LEEDS ECONOMIC RECOVERY FRAMEWORK

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United We Stand, Kirkgate, Leeds.





Cllr Judith Blake, Leader of Leeds City Council

1. FOREWORD

Covid-19 has brought unprecedented challenges for Leeds, including those living in, working in and visiting the city. However, the response we have seen to the difficulties that have resulted from the crisis has been heartening. From thousands of community volunteers providing help and support to our most vulnerable citizens, to businesses, anchor institutions and the Third Sector coming together and adapting what they do to respond to the crisis, we have witnessed communities and organisations pull together like never before.

The fallout from the virus has exposed the linkages between economies, people's health and the impact of climate change and shows that our priorities are the right ones. This recovery framework is a snapshot in time, and we anticipate further bumps along the way as outbreaks and new control measures continue.

Funding cuts over the last decade have had long term impacts and affected the city's ability to cope with coronavirus. In order to do more Leeds needs additional financial support to maintain essential services, bounce back and build more resilience into our economy. This document compliments the £1.4bn ask set out in the West Yorkshire Economic Recovery Plan, necessary to build the foundations for levelling up, support jobs in resilient businesses, help people get the skills they need to secure those jobs, and the infrastructure people need to access opportunities.

Events this year have increased inequalities, and the rising unemployment rates of young people is of particular concern. We must do all we can to support vulnerable groups and be prepared to deal with long term consequences as new ways of working and use of our town centres and high streets may change permanently. That said, Leeds remains a vibrant city that can adapt to change. We have a great number of strong assets, a strong history of collaboration and innovation and a huge number of committed partners from a wide range of backgrounds.

2. INTRODUCTION

The coronavirus has had an unprecedented impact on the world economy and forecasts predict it may take between 2021 - 2024 to return to pre-crisis levels. Large cities have been particularly affected, but will also remain the engines of growth. The shape of recovery will not be linear, the recent outbreaks across the North highlight the continued risk of further shocks and we need to be vigilant to local pressures. Even as we were writing this framework a second wave of the virus has resulted in new lockdown measures and restrictions. Further disruption may also arise as we end the transition period with the European Union.

We are mindful that different areas of the economy have been disproportionately affected, and there is a risk that some businesses and sectors will bounce back more quickly than others, the digital sector has proven resilient whilst others that have been badly effected such as hospitality continue to struggle. This will be a challenge as we respond to the economic impacts of Covid-19. This is why we are proposing an approach to recovery rather than a plan so we can adapt quickly whilst striving to build more resilience into our economy. As our approach adapts to changes, we also want people to share their ideas on recovery, and we are hosting a series of events to begin this conversation.

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Our recovery approach is centred around the need to

- Respond. Where required, continue to take immediate actions to support businesses, workers and the economy as we have done since lockdown in March 2020.
- Reset and Renew. Ensure we understand the challenges and opportunities that we face in recovery and that we have a clear focus and direction on the projects and partnerships that will address them.
- Build Resilience. Maintain a long term view of our aspirations to deliver inclusive growth, address the climate emergency and be the best city for health and wellbeing. Ensure that our decisions lead us towards these goals.



Help the NHS stop the spread of coronavirus in the UK

COVID-19

This app can let you know if you may have been near someone with coronavirus symptoms (COVID-10)

In the short term we aim to support recovery by

- Working with partners to run our outbreak control and track and trace programme.
- Keeping schools open.
- Ensuring public transport can run safely and efficiently.
- Building confidence with businesses and communities.
- Keeping our city, district centres and high streets safe.
- Delivering business and Employment and Skills support.
- Keeping social care and NHS services open and accessible.

Our ambition remains to create a strong economy set within a compassionate city and we will refresh our Inclusive Growth Strategy when the time is right after the immediate crisis has passed. In the longer term we need to continue to focus on

- Improving people's health and wealth building on the existing momentum in city.
- Leading the way towards becoming a net zero city and becoming an innovative, world class test bed for the UK.
- Building more resilience into our broad base economy.
- Supporting our most vulnerable and tackling inequality.
- Adapting to accelerating trends in our working and travel patterns, digitisation and use of our public spaces.
- Delivering our transformational projects across the city.
- Promoting our identity and cultural assets.



3. WHERE WE ARE

The UK labour market has lost almost 700,000 jobs since the start of the coronavirus outbreak, this is the biggest increase in redundancies since the financial crash. Leeds entered this year from a relative position of strength, but like all cities it has been hit hard. There is a limitation on data available since March and forecasting medium and long term impacts is difficult, but we know a total of 115,000 workers were furloughed in the city and this has caused business closures to remain unusually low. However, as we move to the next phase we expect this to change resulting in further large scale redundancies.

The Leeds City Region is the largest outside of London and has the UK's biggest manufacturing employment base. As a city, Leeds is Britain's second busiest for legal work and the third for financial services. Our Digital sector is growing faster than anywhere in the UK and now employs 30,000 people, an increase of 67% since 2015 and has been particularly resilient. Leeds has a strong knowledge-rich employment base linked to the city's universities and teaching hospitals which are major innovation assets and the city performs well in terms of business start-ups, with strong growth in medical technologies, telecoms and creative industries. Boosting productivity remains a challenge and although the city produces many highly skilled jobs, employment and output growth has seen a rise in 'lower productivity' sectors such as consumer-services and this continues to impact on growth and productivity.

There are significant opportunities in emerging Green sectors. Recent modelling from the Local Government Association shows Leeds will become a hotspot for new green jobs, generating 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. New research from the Social Metrics Commission based on a survey of 80,000 people from across the UK shows that people living in the deepest forms of poverty are more likely to have faced furlough, reduced hours and wages, or lost their job. Groups already more likely to be trapped in poverty, such as disabled people and those of Black and Asian ethnicities, are more likely to be pulled into even deeper hardship.

The amount of speculative development in the city centre has been comparatively low, which may help pivot development to what we need in the future, as office take up has fallen dramatically this year combined with changes to planning regulations allowing for more flexibility on changing uses on the high street. We are commissioning work to understand the health of our town and city centres to help us adapt.

Inequalities in our city are proving hard to overcome and in many cases have been exacerbated by coronavirus. Youth unemployment is rising faster than any other group, mortality rates from Covid-19 in the most disadvantaged areas are more than double the least deprived areas, people living in our disadvantaged areas continue to have poorer health outcomes and we know that educational attainment remains a challenge too, particularly in relation to the attainment gap between children who are on free school meals and those who are not. We need to further adapt our support services to cope with this.

Some sectors have been hit harder than others. Across the UK the Wholesale and Retail sector furloughed the highest number of people, totalling over 1.9 million; 77% of those working in the



92% INCREASE IN CLAIMANTS BETWEEN MARCH AND AUGUST

Washing my hands helps protect me.

> And you. Igular handwashing wipes way the virus.

NHS digital advertising at Trinity Leeds. Credit: Shutterstock Accommodation and Food services sector have been furloughed; and nearly half a million people working in Arts, Entertainment and Recreation have also been furloughed throughout the pandemic and may be further affected as local restrictions are introduced. There has also been a disproportionate impact on freelancers, home-based businesses, businesses with a dependency on face-to-face contact, and the self-employed, some of whom were ineligible for government support.

The region's economy will undergo significant milestones in the coming year, including the UK leaving the EU single market, where significant uncertainty remains, and West Yorkshire Devolution. The end of the transitional arrangements with the EU may impact sectors that have so far proved resilient to the specific challenges created through coronavirus, and may cause further disruption to manufacturing, a sector that is already in decline across the region. Devolution will create more local powers and funding, but this should not take away from our existing public services which need to be properly financed. The current financial pressure on the public sector is impacting on our ability to deliver essential services, we want to do more and will continue to lobby government for more support.



115,000 WORKERS WERE FURLOUGHED IN THE CITY Below are three scenarios modelled by Experian. These broadly show the impact to West Yorkshire's economy based on three scenarios, a V, U and L shaped recovery.



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-35% REDUCTION IN CITY CENTRE FOOTFALL IN SEPTEMBER, COMPARED TO 2019 LEVELS





30,000

DIGITAL EMPLOYEES IN LEEDS AN INCREASE OF 67% SINCE 2015



100+ COURSES AVAILABLE ONLINE THROUGH LEEDS ADULT LEARNING

> Mobile testing unit. Credit: Shutterstock

4. RESPOND



£160m+ PAID IN BUSINESS SUPPORT GRANTS



2.3m PIECES OF PPE DISTRIBUTED





300 FOOD HAMPERS DELIVERED TO FAMILIES EACH WEEK DURING THE SUMMER HOLIDAYS

We have provided new business support

- The Council has administered the Covid-19 business support grant funds on behalf of national government.
- The Leeds MicroBusiness Support Service was launched to support small businesses in the city via online resources, webinars and dedicated one-to-one telephone support sessions up until August.
- The launch of the NextUp mentoring platform created '500 mentors' to help entrepreneurs and leaders from any sector during the Covid-19 crisis.
- The Leeds Libraries Business and Intellectual Property Centre (part of a national project led by the British Library) provided free support for small businesses during lockdown, including remote access to resources, webinars and oneto-one advice consultations.
- We continued to support grassroot networks like Leeds Indie Food, FinTech North and Women in Leeds Digital, as well as arts organisations via Leeds Inspired.
- We also continued arts@leeds funding to 42 organisations totalling £1.8m across the city and have reopened all nine sites of our Museums and Galleries Service, the largest local authority museum service in the country.



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PEOPLE SUPPORTED FROM EMERGENCY ACCOMMODATION INTO MORE PERMANENT ACCOMMODATION

Pivoted existing business support

- 100% Digital Leeds administered a fund to support third sector organisations in response to the coronavirus pandemic through digital means, e.g. purchasing equipment and applications.
- The Digital Enterprise team surveyed businesses to obtain their digital requirements and consequently moved the Digital Knowledge Exchange Service online and established a new Digital Resilience Voucher to help businesses invest in vital digital technologies to help them adapt.
- The Ad:Venture team, working with young businesses and those wanting to up-scale, moved their events and webinars online, providing advice on topics including sales, digital marketing, business resilience and finance.
- We created even stronger connections with our Key Account Management/larger companies in the city to inform our policy decisions.
- The Business Growth team has provided support to businesses, as well as shared advice on reopening businesses safely and managing risk.

Worked with partners to create Outbreak Control and Track and Trace programmes

- Communications strategy delivered as part of the Outbreak Control Plan to engage everybody in Leeds.
- Enhanced actions throughout August in response to community clusters that emerged in Kirkstall and Harehills, including additional testing capacity and enhanced communications.
- Ensured local testing options met the needs of communities, including establishing pop-up test centres where required.
- Provided support to over 40,000 residents advised to 'Shield' during the pandemic.



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BARS, RESTAURANTS AND TAKEAWAYS ENGAGED WITH TO ENSURE COVID-SECURE COMPLIANCE AHEAD OF THE NEW UNIVERSITY TERM

The UK's fastest growing independent, renewable energy company, Planet-U Energy has announced two consecutive years of growth. The Leeds-based business has grown from having one employee to 50, with plans to recruit a further 100 employees in its telesales and business development divisions before the end of 2020. The company has moved office as a result of growth to One Park Row.



Helped open our Schools

- Ensured vulnerable children and young people were safeguarded.
- Laptops/digital devices delivered to vulnerable children.
- Supported schools to provide education for key workers and then expanded provision in line with national guidance over the summer.
- Worked with schools to ensure they were safe for children and staff.



14 SCHOOLS PILOTING SCHOOL STREETS TO SUPPORT SAFE WALKING, CYCLING AND SCOOTING TO SCHOOL

Leeds Indie Food

Leeds Indie Food, an independent food and drink festival which is usually held in May, has become a business support network after creating an online directory promoting local food and

drink businesses and re-launching its branded merchandise. Leeds Indie Food has been working alongside Leeds BID and Leeds City Council to support small businesses across Leeds and recently started hosting weekly Zoom calls to bring together independent business owners with local finance and HR specialists.



100km OF POP-UP SEGREGATED CYCLE LANES TO SUPPORT SAFE ACTIVE TRAVEL

Worked to keep the city moving

- Brought forward some of our highway works to take advantage of guieter travel periods.
- Introduced Active Travel measures including cycle parking and three Active Travel Neighbourhoods trialled in Beeston, Chapeltown and Hyde Park.
- Accelerated the programme of Connecting Leeds, allowing earlier completion and availability of widened footways and improved public realm at key locations to assist with social distancing, e.g. Headrow and Park Row.
- Accelerated the delivery of some of our proposed Cycling Network.

Leeds firms Herida Healthcare and Perry Uniform were able to pivot what they did as a result of the coronavirus pandemic by pulling resources to manufacture and supply specialist mattresses and mattress covers to new emergency hospitals around the country.

Leeds School Uniform Exchange is a project launched by Zero Waste Leeds, LEEDS aiming to develop a school uniform reuse network across Leeds by offering great quality second-hand uniforms. This helps to reduce waste and makes school uniform more affordable and accessible across the city. Funded by the EXCHANGE Council and Leeds Community Foundation's Jimbo's Fund, in just 10 weeks the scheme has seen an estimated 3,000+ items being reused, saving roughly 600kg in potential textile waste; 10,800kg of CO2E (the equivalent to the CO2 that would be produced from driving around the world 2.3 times); 8.3 million litres of water; and over £50,000 in the cost of new uniforms.

Student wearing Face Mask Credit: Shutterstock

- Launched a Schools Streets trial projects, which encourages more sustainable approaches to school travel.
- Worked closely with universities and colleges to support the return of students, including the encouragement of active travel modes of walking and cycling emphasised with students.
- We have worked in partnership with transport organisations and partners to help enable people to move around and into Leeds throughout the pandemic.
- New bike hub created through the Connecting Leeds Programme in Kirkgate Market.





Reopened the city centre

- Completed social distancing measures in more than 12 locations plus the city centre.
- Installed signage and banners, marketing and promotion of the city centre, and hand sanitisation stations.
- Briggate Pop-Up Park opened.
- Developed a new approach to café licences. •
- Added daytime and night-time economy stewarding services.
- Completed the permanent Greek Street pedestrianisation scheme in time to support the reopening of the hospitality sector in August.
- #Rediscover Leeds programme launched to • encourage visitors to rediscover the city in a way that they feel comfortable with.

Adapted our Employment and Skills support

- Pivoted work online with over 200 adult learning tutors completing additional training and with over 100 courses to enable a blended delivery of on-line and classroom based provision.
- A new website, Employment and Skills Leeds, • was launched to provide a single point of access to jobs, apprenticeships, and courses to residents across the city and as a contact point for employers looking to recruit or upskill their workforce.
- Supported over 3,800 people to acquire new • skills, 1,587 into employment and have over 1,500 people on employment programmes to assist them into work.
- Used Facebook to reach communities and • we hosted a live virtual Careers Fair on 16th September working with 18 organisations within the Health and Care sector with over 940 viewers on the day.



Leeds City Station

Credit: Shutterstock

20,000+ CONTRIBUTIONS TO OUR EMERGENCY ACTIVE TRAVEL CONSULTATION RECEIVED



OVER 1,500 PEOPLE SUPPORTED INTO WORK AND

APPRENTICESHIPS

Digital Access West Yorkshire is a group of experts from across the cultural Digital and education sectors specialising in culture and engagement, the role of Access play and digital access. They are committed to trying to bridge the gap that West has been created by the Covid-19 crisis between access to technology and digital skills and children and young people who have been unable to attend Yorkshire school and separated from their friends. Digital Access West Yorkshire is working with community groups and teachers to support children and families in the best possible and quickest way, for example in the first instance appealing to those with spare digital equipment and asking if they can donate them to children and families in need.

Surfaceskins, the producers of self-disinfecting, alcohol gel push-pads which prevent people from touching dirty doors with their hands, has received a six-figure investment to surfaceskins help its expansion. The Leeds manufacture of Surfaceskins, which has four patents covering the UK, EU, USA and Japan, is being increased to meet vast sales potential after private investment from a local entrepreneur. The product was initially designed for healthcare premises and key areas such as intensive care units and special care baby units, but as more sectors have become aware of Surfaceskins they are receiving interest from restaurants, fast-food outlets, cruise ships, hotels, schools and offices.





Hamara, Leeds' largest ethnic minority organisation in the voluntary and community sector based in Beeston, delivers various work streams including health promotion; youth activities; older people's services; education, employment and training programmes. Throughout the



Covid-19 crisis, working with a range of partners, including Touchstone, Rainbow Junction and the Council's Families First team, they have operated as a Community Care Volunteer Hub for Middleton Park ward, providing a food bank and organising food parcel and shopping requests. Hamara has also been able to pivot their provision as a result of the crisis, for example their supplementary school is now available online and they are committed to supporting those in need well into the future to help the local areas become more resilient.

COMMUNITIES COMING TOGETHER

Leeds has a thriving Third Sector which provides critical support to the people of Leeds. For this to be maintained going forwards, the sector will require support and resources and we have established a group to understand the potential impact of Covid-19 on Third Sector organisations and communities and develop actions aimed at minimising the impact on the sector. Included in this work is action to ensure the Third Sector can influence and maximise its involvement with other sectors, and its role in both the city and region's economy through the Local Enterprise Partnership, West Yorkshire Combined Authority and via the West Yorkshire Economic Recovery Plan and the economic recovery approach led by Leeds City Council. Alongside this, work will also focus on continuing the development of communityled approaches to climate action, as well as the potential for a Third Sector Anchor Partnerships model and the development of Asset Based Community Development.

The third sector has become an increasingly vital voice at the Health and Wellbeing Board and its focus on tackling health inequality has supported access to services, digital inclusion and efforts to address growing mental health concerns and work related stress.



36,000+ FOOD PARCELS DELIVERED AND MORE SUPPORTED LOCALLY THROUGH VOLUNTEER-ASSISTED SHOPPING

OPAL (Older People's Action in the Locality) supports older people in the LS16 area by enabling them to live independently, safely and healthily by offering services around learning, practical support, health and wellbeing, intergenerational activities and welfare support. They adjusted their services to lockdown conditions, becoming a Community Care Volunteer Hub at the start of the pandemic. They met the needs of all ages, including creating a phone buddy service and meal deliveries. They also linked people with shoppers if they required it, arranged for the collection and delivery of prescriptions, drove people to appointments and moved classes such as Tai Chi online.



Before the national lockdown began in March 2020, Voluntary Action Leeds (VAL) had launched a city-wide volunteer programme called Community Care Volunteering to ensure systems were in place to care for people and communities during the Covid-19 outbreak. Coordinated by the Council, VAL of different roles. The programme has seen over 7,600 people signing up to be volunteers.

Leeds Community Foundation (LCF) launched a fund to support charities _eeds and community groups across Leeds that experienced exceptional Community difficulties operating as a result of the National Emergency measures Foundation resulting from Covid-19. The LCF Resilience Fund supported organisations facing huge challenges around supporting isolated and vulnerable people across Leeds, responding to the needs of these groups by offering financial support to cover core costs. Over £3.5m of funding has been delivered to groups across Leeds and Bradford, £500k of which was distributed to 60 organisations within the first three weeks of the pandemic.



⊌oluntary **Action** Leeds

and a number of local charities, the programme invited individuals to sign up to volunteer for a range



Matrix sign, Leeds. Credit: Shutterstock

5. RESET AND RENEW

ENSURE WE UNDERSTAND THE CHALLENGES AND OPPORTUNITIES THAT WE FACE IN RECOVERY AND THAT WE HAVE A CLEAR FOCUS AND DIRECTION ON THE PROJECTS AND PARTNERSHIPS THAT WILL ADDRESS THEM.

Apprentice engineering Credit: Shutterstock

OUR LABOUR MARKET

Leeds has seen Universal Credit claimants rise by 92% between March and August this year, with over 42,000 people in Leeds unemployed which is an 80% increase. The number of apprenticeship starts at national level halved in the initial period of lockdown compared with the same period in 2019, and education institutions are under enormous financial pressures.

But issues within the labour market have been prevalent for many years and are not just related to the current crisis. This past decade has seen an increase of low paid, insecure work and a hollowing out of the labour market making in work progression more difficult. Workers still find it difficult to move jobs into different sectors and there remains a skills gap and not enough training to equip people for the changes in the labour market brought about by automation and a switch towards more digital jobs.

In Leeds we are seeing three broad areas of the workforce that require different levels of support:

 Firstly, there are those who are furthest away from the labour market, the long term unemployed, or those not in education, employment or training (NEET). Many within this group will have multiple complex needs including long term health issues and require the most support and training, but have a lot to offer as we grow and diversify our workforce.



1,500 ON EMPLOYMENT SUPPORT PROGRAMMES

- Next, there are the new entrants to the labour market, typically school, college and university leavers. This group are no longer entering a market with full employment, instead they will be competing against the newly unemployed who will have more experience. This handicap will make it much more difficult for this group to find good jobs.
- Finally, there is the newly unemployed, these are more likely to be lower earners who are three times as likely to have lost their job or been furloughed as high earners and are more than twice as likely to do jobs exposing them to health risks. These people will need help retraining and may need to move between sectors, as retail and hospitality jobs continue to decrease. They may have been in employment for some time and consequently will be unfamiliar with how to navigate the current jobs market and update their skillset, including adapting to new cultures and drivers that exist in different sectors.

WHAT WE ARE GOING TO DO

We need to continue to work towards creating more secure, well paid jobs that are less vulnerable to changes in the labour market, making Leeds a Living Wage City and a leader in creating healthy workplaces. Much of this work is already underway through local and regional programmes, but we are increasing capacity.

We are expanding our training and reskilling programmes to reflect the changes to labour market pivoting to where new jobs will be created, such as in digital and green sectors. Digital literacy skills are becoming increasingly essential in all types of work and our digital inclusion scheme, 100% Digital Leeds is one of the largest schemes in the UK and boasts a tablet lending scheme, training opportunities and a grant scheme to fund local community projects.

In addition, we are working with further education providers and schools to create more courses to match a growing digital landscape. The innovative P-Tech partnership, a collaboration between IBM and the Council, Leeds City College, Leeds Beckett University and local high schools seeks to address the digital skills gap and strengthen the economy by building a digital ready workforce with the technical and professional skills required for competitive digital technology careers. The programme equips students with a Level 4 qualification, builds a culture of ambition and high expectations for students, an understanding of the workplace and provides line of sight to a job.

Since 2016/17 apprenticeships have helped 23,460 people across Leeds to access a job with the largest numbers in Business Administration and Law, followed by Health, Public Services and Care, and Engineering and Manufacturing Technologies. Moving forwards, we anticipate a reduced demand with colleges and employers unable to start or continue apprenticeships as planned. An increase in apprentice redundancies is anticipated as the furlough scheme comes to an end.

We are now launching a Levy Matching Service, a digital platform that enables many large levy paying employers who are unable to spend their levy contribution to be matched with SMEs that want to create apprenticeships to increase the number of opportunities across the City.

There are significant numbers of people in-work who require further training, which will help improve productivity. The Skills Service, operated through the West Yorkshire Combined Authority and delivered by the West Yorkshire Consortium of Colleges in partnership with the Leeds City Enterprise Partnership offers a unique package of training and support for employers and has offered over 1,200 courses to businesses in the Leeds City Region since it was launched in 2018.

At a community level we are working with ward members to target communities both face-to-face and online through social media. This allows us to tailor our services to support the specific needs of our diverse communities and provide programmes including help applying for jobs. This has included a virtual jobs and careers fair on Facebook for the Leeds Health and Care sector with 940 local residents participating on the day and video views continuing to build.



3,831 PEOPLE COMPLETED AN ADULT SKILLS COURSE

The Employment and Skills service has led a successful bid with Bradford Council to secure a £2.91m European Structural and Investment Funds (ESIF) funded programme to deliver employment support across Leeds and Bradford. Delivery commenced in July focused on young people 15-24 years identified as NEET to improve their skills and significantly increase their prospects of moving into sustained employment. Support is being targeted to over 1,100 young people in Leeds with poor mental health, including those with emotional, behavioural and social difficulties, to secure training and work over the next three years.

Generation is a social enterprise that recruits, trains and places people facing barriers to employment into work. Since launching in 2015 they have grown to become one the world's largest demandled employment programmes. After two years of planning they are



launching programmes across Leeds City Region, supported by both public and private sector funding. Programmes in LCR will support people facing adversity, including under-representation, into life changing career opportunities, creating pathways into key sectors for digital, health and care. In digital, programmes will be run to support people into jobs in Cloud Computing (run in collaboration with AWS), in Data Engineering (in collaboration with Infinity Works), and in Software Engineering (in collaboration with a number of apprenticeship providers). Generation's programmes orientate around 6-12 week online boot-camps with classes of 20-30 learners, who are supported throughout their journey including access to laptops and mobile broadband, through to interviews with prospective employers.

We have established an Employment and Skills Task Group bringing together public and private sector partners in the city, including employers from key sectors, Further and Higher Education, the Department for Work and Pensions and our Inclusive Growth Ambassadors. The Group will align current and planned programmes and co-design measures to meet changing labour market needs, and maximise opportunities that will support recovery and longer term growth. The recovery action plan to support priority groups and sectors will seek to maximise locally the recovery stimulus announced through the Government's Plan for Jobs 2020. This will include additional support to employers and those seeking work, and ensure a coherent offer to local businesses and communities. This will include a focus on 16-24 year olds as new entrants, the recently redundant and the longer term unemployed including those with disabilities and long term health conditions.







TRANSFORMATIONAL PROJECTS

Leeds Inclusive Anchors Network - Leeds is leading the way in developing a partnership approach through the Leeds Inclusive Anchors Network with practical actions that will support the achievement of the city's ambitions on Inclusive Growth and the Health and Wellbeing of its citizens. The network comprises of 12 Anchor Institutions with over 58,000 employees and with annual expenditure in excess of £2 billion. It provides an important opportunity to unlock the potential for transformational change and outcomes to address inequalities in the city.

The network has already increased the number of local businesses engaged in its supply chains with over £1 billion of goods and services purchased locally, engaged local communities in employability programmes, increased their local training and apprenticeships, and has recently committed to producing a Diversity Dashboard to collectively report on and take action on diversity pay gaps in partnership with the Open Data Institute Leeds. This will ensure the workforce of the largest publicly funded organisations in the city is representative of the communities it serves, and works more closely with the city's disadvantaged neighbourhoods getting local people into work.

The Anchors network is committed to supporting recovery and sharing learning and practice with a wider group of businesses across the private sector in the city.

Leeds Teaching Hospitals NHS Trust - Leeds

Teaching Hospitals NHS Trust has an ambitious five year plan to create a new state-of-the-art hospital for adults and a new purpose-built home for Leeds Children's Hospital where outstanding care will be delivered in the most innovative surroundings. The building will be designed to offer patients modern, individual healthcare based on the most advanced treatments, technologies, innovation and research.

In addition to changing the way in which hospital care is delivered, the Trust's share of the Government's £2.7 billion of health infrastructure funding will create new jobs and apprenticeships during the construction phase. Leeds Teaching Hospitals Trust will be working with contractors and the City Council to identify opportunities to contribute to a range of social value measures and deliver added benefit to local communities.

These plans are central to the longer term plans for the Leeds Innovation District, a vibrant hub for research and health innovation. Key city institutions will work together to build on strong partnerships in medicine, health and technology research will draw new businesses and investment to the Innovation District, creating jobs and wealth for Leeds.

HEALTH AND COMMUNITIES

Our health and wellbeing strategy is rooted in the belief that everything is connected – that if we design health promoting environments we will encourage healthier behaviours, enable people to feel safe and secure in their city and provide a springboard for a healthier population to take advantage of a strong and inclusive economy.

We also acknowledge that we have significant health and economic inequality in our city. On most indicators Leeds, and West Yorkshire, needs to improve. We have more people living in poverty, more people with long term health conditions than the England average, lower levels of social mobility and lower than average educational attainment. As a result, our shared approach to health and inclusive growth outlines how good schools, jobs and safe homes are really important for good health and wellbeing. Access to green space, digital inclusion, affordable heating, connected transport and schools that promote social mobility are key to generating the city of the future.

Covid-19 has brought many of these issues into stark focus and shown the importance of a physically and mentally healthy workforce. Our NHS, social care, community and third sector services have worked in an increasingly integrated manner to respond to Covid-19. It is this energy that we need to use to build resilient communities able to withstand future shocks and tackle socioeconomic inequalities and boost health outcomes. As we integrate our hospitals, GP practices,



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Leeds City College has launched a new qualification in Electric/Hybrid Vehicle Awareness. This will provide an introduction to the industry, enabling individuals to work safely within their current role or in future employment in this growing sector. Suitable for people who want to learn more about working in the industry, the College is also now looking at premiering it amongst taxi services across the city.

COLLEGE

mental health, community and social care services with each other we also need to integrate health improvement into the heart of our economy.

A particular priority for the city will be to strengthen our approach to mental health. We know that the mental wellbeing of children, adults and carers has worsened during the pandemic and that workplaces can be stressful places at the best of times. We also know how important it is to build resilience in people, families, communities and businesses. We have remodelled our mental health strategy recently with a new focus on healthy workplaces, adverse childhood experience and carers. We are increasingly integrating approaches to child, adult and family mental health services, have linked employment support to GP practices and have strengthened early intervention services and opened a new acute residential centre in the city. Mental health services will be increasingly important for Leeds as we begin to understand the impact of higher unemployment, social isolation and new ways of working on our emotional health and wellbeing.

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THE BEST OF US.

The Parklife Programme will see three sites in Leeds brought forward as elite football hubs with new all-weather provision, gyms, GP surgeries, cafés and teaching space. The programme is funded in part by the Football Foundation and will be linked to key partner



clubs and teams to encourage more people to take part in physical activity. The first two hub sites will open towards the end of 2021 with the third a year later.

TRANSFORMATIONAL PROJECTS

ABCD - The Council has pioneered an asset based approach to community development (ABCD) that empowers citizens to make the changes that are important to their community. Growing evidence shows ABCD to be an effective, sustainable and value for money approach to achieving thriving communities. Analysis of ABCD activity in Leeds has shown that it has had a real impact on communities by improving connections, enabling skills development and providing a springboard to employment.

As communities are key to the approach to inclusive growth, strengthening the connections to place based regeneration is key to the development of ABCD. Our aim is to develop stronger partnership working and a co-ordinated approach across the Council that will initially target priority neighbourhoods. Building on the work to date, ensuring that pathways to employment and investment in skills, especially use of digital, are developed at a community level is a priority focus.

Leeds Health and Care Academy - Working with the city's health and care providers and Leeds City College, the Academy has developed the Leeds Health and Social Care T-Level. T-Levels are the new national educational route for students aged 16-18 years and will commence in September 2020. The Health Science T level will be available from September 2021 to invest in developing the future health and care workforce. Equivalent to 3 A-Levels, it includes academic study and placements to acquire the practical skills, knowledge and experience required to progress into skilled work, a higher apprenticeship and or higher education. Specialisms offered with this study route include Adult Nursing, Mental Health Nursing and Therapies. The development of the Leeds T-Level provides an opportunity to strengthen partnerships

across the city and offers partners the opportunity to shape the industry placements collectively.

Homes for All - The Council Housing New Build programme has a target to deliver at least 300 homes every year from 2021 onwards, to be offered at either social or affordable rent. This will see an investment of £300m in affordable housing in the city. Additionally, the council intends to purchase a further 300-350 units over the next 2-3 years, from individual home owners and developers, for inclusion in council stock. Diversifying the tenure of the city centre housing market is also a priority for the Council. A number of Registered Providers have acquired sites in the city centre with ambitions to deliver in excess of 35% affordable housing on site.

The Council is working closely with the West Yorkshire Combined Authority (WYCA) to secure a share of the £67m regional allocation of the Brownfield Housing Fund previously announced in July, to support the unlocking and acceleration of housing sites across the district, commencing this financial year and concluding in 2025. The funding will provide support jobs in the construction sector and kickstart housing schemes struggling as a result of market failure and viability issues.



OUR CENTRES

WE WANT TO LAUNCH A CONVERSATION WITH THE CITY ABOUT THE FUTURE OF OUR CITY CENTRE AND HIGH STREETS.

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Covid-19 has changed the way we think about place and use our spaces, travel, work and shop. Our retail sector is changing, data from the Office of National Statistics showed in the three years to 2018, retail employment fell in more than threequarters of local authority areas. Whilst footfall in the city centre is recovering it was still roughly a third below normal levels in September with office use estimated to be significantly lower. Further restrictions and encouragement of home working will continue to impact footfall across the city centre. At the same time we have seen some positive aspects as more people rediscover their local high street and independent retailers. As work and leisure patterns change the long term effects on place is not yet clear, and there needs to be a conversation on what people want from our city.

Recent changes to planning regulations allow more flexibility on our high streets and have implications for our local centres and the city centre. The intention of the new measures is to support the recovery and re-imagination of our high streets and towns by creating a more market driven approach, in particular to avoid vacancies. Whilst this may

WhiteHat, a tech start-up building an outstanding alternative to university is expanding in Leeds, the first city outside London. WhiteHat has already helped over 750 apprentices, 65% of which are from BAME backgrounds and almost 50% of apprentices have claimed free school meals, an indicator of social deprivation. WhiteHat is now working in partnership with the Leeds Health and Care Academy to provide bespoke skills development for the Leeds Health and Care system. Digital and data skills have been identified as one of the main skills gaps in the NHS alongside nursing: in the next 20 years, 90 per cent of all jobs in the NHS will require digital skills, and the ability to navigate a data-rich healthcare environment. The Academy has commissioned a Level 4 Data Analyst Apprenticeship programme to be delivered across health and care providers in the city.

have benefits, the impact of these changes could be that retail activity is undermined as non-retail uses on our prime high street frontages are less protected. These changes and the profound impact of Covid-19 on our high streets means we need to analyse these new trends, their impacts and the health of our centres and we have commissioned experts to help us.

Leeds city centre is the main economic driver in our region, in the short term we need to continue our efforts to make it safe and secure for workers and shoppers to return. We are taking steps to make our city centre as attractive as possible to live and work. This includes working with partners to build more homes, improving the public realm and creating new green spaces. This work has already begun, most noticeably on the Headrow and will continue at pace. Over summer the council secured more than £18m from the government's Getting Building Fund to deliver three regeneration projects that will boost economic growth, help to tackle climate change, and improve residents' wellbeing. This includes £8.6m to kickstart delivery of a new City Centre Park in the South Bank.

The Council is also working with a partnership of local stakeholders to bring forward a £25m Town Investment Plan for Morley, as a bid into the government's Towns Deal programme, with a focus on economic growth through investment in infrastructure, skills and employment development and support to the town centre.

In Good Company, a curated street art project founded in Leeds working to bring more art, fun and colour to the public realm, collaborated with international artists, local businesses and property developers during lockdown. This included launching a huge billboard-sized 'Thank You' to frontline workers and in conjunction with FYI, Pop Art Media and the Council, over 150 poster sites in Leeds.



TRANSFORMATIONAL PROJECTS

A new city centre park - As the largest piece of green space in the city centre the park will provide a focal point for the redeveloped South Bank, opportunities to engage with the river and the potential to incorporate sustainable water management, acting as a landscaped catchment for the South Bank.

A redeveloped station and HS2 - Leeds Railway Station will be redeveloped to create a worldclass gateway for the City Region that is at the heart of the UK's rail network and also seamlessly integrate High Speed Two (HS2), the Northern Powerhouse Rail programme and enhancements to the classic rail services that use the Station. It will accommodate the planned doubling of growth in passenger numbers over the next 30 years and enable a step-change in rail connectivity and capacity in the North of England, as well as delivering a new internationally significant district in the City Centre and being a catalyst for accelerating the regeneration of South Bank Leeds. **District Heating -** The development of the city's 19km District Heating Network is well underway, providing sustainable heat and hot water to homes, businesses and civic buildings using heat generated from household waste at the city's Recycling and Energy Recovery Facility. Work to install the second phase of the network has progressed faster than planned in recent months due to a reduction in city centre traffic, meaning buildings can be connected to sustainable heating sooner than expected. Once fully built, the network will save 11,000 tonnes of greenhouse gases every year. The project has helped employ more than 430 people in the local low carbon sector, including 36 apprentices, and we are hoping to significantly extend the network by 2.4km if external funding can be secured.



The new Our Spaces Strategy sets out our plan for the delivery of world class, vibrant and inclusive public realm and green spaces within the city centre which will improve air quality, provide spaces to relax and safe places to walk and cycle; and improve the environment for our wildlife by increasing biodiversity. Schemes on site or in development include Cookridge Street, New Briggate and the Corn Exchange.

TRANSPORT AND INFRASTRUCTURE

We are committed to improving transport linking easily accessible neighbourhoods and the city centre, supporting a healthy city that allows more people to walk, cycle and be more active. In the next few months we will be publishing our Transport Strategy, which will focus on delivering transport solutions, to create a city where you don't always have to rely on a car.

The Council has taken advantage of reduced traffic flows during lockdown to progress significant infrastructure schemes that will contribute towards carbon reduction. We worked closely with transport and education providers to ensure the city was prepared for the reopening of establishments and are continuing to do so, ensuring that we are ready to respond to specific changes should they arise.

Connecting Leeds is our ambition to transform all aspects of travel in Leeds for people who live, work in and visit the city. Throughout the Covid-19 crisis there has been an increase in cycling and our Connecting Leeds Public Transport Investment Programme has built upon this and will continue to do so. The programme has seen an accelerated programme of investment, such as in segregated cycle infrastructure. It aims to support economic growth by unlocking transport constraints in key growth areas; improve air quality through reduced transport emissions; and improve public transport operation and quality.

Further significant investment in public transport will happen by 2021, including bus priority corridors incorporating segregated cycle facilities; city centre gateways; expansion of existing park and ride sites; and investment in bus services and low-emission vehicles by bus operators. Thousands more park and ride spaces will be delivered by expanding the current Elland Road site and construction is well underway at the new Stourton site. Later this year, work will start on expanding the site at Temple Green.

In addition, plans include a new Leeds high frequency bus network, with over 90% of bus services to run every 10 minutes between 7am and 8pm. Clearly Covid-19 has had a significant effect on bus patronage and we will continue to work with WYCA and bus operators to ensure the long-term sustainability of the bus network. Investment in our rail network continues with further works on Leeds Station planned for next year and proposals continue to be progressed for three new rail stations for key development and economic hubs serving Leeds Bradford Airport, Thorpe Park and White Rose. For further information on Connecting Leeds projects and what the programme has achieved so far, visit their website or follow their Facebook page for regular updates.

> Artist impression of the dark arches at Neville Street Credit: LCC

TRANSFORMATIONAL PROJECTS

Active Travel - There are a number of active travel schemes being progressed to support transitions to walking and cycling, including a 'schools street' initiative and segregated cycle lanes. Our Active Travel survey had a huge response earlier this year, with over 20,000 contributions contributions providing feedback on measures to improve social distancing and active travel on main roads, in local neighbourhoods and around schools.

Full Fibre Connectivity - The new partnership with BT (Openreach) will create a new local full fibre network to connect hundreds of schools, NHS and other public sector sites across Leeds. A new fund will also be set up to support community broadband initiatives. The scheme is also supporting the 100% Digital Leeds programme to make devices available for Third Sector and community organisations to use to support work with their most vulnerable and isolated clients. The roll-out does not use any services from Huawei.

LEEDS CITY REGION

ENTERPRISE

To help manufacturing businesses with cash flow and support investment plans the Local Enterprise Partnership (LEP) agreed to introduce interim payments for its Business Growth Programme



Programme. The Leeds Manufacturing Festival, which is run by the LMA aims to bring greater awareness of career opportunities within the sector, is looking to pivot its offer by running a programme of online activity and engagement with schools and employers. This follows the success of the Festival last year, which saw a total of 83 events, 6,865 students engaged and 946 influencers engaged also. The Festival will highlight the diversity of the city's Manufacturing sector, how manufacturing employers have adapted to the challenges of the last six months and the career paths and opportunities Manufacturing offers for young people.

The Leeds Digital Festival celebrated a hugely successful two weeks between 20th April and 1st May 2020 with 134 virtual events taking place. Across the entire Festival, attendees joined from at least 46 countries and five continents around the world. The new digital format of the Festival enabled participating businesses to reach a



larger and more geographically spread audience than ever before and which may not otherwise have been possible without the online format. The second edition of the Festival was held between 21st September and 2nd October 2020 and was hugely successful, seeing a record-breaking 294 events being held and speakers and attendees from all over the globe, spreading the word about the innovation we have here in the Leeds City Region.





The impact of national lockdown, with more people working from **Clean** Air home and increased uptake of walking and cycling, has had a positive impact on air quality in the city. Consequently, the future of the Leeds Leeds Clean Air Zone is now subject to a review between the Council and central Government as air pollution levels are now within legal limits. Whatever the outcome of this review, maintaining positive behaviour changes will be a priority over the next phases of recovery to sustain improved air quality and advance our city ambition of becoming carbon neutral by 2030.

CULTURE

The Arts and Culture sector has a hugely important role to play in our economic and social recovery. 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.



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visitleeds.co.uk/discover-leeds

THERE IS CLEAR EVIDENCE THAT INVESTMENT IN ARTS AND CULTURE PAYS ECONOMIC, HEALTH AND EDUCATIONAL DIVIDENDS FOR A CITY AND ITS COMMUNITIES. SO NOW IS THE RIGHT TIME TO SUPPORT LEEDS 2023, NOT ONLY FOR THE **BENEFITS IT WILL BRING TO** OUR CULTURAL LIFE, BUT ALSO BECAUSE IT WILL HELP UNLOCK OPPORTUNITIES FOR LEEDS AND THE **CITY'S PEOPLE TO THRIVE** AND PROSPER. WITH THE NATIONAL POETRY CENTRE. THE NEW BRITISH LIBRARY AND A LANDMARK YEAR OF CULTURAL EXPERIENCES. WE BELIEVE LEEDS 2023 WILL NOT ONLY DELIVER A CASH INJECTION THROUGH **INCREASED TOURISM AND** A BOOST IN RETAIL AND HOSPITALITY ACTIVITY, BUT, LIKE LIVERPOOL IN 2008. LEEDS 2023 WILL LEAVE A LASTING ECONOMIC LEGACY WHICH WILL BE FELT BY ITS COMMUNITIES FOR YEARS TO COME.

KULLY THIARAI, CREATIVE DIRECTOR, LEEDS2023.



Our Culture Strategy will drive our ambition for Leeds to be a national centre for Creative and Cultural excellence, supported by a vibrant cultural sector and our creative communities affirming Leeds as a great place to live, work and visit. We remain committed to Leeds2023, a landmark festival of culture that will deliver a transformational year of creative experiences connecting and benefiting people now and into the future.

As tourism opens back up we will continue to provide support to all of our Tourism stakeholders, including supporting partners as they adapt their business and products for a 'new look' Tourism sector. The #Rediscover Leeds campaign has been designed to help revive the city's rich Tourism, Hospitality, Leisure, Business and Cultural industries, by encouraging visitors to rediscover the



We will extend our reach around the world and our international profile to push Leeds as a fantastic place to do business. There will be more global attention as Leeds United compete in the Premier League, the most-watched sports league in the world, broadcast in 212 territories and a potential TV audience of 4.7 billion people.

Sporting events and activities are an important part of the city's offer. In 2021 the Rugby League World Cup is due to take place with Leeds hosting more games than any other city with Elland Road hosting a men's semi-final and the Emerald Headingley Stadium hosting seven games as well as the city being a base for several visiting nations. We were also recently delighted to announce that the AJ Bell World Triathlon Leeds will be returning to the city in June 2021.

TRANSFORMATIONAL PROJECTS

Pedestrianisation of City Square - We have ambitions for City Square to be redeveloped as a multi-functional space enabled by a dramatic reduction in traffic flows through the square. City Square will become one of Leeds' greatest assets right in the heart of the city centre. It will also play an important role in the city's sustainable surface water management network. A competition has now been launched for applicants to design a world-class and vibrant public realm for City Square, which responds positively to the city's diverse population, cultural richness and the city's climate change ambitions. The competition closes in the summer 2021 when the winning design will be revealed.

Art Hostel - East Street Arts are leading the exciting move of their Art Hostel to its permanent home on Mabgate, after a couple of thriving years at its temporary place on Kirkgate. Contributing to the overall Leeds experience, the Art Hostel creates a space to make, debate, sleep and explore the more independent and creative side of the city. As the Creative sector recovers and public events are starting to take place there is a growing need for an affordable and informed place to be based and the Art Hostel will provide just that. East Street Arts is supported by Leeds City Council arts@leeds funding programme. Culture and creativity is at the heart of Leeds' economic growth, the city's unique social capital and also the care and wellbeing for its citizens. It plays a vital role in the city's recovery through its reliance on and support for individual artists, freelancers, self-employed and the independent sector.

Cultural Community College Credit: Slung Lov

Film and TV - Leeds has positioned itself as a centre for Film and TV through Channel 4 and new studio facilities. Film and TV is one of the city's fastest growing sectors and this will only increase as 200 new jobs will be created now Channel 4 are based in the city. The Channel 4 move and its commitment to spend 50% of its content outside of London by 2023 has had a transformational effect on the creative sector, acting as a magnet to draw in new talent and infrastructure. We are working with C4, Bradford, the LEP and business to invest in the sector, skills and infrastructure. This includes the new Leeds Studio which opens in early 2021, more than doubling the capacity of Leeds to produce high end drama and film. Screen Yorkshire and the LEP have fully allocated their Indie TV and Film Development Fund supporting 22 projects across 13 businesses located in Leeds City Region. Beyond Brontës is now in its second year and remains a flagship diversity programme for the industry to recruit and train home grown new talent. In addition the UK's First Centre of Screen Excellence has launched in the region.

Women account for only a third of all entrepreneurs and are disadvantaged by critically low levels of investment and support (Alison Rose Review, 2020), 'She shine Can Shine', aims to help correct disparity in the Leeds City Region by specifically inspiring and supporting women starting their first business from economically disadvantaged areas of Leeds. She Can Shine will inspire, signpost, connect, and support 100 women in the next year through a series of role model interviews, online learning, networking, and workshops. At least 10 of the women entrepreneurs on the programme will go on to receive 1:1 mentoring and start-up work space with at least 10 leading their business into 2022. NatWest is helping to overcome the investment hurdle by making up to £5,000 in start-up funding available for women crowd-funding their venture. She Can Shine is led by Shine in partnership with She Business - both are women-owned and led businesses in Leeds.



INNOVATION

Leeds and the wider City Region is already well positioned as a destination for entrepreneurs and innovators. Alongside deep sector strengths it has a broad base of industries and diverse demographics which make an ideal test-bed for UK and international markets. For the past two years the city has been engaged with the Massachusetts Institute of Technology on their Regional Entrepreneurship Acceleration Program (MIT REAP) to learn more about our eco-system and develop programmes to generate more businesses and jobs.

Our digital sector is growing faster than anywhere else in the UK. HealthTech, FinTech and LegalTech companies are starting up here every day and choosing Leeds as their home, because they recognise our capacity to connect them with the pioneering expertise of the universities of Leeds in data and artificial intelligence and transformational initiatives in vocational digital skills development, and that we can house them in Nexus, our fantastic new collaboration, innovation and research hub.

Slung Low serves as the Community Care Volunteer Hub for Beeston and Holbeck. Together with an army of volunteers, throughout the lockdown period they supported their community with food parcels, befriending calls, dog walking and prescription collections - whatever was needed. Their cultural workshop programme moved online, including wood whittling, acting, cooking, movement and choir sessions, and they also created a lamppost gallery to celebrate the creativity of our community during lockdown. They further hosted an online interactive game show, drive-in events and outdoor performances for families and school groups, always remaining responsive to the needs of our community throughout the pandemic. Slung Low is supported by Leeds City Council arts@leeds funding programme. The organisation's activity during the pandemic has demonstrated the vital role of artists as leaders within a local community in these unprecedented times. Their deep commitment and connection to the Holbeck community, as well as their creative adaptability, has enabled them to respond with whatever is most needed.

We are an open city; open data, open source and open API. We believe in a data mutual world in which data is used for everyone's benefit - we have, for example, created the only integrated open health data system in Britain. The Leeds Care Record connects 55 systems and 5.8m people so that we can improve health and wellbeing outcomes at population level. We know too that individual privacy and confidentiality in data is non-negotiable. We are leaders in data ethics and have input into the Centre for Data Ethics and Innovation.

Beyond digital and data we have leading companies in our health sector, many of which are producing tests and treatments in the fight against coronavirus including Avacta and 4D Pharma.

We are an international city with strong links to cities and regions across the world. We are deepening those relationships to support trade, investment and innovation, for example with Lille City Region. We are leaders in the EUROCITIES network, through which we are sharing best practice and adapting to the challenges of digitisation and Covid-19.

Leeds is also innovating at a community-level, including in the effort to address the Climate Emergency. A partnership of local organisations in the city has been successful in receiving a £2.5m award from the National Lottery's Climate Action Fund. The partnership, including Our Future Leeds, Voluntary Action Leeds, Together for Peace and Leeds Tidal, amongst other community organisations, has a goal of creating a 'zero carbon, socially-just and liveable city by 2030'. It will

involve setting up 16 community hubs specifically focused on supporting big ideas to tackle the Climate Emergency in a positive and fair way. It will also bring additional community benefits for local people, such as creating employment opportunities and amplifying the voices and agency of young people.

Collaboration is hard-wired into the way we do business in Leeds. This was demonstrated most recently in the coming together of our Legal sector with the council, Leeds Law Society and the University of Law to map Legal Tech and Innovation across the city and the wider region, opening up new opportunities for our city. This collaborative spirit is driving innovation across our whole economy and will support our recovery, accelerate growth, attract new investment and safeguard existing jobs and investment in Leeds.

VetAl, who are based at Nexus, Leeds, has been included in this year's Start-ups 100 – the UK's longest running index of disruptive new start-ups, which showcases new businesses that demonstrate innovation, solid financials,



economic impact and the ability to scale. The R&D company develops solutions that support pets, vets and 'pet parents', providing the tools to access care more affordably and conveniently.

TRANSFORMATIONAL PROJECTS:

MIT REAP - Leeds is the first city region in the UK outside London selected in an open competition to be part of this prestigious programme, which has been an action-based learning opportunity to engage with an MIT evidence-based, practical approach to strengthening innovation-driven entrepreneurial (IDE) ecosystems. Our aim is to inspire diverse entrepreneurs by providing a structured and supportive ecosystem in which they are able to effectively test and accelerate socially useful innovations on a global scale.

Being a part of this programme has given us a comprehensive insight into the Leeds business ecosystem and this summer we launched "LEAP" to help individuals facing a change in circumstance, inspiring them to make the leap to become part of a new wave of entrepreneurs. In addition, our "BUILD" pilot programme will be launched in January 2021 to support entrepreneurs from diverse backgrounds across the region to turn their innovative, socially beneficial ideas into scalable businesses that investors want to back.

Leeds Innovation District - Development across the District continues to transform the area, combined with new start-up companies and innovators expanding the eco-system surrounding our universities and teaching hospital. Nexus, a community of innovators located at the University of Leeds providing access to the University's research and expertise, celebrated its first anniversary this summer. In their first year, they have facilitated new and impactful collaborations between member businesses and the university, who together will solve some of our biggest economic and societal challenges. Through the impactful relationships Nexus has helped them develop, member businesses have secured £10.8m of grant funding. Over 125 new highly skilled jobs were created in the first year, and a further 350 more jobs planned over year two.



The Leeds Libraries Business and Intellectual Property Centre launched its 'Reset. Restart' programme this month in partnership with the British Library. Aimed at early-stage SME business owners, it looks to rebuild confidence and help businesses to recover from the Covid-19 crisis by adapting their business models and becoming more agile. The aim is to arm people with the right information, skills and networks to rebuild and run their business.

Leeds Playhouse has continued to communicate with the wider Playhouse EEDS community through Playhouse Connect. This programme tackled isolation amongst the city's residents in the most vulnerable circumstances - in particular, older people living with dementia, refugees and people seeking asylum and young people with learning disabilities. By providing creative activities and ways of connecting with the Playhouse, with each other and with the challenges of the pandemic, the organisation hoped to support people's mental health at a critical time. They engaged with over 5,000 individuals through creative telephone calls, online workshops, song writing via WhatsApp, theatre lockdown packs in the post and filmmaking. Leeds Playhouse is supported by the Council's arts@leeds funding programme.

Business & IP Centre Leeds



6. BUILDING RESILIENCE

MAINTAIN A LONG TERM VIEW OF OUR ASPIRATIONS TO DELIVER INCLUSIVE GROWTH, ADDRESS THE CLIMATE EMERGENCY AND BE THE BEST CITY FOR HEALTH AND WELLBEING. ENSURE THAT OUR DECISIONS LEAD US TOWARDS THESE GOALS.

Leeds is the economic heart of the region and in the longer term, post coronavirus, the city will return to growth. As we look forwards, our ambition is not simply to return to where we were pre-Covid-19, but to create more equal opportunities, higher outcomes in education and skills, and deliver an economy that is inclusive.



created by the economic consequences of the virus, we need to utilise the changes that have been driven by Covid-19 and "recover" to a different, better, more equitable, and low carbon economy. We need to support small businesses, not just to survive, but to adapt to the current and future trends and take up opportunities arising from changes in our behaviour and working patterns, not only financial support but in the measures taken to link initiatives and businesses, open new markets and opportunities. We need to take the opportunity of adapting and strengthening the centre of Leeds but also de-centralising certain aspects of the economy to bring jobs closer to people, addressing issues of the hard to reach working population and improving social-mobility. We also need to tackle poverty and low-paid, insecure work which studies have shown can be worse for mental and physical health outcomes than unemployment.

We have a proven record that we can deliver, the Leeds Inclusive Growth Strategy outlined five transformational projects and since publication in 2018 we have made significant progress on every goal set.

- University of Leeds Engineering Technology Campus - Progress is being made on the Institute for High Speed Rail & System Integration.
- Hydrogen 21 Leeds is supporting Northern Gas Network's H21 project, an innovative proposal to transform the Leeds gas network to use 100% hydrogen rather than natural gas for commercial, industrial and domestic use, making it one of the first cities in the UK to convert.
- South Bank Regeneration continues at pace and now includes the potential to develop a new British Library North.
- Film and TV Channel 4 is now in the city and new studios, production companies and skills programmes are in motion.
- Innovation District Redevelopment of the Leeds General Infirmary is underway and the universities are expanding, including Nexus at the University of Leeds.

GREEN OPPORTUNITIES

Achieving these milestones demonstrates that even in tough times we need to be ambitious, creating jobs whilst promoting health and wealth. One of our main priorities is to become a carbon neutral city by 2030. The Investing in a Just Transition Initiative highlighted that Yorkshire accounts for 6.4% of UK GDP but 10% of carbon emissions, it forecast that 22.2% of jobs in Yorkshire could be effected by a transition to a greener economy. This does not mean these jobs will be lost, but highlights new skills and training will be required.

There are significant opportunities in the green economy. Analysis by the Place-Based Climate Action Network has shown by 2030 Leeds can save over £277 million annually or £348 a year for everyone in the city if it exploited all of the profitable measures for energy efficiency and low carbon development.

We have a number of green investment priorities, including for Leeds to be one of the first UK cities to be converted from natural gas to hydrogen, and an ambition for a Mass Transit System, some other green initiatives include:

 Retrofitting housing - We have received £18m from the Getting Building Fund and £2m of this will be used to improve older terraced homes in the Holbeck area to improve the energy efficiency of properties and help to reduce fuel bills.



Tree planting - We are committed to woodland creation and will plant 5.8 million trees, starting this autumn. An additional 1,250 hectares of woodland will be created over 25 years, doubling the amount of woodland in Leeds and transforming the way parks and green spaces are managed. We are also planting more than 8,000 trees as part of a major flood alleviation scheme in east Leeds at Killingbeck Meadows and our White Rose Forest, a joint local authority-based venture covering the Leeds City region, will aim to increase tree cover by a third in our part of Yorkshire.

Electric vehicle charging, trials and E-bikes

 The Council has more electric vehicles in its fleet than any other local authority. There are now hundreds of public charge points in Leeds for electric vehicles. In partnership with Highways England, the Council has launched a new electric vehicle scheme giving businesses, organisations and charities the change to trial electric vans free of charge for up to two months. The Council has also launched an E-Bike scheme trial, whereby people can sign up to have an electric bike for free for two weeks, offering the chance to try them before buying one for themselves.



MEASURING OUR PROGRESS

As a way to measure Inclusive Growth alongside traditional economic measures, we are proposing to adopt the Social Progress Index (SPI), as well as measuring success through lived experience. Designed by the Social Progress Imperative, a global non-profit organisation based in Washington DC, it first launched in 2014 and is now used across the world including by the UN, as a comprehensive measure of real quality of life, to complement rather than replace traditional economic measures. The Index is built on three themes: Basic Human Needs; Foundations of Wellbeing; and Opportunity.

We have been working to populate the indicators with data for the city. At the current time, we have a basic measuring tool completed and we intend to use this to begin a conversation with the city on how we can use and improve it to ensure it meets our needs and can provide clear measurement of inclusive growth. A version of the tool will go live shortly and we will be working closely with partners from across the city to capture feedback and act upon it.

LEEDS CITY REGION

ENTERPRISE

PARTNERSHIP



We are committed to improving the South Bank, the region's largest city centre development site. There is already extensive development underway surrounding the proposed HS2 station and improved transport linkages, the city park and waterfront redevelopment, education institutes and green housing, and now we have plans to develop British Library North as a cultural asset for the whole of the North of England. The Library already has presence at Boston Spa, this comparatively little-known cultural asset is home to over two thirds of the Library's collection of 170 million items, and home of the national newspaper collection – some 750 million print pages. £25m has been secured from Government to develop a new library with the Grade I listed Temple Works being explored as its potential home.

DEVOLUTION

Devolution to West Yorkshire will provide the region with a range of enhanced tools, including access to new sources of funding, to support economic recovery. At its core the proposed model of regional governance offers a broader framework for economic recovery across a wider geography, enabling individual local authority areas to come together and foster a greater degree of collaboration which can support each of us to collectively achieve more that would be possible if working in isolation.

The deal itself includes a number of specific measures which will directly impact on West Yorkshire's ability to recover strongly. The most prominent of these include:

- 1. Greater control over adult education, skills and training budgets. The devolved Adult Education Budget (AEB) will provide c. £63m annually to address specific skills gaps in the local labour market. With young people being most affected by the economic downturn, ensuring we have skills programmes and reskilling opportunities in place will be crucial in supporting access to the jobs that are available, especially those in growth sectors, and supporting everyone to reach their full potential.
- 2. Commitment and funding to enhance transport infrastructure and connectivity. The deal includes new powers and funding to improve the infrastructure needed to help people move around the city / region. This includes access to bus franchising powers, £317m from the Transforming Cities Fund to improve access to public transport and active travel, and crucially includes a commitment from Government to work with the region to develop proposals for Mass Transit.
- 3. Access to new funding. The deal includes a £38m per year, 30 year gainshare agreement providing a flexible funding source to be allocated to local priorities. This is the largest gainshare amount of any English regional devolution deal to date and can be utilised to support any initiatives the region's leaders may identify.



ASKS FOR THE REGION

The £1.4bn West Yorkshire Economic Recovery Plan includes four distinctive investment propositions totalling £750m that build on what West Yorkshire uniquely offers to the UK.

- Health innovation (£60m) building on the region's world-leading strengths in devices, data and diagnostics, unlocking industry collaboration, skills and a globally positioned Act Early institution on disease prevention.
- Lives transformed by digital tech (£158.9m)

 ensure no one is left behind in a digital and tech enabled future from the basis of the fastest growing digital sector in the UK, driving broadband infrastructure, digital skills and Made Smarter investment to support digital adoption in manufacturing.
- 3. Transition to Net Zero Carbon Resilient Economy (£192m) - supporting our net zero 2038 target, with unique industry strengths in low carbon transport, clean agri-tech, construction and circular economy, delivering a pipeline of critical green and blue infrastructure, up to 71,291 jobs and skills and training.
- 4. Entrepreneurship (£340m) focussed on the diversity of our communities, our existing scale-up performance and our MIT REAP programme for high growth pre-starts, unleashing innovation driven entrepreneurs, transforming empty properties and providing accelerator funding for high-growth potential start-ups.

7. WORKING TOGETHER

In Leeds we have a rich history of collaboration and a huge number of committed partners from a wide range of backgrounds. Throughout the Covid-19 crisis there has been a significant support 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.

It is clear that we are going to need to refresh the city's Inclusive Growth Strategy and that to do this we will need to undertake consultation with key partners and stakeholders from across the city. We will do this once the economic impact of the crisis is clearer.

This document is intended to be a starting point for a city-wide conversation. We will be engaging with the city through the Inclusive Growth Delivery Partnership over the coming months, including an online event later this year. From this engagement, we intend to continue close collaborative working with our partners and key stakeholders on both the progression of the refresh of the Inclusive Growth Strategy and the establishment of the Social Progress Index as a key measure of inclusive growth in Leeds.

Through the Inclusive Growth Strategy, many organisations pledged their support. A number of these have recently refreshed their pledges and we have highlighted some in the following pages..



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

- The University has one of the most progressive admissions programmes in higher education; we will maintain our commitment to widening participation for students from all backgrounds, our support for local schools and our Into University centres in Beeston and Harehills.
- We will work through the Leeds Academic Health Partnership to address health inequalities; improve health outcomes and patient experience; attract investment for economic growth and work to develop and retain a highly skilled health and social care workforce in the City.
- We are committed to being part of an environmentally sustainable City and want to continue developing the concept of a 'living lab' which brings universities, civil society and business together to promote a smarter, energy efficient, connected, low carbon future.

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The Converse Column outs Nexus on Discovery Way. Credit: Nexus Leeds



- The University has been investing heavily in new research and technology platforms for: high performance computing and data analytics; climate and atmospheric sciences; clinical and pre-clinical imaging; personalised medicine, structural biology; medical and biological engineering; advanced materials; robotics and mechatronics. We will welcome industrial partners who wish to collaborate in the use of these technologies to solve real world problems.
- The University is a diverse community of more than 40,000 people, with staff and students drawn from 140 different countries and an alumni base of 250,000 people around the world. We are always open to discussions within the City and the business community about how we can use this network to advance the economy of Leeds. Our global partnerships with overseas universities, businesses, government bodies and NGOs are also strong and might be leveraged to encourage inward investment.
- We recognise that the University is a large anchor institution and has a substantial civic role in the City and region and we are committed to entrepreneurship and innovation initiatives such as Nexus and MIT REAP which nurture and support businesses within the Innovation ecosystem.



DISCOVER

Leeds Community Foundation. Credit: Leeds Community Foundation

Leeds Community Foundation

Leeds Community Foundation (LCF) is the largest independent grant-maker in Yorkshire, distributing around £4m a year in grants to community organisations, charities and social enterprises.

We are supportive of the Leeds Inclusive Growth Strategy plans and, in particular, the enhanced focus on strengthening local communities.

In support of the strategy we pledge to:

- Continue to work closely with individuals and businesses to encourage them to expand their community investment activities. This will provide more support for local communities in terms of cash, time and talent.
- Continue to prioritise our grant-making for the vulnerable, particularly in the city's most disadvantaged communities to ensure that Leeds is a city of opportunity for all.
- As member of a national coalition on Diversity, Equity and Inclusion, develop an action plan that delivers greater equity of opportunity for Leeds.
- Work closely with partners, including the Council, on building the resilience of community groups that are trusted by and known to those facing disadvantage and difficulty. This is particularly important given the effects of Covid-19.

- Continue to work closely with partners, including the Council, to promote Healthy Holidays that provide food, activity and opportunities for families dependent on free school meals during the holidays or periods of extended lockdown.
- Continue to provide a quick response and mechanism for gathering emergency funds as has proved invaluable during the Covid-19 crisis as for the Leeds floods in December 2015.
- As Inclusive Growth Ambassador and LEP board member, promote the city's work around inclusive growth to encourage a wider understanding and commitment to community engagement.
- Secure and manage grants programmes that encourage and support social enterprise startup and scale up as well as supporting individual social entrepreneurs.
- As a Living Wage Employer, encourage and support its wider adoption.
- Work to develop the next generation of leaders through a range of grants and initiatives targeted for young people.
- Support the city's cultural and creative sector through championing the Leeds culture strategy and supporting the Year of Culture 2023.



KPMG will help to drive inclusive growth in Leeds by supporting those leading businesses in the area, in the broadest possible sense. We will not only share our experience and insights to advise the founders and management of established companies on how to best to navigate a challenging environment. We'll also share our convening power and our network with them, offering a forum and peer group with which those making tough decisions can share concerns. This 'Leaders Circle' is something we began in lockdown and we will continue to offer it as businesses re-establish themselves as we're told it is a valuable and inclusive resource.



We also commit to playing an active part in realising the ambition of Leeds City Region to be an increasingly attractive place for innovative entrepreneurs. During lockdown, as part of the Leeds MIT REAP team, we created another support forum, for people just starting their journey as an entrepreneur - the Leap programme. This supports people from all walks of life pursuing an entrepreneurial move, some of whom may have been nudged to do so as a result of Covid-19.

As an employer, we pledge to support inclusive growth by fostering inclusion, diversity and social equality within our organisation. One way we will do this is by offering apprenticeship and graduate programmes as entry routes into KPMG to help increase access to our firm.



Northern Ballet

Northern Ballet is a powerhouse for inventive dance. Established in 1969, we are the widest touring ballet company in the UK. We rank highly amongst our peers for our creative case for diversity, and inclusive growth is at the heart of everything we do. Northern Ballet pledges to continue and extend this commitment to our home city of Leeds in the following ways:

- We will continue diversifying audiences, constantly breaking down barriers and ensuring we are accessible and engaging to all. We embrace popular culture and take inspiration from an eclectic mix of classical dance. theatre, popular culture, literature and opera to develop original world-class productions as well as creating new interpretations of popular classical ballets. We tour extensively throughout the UK and overseas ensuring the highest quality experience for all we come into contact with. To extend that reach we are creating a wide range of digital work to reach millions of new national and international audiences so they can freely try new cultural dance experiences.
- Our Learning department offers people of all protected characteristics the opportunity to engage in dance. We deliver school workshops, courses, projects and theatre experiences to involve children and adults from a range of backgrounds and locations in dance, using our repertoire to ensure this outreach work is authentic and inspirational.

- Our Academy delivers world class ballet training that enriches the lives of thousands of children and adults. It is the Academy's firm belief that every person, regardless of ability or background, has the right to experience the arts and be inspired and moved by the joy of dance. We are committed to challenging stereotypes and to ignite a passion for dance, and to give undiscovered raw talent the opportunity to train with us, harnessing a talent they may have never known they had.
- We are fully committed to facing the challenges presented by Covid-19, which have particularly affected the performing arts sector. We are creating even more digital work, investing in new equipment and filming theatre performances to expand our reach and accessibility, and are determined to return to live performances in Leeds in the coming months regardless of restrictions on numbers of audiences able to attend. Our Learning programme is continually being assessed so we can continue to deliver projects for people of all backgrounds virtually or safely in person. This is more important than ever as many of the vulnerable groups we work with are experiencing increased isolation. We are also adapting our outreach work to tackle the impacts on children who have spent extended time outside of educational settings with limited opportunities to engage in new experiences. Training at the Academy continues in the safest way possible, we believe that this access is incredibly important at this time and that the next generation of dancers from our region should not be hindered or disadvantaged in anyway by the challenges presented by Covid-19. With the continued support of Leeds City Council, Arts Council England and Government, Northern Ballet is in a strong position to return to its core business, touring throughout the UK from spring 2021.

EAST ST ARTS

East Street Arts is a 26 year-old enterprising arts charity whose purpose is to ensure better livelihoods for artists and our neighbours. Through interventions in art, education, environment, public space and regeneration we aim to address issues of economic and commercial decline in towns and cities, develop research and knowledge for the sector, and support others to think differently about models and ethics of working.

One of our key drivers is making our cities better places to live and work, whatever your background.

Covid-19 has deeply impacted both our industry and the individuals we are here to serve. Having established our position within post-industrial towns and neighbourhoods, it is those communities who have been the most impacted by the pandemic. It is clear we have an even more urgent responsibility to the people who live there.

Many of our plans have been paused or reconfigured to remain relevant. Our role within communities has shifted not only from a primary provider of arts and skills development provision, but to advocate and community-organiser during this time of increased isolation and risk for the most vulnerable in society.





Our response to Covid-19 and the Inclusive Growth Strategy includes the following pledges:

- Continue to lead the Neighbourhood Plan for Mabgate, Burmantofts and Lincoln Green with a focus on ensuring residents and those not usually represented within planning and development work are at the forefront.
- Re-vision our free and subsidised adult learning programme to respond to the needs and gaps further exacerbated by the pandemic.
- Deliver affordable housing for artists by 2026.
- Re-open Convention House as a centre for community facing facilities that bring together art, science, engineering and technology.
- Continue to commit to paying no lower than The Real Living Wage at all levels of the organisation.
- Open the permanent home for the UK's first Social Enterprise Art Hostel, offering affordable and unique space for people to stay in Leeds and training opportunities for young people and sanctuary seekers in the art of hospitality, in Spring 2021.
- Support our studio holders and network of over 1200 artists during what will be the largest threat to the sustainability of their livelihoods through flexible and heavily subsidised studio provision, direct and bespoke training and development opportunities, and a commitment to finding new ways of working that ensure workers' rights sit at the heart of what we do.

ReedSmith

Driving progress through partnership

Despite the impact of the Covid-19 pandemic, Reed Smith remains as passionate as ever about supporting our local communities in order to help them flourish and grow.

Since opening our Reed Smith Global Solutions office in New Station Street in 2018, we have supported the local community by focusing on areas such as pro bono legal work, community engagement, diversity and inclusion, protecting the environment.

The pandemic has had a far reaching impact on all corners of the economy and the legal sector is no different. As a firm we have long had an eye on the future as we look to build a firm for tomorrow, today. With that in mind, our response to the crisis has been to future proof the business for the new normal. We remain committed to supporting the Leeds Inclusive Growth Strategy and continue to pledge to:

- Recruit a diverse range of local talent
- Build new and foster existing relationships with local schools, colleges and universities
- Support local charities
- Continue doing everything we can to 'be green' in our energy and performance-efficient office
- Source materials from local manufacturers, investing in the local economy
- Support the firm's ongoing mission to be inclusive as well as diverse
- Demonstrate that jobs for people with disabilities are both available and achievable
- Cultivate partnerships with local organisations



We, the Leeds Rhinos and the Leeds Rhinos Foundation, are committed to make the city a nationally, and internationally recognisable name synonymous with ambition, empathy, inclusion and opportunity. The Covid pandemic has clearly illustrated that collaboration and solution focused strategies can and do make a positive impact on peoples lives and it is our desire to build upon that post 2020.





We will make sure that all we have learned this year, and the wealth of resources we can tap into, are channelled towards the overall aims and ambitions of the city and especially the Leeds Inclusive Growth Strategy.

We will continue to work with and grow our key partnerships and, excitingly, along with our colleagues at LUFC develop strategies to improve education and health outcomes for those of our communities that have been so adversely affected this year.

> Luke Gale celebrating with team mates Credit: Leeds Rhinos