

Executive Summary

This document is intended to give an update of progress so far in relation to the Outer West Leeds Project (OWL). It will show what has been done to move this project forward and the actions and strategies taken to fit with the plan presented to members earlier this year where approval for funding was agreed for a twelve month contract. OWL is designed around a local business engagement approach that will support growth and deliver private sector resources and investment within Outer West Leeds.

Key Highlights of the first five months delivered against Outer West Business Plan and OWL targets

Area Business Plan / Sustainable Economy and Culture

1. Provide as many opportunities as possible for people to get jobs or learn new skills
2. Work with local businesses to support a flourishing local economy
3. Make better use of community buildings

- A programme to support Crawshaw School funding secured in excess of £50,000
- Over 20 businesses agreed to support Crawshaw School
- Over 75 businesses engaged in the Reward Card Scheme
- Over 10% of All 5-3-1 pledges have come from Out West Area
- Over 300 businesses regularly signposted
- Regular contact with business forums
- NEET's Apprenticeships / WNW Homes Apprenticeship and training scheme four available.
- Pre NEET through Make the Grade / Business involvement

Safer and Stronger Communities

1. Support volunteering within our local communities
 2. Improve the local environment and our parks and open spaces
- £3,000 of LEP funding to support working in communities of Outer West Leeds
 - Regular Cllr updates and meetings

OWL Targets

- Support for up to 500 businesses / 300 Currently being supported
- Engage 25 businesses in delivery of education based activities / 20 Engaged
- To secure 40 LEP pledges from businesses / 11 Pledges secured
- To bring in 30 volunteer days from businesses / 12 Days to be delivered
- To support 5 initiatives and leverage £10,000 of support / 7 businesses offered in kind support £2,000

1.0 Purpose of This Report

The report will give the reader an understanding of what strategies are being implemented and the outcomes so far. It will also provide a valuable insight as to businesses attitudes to some of the projects key strategies such as the Make the Grade programme (MTG).

2.0 Background Information

Business engagement programme will leverage greater value for West Leeds if:

- it extends to all businesses in Outer West Leeds(Farsley, Farnley, Wortley, Pudsey & Calverley) rather than focusing solely on Pudsey town centre retailers;
- it provides advice and signposting to the initiatives that will be of real value to businesses, particularly smaller businesses, to help them to survive and grow;
- it provides a practical mechanism to “integrate” local businesses into local delivery and enable them to invest back into and improve their local areas in a wide variety of ways

To achieve these goals we have set out our proposal for the formation of a Local Business Engagement Team in the attached presentation. This includes details on the menu of support and opportunities that we propose to promote and information on how we would deliver the project and the outcomes we propose.

The team would be led by Nigel Conder, who would himself conduct the business outreach, drawing on his existing business contacts and networks and his links with local members and the area management team. He would be supported by individuals with particular expertise within our wider team, who would facilitate the practical involvement of businesses in different initiatives.

The approach is targeted specifically at maximising efficiency and achieving a cost effective approach by utilising one single business outreach function serves a multitude of different purposes and leverages value on several fronts. Not only does it deliver advice and signposting to help businesses to survive, it also promotes the different ways in which businesses could themselves support the wider area and enables their immediate practical involvement in those initiatives in order that they can contribute in a wider capacity.

Precisely what is promoted and facilitated through the outreach role can be tailored to meet local needs. The “menu” can thus respond to new initiatives and priorities as they arise. It can provide the “golden thread” to link local businesses up with emerging city regional growth initiatives (e.g. funds and grant schemes) as much as it can promote specific campaigns those local members may initiate at area level.

Additional leverage

The project also leverages substantial private sector match funds. It aligns with a number of other Leeds Ahead initiatives already underway in the area, such as the Make the Grade private sector-funded education business partnership that we have established in Swallow Hill Community College. By way of illustration, this education business partnership, which includes each of Swallow Hill’s feeder primary schools, is providing intensive support to over 900 pupils this year alone. Just short of 20 different businesses are involved in delivering that support. The Local Business

Engagement project would not only further strengthen the Swallow Hill partnership; it would also provide the springboard to create a second partnership within the area during 2012-2013.

Bringing all current area initiatives together within the Local Business Engagement “menu” and framework all our current initiatives attributable to the Local Business Engagement project, whereas currently they are not.

With regular updates and meetings with local members this approach is intended to add credibility to the project and enhance it’s message. It also keeps members informed as to what approach is being adopted, networking and developing relationships.

3.0 Issues for consideration

Enterprising areas

- 3.1 Business signposting see **APPENDIX 4**
- 3.2 Promoting Goldman Sachs 10,000 small businesses
- 3.3 Reward Card

Education and young people

- 3.4 Support the Make the Grade business partnership **APPENDIX 5**

Skills and employment

- 3.5 Promote Leeds City Region 5-3-1 pledges
- 3.6 Promote apprenticeships and work trials

Transforming the environment

- 3.7 Support in bloom groups

Strengthening community

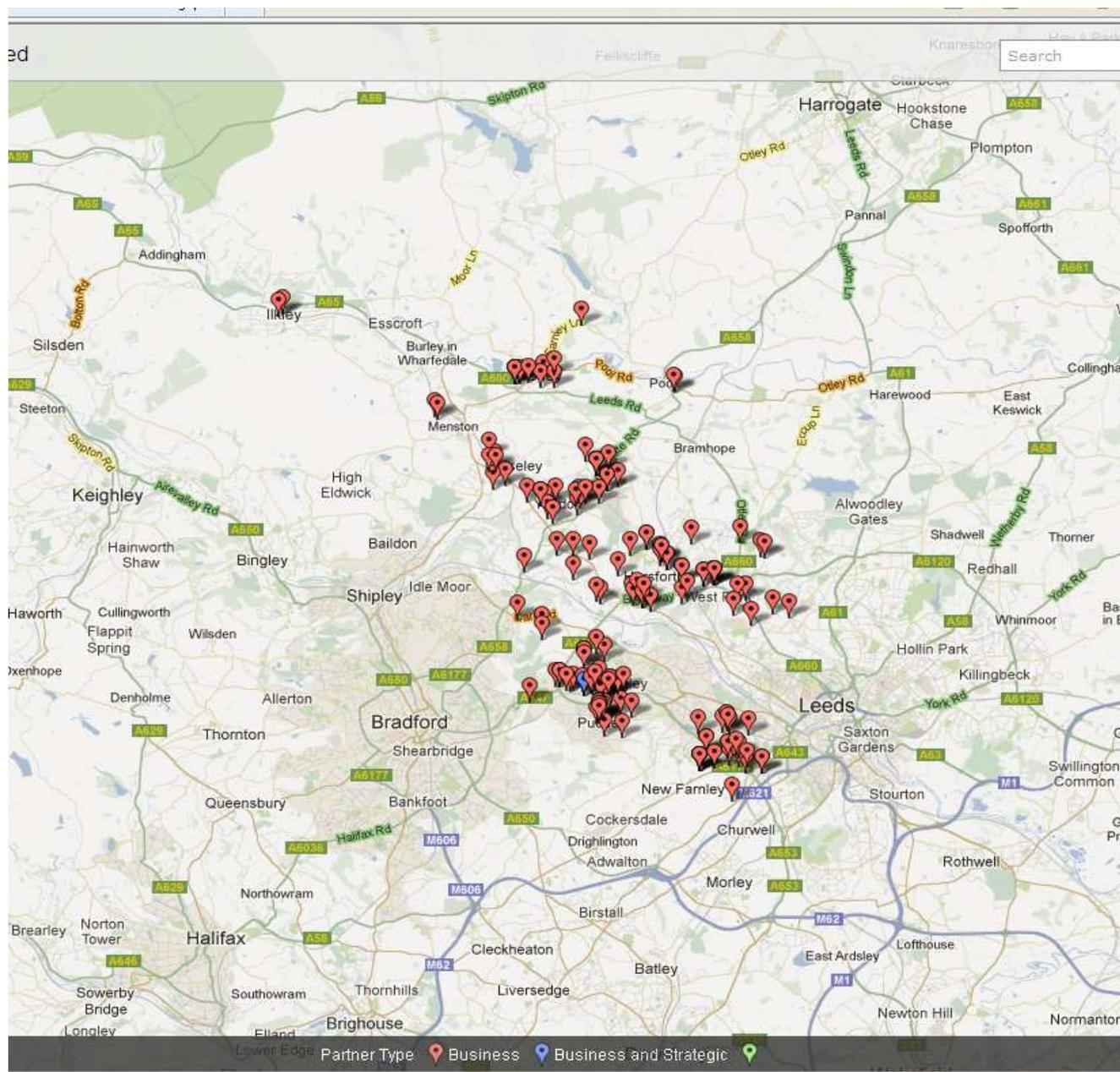
- 3.8 Brining businesses to support community first panels.
- 3.9 Source board members and business mentors
- 3.10 Donation of services or shared facilities
- 3.11 Businesses want to employ locally
- 3.12 Skills required by students for entering the work place

- 4.0** The way forward
- 5.0** Legal and resource implications
- 6.0** Conclusions
- 7.0** Recommendations
- 8.0** Members comments and views
- 9.0** Back ground papers
- 10.0** Local Business Engagement Proposal **APPENDIX 6**

3.1 Business signposting

The OWL project engages businesses of all sizes whether it is through direct face to face contact or through passing strategic intelligence via regular news letters. Currently the project reaches and has regular contact with over 300 businesses in Outer West Leeds. During the first four months of the project businesses have been signposted towards a number of business support and funding streams available through various agencies.

Included are details of a number of schemes signposted to businesses over the last four months. **Appendix 4**



Outer West Businesses Signposted

Linking them into the Leeds Enterprise Partnership (Lep)

What are LEP's

Locally-owned partnerships between local authorities and businesses. They play a central role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs

The LEP's are made up of board members from public and the private sector and can vary in size with regard to the people who sit on these boards. One of the LEP's key aims is inclusivity which is to reflect the diversity of LEP members across the country. LEP's are controlled locally and are set up with the intention of focusing on what the local LEP's needs are for that area, free from any central control.

About The LEP Network

The idea behind these networks is to share information, news and to come together to discuss common issues of importance, engage with government and share good practice and ideas. It helps LEP's to self serve with their troubleshooting, problem solving and capacity-building.

LEP's main core programme of activity are events, electronic forums for regular communication, monthly bulletin and an annual benchmarking report of LEP area economies. On the website you can access a great deal of information and intelligence.

The LEP Network is facilitated by the British Chambers of Commerce (BCC) and is resourced through a combination of in-kind contributions from the BCC and its partners and grant-funding from the Department for Communities and Local Government (DCLG).

How businesses can get involved

There are a number of ways you can become involved. You can attend events, provide news, stories and information for the website and become involved in the forums.

Events are held through the year, some specifically aimed at LEP boards while others are open to the wider community of interest around economic development.

There are LEP'S set up all over the country to see you're nearest LEP start by searching LEP's website at www.lepnetwork.org.uk

3.2 Promoting Goldman Sachs 10,000 small businesses



This programme is designed to help businesses wanting to expand by giving them business support and education. The goal of the programme is to provide participants with tools and resources to help them lay the foundation for long-term sustainable growth and job creation in their communities.

The programme includes

- Specialist workshops
- One-to-one business advice
- Access to capital
- Alumni services

Since the start of the GS programme it is estimated that 500 new jobs have been created. Clearly the benefits to joining this completely funded scheme are clear. This is why the OWL project is actively promoting the scheme across Outer West Leeds.

The benefits to business and the demonstrable results from being a part of this programme will help organisations in a number of ways, but ultimately deliver business growth and employment opportunities. There have been a number of businesses interested in joining the scheme in Outer West. The programme is promoted through regular business news, one to one contact and networking.

3.3 Reward Card

This is a continuation of the initiative launched by the TCM. It continues to be popular and draws new businesses to join the scheme, with over 75 businesses involved in Pudsey.

The OWL project continues to deliver this scheme and manage the project. It also made a commitment to try and deliver the scheme to Farsley. Nigel Conder is currently accessing the support for such a scheme through presenting it at the local Farsley businesses forum and one-to-one business consultation.

Following the presentation at the forum, the intention is to send to all retailers in Farsley details about the scheme and the benefits. A decision will be made on the feedback and in consultation with councillors.

Education and young people

3.4 Support Make the Grade business partnership



Many students leaving education and entering the work place lack some of the basic skill required by employers. Schools themselves will openly agree that this is something that needs to be addressed. Through working across Leeds with their Make the Grade programme (MTG) over the last twelve months, Leeds Ahead has seen what a focused and agreed way of working with schools and employers can deliver. It has clearly given them the confidence and skills to be able to face employers and deliver a confident and professional representation of themselves.

- | | |
|-----------------------------------|-------------|
| • Students supported | 2185 |
| • Schools engaged | 6 |
| • Businesses partnered | 57 |
| • Activities delivered | 119 |
| • Volunteer opportunities created | 680 |

The Outer West Leeds project (OWL), one of the main objectives was to launch in one school our Make the Grade programme in 2012. We are pleased that Crawshaw School under the leadership of Joanne Russ was very excited to be the first school in Outer West to join the programme. The school are very excited at being part of a project that has been so successful in other parts of the city.

Working closely with the school and the anchor businesses, an agreed programme of activities has been developed for the start of the new term in September 2012. This meets our promises to bring one school on board with the MTG programme. Leeds Ahead have recognised where the gaps are in schools ability to deliver certain support to pupils and have devised the MTG programme to support these needs. This has included working in partnership with organisations such as Aspire-i who deliver student support in the form of Careers Guidance. From 2013 funding for the provision for this support will have to come directly from the schools themselves. Schools will either have to offer this service in house or employ the services of an outside agency. Through working in partnership with such organisations Leeds Ahead is able to offer a one stop shop to deliver these programmes.

As part of the delivery of this initiative Leeds Ahead were to source external partners to work with the school over a three year period. These external partners commit to contributing 3k per year and the school 5k per year. Leeds Ahead are pleased that the following businesses have agreed to work with Crawshaw.

Partners who have agreed to work with Crawshaw are;

- Kayes solicitors
- Asda
- Zenith
- Baker Tilly

Financial support committed for the next three years is as follows.

Business	Year 1	Year 2	Year 3
Kayes solicitors	3k	3k	3k
ASDA	3k	3K	3K
Baker Tilly	3k	3k	3k
Zenith	3k	3k	3k
Total	12k	12k	12k

Total financial commitment from businesses £36,000 over three years.

Crawshaw commitment for three years £15,000

Attached is the proposal to Crawshaw School as **Appendix 5**

Appendix 3

It was extremely important to the scheme to leverage funding support from the businesses and the schools in order to show commitment from all parties involved.

Also key to the delivery of this project is to engage other businesses within Outer West Leeds who might want to deliver pro bono support into a local school. The target set was 25 pool businesses that would be willing to offer their services when called upon to support one of these schools or groups. To date in Outer West there have been a number of businesses who see the value in what is happening in the schools with the MTG programme. As a result of this there are 20 pool businesses that would be willing to lend their time to supporting an activity in a local school at some point.

In addition the school has been introduced to and contracted to provide independent careers guidance through a nationally accredited social enterprise introduced as a direct result of this programme.

2013 MTG Outer West Leeds

In 2013 we would like to introduce the programme into other schools in Outer West Leeds such as Priest Thorpe and Pudsey Grange Field. Given the success of the MTG programme it would be a great success if all secondary schools in Outer West Leeds were part of the MTG initiative.

Make the Grade School Profile
Crawshaw School



Specialism: Humanities

Catchment Areas: Pudsey, Hough End

Pupils on Roll: 1123

Percentage Eligible for Free School Meals: 13.3%

Low Attainers (below Level 4 at end of KS2): 11%*
Medium Attainers (at Level 4 at end of KS2): 50%*
High Attainers (above Level 4 at end of KS2): 39%*

GCSE 5 A*-C (inc. English & Maths): 54%* (England average = 58.5%)

Disadvantaged Pupils (eligible for free school meals and/or have been in public care for 6 months continuously): **9%***

Disadvantaged Pupils 5 A*-C (inc. English & Maths): 21%*
Non-disadvantaged Pupils 5 A*-C (inc. English & Maths): 57%*

Expected English Progress: Disadvantaged Pupils – 41%* Non-disadvantaged Pupils – 60%*
Expected Maths Progress: Disadvantaged Pupils – 28%* Non-disadvantaged Pupils – 63%*

Unauthorised Absence (% of half days recorded): **2.91%** (England average = 1.41%)

Sponsor/Anchor companies



Skills and employment

3.5 Promote Leeds City Region 5-3-1 pledge



A campaign has been launched to boost investment in skills in Leeds.

The 5-3-1 initiative has been developed by the Leeds city region local enterprise partnership (LEP). The basis for the scheme is to boost investment in skill within Leeds. The aim of the project is to attract support from 1,000 businesses from across the city.

Private sector members of the LEP and the LEP Board have signed up to the campaign which aims to encourage businesses to invest in skills, boost links with education providers, offer work placements to the unemployed, provide apprenticeships and mentor budding entrepreneurs. If the city could increase employment productivity by 1 percentage point this would result in growing our economy by £1bn every year.

There are five ways you can get involved.

- Invest more in skills
- Mentor a budding entrepreneur
- Build links with education
- Offer work placements to unemployed people
- Offer an apprenticeship

Three reasons to do them

- You will help someone reach their potential
- Your business will benefit
- The wider economy in which you do business will grow

Our commitment to this program and part of our proposal to you was to secure 40 pledges from businesses in Outer West Leeds.

Total pledges received to date are **11** from businesses in Outer West out of a total within the LEP of 100.

3.6 Promote apprenticeships and work trials

Leeds Ahead is currently working with WNW Homes to deliver their CSR programme. As part of their commitment they are taking on a number of young people to be trained and mentored by their staff. Leeds Ahead is providing the mentor training and linking into the mentoring of the trainees.

After completion the training and receiving a recognised qualification, the trainees will be offered an interview for a placement on WNW Homes apprenticeship scheme. Leeds Ahead will be working with WNW Homes to see if the unlucky trainees who did not make the apprenticeship programme can be placed into local businesses.

There are a number of ways businesses can link into apprenticeship, funding and support. Many of the available funding streams are listed in the business signposting at 3.1. There is also help and support from the LEP and other agencies.

As pointed out in this report the benefits to business through providing apprenticeships can be very significant.

They can also access websites such as;

- The department for business, innovation and skills (DBIS)
<http://www.dius.gov.uk/>
- Apprenticeship Ambassadors Network (AAN)
<http://www.employersforapprentices.gov.uk/>

National Apprenticeship Service

They are responsible for increasing the number of Apprenticeship opportunities and providing a dedicated, responsive service for both employers and learners. This includes simplifying the process of recruiting an apprentice through Apprenticeship vacancies, an online system where employers can advertise their Apprenticeship job vacancies and potential apprentices can apply.

Through linking in with local groups / organisations in Outer West this can be communicated and businesses made aware of not only the funding that is available but also support as well.

This message is also delivered via the news emails sent to the 300 businesses in Outer West.

Transforming the environment

3.7 Support in bloom groups

There are other areas as well as economic that civic minded businesses can become involved in such as working for a local community group to support some form of ground working. This could be helping a local in bloom group.

In Outer West there are businesses who would like to be involved in some form of community working and Leeds ahead will be linking them into these projects.

Strengthening community

3.8 Brining businesses to support community first panels

Many of these panels could benefit from the support of local businesses who can offer expert advice. This advice could be how to set up a financial balance sheet, help with marketing or advice on how a board should operate.

During communications with businesses this is one of the options they may like to consider and become involved in. There are two panels in Outer West Leeds Farnley / Wortley and Pudsey.

Leeds Ahead through Shelley Riley has applied for £3,000 of funding to deliver projects in the local communities of Outer West.

3.9 Source board members and business mentors

Looking to support these panels some businesses may wish to join and lend their expertise to advice. Currently Leeds Ahead is actively trying to recruit these businesses and leverage their support.

These businesses may also consider mentoring other businesses. Lending their expertise to help develop other organisations and looking at their company processes.

3.10 Donation of services or shared facilities

Several businesses have offered in kind business meeting space.

3.11 Businesses want to employ locally

Many employers seek to actively recruit from local schools and employment agencies. These companies are looking at the strategic value of employing locally sourced talent into their organisations. By doing so they understand the importance of using local people to work in their business and the benefits from such an approach. Although this is a very commendable way of thinking employers in many cases are put off by the candidates suitability for the positions they have available stating such problems as;

- Poor verbalisation skills
- Lack of confidence
- Poorly presented CV's
- The attitude of the candidate

Employers have found in many cases that candidates they have employed have been unreliable and unwilling to learn. This does in no way mean all candidates are like this but from research and speaking to employers it is a very common theme.

3.12 Skills required by students for entering the work place

Many students leaving education and entering the work place lack some of the basic skill required by employers. Schools themselves will openly agree that this is something that needs to be addressed. Through working across Leeds with their Make the Grade programme over the last twelve months, Leeds Ahead has seen what a focused and agreed way of working with schools and employers can deliver. It has clearly given many students the confidence and skills to be able to face employers and deliver a confident and professional representation of themselves.

Students supported
Schools engaged
Businesses partnered
Activities delivered

4.0 The next six months

There is still much to do over the next six months. It will be extremely important to link into any external sources of support that offer leverage in the way of how we can deliver against our priorities. Delivering all the different messages to all partners is one of the main issues that have to be addressed. Currently Leeds Ahead is developing a much more professional looking news letter which will inform businesses and partners of the links and sources of support available. In September the Make the Grade programme will begin at Crawshaw with Leeds Ahead working closely with the school and businesses to deliver the programme.

Over the next six months the key will be to deliver more business support for community working projects, linking into local LEP, applying for the GS 10,000 small businesses, employability / apprenticeship schemes.

5.0 Legal and Resource Implications

There are no legal implications relating to this report.

6.0 Conclusions

My main priorities for the next twelve months will be:

- 6.1 Businesses do want to employ locally.
- 6.2 There are employers who want to set on apprentices.
- 6.3 Delivery of an effective communication tool is key.
- 6.4 Signposting is critical for businesses.
- 6.5 Role out the make the grade across the rest of West Leeds.
- 6.6 Continue to support local business forums.
- 6.7 Develop community support from business.
- 6.8 Continued development of links with partner agencies.
- 6.9 Levy support and commitment for the LEP 5-3-1 campaign
- 6.10 Promotion of the GS 10.000 small businesses programme.

7.0 Recommendations

The OWL pilot scheme is unique in its approach to engaging businesses and developing the links needed between schools, employers, business support and community. There are a myriad of agencies offering support to businesses, schools and community however what is required is a centralised hub of support that can link all of these in one place. Leeds Ahead can offer this support and signposting to businesses, schools and community groups through its business or through trusted partners.

There is a clear need for more localised support covering the many different needs of business and community groups. Working on the ground to create this type of support is vital in the current economic climate and to create excellent partners and networks.

The recommendation is that members note this initial report and consider at a later date a further extension.

8.0 Members are asked to note and comment upon this report where necessary.

9.0 No background papers were used in compiling this report?

10.0 Local Business Engagement Proposal **Appendix 6**