrive as we recover from Covid-19 extends to ensuring support for the Health and Social Care sector, a key sector that the Future Talent Plan addresses.

51 In a similar way, the Future Talent Plan contributes to the council's Climate Emergency agenda, through promoting skills and opportunities associated with the green economy and green jobs. This will help to promote a less wasteful, low carbon economy and build sustainable infrastructure, whilst generating and protecting employment opportunities for people in Leeds.

## Options, timescales and measuring success

### What other options were considered?

52 The decision to refresh the Future Talent Plan was taken because of the necessity to respond to the changes that have occurred since the publication of the previous Talent and Skills Plan in 2017 as set out previously, to ensure that action around skills development in the city is enabled and supported.

### How will success be measured?

53 Although the framework will remain the same, as we move through the next 3-5 years, an agile approach means that the individual actions will be updated on an ongoing basis subject to monitoring.

54 This will be achieved firstly through making the Future Talent Plan website interactive, allowing partners to add and provide progress updates on actions themselves on an ongoing basis.

55 The website will also link to both the Business Anchors Private Sector Progression Framework and the Anchors Progression Framework, which are two practical tools that businesses or organisations can use to measure their progress in contributing to their locality against a set of criteria and both include a section on employment. Partners will be encouraged to use the relevant framework to monitor progress in a wider sense, in terms of how they might be embedding multiple aspects of the Future Talent Plan and successfully delivering on the talent and skills agenda.

56 A delivery group will be set up to meet on a 6-monthly basis in order to monitor high-level progress, with representation from key stakeholders such as members of the steering group and Inclusive Growth Ambassadors, as well as managers from the Employment & Skills Service and Economic Policy Officers. The group is intended to evaluate the progress on actions as a whole and determine any changed or new priorities. It will also be able to consider areas not included in the abovementioned frameworks, for example, ensuring representation from Third Sector organisations.

### What is the timetable for implementation?

#### 57 Feb-May 2022

- Collating partner & joint actions – capturing projects/initiatives highlighted in engagement, reaching out again with framework
- Agreeing LCC delivery plan and ensuring key events in place
- Development of robust communications and engagement plan
- Developing Future Talent website (subject to Executive Board approval)

#### 58 May 2022

- Launching Future Talent Website
- Implement comms & engagement plan and further work with partners to align strategies and develop clear actions
- Identify events where plan can be promoted e.g. business conference

#### 59 Jun-Nov 2022

- Regular monitoring of progress on website, further engagement to address any gaps & encouraging partners to add progress updates
- Series of actions delivered e.g. Digital Careers Weeks, Cultural and Creative Careers Festival
- Establishing 6-monthly delivery group to meet in November 2022

## Appendices

60 Appendix 1 – Overarching action framework

61 Appendix 2 – EDCI

## **Background papers**

62 None.