

## **ECONOMY SCRUTINY COMMITTEE**

**MEETING TO BE HELD AT 10.00 AM ON FRIDAY, 8 MARCH 2024  
IN CONFERENCE ROOM 1/2, WELLINGTON HOUSE, 40-50  
WELLINGTON STREET, LEEDS, LS1 2DE**

---

### **A G E N D A**

Please note that this meeting will be filmed for live or subsequent broadcast via the Combined Authority's internet site. At the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. Generally, the public seating areas will not be filmed; however, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting. If you have any queries regarding this, please contact Governance Services on 0113 251 7220.

- 1. APOLOGIES FOR ABSENCE**  
To note apologies and confirm the quorum of 11 members is met.
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 15 MARCH 2023**  
(Pages 1 - 10)
- 5. NOTES OF THE INQUORATE MEETING HELD ON 15 SEPTEMBER 2023**  
(Pages 11 - 16)
- 6. NOTES OF THE INQUORATE MEETING HELD ON 17 NOVEMBER 2023**  
(Pages 17 - 22)
- 7. NOTES OF THE INQUORATE MEETING HELD ON 12 JANUARY 2024**  
(Pages 23 - 28)
- 8. CHAIR'S COMMENTS AND UPDATE**

**9. ECONOMIC STRATEGY UPDATE**

(Pages 29 - 80)

**10. BUSINESS INVESTMENT AND OUTCOMES**

(Pages 81 - 86)

**11. WORK PROGRAMME**

(Pages 87 - 96)

**Signed:**

A handwritten signature in black ink, appearing to be 'BAM', with a horizontal line underneath it.

**Chief Executive  
West Yorkshire Combined Authority**

**MINUTES OF THE MEETING OF THE TRANSPORT &  
 INFRASTRUCTURE SCRUTINY COMMITTEE HELD ON THURSDAY 15  
 MARCH 2023 IN CONFERENCE ROOMS 1/2, WELLINGTON HOUSE,  
 40-50 WELLINGTON STREET, LEEDS, LS1 2DE**

---

**Present:**

Councillor Aneela Ahmed	City of Bradford Council
Councillor Bob Felstead	City of Bradford Council
Councillor Helen Brundell	Calderdale Council
Councillor Audrey Smith	Calderdale Council
Councillor Gwen Lowe	Kirklees Council
Councillor Richard Smith (Chair)	Kirklees Council
Councillor Paul Davies	Kirklees Council
Councillor Gohar Almass	Leeds City Council
Councillor Colin Campbell	Leeds City Council
Councillor Ian Sanders	Wakefield Council
Councillor Tony Wallis	Wakefield Council

**In attendance:**

Mayor Tracy Brabin	West Yorkshire Combined Authority
Khaled Berroum	West Yorkshire Combined Authority
Anika Gilbert	West Yorkshire Combined Authority
Tom Purvis	West Yorkshire Combined Authority
Hannah Scales	West Yorkshire Combined Authority
Phil Witcherley	West Yorkshire Combined Authority

**1. Apologies for absence**

Apologies for absence were received from Councillors Tyler Hawkins, Zafar Iqbal, Andrew Hollyer, Isabel Owen, and Chris Pillai.

The meeting was confirmed as quorate, with 11 members present out of 11 needed for quorum.

**2. Declarations of Disclosable Pecuniary Interests**

There were no declarations of disclosable pecuniary interests.

**3. Possible exclusion of the press and public**

There were no items requiring the exclusion of the press and public.

**4. Minutes of the meeting held on 16 November 2022**

**Resolved:** That the minutes of the meeting held on 16 November 2022 be approved.

## 5. Notes of the meeting held on 18 January 2023

**Resolved:** That the notes of the meeting held on 18 January 2023 be noted.

## 6. Chair's comments and update

The Committee received a verbal update from the Chair where the Chair welcomed the Mayor and reminded members of the pre-agreed topics and set out the structure of the meeting.

**Resolved:** That the Chair's verbal update be noted.

## 7. Mayor's Question Time

The Chair thanked Mayor Tracy Brabin and officers for attending Economy Scrutiny to answer the Committee's questions. Officers present to support the Mayor included Philip Witcherley, Interim Director of Inclusive Economy, Skills and Culture, Tom Purvis, Economic Analysis Manager, and Anika Gilbert, Policy Officer Employment and Skills.

The session was split into topic areas and members would be able to ask any questions under those topic areas, and any follow ups. The topic areas were: business support, engagement and investment, jobs, skills and training and funding, strategy, and projections.

### **Business Support, Engagement, and Investment**

Small Businesses:

- There were 90,000 businesses in West Yorkshire, over 90% were SMEs and therefore it was an area the CA wanted to support because that was where growth could be maximised.
- Over the last year there had been numerous challenges namely Covid-19, cost of living crisis and energy crisis that had been dealt with, with some determination and at speed.
- Government had announced, prior to publishing the spring budget, that the household energy price guarantee will be extended until the end of June, however, no extensions or additional support was announced to support businesses with their energy bills.
- The manufacturing task force had made some recommendations which had made their way into our response to the cost-of-living crisis and energy crisis.
- The LEP was really reflective of SMEs and the most diverse LEP in the country. The Mayor was mindful that there were businesses not reaching out for help, the CA aimed to access these people and introduce these businesses to grants, loans and training.
- Particularly, women led start-ups were not accessing support in the way that they should, £6million was allocated for entrepreneurs and because of devolution the Mayor was able to allocate 50% of funds to

female entrepreneurs, 20% to entrepreneurs of colour and 3% of entrepreneurs with a disability.

#### City Centres:

- Leeds City Centre was one of the biggest to be hit by an economic impact by Covid-19 and the change in working patterns outside of London. Members were reminded of the Mayor's Fares which aimed to get more people travelling on buses (not helped by the reduction in routes). Rail had seen recovery of over 100% of pre-covid footfall on weekends which reiterated the need to invest in Leeds City Station and the city centre to make the city centre a family friendly activity hub.
- Innovation was a key element, for example supporting pubs to expand their offer by turning into music venues.
- There was a substitution effect where people were spending more time and money locally rather than travelling into the city centre.
- The Leeds City Centre office based footfall during the week took a substantial hit but we had seen some new office offers such as the Lloyds HQ which was re-locating within Leeds City Centre.

#### Covid-19:

- By working closely with local authorities and delivering a coordinated response through the Growth Managers the CA was able to support the business community through the Covid-19 pandemic.
- A West Yorkshire cake business pivoted from producing something in house to having an online business that resulted in being more successful during the Covid-19 period through the support the CA was able to provide.
- 100,000 payments, totalling £296m, were made via the Local Authority Grants (since November 2020).
- 13,500 payments, totalling £30m, were made via the Additional Restrictions Grant (since November 2020).
- 1,114 payments were made, totalling 2.8m, via the Covid-19 Recovery Grant.
- 400 Digital Resilience Vouchers (totalling £1.06m) were provided (via Leeds City Council).
- 1,350 businesses benefited from the Small Business Membership Scheme – allowing access to legal, HR, financial and wellbeing support (£300,000, via W&NY Chamber Mid-Yorkshire Chamber, FSB).
- 60 businesses benefitted from the Peer Learning Project (£90,000 via University of Leeds Business School)
- 160 businesses benefitted from the Cyber Security Support Scheme (£100,000, via North-East Business Resilience Centre)
- 180 businesses benefitted from the Business Resilience Webinars (£15,000, via Biskit).

#### Cost of Living and Energy Crises:

- Residents and communities have been supported directly through the Mayor's Fares, the Mayor's Cost of Living Emergency fund, which is providing £3m over 18 months to support vulnerable residents via the

charitable sector, and doubling investment in retrofit projects to improve energy efficiency for an additional 1,700 households (on top of 1,300 existing households).

- A number of webinars were delivered to 106 businesses in total which aimed to help small and medium businesses reduce their bills by being more energy efficient and sustainable.
- £1million was allocated to the Energy Price Emergency Grant scheme which provided short-term, high-impact interventions to help businesses with their energy costs. The grant scheme was aimed at businesses who had not traditionally been able to access our standard support structure, for example Business to Customer sectors such as retail, hospitality, and leisure.
- The grant scheme was in the early stages, however the number of applications getting approval was steadily increasing, and the first grant payments to businesses would be made in the next few days.
- The Excellent Relax Bed manufacturers in Kirklees was a good news story in that they had oversight from the CA on how they could 'green' their manufacturing processes and in doing so they received a fund to help them with their bills.
- 562 expressions of interest regarding the Energy Price Emergency Grant had been received to date. 337 applicants have moved to Stage 2 of the process, 106 applications sent to business and awaiting submission, 93 applications submitted and going through for approval, 31 Grants approved, and 4 businesses had submitted Grant Claims for payment, with a cumulative grant amount of £10,605.

#### Inward Investment Strategy and Activity:

- Creating 1,000 green, well-paid jobs is a key Mayoral pledge, but it is equally important that businesses, especially the energy-intensive manufacturing sector are able to pivot towards a net-zero economy as well. This was a priority for the Mayor and the Trade and Investment Team.
- The Trade & Investment Team take a proactive and strategic approach to winning investments in the priority sectors. This involves targeted trade missions and attendance at trade shows.
- The CA was often in competition with other places for inward investment, so it was important that our region was the most attractive.
- The trade mission to India in late 2022 resulted in Indian financial services corporate, Mphasis, announcing the creation of 1,000 green jobs over three years in the region. Mphasis had created between 250 and 300 new roles so far and were currently recruiting.
- Recent attendance at Arab Health in January 2023, led to several positive investment leads with organisations in Asia, Europe, and North America. It also provided several West Yorkshire health and life sciences businesses with a platform to attract new customers and explore overseas relationships.
- The Key Account Management Team are with PEXA, a globally recognised leader in FinTech, who were looking to open an office in Leeds from Spring 2023. The digital transformation of an intrinsic part

of the UK economy and financial sector would be spearheaded from West Yorkshire.

- Allied Glass are creating 25 new graduate jobs (60 in total), with £40m+ investment into the Leeds site, for a new building (making the site more environmentally friendly), new lines and a new furnace being installed to increase capacity also resulting in a 20% reduction in energy. The investment would see the recruitment of 25 graduates in a range of disciplines, including engineers, and would upskill the current workforce.
- UK Greetings in Kirklees are creating 66 new jobs with an £11m investment funding a significant reshoring project, moving vital parts of their Chinese manufacturing activities back into Kirklees (Dewsbury).
- PEXA (Australian FinTech company) in Leeds are creating 50 new, highly skilled jobs in FinTech and 300 jobs safeguarded. The Inward Investment Team have been working with PEXA to support their move into West Yorkshire and showcasing our region's strong economy, strengths in finance and FinTech, and world-class talent pool.

#### Creative New Deal and Creative Catalyst:

- The Creative New Deal sat across the Mayor's role as Police and Crime Commissioner so intervention with the Mayor's Community Safety Fund, where over £1million of the proceeds of crime would be given back by the Mayor towards community interventions. The money had been increased to £8k per project and a number of those projects had a creative element such as Safety in Music a Kirklees project.
- For the first time ever, an active committee had been set up with practitioners from across the region with a £15million allocation to the committee.
- The committee was supporting the ongoing festivals including approvals for funding for Leeds 2023 and Kirklees Year of Music. There were applications in for Wakefield, Calderdale, and Bradford City of Culture 2025. The Mayor emphasised the caveat of the need to see the rollover of someone that starts as an intern and progresses through their career and hones their talent and stays in the region.
- The Mayor talked about social prescribing, where as a musician you could also be paid to provide music for those with dementia or helping young people through depression. Enabling creatives in the sector to remain in the sector.
- The Creative Catalyst was in place supporting emerging artists and businesses to understand how they could pivot to export, increase productivity, and develop their learnings by sharing knowledge.
- This included sport as well as the creative sector.

#### **Jobs, Skills, and Training**

##### Hospitality Sector:

- Supporting the hospitality sector had been a combination of immediate financial support and training. There were interventions through the Growth Hub and training opportunities.

- The Mayor emphasised the importance of government devolving deeper powers in relation to skills and training. The CA understood what the region needed and could deliver specific skills training. The skills gap in West Yorkshire was substantial and the Mayor reiterated the potential benefit for the whole of the UK should the government give the CA further devolved powers over skills.
- The CA was working with the careers service, 80% of schools in West Yorkshire were now working with the CA to achieve Gatsby standards for careers advice so the CA could understand what the gaps were in West Yorkshire market and inform careers advisors so they in turn could pivot young people.
- The West Yorkshire Employment Hub supported 922 people into employment to date, 9.5% were in the hospitality sector.
- After the election period the CA would be announcing the Fair Work Charter which would be going live and bringing in businesses committed to the real living wage to ensure there was more money in people's pockets.

#### Green Job Creation Pledge:

- The CA has already received 1007 total job pledges from 63 employers from across West Yorkshire. From those jobs pledged by businesses, 256 green jobs have already been created. [As of 27<sup>th</sup> February 2023]
- Mott MacDonald was one of the CA's big green jobs creators .
- West Yorkshire had one of the only colleges of construction in the UK and they had recently taken on a new Vice-Chancellor (first woman Vice-Chancellor in the college of construction).

#### Apprenticeships:

- Businesses had provided feedback that employing an apprentice was too complicated, including aspects of working with the training organisation and releasing apprentices to go to college.
- The Mayor welcomed the CA's free apprenticeship levy share scheme. The CA was able to broker the upskilling of 10 early years workers to the next level for free, through Asda's transfer of underspend apprenticeship levy.
- The Mayor visited Pragmatic Digital during apprenticeship week, who also hired two apprentices using the levy share scheme.
- All local authorities saw growth in apprenticeship starts during 2021/22, ranging from a 3% increase in Bradford to 18% growth in Wakefield and 16% in Calderdale. The rates of growth in Kirklees (9%) and Leeds (8%) were similar to the West Yorkshire average.
- All local authorities had lower levels of apprenticeship starts in 2021/22 than pre-pandemic (2018/19). The number of higher apprenticeship starts was 28% higher than pre-pandemic for West Yorkshire.
- There had been areas of deficit in take up of apprenticeships in Business, Administration and Law (-23%), Engineering and Manufacturing Technologies (-26%), Retail and Commercial Enterprise (-32%) and Health, Public Services and Care (-12%).



- However, there had been an increase in Construction (+20%) and Information Technology (+14%) which both had higher levels of starts than pre-pandemic.
- Diversity of apprentices was an enormous challenge, Produmax in Bradford had an extremely diverse cohort of apprentices which is what the Mayor wished to see across the whole of West Yorkshire.
- The CA had 25 live apprenticeships at the current time. The Apprentice salary was grade D (starting salary of £19,867 - £22,688). There was a trial underway where junior staff were shadowing the Mayor, Deputy Mayor, Directors and Senior Leaders as well as facilitating student placements.

#### Engagement with Education:

- The Mayor regularly spoke to the Heads of Further Education (FE) colleges as the CA had recently taken on the responsibility for the region's £65m annual adult education budget. The CA could work with providers to ensure they are delivering the right courses for the region.
- The Mayor stressed that it was not just about Russell Group Universities it was also about the FE colleges.
- The Mayor met with FE Vice-Chancellors to discuss the challenges they were facing with energy costs and attracting teaching talent. Recently the CA had agreed to increase the Adult Education Budget funding rate to address inflationary pressures on colleges and training providers and guarantee high quality learning.

#### Over-50's Re-entering Workforce:

- There were too many people in West Yorkshire that were economically inactive, that is partly due to ill-health, too many people were on the waiting list for operations which was having an impact on our workforce more widely.
- In West Yorkshire, there were 344,000 people of working age who were economically inactive, of which, 128,000 were aged 50-64.
- On a national level, data was available that suggested many of those older workers now inactive had retired and were unlikely to return to the workforce at all.
- The Employment Hub, our FutureGoals website and the Skills Bootcamps (short term way of upskilling with modern skills) were available for people of all ages.
- The Research and Intelligence Team created a 'State of the Region' report every year which gave focus to particular sectors and taking the data from the team had been really helpful.
- The Mayor hoped that the new Inclusivity Champion would help with the unfair economic divide between our regions which would potentially help people back into work.
- There had been an increase of between 30 and 40 thousand over-50's becoming economically inactive in the 12 months to September 2022 compared to the pre-pandemic levels. The CA was seeing an increase in the out of work claimant count which was likely linked to the cost-of-living crisis.

- The importance of knowing the reasons over-50s may have left the workforce was emphasised.
- Development of co-operatives in the region so that individuals felt they had control over their working lives without external pressure which may have played a role in some over-50s leaving the workforce. The Mayor was working with Co-op UK and Growth Hub Managers to talk to businesses that might be struggling, rather than a management buyout, receive help to become a co-operative.

#### FutureGoals:

- West Yorkshire's award nominated all-age careers platform featuring resources to support young people (as well as their educators and carers) and adults in their decision making around upskilling, retraining, and finding available apprenticeship and employment opportunities had surpassed its targets and reached 3.2 million people in the 2021/22 financial year.

#### Childcare:

- The Mayor felt that the childcare model was not working. Women were stepping out of the workforce and couldn't return until their child was three and the Government funded 30 hours childcare was available, by which time you had slightly slipped in your skills.
- The Mayor questioned how much the rate would be, nurseries struggled because they couldn't make the economics work, the business needed to be supported as well as paying people properly to ensure high quality childcare.

### **Funding, Strategy, and Projections**

#### Impact of Inflation:

- The Mayor hoped that the challenges around inflation had not impacted the Mayoral Pledges. Some projects were being reviewed and viability tested such as road focussed projects that would have worked 10 years ago. Pipelined projects were not 'stopped', projects identified as underway that could be pipelined would be picked up again once the next funding streams came through from government. £270million of projects were identified to be pipelined. It was also hoped that pipelined projects would help ease the difficult funding deadlines set by government so that more could be delivered.

#### Housing:

- On the back of people staying local and spending locally, bringing housing into city centres was important but it was a priority that housing was affordable and of adequate standard.
- The Mayor could have substantial influence on the Brownfield Funding pot, the CA could find expensive, blighted land and invest in the clearing of the land for developers.
- The CA was also going into partnership with Homes England which would unlock more leverage.

- Within the 5000 homes Pledge there was a sustainable element, there needed to be a bus stop so that people could use public transport and benefit from cheaper fares to get to work, and do not need to own a car.

The Mayor invited Members to contact the Mayoral Office with any further queries or specific queries relating to their corresponding wards.

**Resolved:** That the Mayor be thanked for attending, and the Committee's feedback and conclusions be considered further.

## 8. Work Programme

The Committee discussed the summary Work programme for the 2022/23 municipal year.

**Resolved:** That the appended summary 2022/23 Work Programme be noted.

This page is intentionally left blank



**NOTES OF THE INQUORATE MEETING OF THE  
ECONOMY SCRUTINY COMMITTEE  
HELD ON FRIDAY 15 SEPTEMBER 2023 AT CONFERENCE ROOM 1/2,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS, LS1 2DE**

---

**Present:**

Councillor Richard Smith (Chair)	Kirklees Council
Councillor Aneela Ahmed	Bradford Council
Councillor Bob Felstead (Deputy Chair)	Bradford Council
Councillor Helen Brundell	Calderdale Council
Councillor Colin Campbell	Leeds City Council
Councillor Katie Kimber	Calderdale Council
Councillor David Pickersgill	Wakefield Council
Councillor Matthew Robinson	Leeds City Council
Councillor Conrad Whitcroft	City of York Council

**In attendance:**

Khaled Berroum	West Yorkshire Combined Authority
Peter Glover	West Yorkshire Combined Authority
Felix Kumi-Ampofo	West Yorkshire Combined Authority
Hannah Scales	West Yorkshire Combined Authority

**1. Apologies for absence**

The meeting was **inquorate**, with 9 members present out of 11 needed for quorum.

Apologies for absence were received from Councillors Iqbal, Lowe, Wallis and Almass.

**2. Declarations of Disclosable Pecuniary Interests**

*Skipped item 2 as the meeting was inquorate.*

**3. Possible exclusion of the press and public**

*One member of the public was present at the Chair's discretion as the meeting was not quorate.*

**4. Minutes of the last meeting held on 15 March 2023**

As the meeting is inquorate, the minutes must be approved at the next quorate meeting (currently scheduled for 17 November).

A member reminded officers that a request for information regarding apprenticeship data noted in the minutes was not yet fulfilled and officers responded that all apprenticeships quoted were full time jobs and 90% of them led to full time employment, and that fuller data could be circulated to members if required.

## **5. Chair's comments and update**

The Chair provided a verbal update and:

- welcomed new and returning members and suggested that new members read the minutes of the previous year's meetings and let scrutiny officers know if they had any questions or required further intros and briefings.
- brought the committee's attention to the legally set high quorum rate, with 11 of 16 members are required for a meeting to take place and that members should let scrutiny officers know if they will be absent and arrange substitutes if they can
- asked that Members read papers in advance of meetings.
- mentioned the importance of scrutiny being non-political, evidence led and objective

## **6. Scrutiny and Governance arrangements**

Clarifications were provided on a number of issues:

- Cllr Manisha Kaushik was set to replace Cllr Gwen Lowe as the Labour Kirklees member.
- Cllr John Ford had stepped down as a member of the committee and would be replaced soon.
- Cllr Richard Hunt had now become an independent member and Wakefield Council would be asked to re-confirm their appointment as political balance rules require scrutiny membership to be proportionate to the number of councillors-per-party in the region.
- Allowances are paid monthly and are not tied to attendance records

## **7. Economy Scrutiny Work Programme**

The Committee discussed and approved the Work programme and agenda items for the 2023/24 municipal year – subject to formal approval at the next quorate meeting. Members were reminded that the Work Programme was not set in stone and could be amended and updated as the municipal year progressed to reflect events as they develop.

## **8. LEP Board update**

The Chair welcomed Felix Kumi-Ampofo, the new Director of Inclusive Economy, Skills & Culture who presented a report which provided an update on the future of the LEP Board and private sector engagement.

Discussion covered the following points:

- The previous arrangements of separate LEPs (local enterprise

partnerships) led by private sector representatives receiving money from the government is expected to end, with LEPs being amalgamated into their accountable bodies such as combined authorities.

- Separate LEP funding (previously used for things such as the Growth Hubs) is expected to come to an end.
- However, the Government still expects private sector voices to remain part of local/regional economy policy making and services.
- New arrangements will aim to fit in with existing business voices and forums, such as the chambers of commerce, FSB, CBI etc who may be included as representatives/members in the new board arrangements in future.
- A new board like structure will be established, but its name and remit is yet to be decided, including the role/title previously known as LEP Chair.
- There was an open recruitment process, where people in business were invited to apply, and then shortlisted and interviewed by a mixed panel – which was recently concluded.
- Efforts were undertaken to ensure that the membership suitably represented all parts of the region and a range of different sectors, but the focus is on getting the best representatives and often people can live in one place and work in another. It is not policy to reject a good candidate due to their location. Details of members, their background and geographical areas can be shared.
- The Chair (and Mayoral Business Advisor) is due to be appointed in the coming weeks or months.
- Functional economic areas go beyond council/county borders and will be taken into account in ways of working and partnership efforts.
- York/North Yorkshire is expected to get its own mayoral combined authority (in May 2024), and has its own LEP, and the precise nature of partnership working will be determined by the new board when it is assembled and the new leadership in York/NY when it is elected

## 9. Economic update and next steps

### (a) Economic outlook and strategic challenges

### (b) Economic Strategy and next steps

The Economic Evidence Manager presented the report.

Discussion covered the following points:

- **Unemployment:** Different council areas have different unemployment counts with Bradford and Leeds being higher than the others, Bradford being double the national average and one of the highest in the country – linked to historical issues around the decline of the mill industry. Youth unemployment is a particular concern to Members. Unemployment in general has improved since the pandemic, when it was 10%. CA programmes aim to make an impact through jobs/skills programmes, and on the new workforce coming from the school system through colleges and Adult Education Budget and in

connecting businesses to universities. Successful programmes which reduced unemployment elsewhere required the resources to have staff go into communities and engage directly identifying 'NEETs' and linking them with existing support services.

- **Health:** One possible barrier to people getting into, or back into, work is health. Many assume health barriers mainly impact older workers, but data shows the most effected are over-60s and also the youngest cohort who struggle, especially with mental health barriers. It's possible the youngest cohort are those most comfortable in admitting to these issues compared to other age groups. CA has less influence over direct health matters, but some impact can be made on adjacent areas such as housing quality, transport/pollution etc.
- **Over 50s returning to work:** Some over-50s are happily retired/semi-retired, but many were pressured or forced out of work. Many councils around the country have set up schemes, e.g. Deliveroo work for over-50s, which don't appear to have made an impact. Others who tried to get back into work, were unable to get back in at similar salaries as before, regardless of their experience, which has been a barrier. Part of the issue is the lack of clear evidence/data as to why this is the case and still require further study e.g. the pandemic simply accelerating previous trends, such as focus on 'quality of life'. Some argue that it is more socially advantageous for older retirees to be more active in communities and families e.g. supporting younger working parents with childcare and other communal volunteering.
- **Childcare:** A major factor impacting people's decision to work, or work fulltime is childcare, and those who cannot afford it full time rely on flexible working, part time work, or older relatives to support them – who would then also need to be working flexibly or not at all. Any solution to helping enable more workers to return to work must involve support for working parents.
- **AI and digitalisation:** Pursuing AI and digitalisation for the sake of AI and digitalisation shouldn't be the strategy, as AI is only as good as the data input into it and is subject to the same biases as other systems. Digitalisation without the necessary infrastructure and connectivity will leave people behind. A study has also been commissioned to produce a deep dive into the impact of artificial intelligence as the current outlook is highly uncertain. To date, aggregate employment has not been affected by AI but the growth of the AI sector is large.
- **Green Economy:** It is estimated that the green economy would need to double in size to meet the 2038 target. 9% of the total jobs in West Yorkshire are classified as high carbon jobs. Green jobs are not just those directly working on green infrastructure like turbines or renewable energy but come in many forms, and a clear definition and categorisation is needed.



- **Investment Zones update:** South Yorkshire and Liverpool City Region CAs have already determined and announced their investment zones. There are 5 gateways, and the CA is currently working on gateway 3 (tax, investment and business rate incentives to attract business). Gateway 4 involves the interventions/policies needed to attract businesses and the benefits. It was hoped that the Combined Authority would be able to agree details/incentives with Government before the Autumn Statement and an update can be provided in future.

**10. Date of the next meeting - 17 November 2023**

This page is intentionally left blank



**NOTES OF THE INQUORATE MEETING OF THE  
ECONOMY SCRUTINY COMMITTEE  
HELD ON FRIDAY, 17 NOVEMBER 2023 AT CONFERENCE ROOM 1/2,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS, LS1 2DE**

---

**Present:**

Councillor Richard Smith (Chair)	Kirklees Council
Councillor Bob Felstead (Deputy Chair)	Bradford Council
Councillor Aneela Ahmed	Bradford Council
Councillor Helen Brundell	Calderdale Council
Councillor Katie Kimber	Calderdale Council
Councillor Manisha Roma Kaushik	Kirklees Council
Councillor Colin Campbell	Leeds City Council
Councillor David Pickersgill	Wakefield Council
Councillor Tony Wallis	Wakefield Council
Councillor Conrad Whitcroft	City of York Council

**In attendance:**

Khaled Berroum	West Yorkshire Combined Authority
Michelle Burton	West Yorkshire Combined Authority
Peter Glover	West Yorkshire Combined Authority
Felix Kumi-Ampofo	West Yorkshire Combined Authority
Phillipa Syers	West Yorkshire Combined Authority

**11. Apologies for absence**

The meeting was **inquorate**, with 10 members present out of 11 needed for quorum.

Apologies for absence were received from Councillors Iqbal, Almass, Robinson, Caffrey and Moore.

**12. Declarations of Disclosable Pecuniary Interests**

None.

**13. Possible exclusion of the press and public**

None.

**14. Minutes of the last meeting held on 15 March 2023**

As the meeting is inquorate, the minutes must be approved at the next quorate

meeting, currently scheduled for 12 January 2024.

#### 15. **Notes of the inquorate meeting held on 15 September 2023**

As the meeting is inquorate, the notes must be acknowledged at the next quorate meeting, currently scheduled for 12 January 2024.

#### 16. **Chair's comments and update**

The Chair expressed disappointment that the meeting was inquorate for the second time in a row this year and said he would write to political group leaders to suggest that members unable to attend meetings regularly due to other commitments consider be replaced.

#### 17. **Adult Education Budget update**

An additional verbal update was provided providing some economic context, including reduction in inflation, the MPC's decision to keep interest rates the same this quarter, GDP remaining static, and 'flattening' of employment levels. In employment and pay terms, median pay was 16% higher than in May 2021 (during COVID) but had fallen by 2% since June 2023 in WY, compared to a 1% fall nationally, which could lead to stronger demand for adult learning as criteria for subsidies is based on pay.

Discussion covered the following points:

- **Measuring success:** Destination and progression data is difficult to collect, but there is an increasing focus on it. The programme asks learners what their plans are, and more effort is undertaken to follow up and find out where they ended up. Some data is clearer as the training is linked to specific vacancies and can be tracked easier.
- **Demographic, strategic focus of AEB:** Post-devolution, the strategic focus has been on the poorest communities. AEB is the largest adult learning fund, but not the only one, and there is alignment and co-working with other programmes such as "Multiply" which focuses on adult basic numeracy.
- **Reaching those most in need:** £8m of the £66m is dedicated to community learning and delivered in locations identified as being most in need and targeted at hard to reach and 'disengaged' demographics. Some areas have higher instances of 'disengaged' communities than others due to local social and cultural factors amongst certain groups related to access and trust in local government. Reaching them requires engagement with local stakeholders which is resource intensive. Creative methods are adopted to reach them e.g. parents dropping children at school and frame support as helping children with homework as a beginning point. The CA could also leverage assets such as bus stops to support further outreach in future.
- **Data discrepancy:** The disparity between two figures for 2021/22 (43k and 46k) of adult learner participation in the reports is due to

differences in data accounting between different programmes and funds; the 46,000 figure includes community learning participant overlap. This explanation will be reflected in future papers. Total figures are 52,000 starts, 47,000 retained and nearly 45,000 completions.

- **Regional data breakdown and focuses:** The CA works with local council colleagues to determine which wards are in most need. Councillors will benefit from knowing the picture in their own wards, to better assess where there is most need, and help to connect AEB programmes to local 'hard to reach' communities and programmes. Officers will send a breakdown to members following the meeting.
- **ROI and wider outcomes:** A greater analysis of "return on investment" (ROI) not only the AEB programme in terms of outputs (learners etc) but also on wider economic outcomes and corporate strategic goals would be useful for members to analyse in future.
- **Reskilling needs and green jobs:** Mayor launched a Green Jobs Taskforce to determine what a green job is and what the economy's demand and need is and how to frame future jobs and education programmes to support that to both young people beginning and those already in employment.
- **"Travel to Learn":** Some students are limited by their location and means to studying only locally and not where they need to for their desired course and career path. The "Travel to Learn" programme helps to subsidise students in need so they can attend the right institution and not just the nearest one.
- **Older workers and learners:** There are schemes and marketing which is directly targeted at older learners, as education and skills should be a lifelong opportunity, and data shows that the programmes are currently engaging well with all age groups including over-50s – however, retired over-50s are harder to persuade to the benefits of adult learning.

**"Skills ceiling":** Further work is needed to support more workers who are willing to upskill/reskill but are limited by other duties. There are many examples of a "skills ceiling" where workers who could receive good promotions, earning good money, in needed professions, e.g. Nursery Nurse / TA > Nursery Teacher / Teacher, but it requires many years and costs of further education at university and college that the worker cannot do due to cost and child/care responsibilities. The best route around university level education is an employer-supported high-level apprenticeship, but funding is required to make it free for the employee.

## 18. School engagement and apprenticeships

Discussion covered the following points:

- **Measuring success with NEETs:** Success on NEETS is defined by absolute reduction in number of NEETs ('Not in Employment, Education

or Training') and increase in participation levels, as they are linked. There is a need to focus beyond simply numbers in absolute terms, and also focus on the economic and social impact and picture. There is a role for local government and the CA to be 'system leaders' and 'enablers' in reducing NEET levels.

- **Gender stereotyping and progress:** Although there is more press and public attention on instances of gender-based discrimination and issues, the data shows that the picture is improving across the board thanks to various programmes. Attitudes around certain jobs and careers is still shaped by society, media and culture in both directions so it is necessary to target children at school with role models and examples so that they know any career is open to anyone. Even in areas of progress, there remain some discrepancies; there are many more women in surveying, but the trades are still male dominated. In some businesses different departments are still skewing towards particular demographics e.g. marketing is young, manufacturing was male, and textiles still female. There are also structural challenges, such as childcare duties falling disproportionately more on women and at-work creches benefiting all parents balance life and work.
- **FutureGoals participation rate:** FutureGoals is aimed at all age groups and there has been a big increase in usage due to successful marketing campaigns, with digital channels emerging as one of the most successful ways of reaching those who could benefit most from the programme, and its increasing promotion by careers facilitators in partner sectors such as college/university advisors, prisons, rehab etc. Data does not capture the ages of the users, as that would require an additional 'data capture wall' (i.e. asking for more information) which is proven to turn people off, if they have to sign up – which is currently only done by the training providers etc.
- **Local university retention rates:** The 23% rate referenced in paragraph 2.17-18 refers to those employed in the area they were educated in, as a retention rate, and not the wider post-university employment rate. The "Russell Group" universities' retention rates tend to be lower, which is normal for that level of university, e.g. Harvard University's retention rate is around 10% as most students do not stay in the immediate area. Retention is one of the areas that West Yorkshire performs better in than some other regions.
- **Type of study vs local job supply:** The graph in 2.17 shows that the "STEM" subjects of sciences, technology, engineering and maths have relatively low retention rates. This is largely due to the "Russell Group effect", since the university of Leeds is the main provider in these subject areas. It may also be due to fewer employers in those sectors in the region, compared to other regions, and also an inability of local firms to match the salaries offered in other areas – although students don't go to London at as high levels as previously thought. It is harder to track the most recent trends affected by homeworking and new technology, as many people live in different places to their work and

their location choices are motivated by personal reasons as much as economic reasons. It may take many years to track and analyse trends to understand people's habits and decisions.

- **Graduates in non-graduate work:** There is an issue with some graduates working in non-graduate jobs, especially since COVID where many took jobs in call centres, admin, and sales (from home) while waiting for other jobs. The data shows that graduates know how to apply for jobs in their sectors, but there are not enough jobs; it is a supply side issue. Current programmes aim to work with businesses to create those jobs. Although people in other regions applying for local jobs cannot be stopped, programmes can help ensure that local students and workers are sufficiently educated and skilled to compete for those jobs.
- **School engagement and link to 'real life':** School engagement is pivotal in shaping future decisions and habits. Children are influenced by non-school matters and the more their education, and engagement at schools, addresses the external issues and make a link between their studies and the real-life application of studies to work and life, the more engaged they are in their studies and more prepared when entering work.

It was noted that some of the pie charts in the report did not have legends and some of the graphs were cut off, to the right. These will be corrected and reissued.

## **19. Work Programme**

It was agreed that:

- The Economic Strategy update be moved from the 12 January meeting to the 8 March meeting, as January is too soon for an update and is the Mayors Questions sessions.
- That a (virtual) planning session be arranged in December for members to discuss their approach to Mayor's Questions, which is taking place at the next meeting on 12 January 2024.
- Members were reminded that they should look in advance to see if they can attend a meeting and then arrange a substitute from the substitute pool if they cannot attend, as it is vital that meetings are quorate.

## **20. Date of the next meeting - 12 January 2024**

This page is intentionally left blank





**NOTES OF INQUORATE THE MEETING OF THE ECONOMY SCRUTINY COMMITTEE HELD ON 12 JANUARY 2024 IN CONFERENCE ROOMS 1/2, WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS, LS1 2DE**

---

**Present:**

Councillor Richard Smith (Chair)	Kirklees Council
Councillor Aneela Ahmed	Bradford Council
Councillor Helen Brundell	Calderdale Council
Councillor Katie Kimber	Calderdale Council
Councillor Manisha Roma Kaushik	Kirklees Council
Councillor Colin Campbell	Leeds City Council
Councillor Mathew Robinson	Leeds City Council
Councillor David Pickersgill	Wakefield Council
Councillor Tony Wallis	Wakefield Council
Councillor Dave Merrett	City of York Council

**In attendance:**

Mayor Tracy Brabin	West Yorkshire Combined Authority
Khaled Berroum	West Yorkshire Combined Authority
Sarah Bowes	West Yorkshire Combined Authority
Sarah Eaton	West Yorkshire Combined Authority
Felix Kumi-Ampofo	West Yorkshire Combined Authority
Katie Wright	West Yorkshire Combined Authority

**21. Apologies for absence**

Apologies for absence were received from Councillors Bob Felstead, Peter Caffrey, Conrad Whitcroft and Gohar Almass.

Councillor Dave Merrett substituted for Councillor Conrad Whitcroft.

The meeting was **inquorate** with 10 members present (out of 11 needed for quorum).

**22. Declarations of Disclosable Pecuniary Interests**

There were no declarations of disclosable pecuniary interests.

**23. Possible exclusion of the press and public**

There were no items requiring the exclusion of the press and public.

**24. Minutes of the meeting held on 15 March 2023**

As the meeting is inquorate, the minutes must be approved at the next quorate meeting, currently scheduled for 8 March 2024.

**25. Notes of the inquorate meeting held on 17 November 2023**

As the meeting is inquorate, the notes will be considered at the next quorate meeting.

**26. Notes of the inquorate meeting held on 15 September 2023**

As the meeting is inquorate, the notes will be considered at the next quorate meeting.

**27. Chair's comments and update**

The Chair expressed his disappointment that the meeting was, again, inquorate and reminded members of the importance of quoracy and planning ahead for attendance and substitution. The Mayor also offered her support in ensuring meetings are quorate in future due to the importance of scrutiny to her work.

**28. Mayors Question Time**

The Chair thanked the Mayor for attending to answer the committee's questions.

Future Mayoral Pledges:

- The Mayor is unable to go into detail at this stage on possible future Mayoral Pledges, as it is an electoral matter, but suggested they will be informed by work already underway, her experience in the role to date, and the latest opportunities around further L4 devolution possibly on offer.

Devolution and more autonomous finances:

- The long-term goal is to attain "single settlement funding", which would give the CA full autonomy and flexibility over funding.
- The current Level 4 Devolution offer includes greater powers and some greater autonomy around how the CA manages funding from particular departments as single pots i.e. Department of Levelling Up, Housing and Communities (DLUHC) funding as one pot and Department for Transport (DfT) funding as another pot.

Decision-making on where to invest:

- Decisions on where to invest funding in the region are taken by the CA as a whole, and not the Mayor alone, based on the West Yorkshire Plan 2040 which considers the needs of each area and West Yorkshire as a whole at a strategic level.

- Strategic logic is the main criteria in decision making, but projects may need to be phased to ensure the areas of highest need are invested in sooner.
- Many members and the public are unaware of projects and investment in their areas, and there is a role for the CA to ensure that members are informed so that they can inform their constituents.

#### Partnership with central government, mayors and local governments:

- A challenge for the CA is local authority partner's capacity to deliver, with many local authorities currently facing financial difficulties. Several CA schemes and services are delivered by, or with, the local authorities.
- £51 million from the Transport Levy has been returned to local authorities from the CA to provide some financial support.
- The Mayor has also raised her concerns with government directly that local authorities need increased funding and support, not just Mayors and combined authorities.

#### Mayoral role in supporting businesses.

- The Leeds City Region Enterprise Partnership (LEP) has been reformed and is now the West Yorkshire Business Board. The Chair (currently Mandy Richard) also doubles as a new Mayoral Business Advisor.
- The Mayor and Business Advisor recently went on a trade mission to North America as part of her role to champion and advocate for the region, encouraging business to establish their UK headquarters in West Yorkshire, not just in Leeds.
- A direct line between the Mayor and interested businesses allows local authority partners to offer “wrap around” support to businesses looking to expand into West Yorkshire, including providing connections with Leeds City Council, central government, links to workers with the right skills, and support to navigate any ‘red tape’ that would smooth their relocation.
- The Mayor has used her ‘soft power’ to champion the recently launched the “Fair Work Charter” which currently has 80 businesses signed up, with many more interested.
- The West Yorkshire Plan 2040 and the incoming Economic Strategy also clarify the direction of travel for business support and the digital skills plan (launched in 2022) encourages businesses to upskill their workforce.
- The Mayor reiterated her view that a good airport is important for business, students and tourism to remain competitive as a region and she was pleased to see that £100 million had been committed by Leeds Bradford Airport for a needed renovation.

#### Employment and Green Jobs

- There is no official definition of a ‘well paid’ job, however the Mayor is encouraging employers to pay the Real Living Wage or more through the Fair Work Charter campaign, which is in businesses and the region's interest to better recruit and retain staff – and an official working definition could be considered.
- A definition of a ‘high skilled’ job is a job that requires a Level 3 qualification or above (previously ‘A-level’) or provides training to achieve a Level 3 qualification.

- The CA needs to persuade businesses to prepare for ‘future skills’ which will be needed for major investment such as Mass Transit and EV charging infrastructure.
- There also needs to be clear commitments from government regarding increasing Electric Vehicles (EVs), after the recent pushing back of their target year, as businesses are reluctant to commit to investment if there is a period of policy uncertainty.
- The CA uses the government’s definition of a green job which is defined as ‘employment in an activity that directly contributes to - or indirectly supports - the achievement of net zero emissions target and other environmental goals, such as nature restoration and mitigation against climate risks’.
- To date the CA has enabled the creation of 1,074 green jobs, surpassing the target of 1,000 and the CA has approved funding for £6.5 million for the delivery of programmes and courses for green jobs. Further information can be provided on the breakdown of the green jobs created, including the businesses.
- The CA’s careers service provides an opportunity for young people or those returning to the workforce to consider what a green job is. A full breakdown of those who are over 50 and economically inactive will be useful to see further.
- It is difficult to isolate the impact one job may have on carbon output. However, the CA is moving to an evidence-based approach to measure the impact of projects more widely and has launched a business carbon footprint calculator. Businesses can now understand the impact their activities or projects will have on output of carbon.
- Many people in West Yorkshire left the workforce due to ill health and so the focus of the CA will need to be on the link between health and the workforce. The Mayor has appointed an Inclusivity Champion, and committed to a Mayoral Pledge, part funded by the Integrated Care Board (ICB) to improve health inequality.

#### ESL Learning, skills and education and the Apprenticeship System

- In West Yorkshire, there is an estimated 51,000 adults who cannot speak English which impacts on access to employment opportunities. There has been an increase in demand for English as a Second Language (ESL) courses and the Mayor would like to ensure everyone has access to a course.
- 90,000 learners have received skills and employment support since the Mayor was elected and the CA has cut subcontracting fees for the Adult Education Budget saving £9m in costs for businesses and providers.
- The apprenticeship system is a national programme and so has limited direct influence but the Mayor does recognise that businesses often find the system challenging to navigate.
- The Mayor reaffirmed her view that MCAs should have more power to design and manage local skills programmes, like apprenticeships and the redistribution of the levy funds, that reflect their region’s needs and that capacity for the delivery of training is key.
- The CA has a skills support service to provide advice to businesses engaging with the apprenticeship system and Apprenticeship Levy

funding includes £6 million for training, 147 businesses in West Yorkshire and York have been supported through the levy to date.

#### Bradford UK City of Culture 2025 and the promotion of local creative jobs/opportunities

- The Year of Culture gives Bradford and West Yorkshire an opportunity to develop culture and creative sectors locally and to learn from other Years of Culture and events.
- The Kirklees Year of Music had national organisations involved (such as Artichoke who built the “HERD” exhibition), they ensured local musicians, composers and manufacturers were involved and this event had the highest footfall for an event in Kirklees to date.
- The challenge is ensuring that the impact from the Year of Culture is sustainable beyond that year and benefits are felt across the region not just in Bradford.
- The deadline of 2025 supports leaders to deliver investment in time for the Year of Culture, for example improved transport links from London to Bradford in time for 2025.
- The CA has allocated £2.3 million for the “You Can Make It Here” programme encouraging young people with talent and ability to get into creative industries. The skills bootcamps provide 16 weeks training for young people in creative industries on topics such as events management and advice around being self-employed.

### **29. Work Programme**

#### Next meeting:

- The next meeting will cover an update on the economic strategy and the CA’s future approach to business investment.
- It was agreed it would be useful to cover the high-level strategic direction, funding levels, any background data and consultations with businesses and the public.

#### Scrutiny Protocol:

- A Working Group, made up of members from all three scrutiny committees, has been established under the Corporate Scrutiny Committee’s remit to review the government’s newly published Scrutiny Protocol and make recommendations to the CA regarding the future scrutiny system.
- Members who are not on the working group will be consulted on the report developed by the working group.
- The Mayor noted that scrutiny needs more staff support to help members better fully understand and scrutinise the work of the CA.

### **30. Date of the next meeting – 8 March 2024**

This page is intentionally left blank

<b>Report to:</b>	Economy Scrutiny Committee
<b>Date:</b>	8 March 2024
<b>Subject:</b>	<b>Economic Strategy Update</b>
<b>Director:</b>	Felix Kumi-Ampofo, Director, Inclusive Economy, Skills and Culture
<b>Author:</b>	Jo Barham, Policy Manager

## 1. Purpose of this report

- 1.1 To update members on development of the West Yorkshire Economic Strategy and to elicit comments on emerging priorities.

## 2. Information

### Background

- 2.1 West Yorkshire needs a new Economic Strategy to deliver on the vision and missions of the West Yorkshire Plan. This is a regional strategy and is being developed in partnership with the five West Yorkshire local authorities. It provides a regional framework that aligns to local district plans and strategies as well as northern, national, and international opportunities.
- 2.2 Producing the Economic Strategy has involved a wide-ranging programme of evidence collection and engagement. Work has included an external research commission on West Yorkshire sector strengths, an online public consultation, and a call for evidence through West Yorkshire Universities. Appendix 1 to this report provides a summary of the evidence collection and draft emerging priorities.

### **Economic Assessment**

- 2.3 A comprehensive economic assessment considering the key drivers of productivity in West Yorkshire has been undertaken. This (along with supporting evidence) is being published in full on the Combined Authority website prior to the pre-election period. The analysis considers the overall performance of the West Yorkshire economy over the past 20 years, exploring the economic geography and local specialisms of the region. The evidence shows a **resilient, diversified, and polycentric economy that nevertheless has struggled to keep pace with national growth and productivity**. This has had an adverse effect on living standards.

### **Productivity**

- 2.4 Major drivers of West Yorkshire's poor productivity performance include levels of skills and investment and inadequate connectivity. However, while the productivity gap is growing and projected to continue, within sector specialisms, productivity is closer to or higher than the national average.
- 2.5 West Yorkshire's diverse economy has pockets of specialisation spread across the region. There are positive examples of manufacturing specialisms with above average productivity alongside knowledge-based specialisms where productivity improvements are needed. These specialised clusters demonstrate the opportunity for productivity growth. West Yorkshire is a self-contained labour market, so these specialisms provide opportunity for people across the region.

### **Poverty**

- 2.6 Around 35% or 820,000 West Yorkshire residents live in the 20% most deprived areas of England, according to the Index of Multiple Deprivation (IMD). Many of these areas are in towns and cities that, despite having high levels of productivity, do not translate to benefits for residents.
- 2.7 Poor health plays a role in the underperformance of the West Yorkshire economy with healthy life expectancy below the national average for both males and females. Around 350,000 people are economically inactive in West Yorkshire (160,000 of this is due to sickness or caring responsibilities) driving an employment gap with the national average particularly for women and ethnic minority groups.

### **Opportunity**

- 2.8 School performance is especially weak for learners who qualify for Free School Meals (FSM) and progression into Higher Education is below the national average. Young people not in education, employment or training (NEET) face an increased likelihood of unemployment, low wages, or low-quality work later on in life. The proportion of young people who are NEET in West Yorkshire increased between 2021/22 and 2022/23 and is above the national average.

### **The Enablers**

- 2.9 Connectivity is constraining West Yorkshire's economic growth and investment in transport infrastructure has not kept pace with need. Average commuting times have been increasing overtime. Furthermore, sectors that are expected to play an important role in closing the productivity gap, like advanced manufacturing or professional services report higher dissatisfaction with connectivity than average. Digital connectivity in West Yorkshire overall is strong, however there are pockets of underperformance, particularly in rural areas of Calderdale which must be addressed.

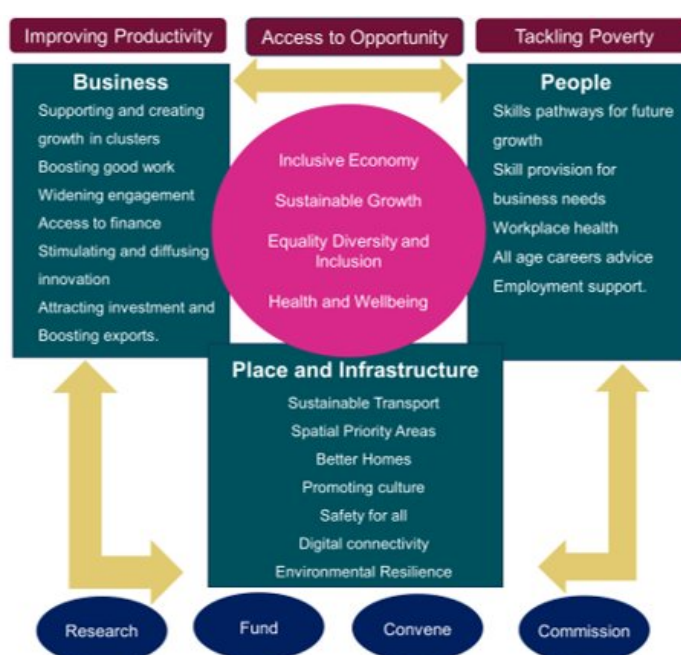


2.11 Despite levels being lower than the national average, house prices and rents have been rising faster than the national average in West Yorkshire, delivering new homes, in the right places, is necessary to keep West Yorkshire affordable to support attracting and retaining talent.

### Emerging Conceptual Framework

2.10 The emerging conceptual framework for the Economic Strategy puts inclusive sustainable growth, and equality, diversity and inclusion at its heart, promoting health in all policies and building on our sector strengths. The framework aligns with the vision and missions of the West Yorkshire Plan against the pillars of productivity where we need to act.

2.11 The framework identifies direct action and priorities on business support and skills, while reflecting the role of major enablers and transformational opportunities for the region including mass transit, bus reform, the Better Homes Hub, the West Yorkshire Strategic Place Partnership and the implications of net zero including economic opportunities aligned to West Yorkshire sector strengths.



2.12 Detailed priorities are being developed across the focus areas of business, people, place and infrastructure. Draft business priorities are included in the Appendix 1 while work continues on other areas. Priority development is being informed by detailed policy work on infrastructure including a newly developed West Yorkshire Housing Strategy, the emerging Local Transport Plan, and a Digital Blueprint.

### Next steps

2.11 The framework and draft priorities are being discussed with Combined Authority committees and will be refined into a draft summary to go out to consultation post-local elections. A panel of independent experts is advising on the evidence base and emerging priorities.

### **3. Tackling the Climate Emergency Implications**

3.1 Tackling the climate emergency is a driving principle of the Economic Strategy and reflected in the framework for action.

### **4. Inclusive Growth Implications**

4.1 Inclusive Growth is a driving principle of the Economic Strategy and reflected in the framework for action.

### **5. Equality and Diversity Implications**

5.1 Equality, Diversity and Inclusion is a driving principle of the Economic Strategy and reflected in the framework for action.

### **6. Financial Implications**

6.1 There are no financial implications directly arising from this report.

### **7. Legal Implications**

7.1 There are no legal implications directly arising from this report.

### **8. Staffing Implications**

8.1 There are no staffing implications directly arising from this report.

### **9. External Consultees**

9.1 A questionnaire distributed via the Your Voice tool has been analysed with feedback helping to shape the emerging areas for action set out in Appendix 1.

### **10. Recommendations**

10.1 That the members of Economic Scrutiny Committee note the progress made on the Economic Strategy and provide comments on the outlined approach and emerging priorities.

### **11. Background Documents**

There are no background documents referenced in this report.

## 12. Appendices

Appendix 1 – Economic Strategy Summary Pack

This page is intentionally left blank

# West Yorkshire Economic Strategy: Emerging Evidence Summary Pack

West Yorkshire Economic Strategy: draft policy in development



# A New Economic Strategy to deliver the West Yorkshire Plan

Devolution provides a historic opportunity for West Yorkshire. Now is the time for a new Economic Strategy to deliver the vision and the missions of the West Yorkshire Plan.

Working collaboratively, the Economic Strategy will take a whole systems approach to tackle long-term, systemic and complex issues facing our region.

**Our Partnership:** this is a regional strategy and is being developed in partnership with the five West Yorkshire local authorities. It provides a regional framework that aligns to district plans and strategies as well as northern, national, and international opportunities.

## The West Yorkshire 2040 Vision and missions

### Our vision:

A brighter West Yorkshire –  
a place that works for all.  
An engine room of ideas and  
creativity, where anyone  
can make a home.

Our vision and missions put equity, diversity, and inclusion at the heart of everything we do. We will lead the way to embed these values across all our work.

### The West Yorkshire Plan includes:

- The West Yorkshire story – our region's unique identity
- The future of West Yorkshire – our vision and missions for 2040
- Working together – our partnerships for change

1

#### Mission 1:

A prosperous West Yorkshire –  
an inclusive economy with well paid jobs

2

#### Mission 2:

A happy West Yorkshire –  
great places and healthy communities

3

#### Mission 3:

A well-connected West Yorkshire –  
a strong transport system

4

#### Mission 4:

A sustainable West Yorkshire –  
making lives greener

5

#### Mission 5:

A safe West Yorkshire –  
a region where everyone can flourish

# Economic Assessment

37

**Entrenched, generational and a significant constraint to inclusion and prosperity.**

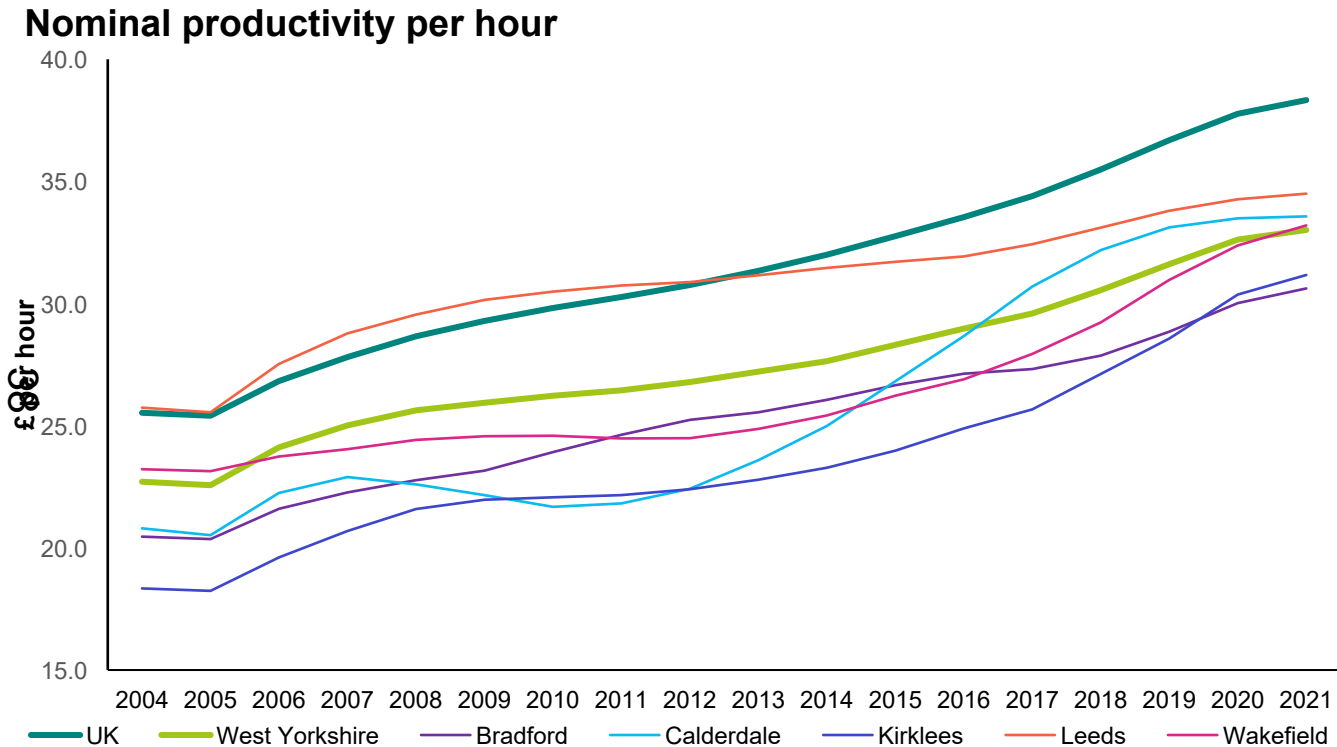
West Yorkshire's productivity growth has not kept pace with the rest of the UK. This is impacting on living standards across the region.

Longstanding deprivation, economic inactivity and health inequality is holding back economic growth.

Too many people in the West Yorkshire workforce do not have the qualifications and skills they need to reach their full potential.

# Divergence from the national average

Figure: Current Price (smoothed) GVA per hour worked (£), 2004-2021



- West Yorkshire grew above national average until 2008, mostly driven by Leeds.
- Since then, most of West Yorkshire (including Leeds) had a weaker performance than the national average.
- That gap (13.9% less productive in nominal terms) is estimated to account for **£9.7 billion in 2021 alone (around £4,100 per resident)**. Closing that gap would boost West Yorkshire living standards.

Source: ONS, Subregional productivity: labour productivity indices by UK ITL2 and ITL3 subregions



# Comparisons with other countries suggest that West Yorkshire should aim to reach UK's average productivity

Figure: Labour productivity, 2019 (GDP per worker in USD, constant prices, constant PPP, base year 2015)

Main metropolitan areas productivity compared to national average



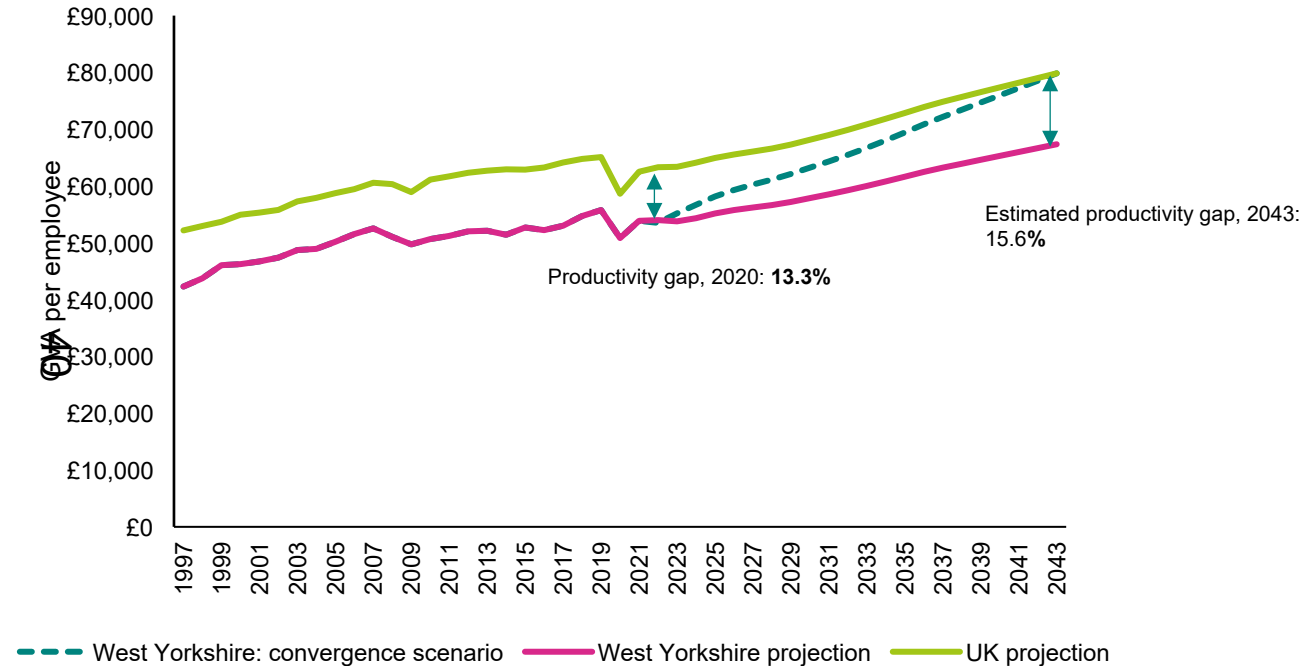
- West Yorkshire underperforms the national average, while second tier cities in other large countries tend to perform in line with the average.
- Not all metro areas overperform but only Naples underperforms (against the national average) as much as West Yorkshire.
- This [feature](#) is common across the UK's largest cities outside London like Manchester, Glasgow and Birmingham.
- London's productivity relative to the national average is broadly in line with other countries.

Source: OECD, Metropolitan areas, GDP per worker. Leeds OECD's definition of metropolitan area being used for West Yorkshire. The second cities considered are the following. **Spain:** Barcelona, Valencia, Seville, Bilbao and Saragossa. **Italy:** Rome, Milan, Naples, Turin, Palermo, Genoa and Florence. **France:** Lyon, Toulouse, Strasbourg, Bordeaux, Nantes and Lille.

# The prize of convergence is enormous

Figure: GVA performance and projections, UK and West Yorkshire (1997-2043)

## Productivity scenarios



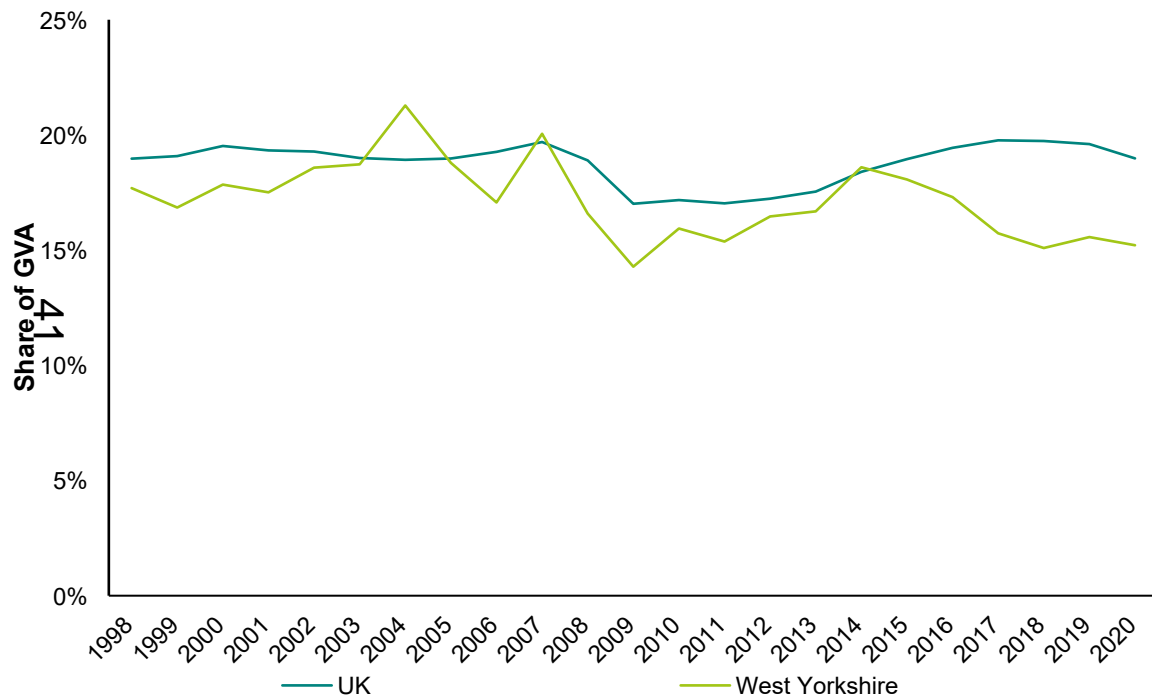
- Projections suggest the productivity gap will widen in the next two decades.
- Closing the productivity gap by 2043, would mean a GVA growing at 2.3 per cent a year, instead of 1.6 per cent projected. **That would mean an economy £15bn larger than projected and £38bn larger than today.**

Source: Experian, West Yorkshire Combined Authority REM.

# West Yorkshire's investment and skills pipeline is diverging from UK average

**Figure:** Investment at the subnational by ITL2 (1998-2020)

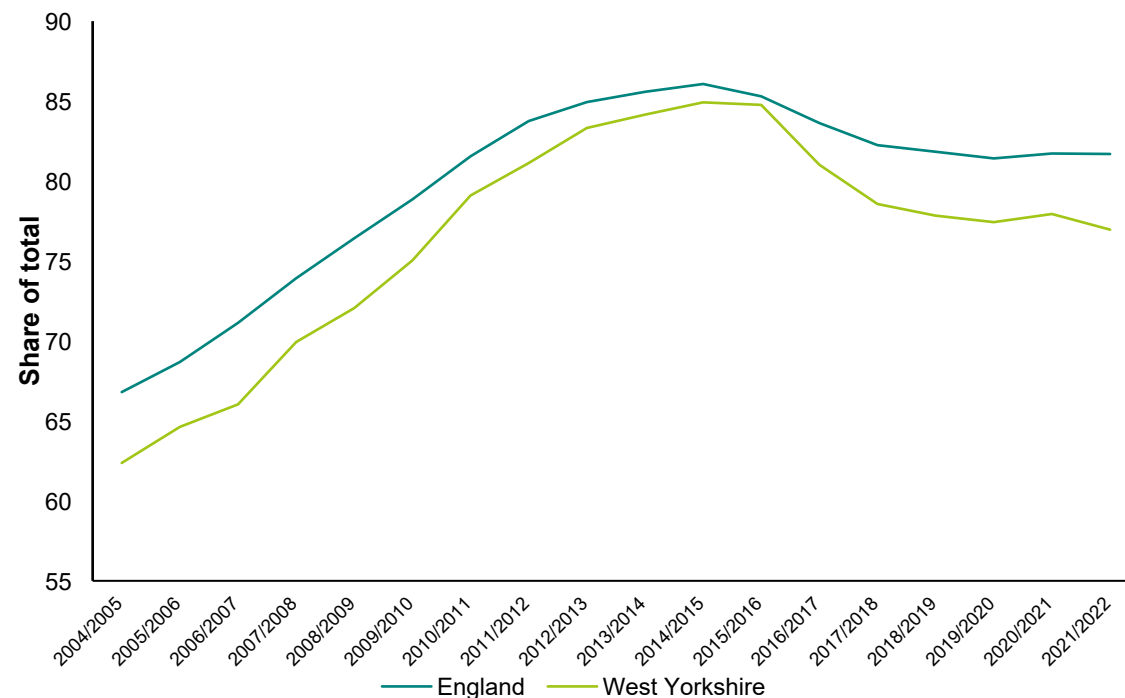
## Gross Fixed Capital Formation share of GVA



Source: ONS, Experimental regional gross fixed capital formation (GFCF) estimates by asset type: 1997 to 2020. ONS, GVA at ITL2, current price estimates: 1998 to 2020.

**Figure:** Share of who achieve level 2 and level 3 by the age of 19 (2004/05 and 2021/22)

## Who achieve level 2 by age of 19



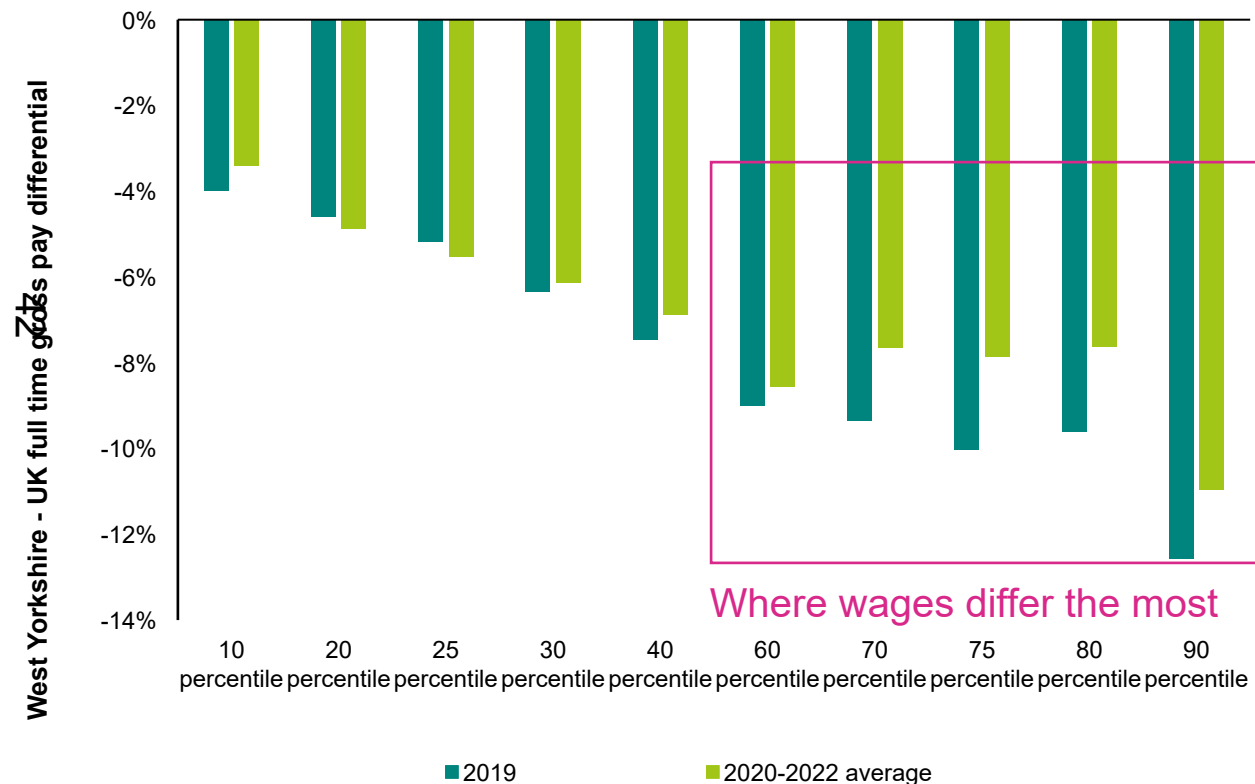
Source: DfE, Level 2 attainment age 16 to 25, Academic year 2021/22.

- The divergence takes place around the **time that West Yorkshire's productivity diverges from the national average.**
- This is a common feature across all local areas and asset types (buildings, ICT, intangibles, etc) in West Yorkshire similar to national average and there is underperformance in almost all industries.

# Closing productivity gap alone likely to boost wages at the top but unlikely at the bottom

**Figure:** Workplace median pay, full time workers by Metropolitan County 2019-2022

## Differences by wage distribution



- The same way the productivity gap is driven by the lack of high performing firms, a similar trend is observed in wages, with the largest gap at the top of the distribution.
- The wage differences between West Yorkshire and the national average are **mostly driven by lack of highly paid jobs.**
- Under certain circumstances, closing this gap could lead to issues around housing affordability.
- This highlights the importance of **inclusive growth.**

# Sector Specialisms

43

# West Yorkshire is a diversified economy

**Figure: Industrial specialisms within West Yorkshire**

Local Authority	Specialisms (based on jobs Location Quotients), 2021
Bradford	Textiles Machinery manufacturing Manufacturing of chemicals (detergents, soap and others)
Calderdale	Monetary intermediation Insurance Machinery manufacturing Furniture
Leeds	Office administrative and support activities Legal activities Activities auxiliary to financial services, except insurance and pension funding Head Office Activities
Wakefield	Logistics: transport and warehousing Textiles Glass Manufacturing
Kirklees	Furniture Textiles Chemicals. Pesticides and paints

- West Yorkshire has a strong manufacturing sector with more than **100,000 manufacturing jobs** - the highest number of manufacturing jobs per capita in a Combined Authority; and 13.4% of GVA.
- The manufacturing base is diverse both geographically (mostly outside Leeds) and sectorally (textile, chemicals and machinery).
- Across all Combined Authorities, West Yorkshire has the highest number of jobs in “Financial service activities” and “Computer programming, consultancy and related activities” (2021).

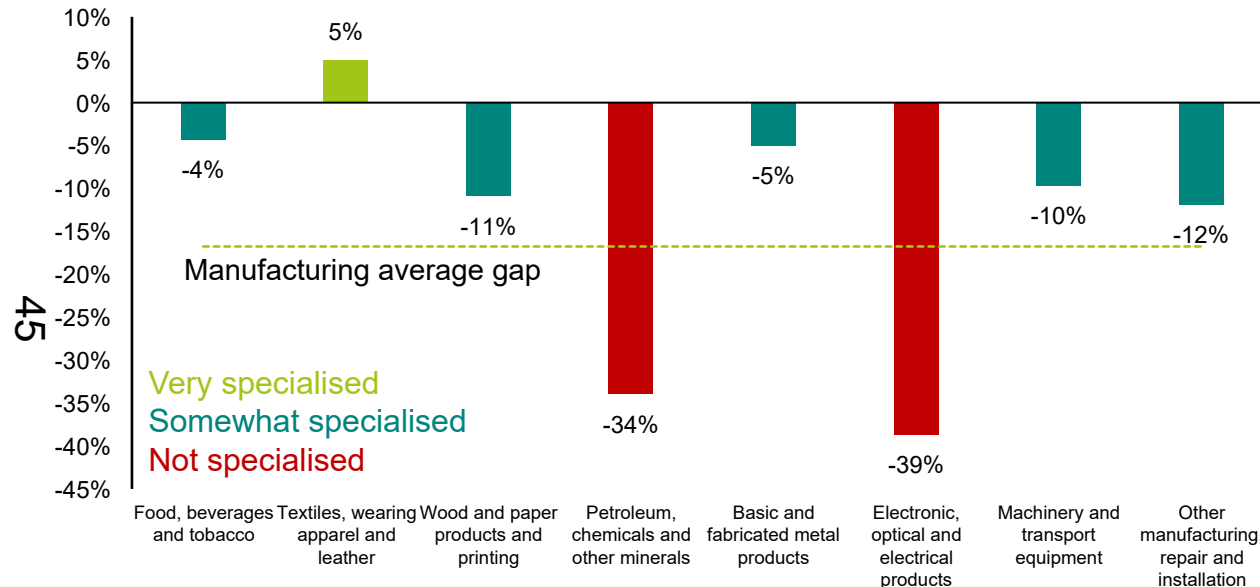
Source: NOMIS Note: The sectors selected are a combination of high Location coefficients and the employment share they represent.

# Closing the productivity gap will require new manufacturing specialisms in West Yorkshire and a deepening of existing specialisms in Leeds

Figure: Manufacturing productivity by ITL3 and industry, West Yorkshire 2019

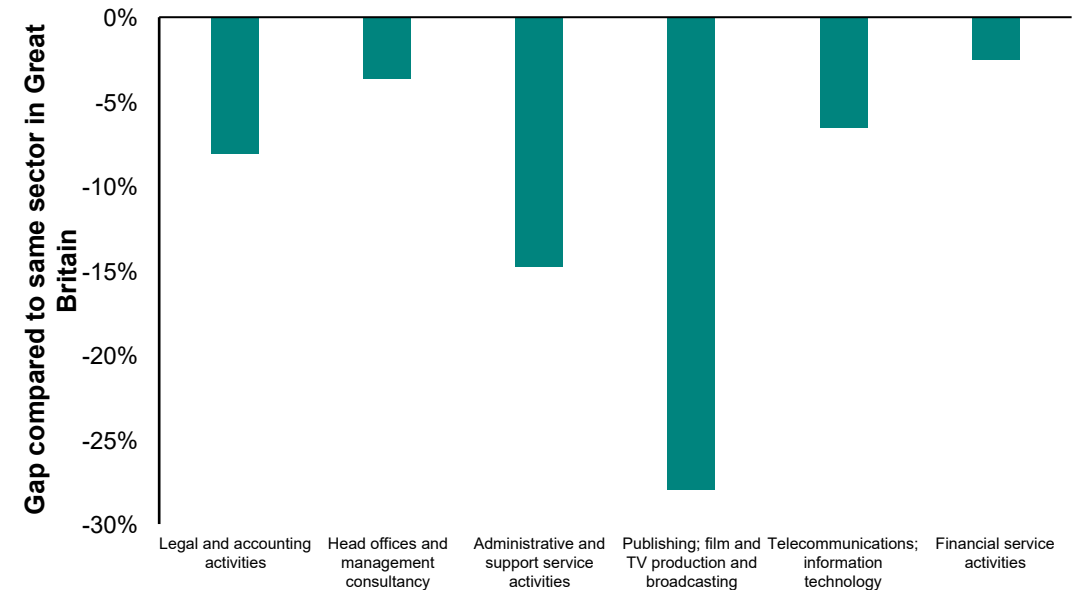
Figure: Services productivity in Leeds by its specialisms, 2019

## Productivity gap



Source: ONS, Regional gross value added (balanced) by industry: all ITL regions. ONS, Business Register and Employment Survey.

## Productivity gap



- Leeds underperforms in the services that it has a specialism. Closing the productivity gap requires making those sectors more productive. By attracting new businesses in these sectors and enabling the benefits of agglomeration.

- The main productivity differences are in sectors in which West Yorkshire is not specialised. The productivity gap is small in areas that West Yorkshire is specialised. The gap is driven by the absence of specialisms in highly productive industries like electronics (electric lighting equipment vs. electronic components) and chemicals (agrochemicals vs. pharma and petroleum).
- Closing the productivity gap will require new manufacturing-related specialisms. Closing (or widening) the gap in existing specialisms may not be enough.

## We need to dig deeper in our sector strengths and cluster analysis

---

Cambridge Econometrics is leading on a cluster analysis study to understand the sectors where West Yorkshire has comparative advantage and the implications for inclusive growth. The study is exploring the overlaps between traditional sectors and emerging clusters. The sector/cluster map can be divided into three main (overlapping) groups, each of which represents an opportunity for the region.

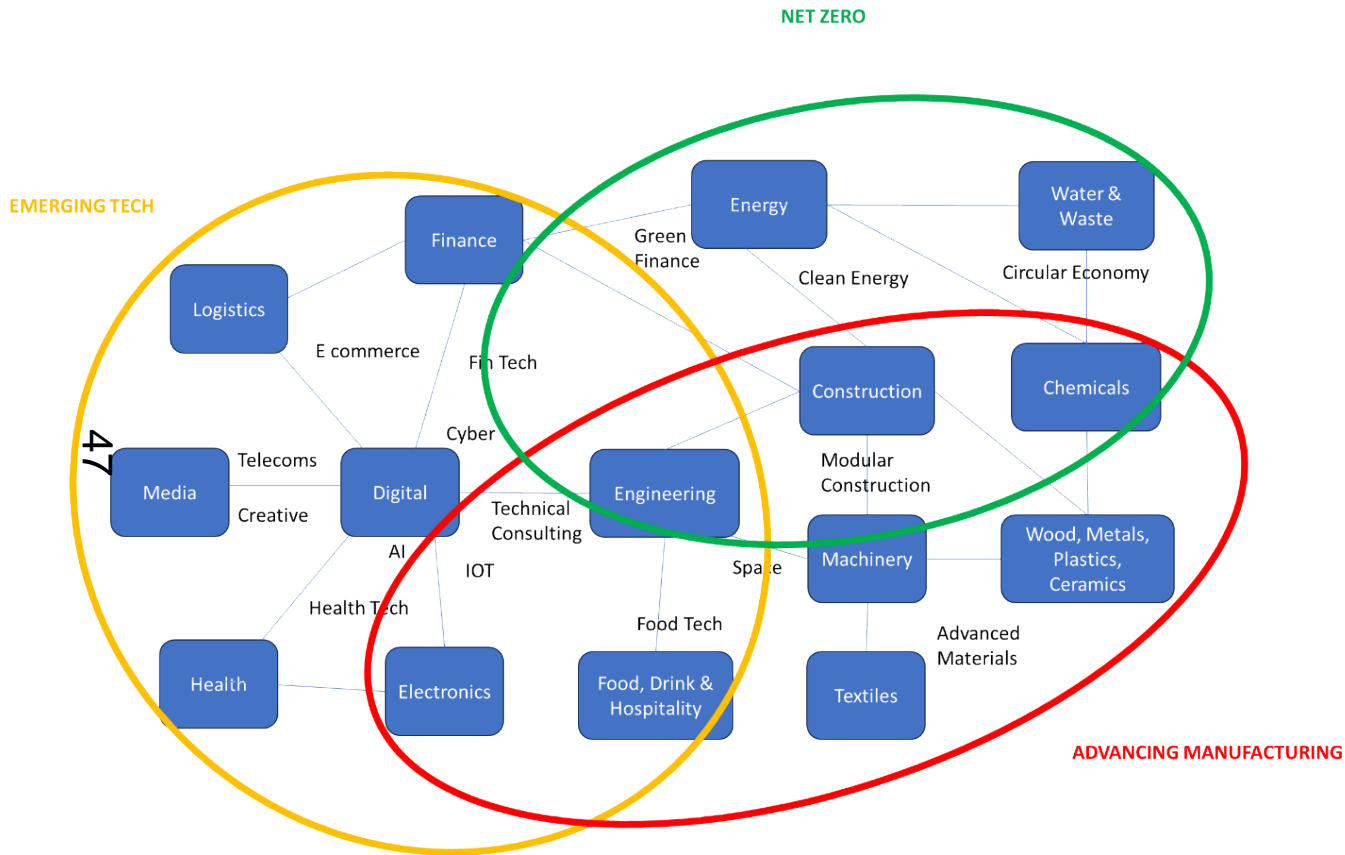
46

*“Regional innovation clusters refer to localized groupings of enterprises of different sizes that engage in the creation of innovative goods and services. These clusters also include specialized suppliers, service providers, universities, and affiliated organizations.*

*Clusters are attractive because of their potential to boost the innovation and productivity of places, which are thought to be crucial to initiatives to smooth spatial inequalities and level up left behind places (Sunley et al. 2022). Clusters have also been found to increase regional resilience and speed of rebound from shocks and downturns (Delgado and Porter 2021), and so have emerged as crucial to post-pandemic recovery.”*



# We need to dig deeper in our sector strengths – cluster analysis



**Advancing Manufacturing:** All manufacturing value chains have the potential to be advanced: that is, to use innovative, cutting edge, high-tech, processes. The greatest opportunity for productivity enhancement often lies in sectors such as food and drink, textiles, and materials processing. West Yorkshire has a lot of these categories of firms.

**Emerging Tech – Service Sector Crossovers:** There’s clearly a synergy happening between Leeds’ traditional service sector strengths in Finance, Legal, Education, Health, and its strong and innovative digital sector, leading to the emergence of a number of innovative cross-over sectors (fin tech, health tech, etc).

**Net Zero:** Of the five main Net Zero initiatives (energy, transport, built environment, industry and land use), West Yorkshire has the sectoral specialisations to lead on two (built environment and industry) and to contribute to the technology supply chains of others (transport, energy and land use).

# The Enablers

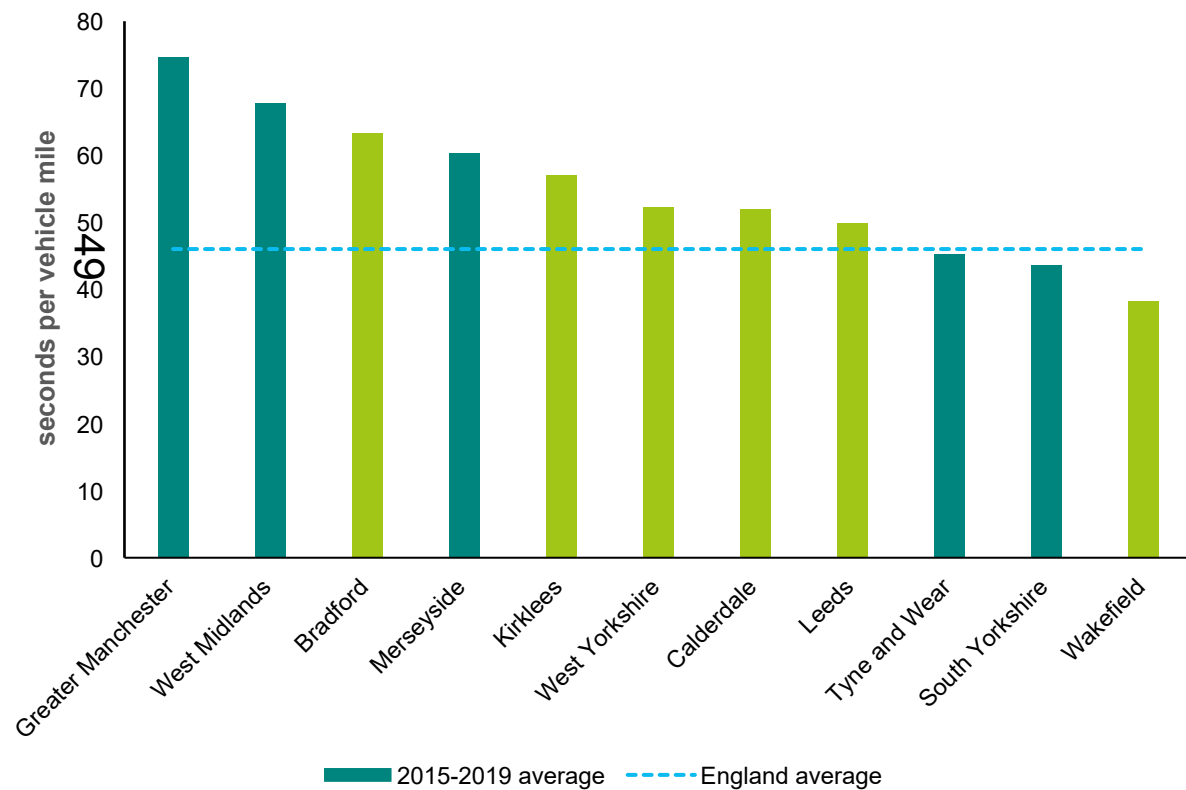
48

Economic evidence

# Connectivity is constraining West Yorkshire's economic activity. Roads are congested and pre-pandemic rail close to capacity

**Figure:** Average delay on locally managed A roads, seconds per vehicle mile (2015-2019 average)

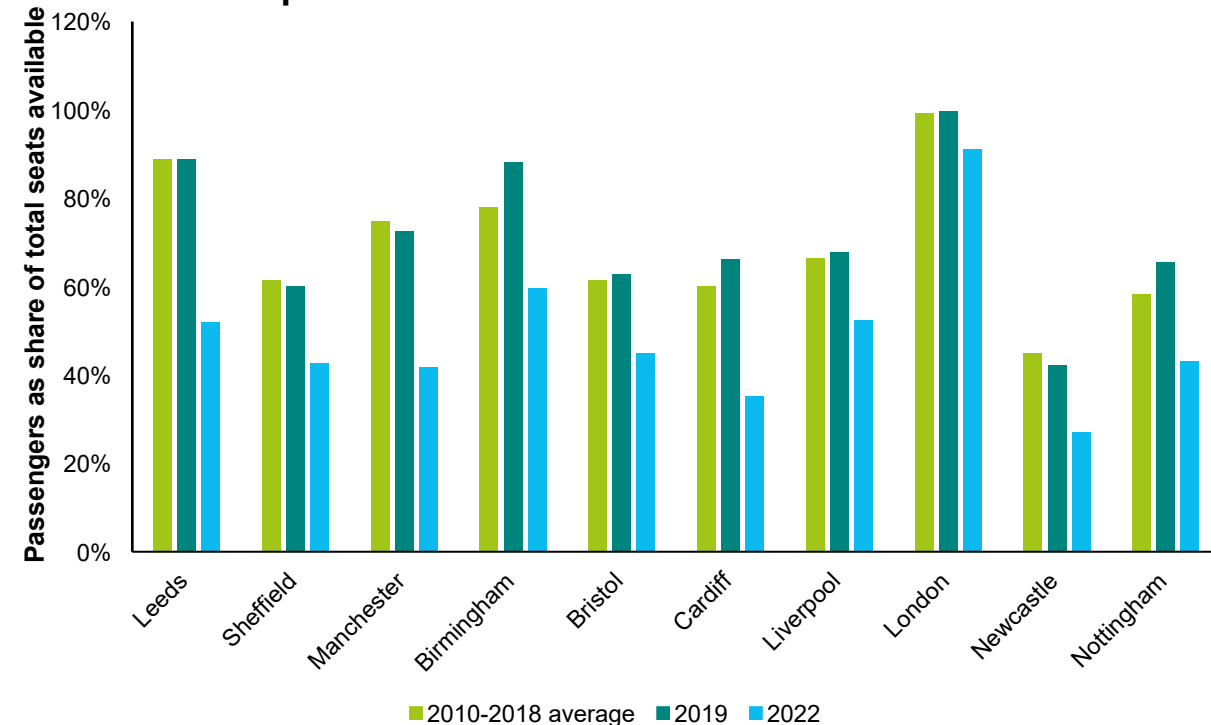
**Average delay on locally managed 'A' roads**



Source: DfT, Historic SRN and Local 'A' roads travel time data.

**Figure:** AM peak rail arrivals (07:00 to 09:59), passengers as share of seats in main stations (2010-2022)

**Rail use at AM peak arrivals**

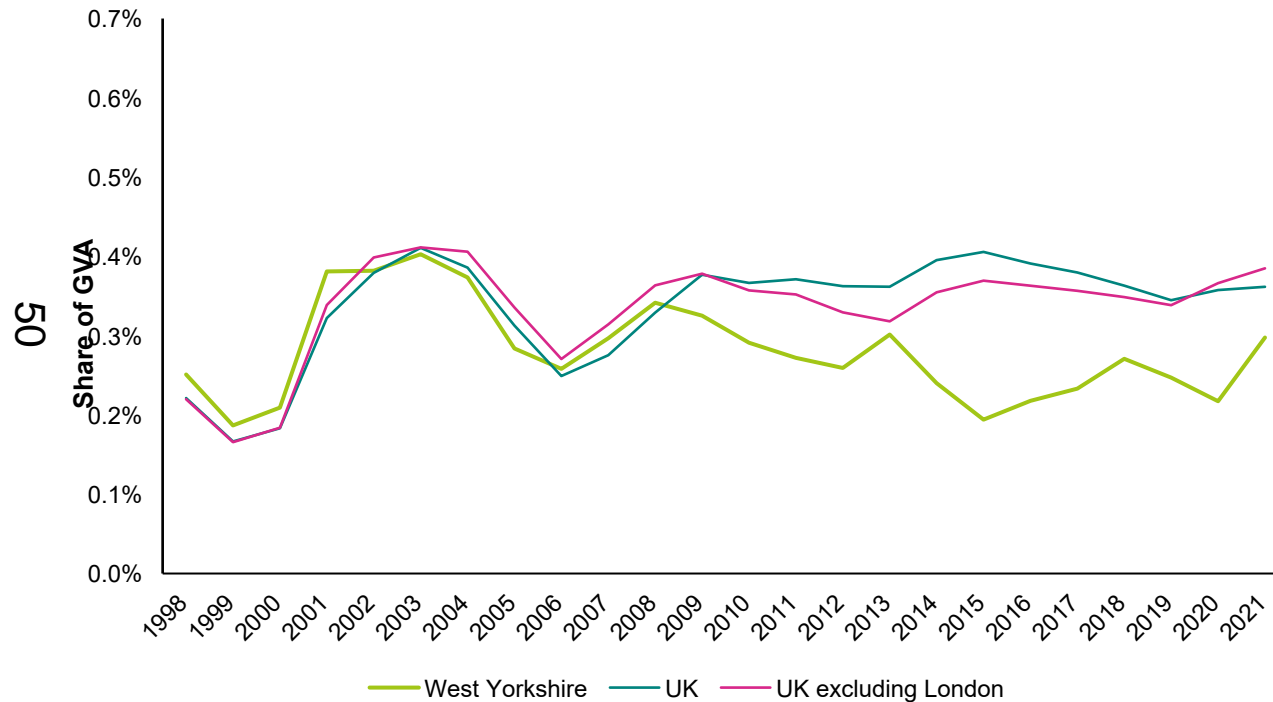


Source: DfT, Rail passenger numbers and crowding on weekdays (RAI02).  
Note: Central station in all cities except London, which it includes

# Last decade characterised by lack of transport investment at the local level

Figure: Local government transport infrastructure investment, West Yorkshire and UK (1998-2021)

## Local government transport infrastructure

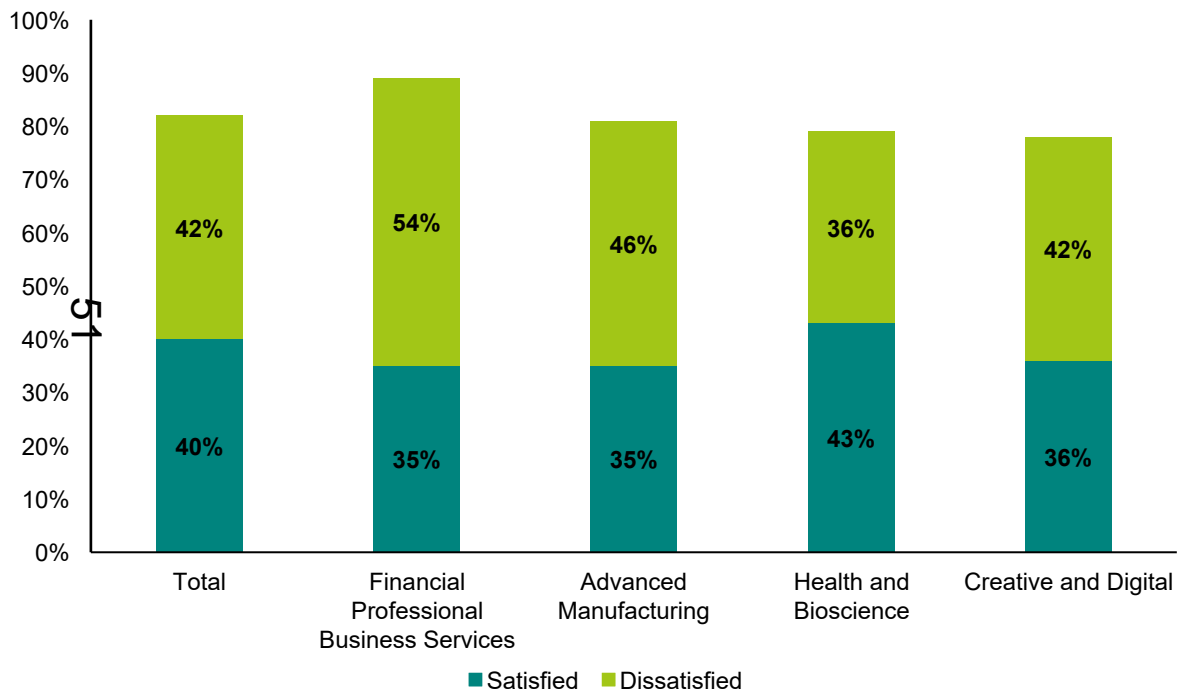


- After the financial crisis, West Yorkshire investment in transport infrastructure (local government) started diverging with the national average.
- This trend highlights the importance of transport investment to unlock other economic benefits, in an economy seems to be constrained in terms of connectivity.
- In 2021, there has been an increase – converging with the national average.
- Local government spending, excluding transport, has been performing in line with average.
- Low connectivity by lack of investment has been flagged by the [National Infrastructure Commission](#) (£15bn until 2040 in Leeds and other three other large cities).

Source: ONS, Experimental regional gross fixed capital formation (GFCF) estimates by asset type. ONS, GVA at ITL2, current price estimates: 1998 to 2020. West Yorkshire Combined Authority Calculations.

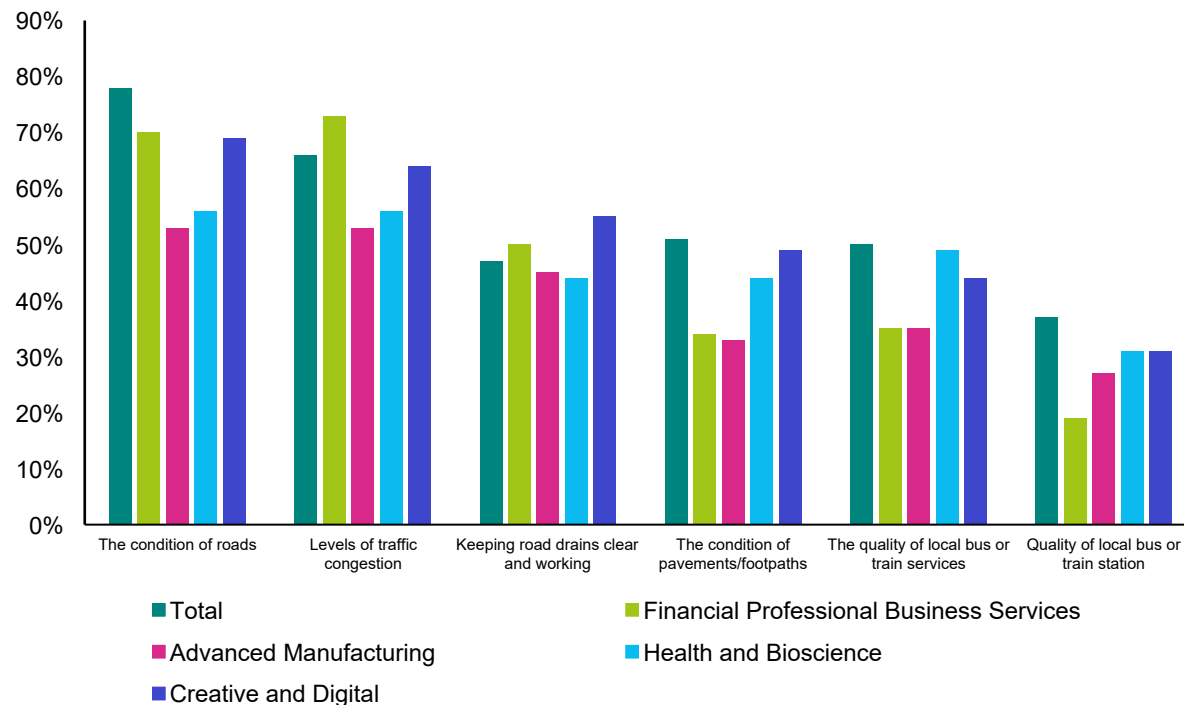
# Several relevant sectors with connectivity satisfaction below average

**Figure:** How satisfied are you with the quality of local highways and public transport infrastructure immediately surrounding your business premises?



Source: West Yorkshire Business Survey, 2023.

**Figure:** Thinking about the quality of the local highways and public transport infrastructure immediately surrounding your business premises, which of the following do you think need improvement?

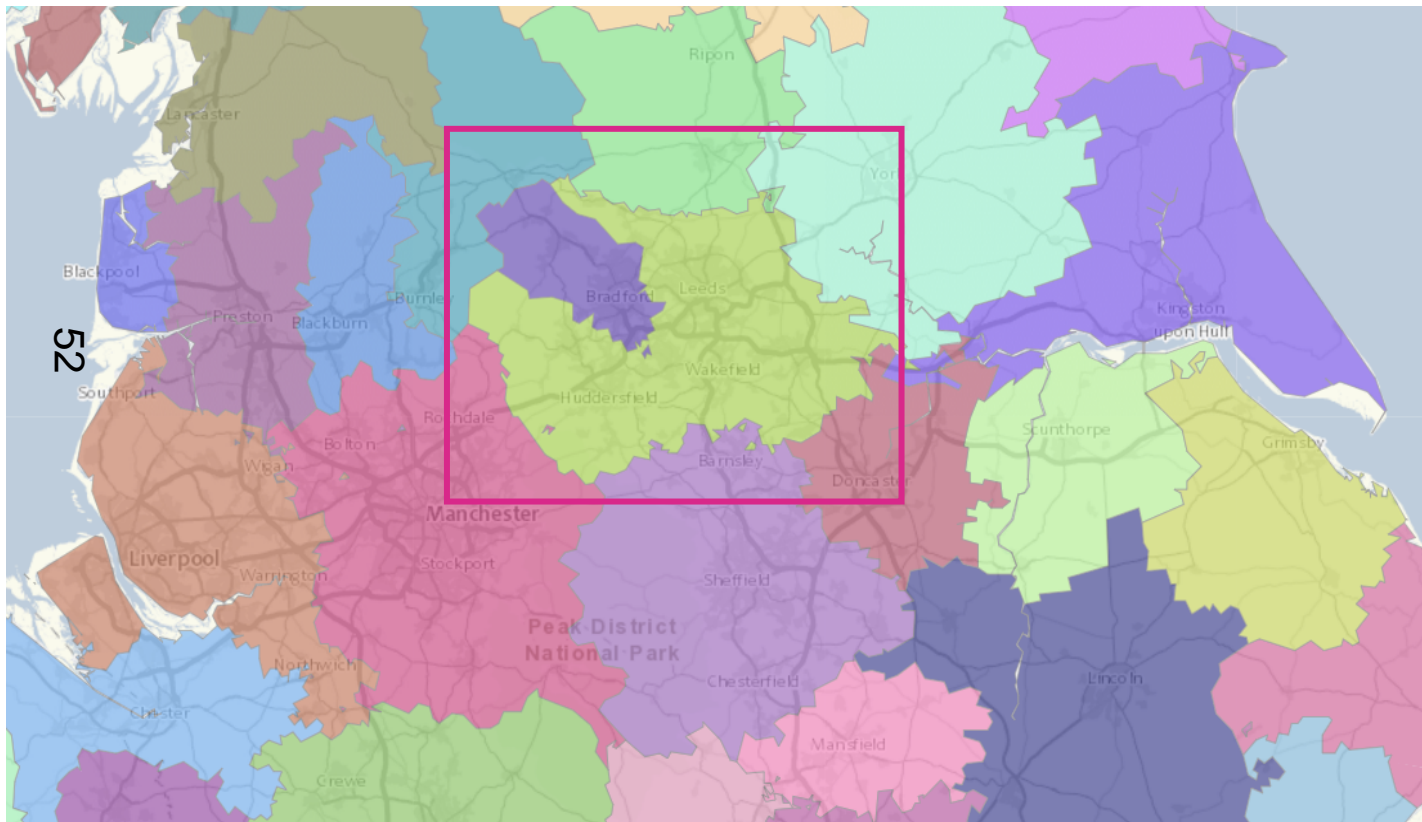


Source: West Yorkshire Business Survey, 2023.

- Sectors that are expected to play an important role in closing the productivity gap, like advanced manufacturing or professional services, report higher dissatisfaction with connectivity than average. This highlights the link between productivity convergence and connectivity.
- All sectors have major concerns about road quality and congestion. Service sectors (financial and professionals business services or creative and digital) also flag, to a lower extent, public transport as a concern.

# Interventions should contribute to the integration of the combined authority as a labour market

Figure: Alternative Travel to Work Areas, Full time employed (2011)

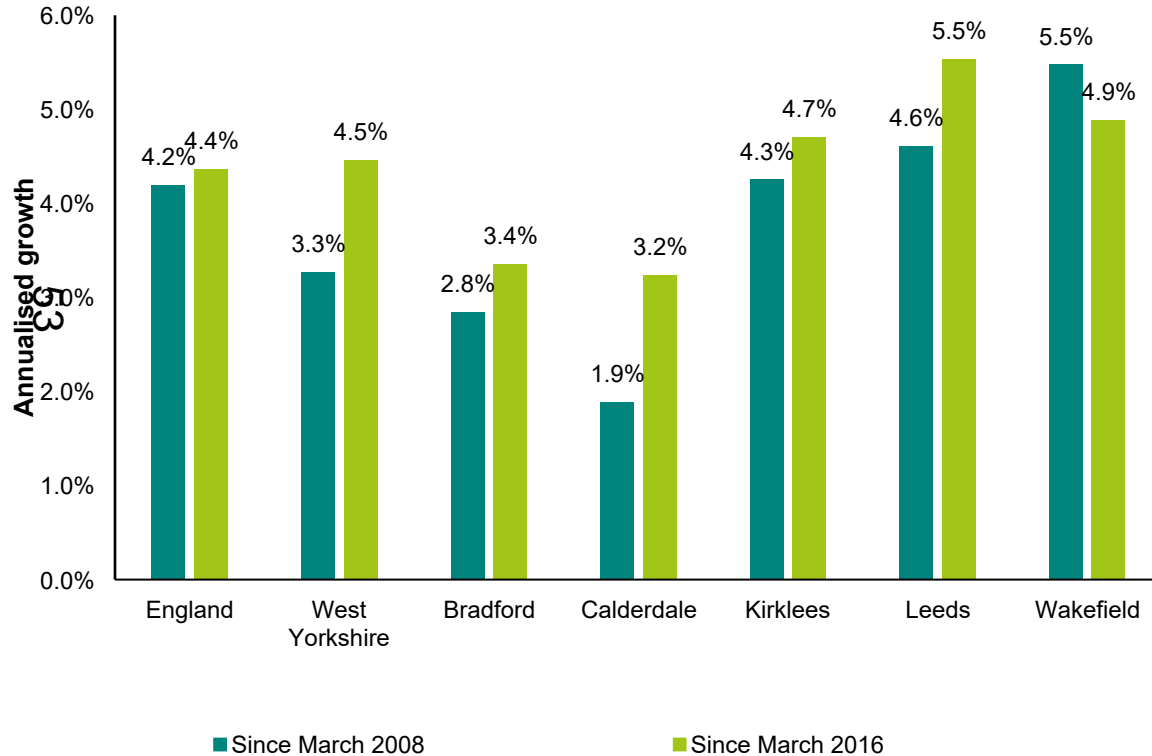


- Despite the census showing that there are plenty of flows between local authorities, analysis of Travel to Work Areas (2011) for full time workers suggest that Bradford's labour market is not as integrated into West Yorkshire as other areas.
- This is likely to be driven by a combination of factors like connectivity (road congestion and rail capacity) but also the level of skills of the workforce to benefit from longer commutes.
- Other CA areas do not necessarily match their TTWA (GM and Wigan, or Doncaster and Sheffield) but difference in Bradford seems more significant.

# Housing affordability can be an emerging issue in some parts of West Yorkshire. House prices growing faster than national average in recent years, especially in Leeds

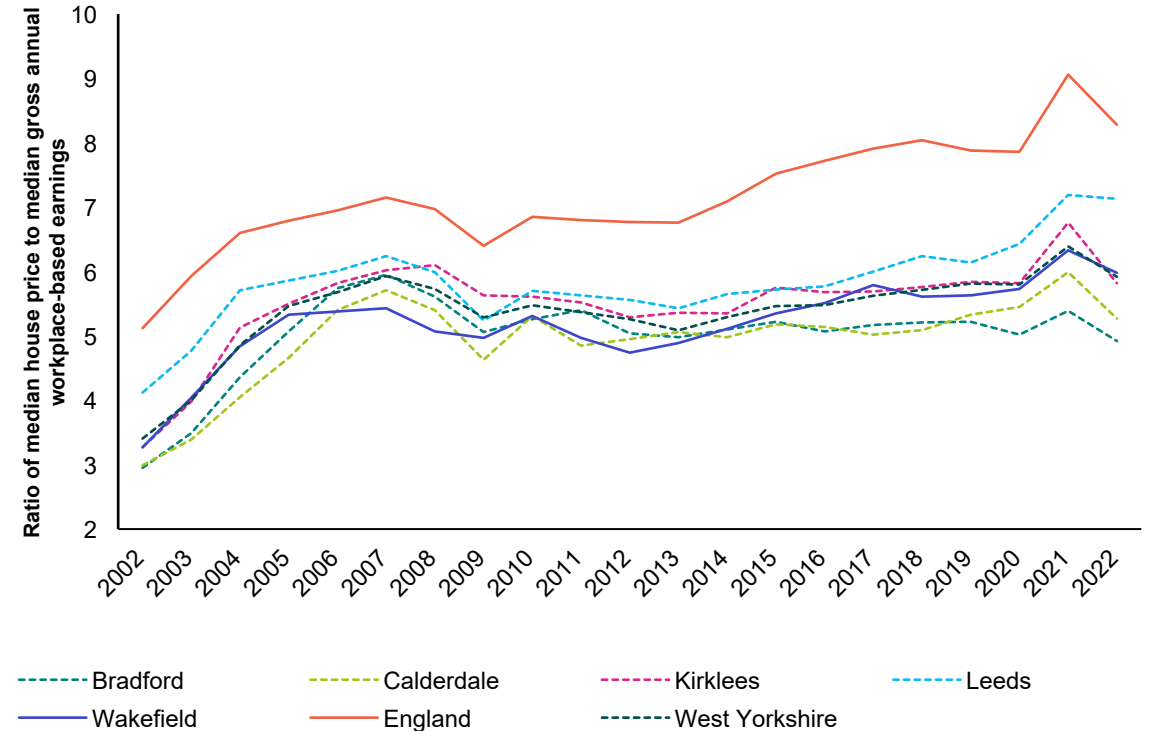
**Figure:** Median house price paid (March 1995 to March 2023)

## Median house price paid, growth



Private rental market summary statistics in England.

**Figure:** Affordability of House Prices – ratio of median house price to median annual wage (workplace-based), 2002-2022

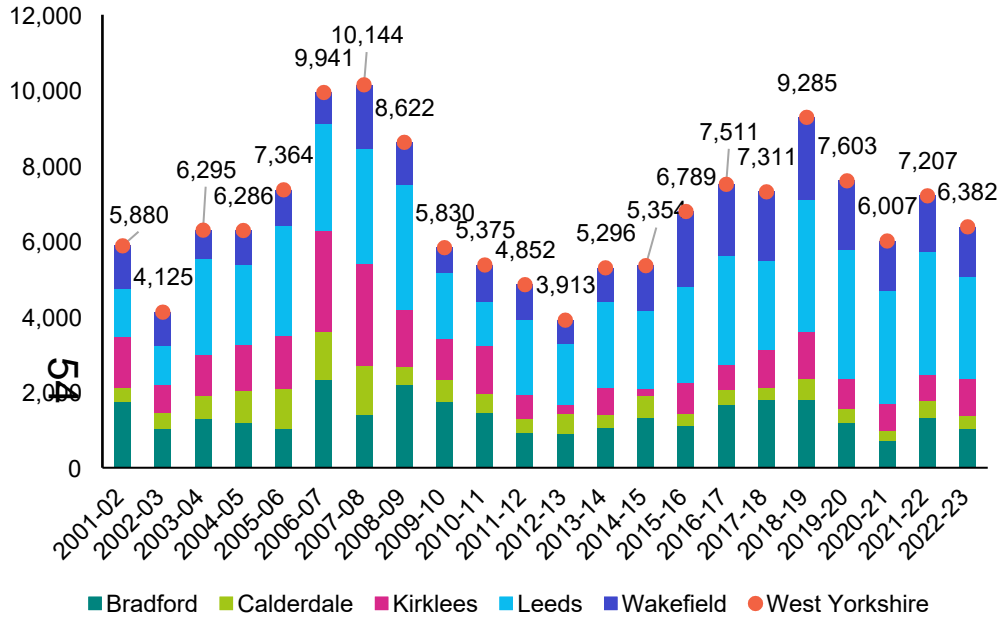


Source: Housing affordability in England and Wales, ONS

- On top of that, housing affordability needs to be framed as a potential economic constraint.
- Despite significant differences across local authorities, house prices have been rising. House prices have been growing faster than average in recent years mostly driven by Leeds, Wakefield and Kirklees.

# West Yorkshire had a construction boom in the decade before the crisis, now converged with national average

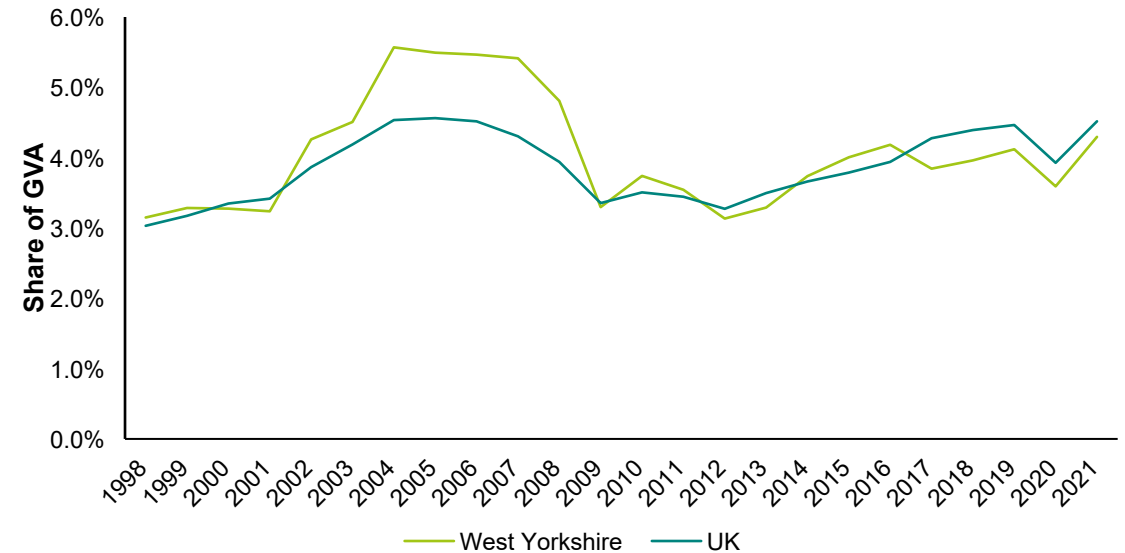
**Figure:** Net additional dwellings, West Yorkshire (2001/2002 to 2021/2022)



Source: Department for Levelling Up, Housing and Communities and Ministry of Housing, Communities & Local Government. Net additional dwellings by local authority district, England 2001-02 to 2021-22.

**Figure:** Gross fixed capital formation dwellings, West Yorkshire and UK (1998-2021)

## Investment: dwellings



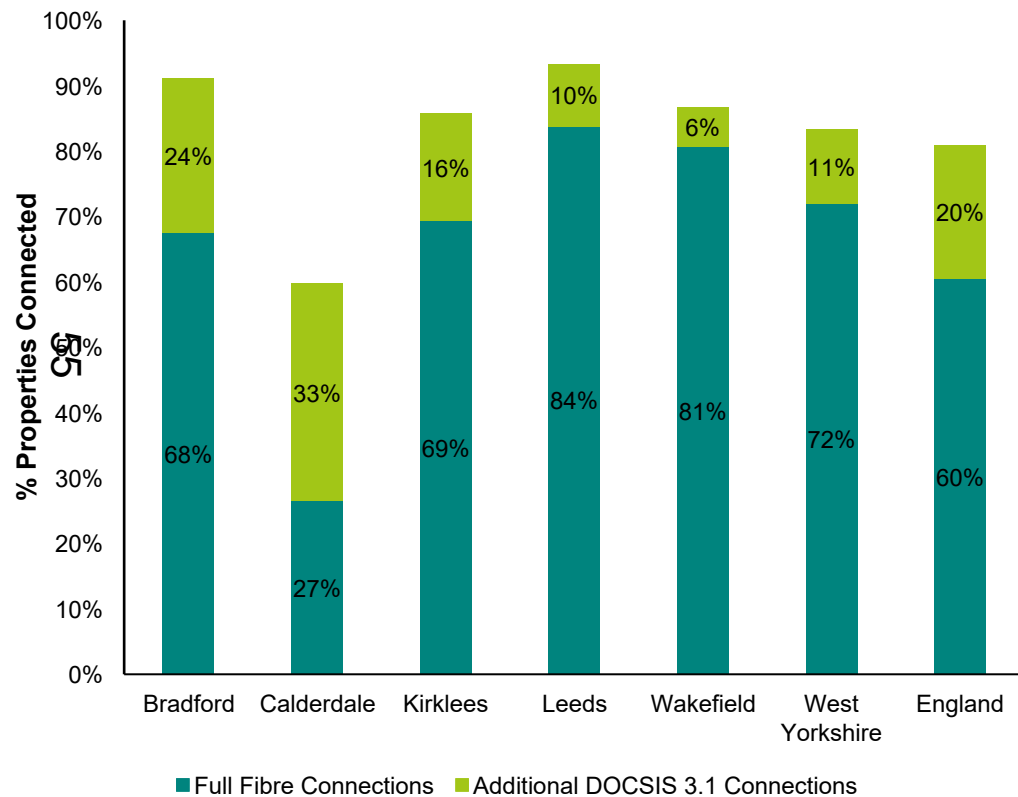
Source: ONS, Experimental regional gross fixed capital formation (GFCF) estimates by asset type. ONS, GVA at ITL2, current price estimates: 1998 to 2020. Dwellings include New dwellings use Barbour ABI data from 2010 onwards, with earlier estimates backcast using construction output survey, completions and house prices. Contract improvements use data from the construction output survey and housing stock estimates; Hidden improvements use estimates of mixed income in the construction industry; Local government capital expenditure West Yorkshire Combined Authority Calculations.

- The net additional dwellings and investment figures support the idea that West Yorkshire had a construction boom prior the financial crisis.
- Delivering new homes, in the right places, is necessary to keep West Yorkshire affordable. That would help in both attracting and retaining talent.



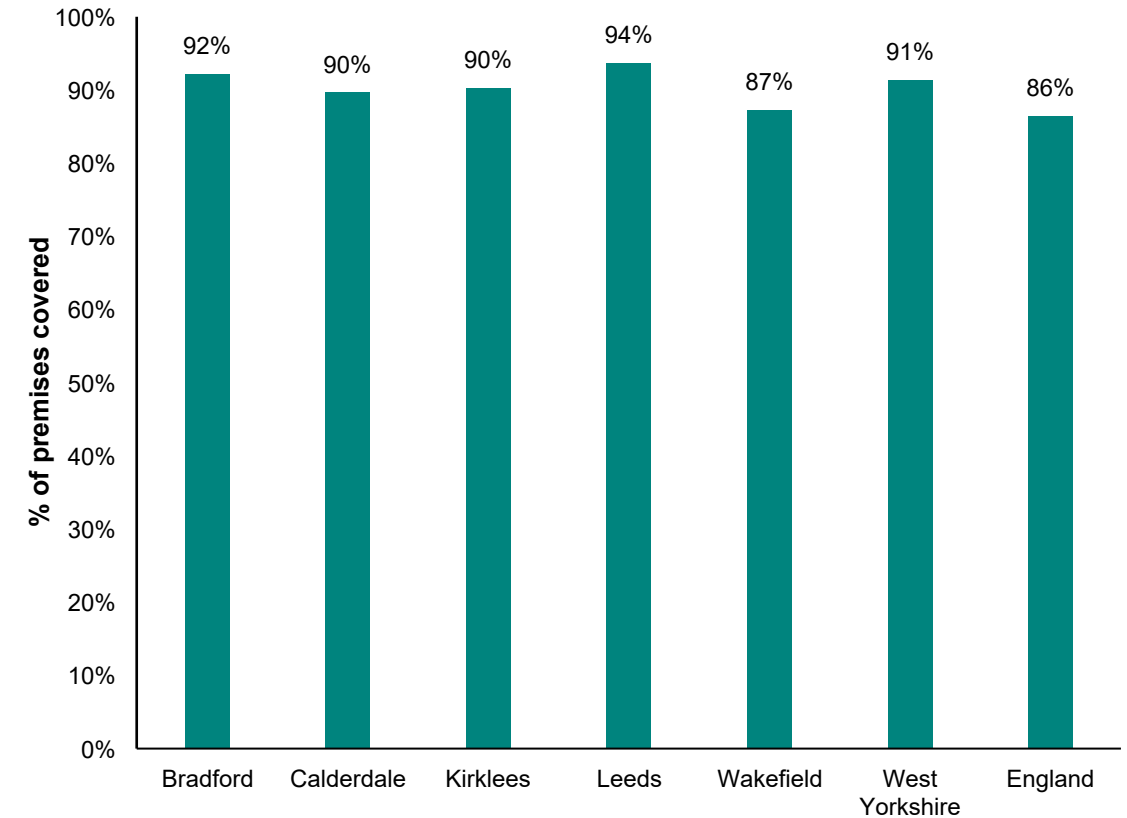
# Digital connectivity indicators above England's average, except for Calderdale

Figure: Premises with gigabit-capable fixed internet coverage by type



Source: ThinkBroadband, 04/2024

Figure: 4G premises (indoor) coverage from all providers



Source: OfCom Connected Regions Report, Summer 2023.

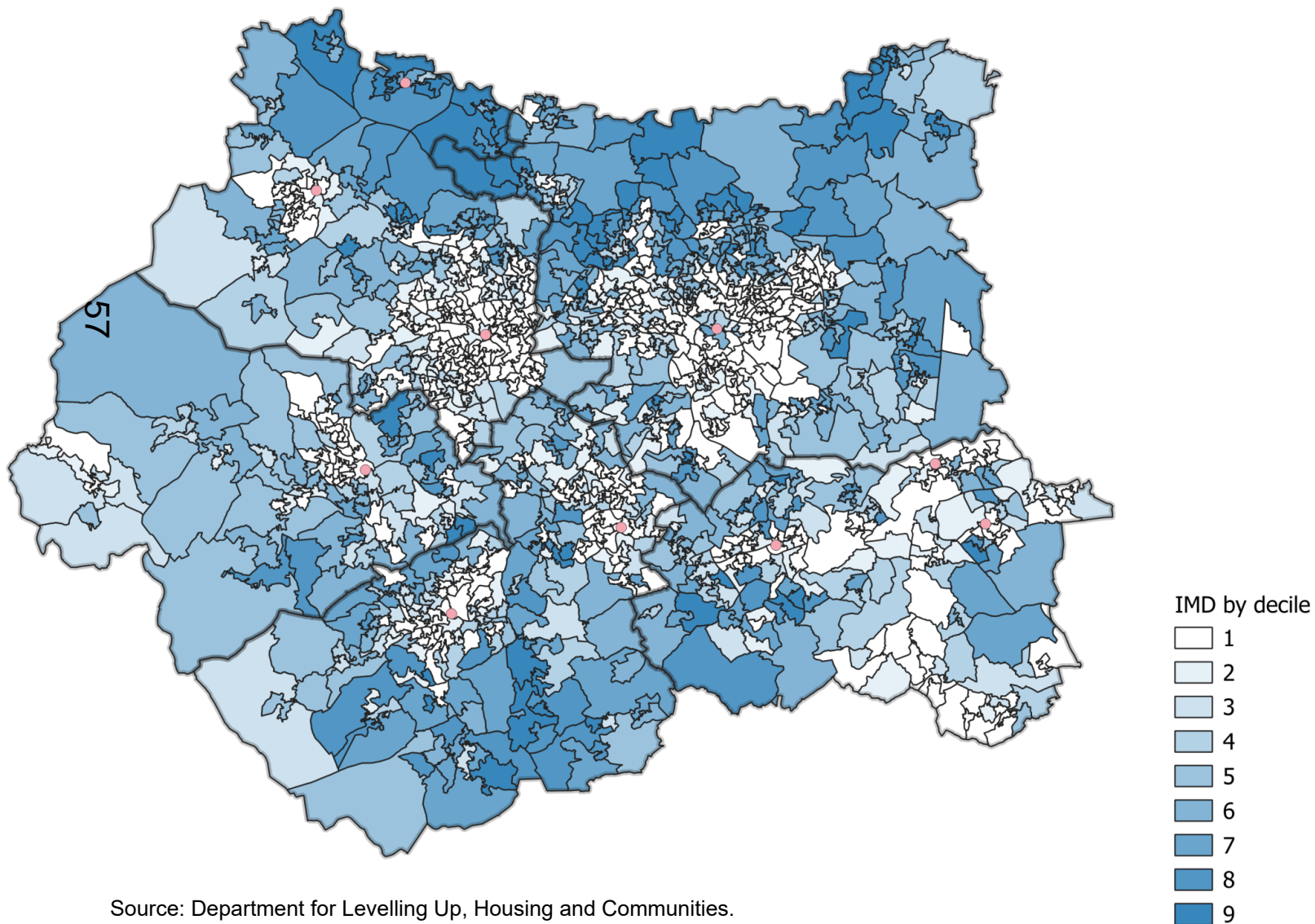
- This is likely to be explained by Calderdale being relatively rural. In a context of hybrid work, this can make this local authority less competitive than the remaining ones.
- Digital connectivity is improving rapidly in West Yorkshire, Calderdale included.

# Inclusive and Sustainable Growth

56

# It's not all about physical proximity to opportunity as deprivation shows

Figure: English Indices of Deprivation 2019 - LSOA Level, by decile



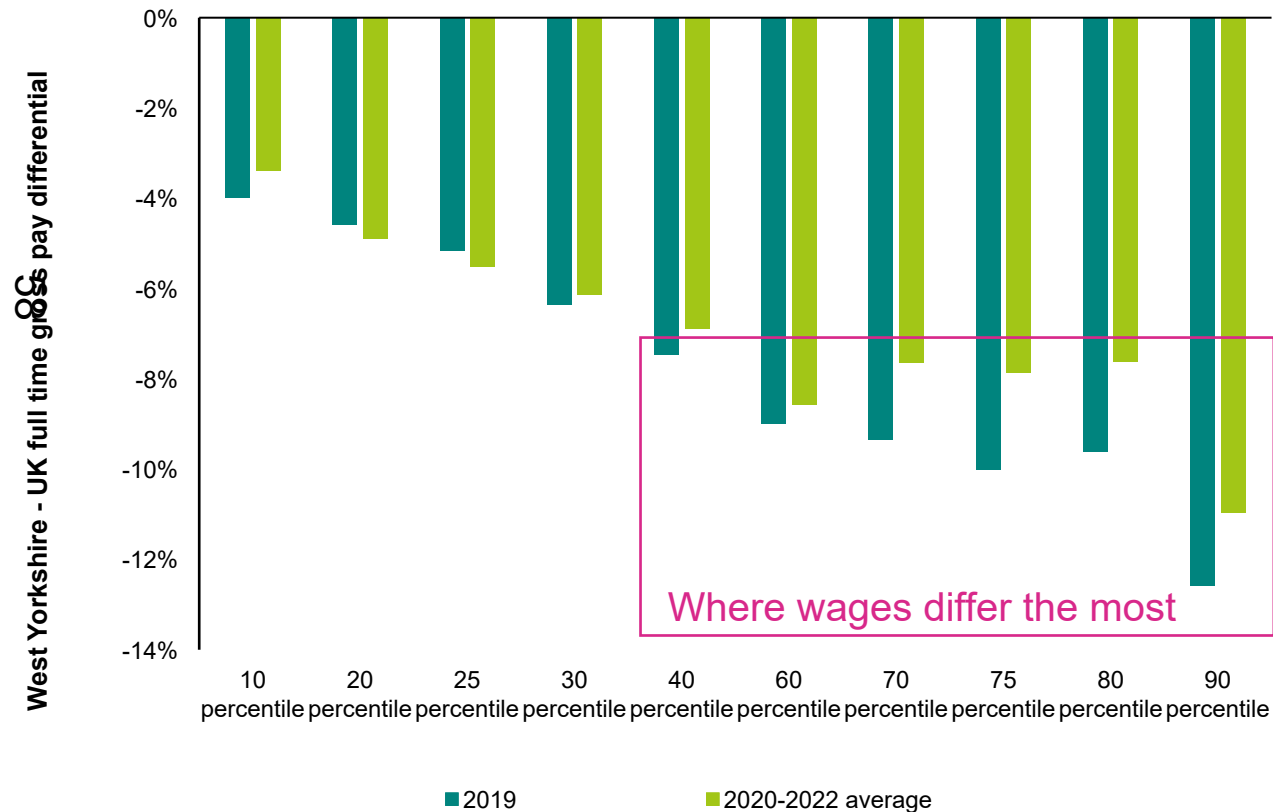
There are areas nearby the centre of Leeds that do not benefit that much from its productivity, which highlights the importance of looking at inclusive growth when trying to close the productivity gap.

It's not all about proximity to opportunities as this figure shows.

# Closing productivity gap alone likely to boost wages at the top, unlikely to bring inclusive growth alone

Figure: Workplace median pay, full time workers by Metropolitan County 2019-2022

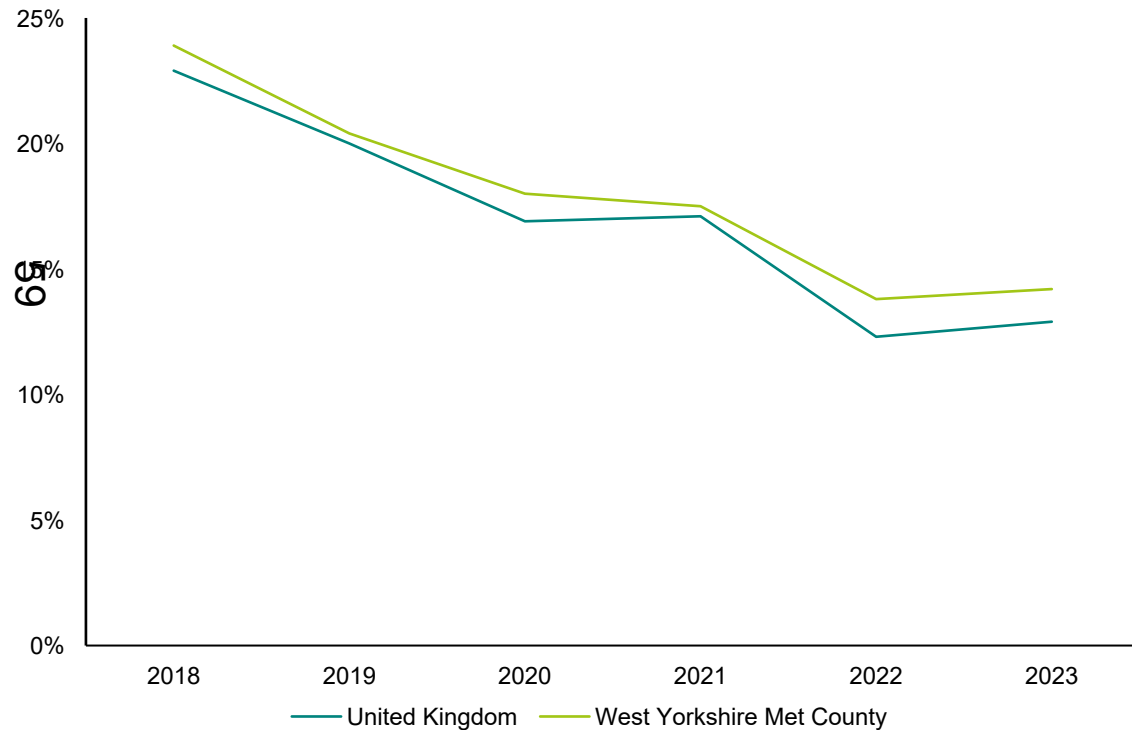
## Differences by wage distribution



- The same way the productivity gap is driven by the lack of high performing firms, a similar trend is observed in wages, with the largest gap at the top of the distribution.
- The wage differences between West Yorkshire and the national average are **mostly driven by lack of highly paid jobs.**

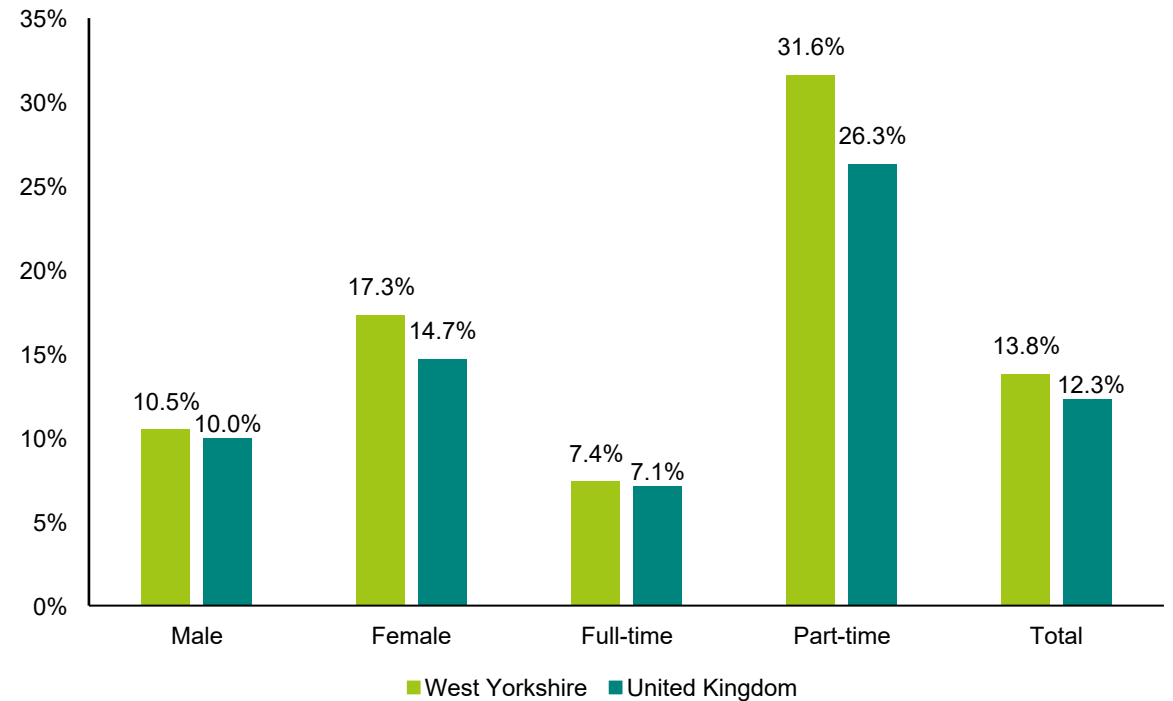
# Higher than average numbers of workers earn below the living wage, this is especially high for women and part time workers

**Figure:** Proportion of all employee jobs paying below the Living Wage Foundation's real living wage rate (2018-2023)



Source: Annual Survey of Hours and Earnings, ONS. Note: 2023 is provisional data.

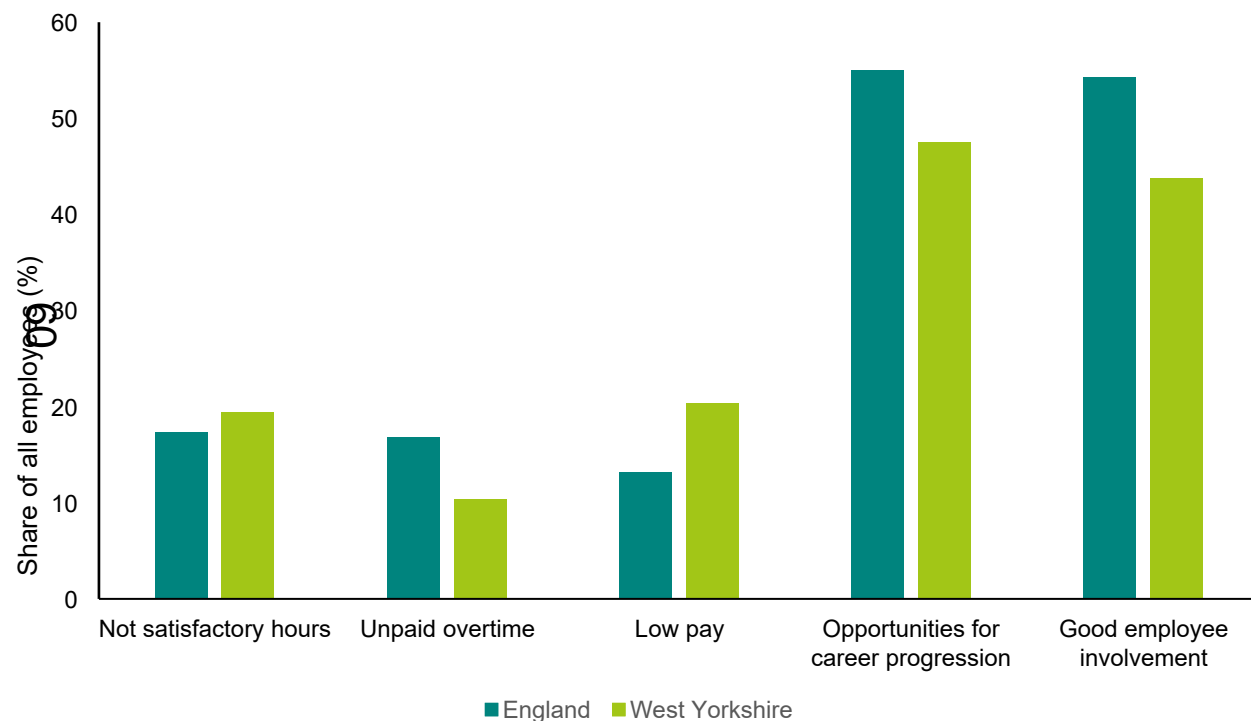
**Figure:** Proportion of all employee jobs paying below the Living Wage Foundation's real living wage rate by sex and contract (2022)



Source: Annual Survey of Hours and Earnings, ONS, 2022

# Lack of desired hours and progression opportunities are higher in West Yorkshire than in England

Figure: Job quality indicators, January to December 2021

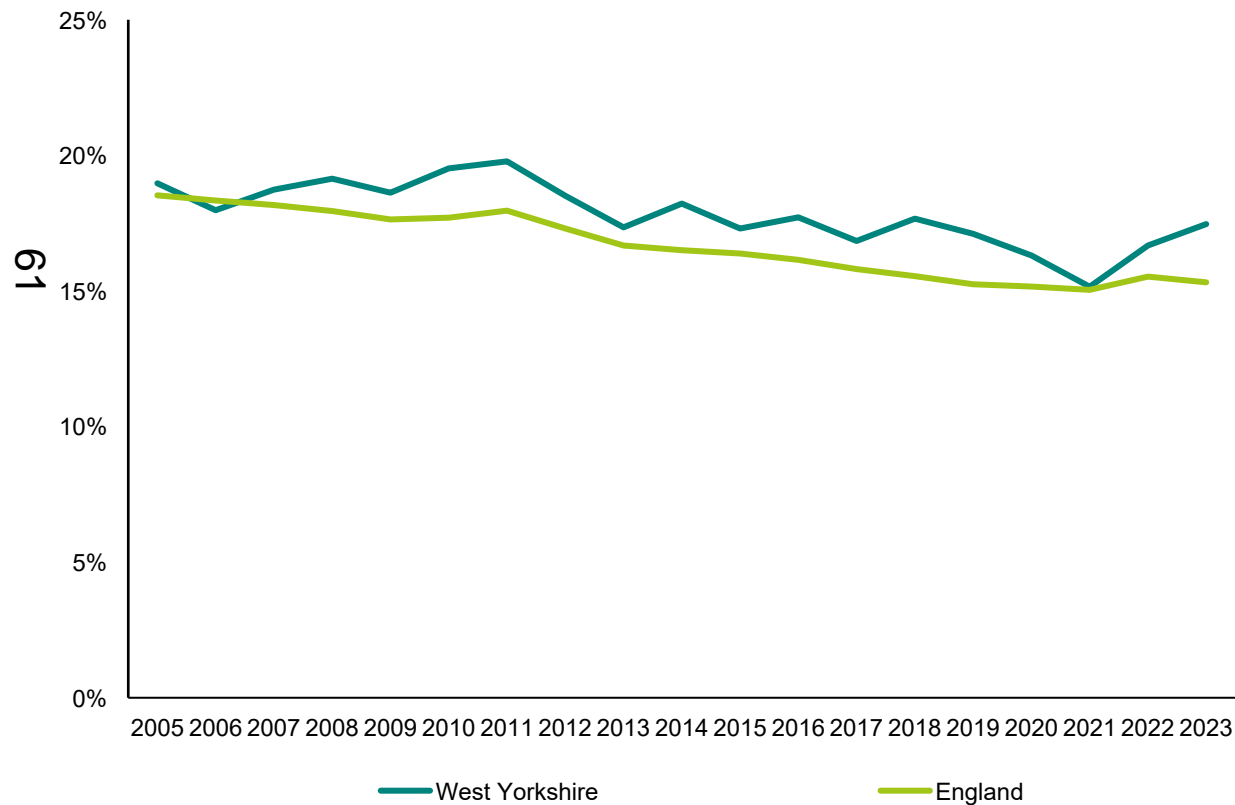


- First, part time work is more prevalent for workers with lower qualifications, which limits income earned by workers.
- This may be a choice, but [survey](#) work suggests on the gap between male and female part-time rates suggests it is driven by care responsibilities.
- The UK has one of the highest childcare costs in the [OECD](#).
- Working towards improving childcare likely to promote income gains at the bottom of the income distribution and allow West Yorkshire to make the most out of its talent.

Source: Jobs quality indicators in the UK - hours, pay, contracts, opportunities, and involvement: 2021, Office for National Statistics. West Yorkshire figures estimated using local authority statistics and weighted them using the number of employees provided by Business Register and Employment Survey (BRES).

# A large share of inactive due to sickness and looking after family and home

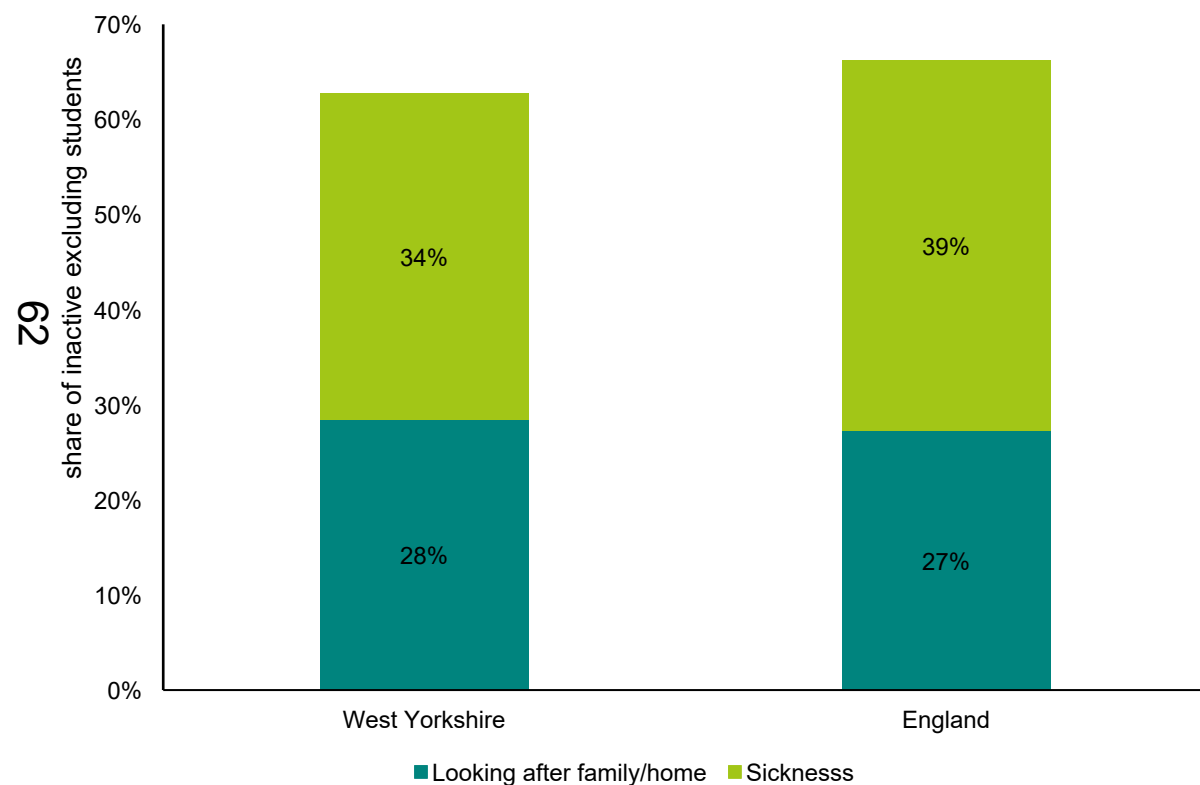
**Figure:** Share of economic inactive (excluding students), annual (October to September)



- Share of inactivity (excluding students) rising and diverging from the national average in recent years. After
- Excluding students, there are around 250,000 people classified as inactive in West Yorkshire.

# A large share of inactive due to sickness and looking after family and home

**Figure:** Share of economic inactive (excluding students) by reason of inactivity, Oct 2022-Sep 2023

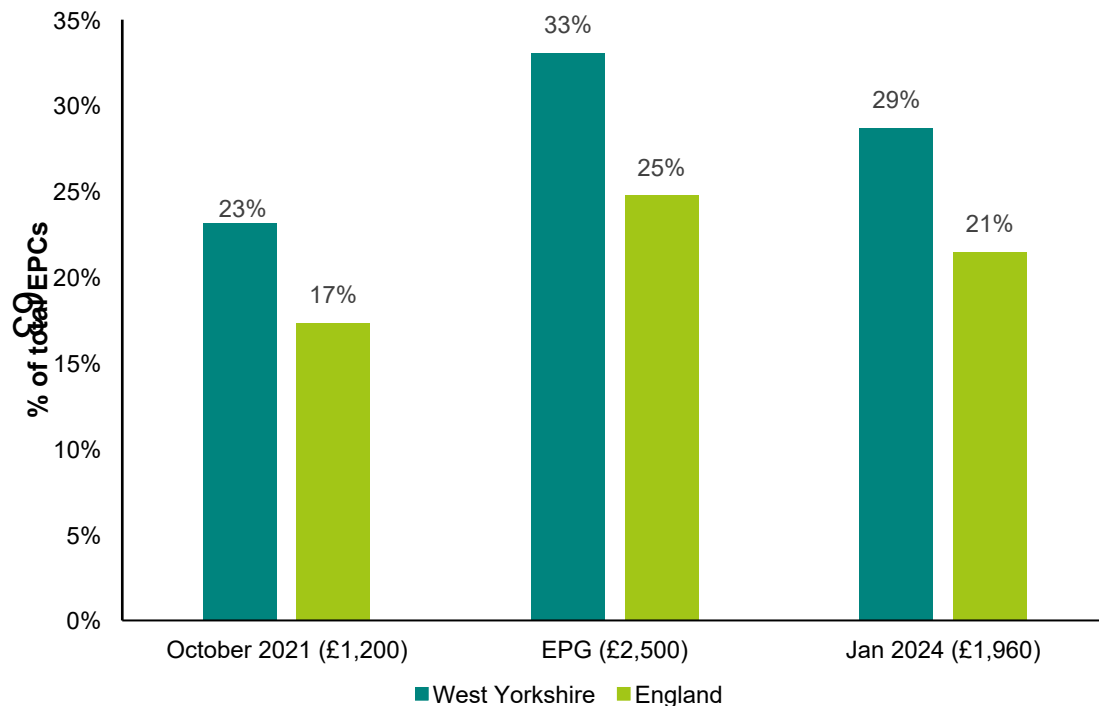


- Economic activity is falling but still above national average.
- Excluding students, there are around 250,000 people classified as inactive in West Yorkshire.
- From those, almost two thirds are inactive due to sickness or looking after family/home. It is below the national average but still significant.
- Therefore, interventions around health and provision of care could be useful levers to promote inclusive growth.
- Dealing with this issues increases the number of people who can benefit from job opportunities.



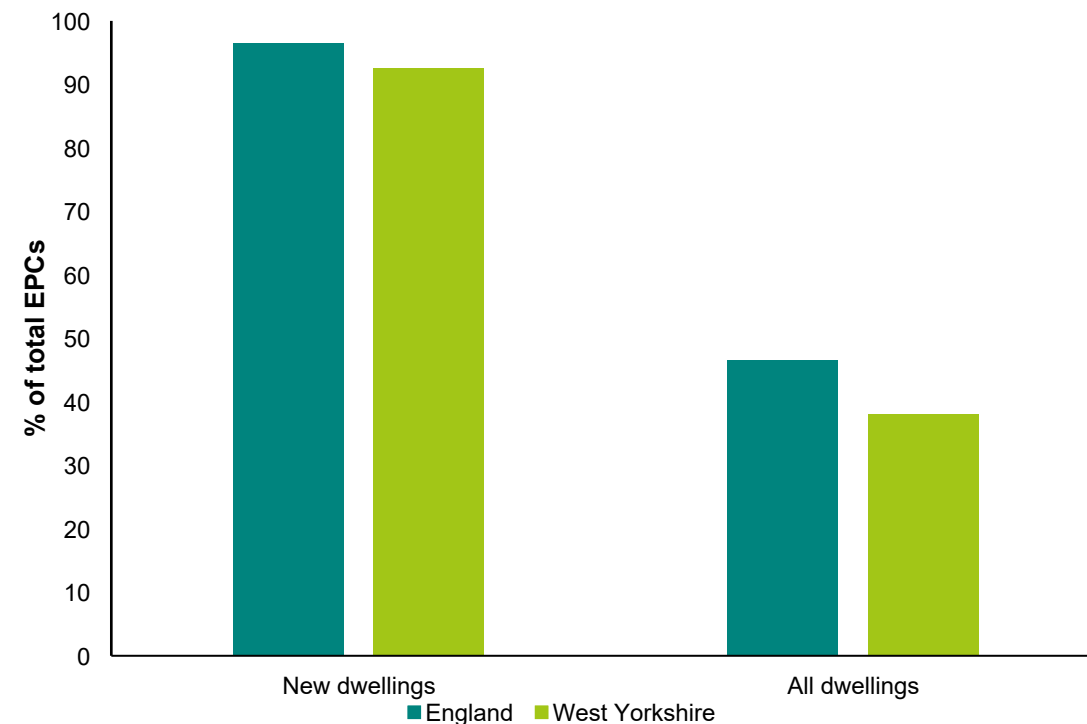
# Dealing with fuel poverty and improving energy efficiency is another way of keep cost of living low

**Figure:** Proportion of households in fuel poverty, estimates based on End Fuel Poverty Coalition figures



Source: West Yorkshire Combined Authority estimates, based on End Fuel Poverty Coalition figures. This figures differ, methodologically, from ONS [Low-Income Low Energy Efficiency](#) (LILEE) methodology.

**Figure:** Energy Performance Certificates by local authority, new and existing dwellings, as of March 2023



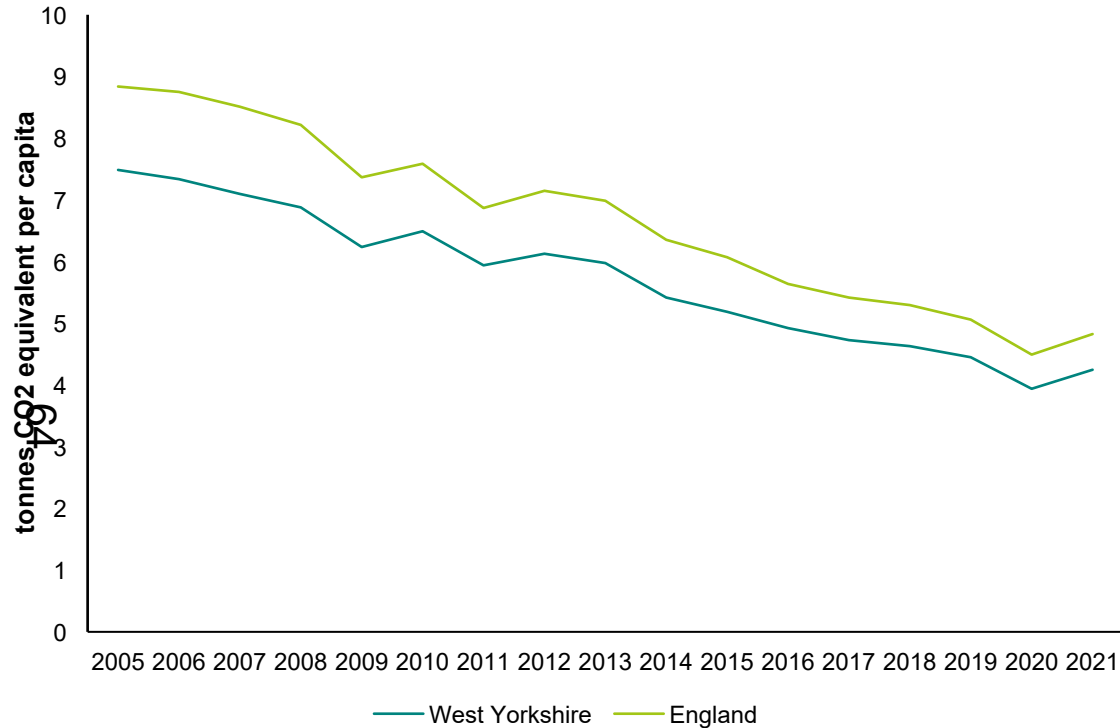
Source: Energy Performance Certificate (EPC) Band C or above, England and Wales, ONS. All new dwellings registered over the whole decade.

Making West Yorkshire’s housing stock more efficient will i) reduce fuel poverty and energy bills ii) help reaching net zero transition.

New dwellings are mostly efficient, still below the national average, but there is a huge scope to improve efficiency of existing dwellings. West Yorkshire has the target of retrofitting 680,000 homes to at least an EPC C rating and installing 665,000 domestic heat pumps.

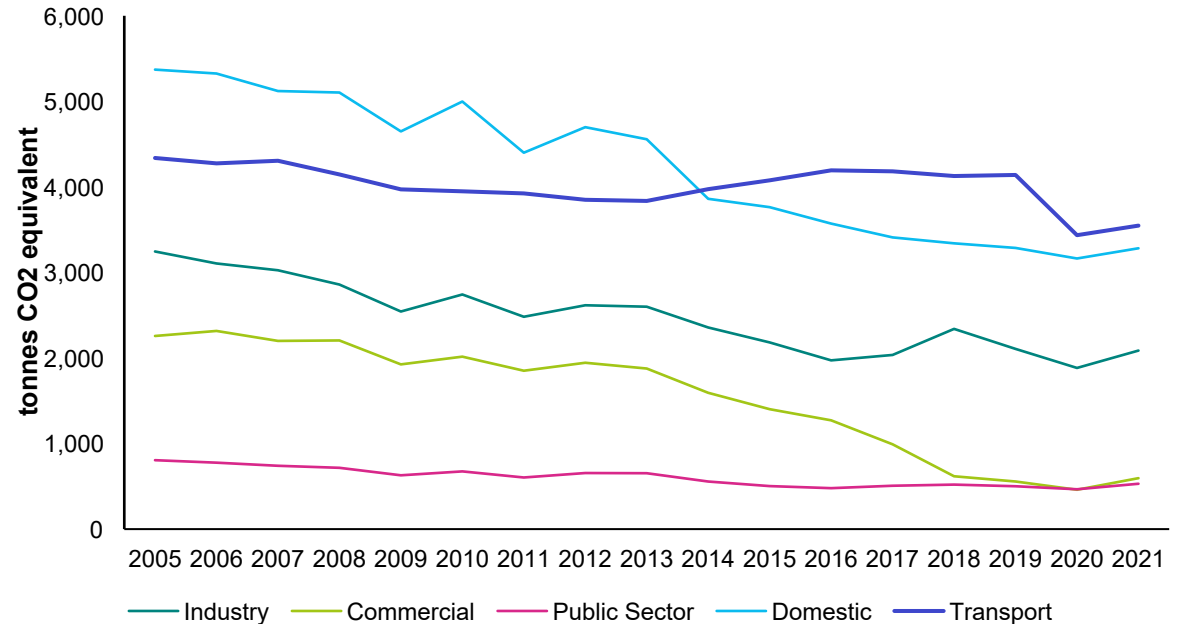
# Carbon emissions falling in the last two decades, driven by industrial, commercial and domestic emissions. Little progress in transport

Figure: Greenhouse gas emissions per capita, (2005-2021)



Source: UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2021, Department for Energy Security and Net Zero, 2023.

Figure: Greenhouse gas emissions by sector (2005-2021)

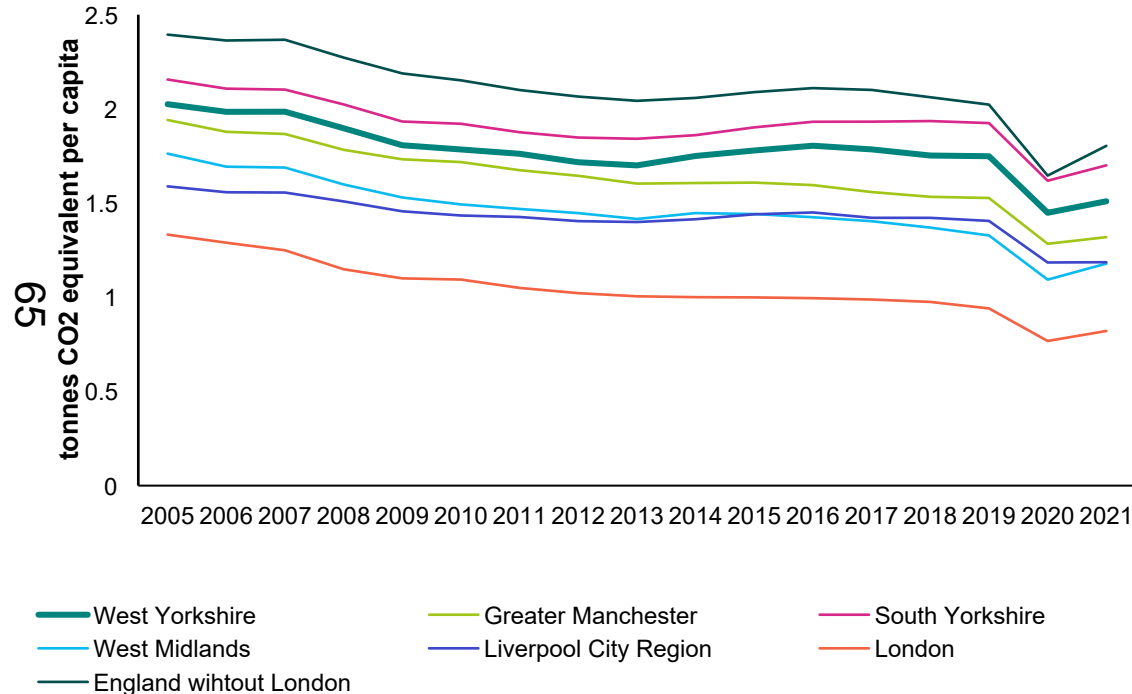


Source: UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2021, Department for Energy Security and Net Zero, 2023.

- West Yorkshire has seen its emissions per capita falling, like the rest of the country, and below the national average.
- Transport emissions rising and industrial relatively stable.

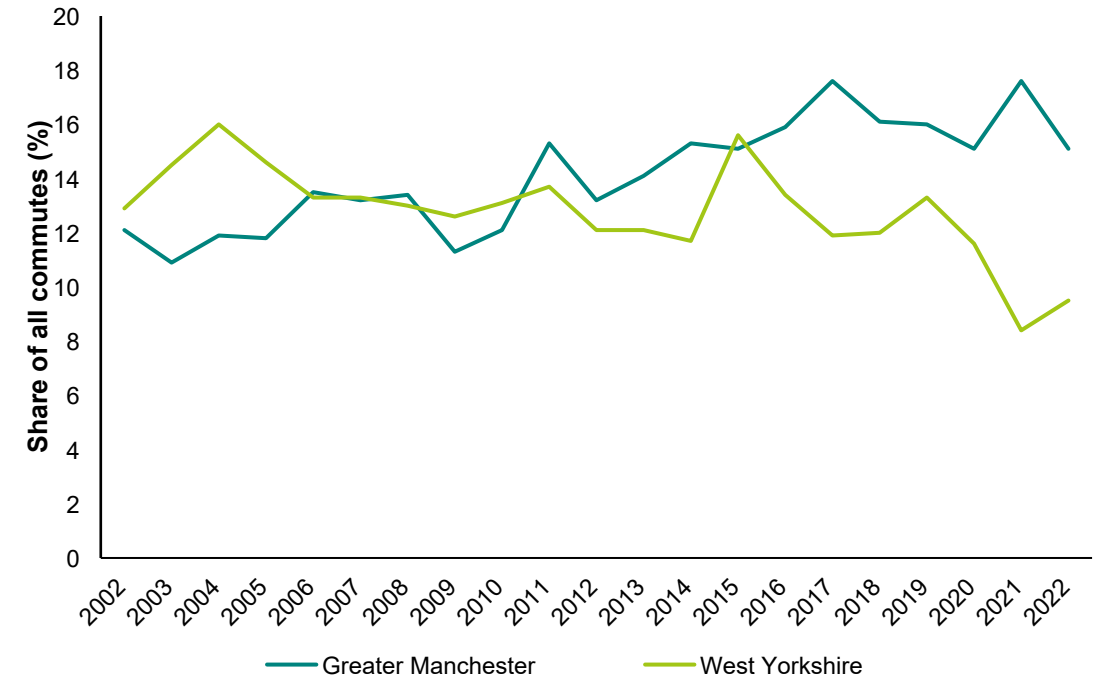
# Transport-related emissions stopped their gradual decline and diverged from Greater Manchester

**Figure:** Transport-related greenhouse gas emissions per capita (2005-2021)



Source: UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2021, Department for Energy Security and Net Zero, 2023

**Figure:** Public transport as usual method of travel to work by region of workplace (2002-2022)



Source: DfT, Modal comparisons (TSGB01).

- Transport-related emissions in large urban areas are lower than the national average, but West Yorkshire emissions are relatively high within the Combined Authorities.
- On top of that, the period between 2013 and 2019, emissions rose and diverged from Greater Manchester. Public transport commutes in Greater Manchester rose in that period.

# A call for evidence to understand an inclusive economy



# Building our understanding of an inclusive economy

A call for evidence was launched through the [Y-PERN](#) network of Yorkshire and Humber universities. A roundtable was held to shape the questions around three core themes for an inclusive economy. The following institutions were involved in the Roundtable and subsequent call for evidence:

- Leeds Arts University
- Leeds Beckett University
- Leeds Conservatoire
- Leeds Trinity University
- University of Bradford
- University of Huddersfield
- University of Leeds.

# Building our understanding of an inclusive economy

## Theme one: Childcare

**Background:** Childcare costs in the UK are amongst the highest in the developed world. This is having an impact on parents who would like to work but for whom it is no longer economically viable. Barriers to childcare are having a disproportionate impact on women's participation in the Labour market.

**Rationale:** to understand the size and scope of childcare provision in West Yorkshire including challenges facing the sector and where barriers exist, understanding costs to the economy including lack of childcare availability for lower income families.

**Findings:** Responses focussed on the interrelated issues of funding, infrastructure, childcare as work, and the implications of childcare issues for employment and the job market.

**Next steps:** Building on the call for evidence, funding has been secured for a structured deep-dive to map the system provision of childcare in West Yorkshire and the impact this has on the regional economy.

## Theme Two: The Informal Economy

**Background:** More research is needed to understand the informal economy of West Yorkshire and the implications this has for our policy programme. This includes wider networks across West Yorkshire.

**Rationale:** The call for evidence sought to understand how can small-scale entrepreneurs and informal small businesses can best be supported by local and regional government; how policy makers can 'win trust' and communicate with informal workers and to better understand the help they may need. This included the role of technology and artificial intelligence.

**Findings:** A wide range of responses were submitted including evidence on entrepreneurship, support for migrant Women in Yorkshire, effective ways for small-scale entrepreneurs and informal small businesses to be supported by local and regional government, and published research on flexible working practices.

**Next steps:** Further engagement on approaches for business support is being progressed. An evidence review on flexible working is being undertaken by the West Yorkshire Scientific Advisory Group and will be informed by evidence from this call.

## **Theme Three: Future of Work**

**Background:** Policy interventions to support the future workforce need to be considered as part of emerging trends in particular the impact of AI on the future economy and what this means across all parts of the region.

**Rationale:** The call for evidence sought to understand what opportunities and challenges recent and potential future developments in artificial intelligence, digitalisation and remote working pose for regional economies, and the West Yorkshire economy specifically. This included examples in terms of policy interventions at regional and local levels that have extended the social and economic benefits of new working practices.

**Findings:** Responses highlighted the opportunities of AI for the West Yorkshire economy to address long-standing challenges around productivity, alongside the risks including disruptions to traditional labour markets. Responses also highlighted the role for policy makers to proactively shape the opportunities of AI balancing employment practices.

**Next steps:** alignment of the evidence with outcomes of the West Yorkshire Scientific Advisory Group evidence map on flexible working alongside further input from officers at the Combined Authority.

A full Bibliography with report links (where available) is included at the end of this pack.



# Building a framework and emerging priorities

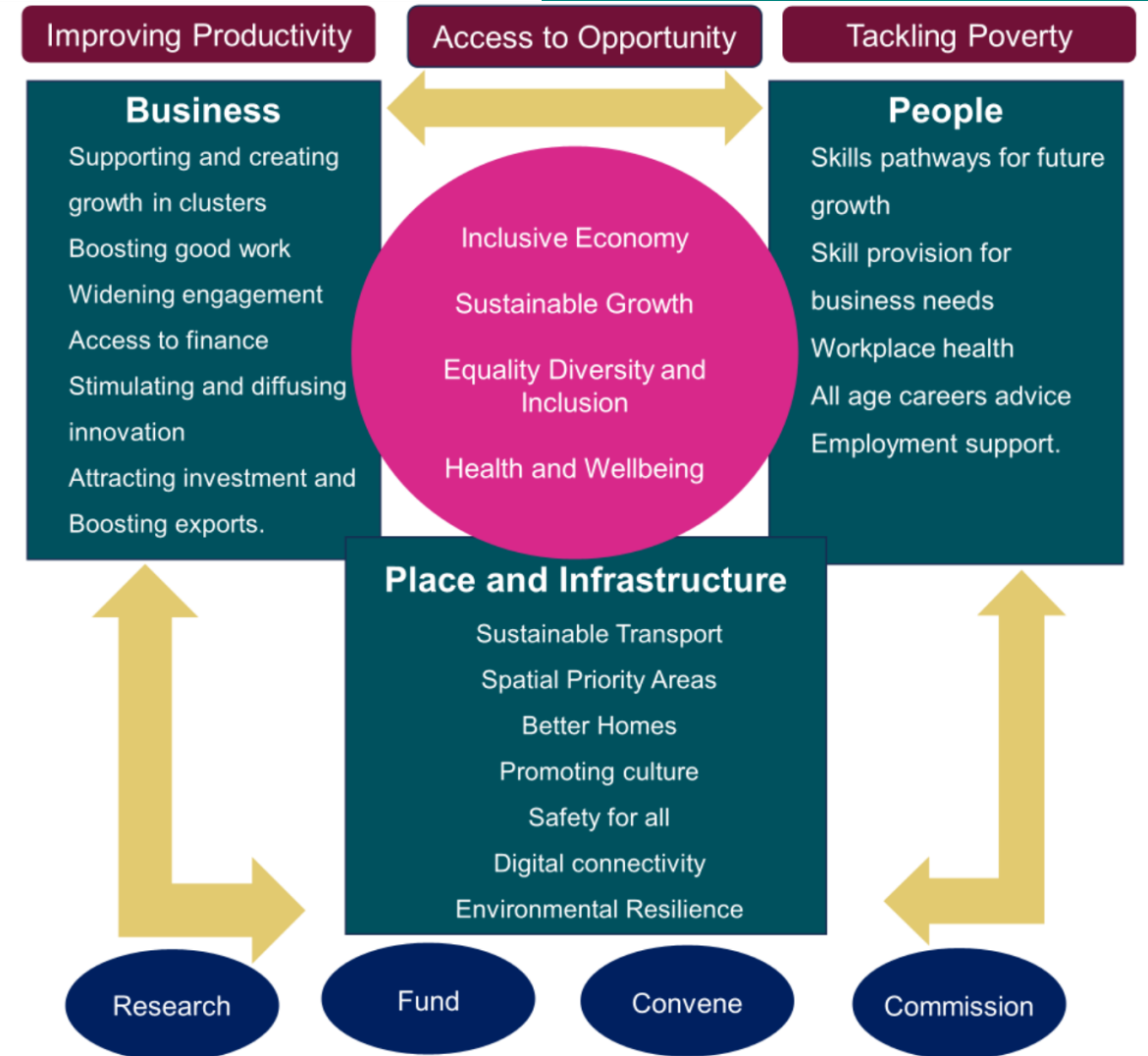
71

# A Framework for Action

This framework for action puts inclusive sustainable growth, and equality, diversity and inclusion at its heart, promoting health in all policies building on our sector strengths in health tech as driving focus for the Economic Strategy.

72

The framework aligns with the vision and missions of the West Yorkshire Plan against the pillars of productivity where we need to act. Prioritisation must unpick the relationship between prosperity and inclusivity ensuring that all areas can benefit from the region's strengths.



# Core Principles

**Inclusive Economy:** this means connecting all parts of our region to opportunity and understanding the wider drivers of productivity including issues such as childcare where we can look at sector needs to offer choice for families and support to children from disadvantaged backgrounds.

**Sustainable Growth:** this means stimulating investment opportunities for net-zero, boosting green skills, and attracting green jobs to the region, while supporting decarbonisation of transport, homes, and industry to meet our net-zero target.

**Equality Diversity and Inclusion:** ensuring we champion the diversity of West Yorkshire and utilise networks within communities to reach all parts the region where support is needed.

**Health and wellbeing:** recognising the role of health and wellbeing in our region's prosperity and promoting good health in employment, transport, and infrastructure development.

# Draft Priorities

## Business

### Building on strengths where West Yorkshire has a comparative advantage in established and emerging clusters:

- Build on and work with business leaders to overcome barriers and unlock investment
- Working with cluster leadership bodies nationally and make links regionally including with universities
- Support opportunities to drive export growth
- 74 • Delivering skills pathways aligned to cluster opportunities
- Working with local authorities to ensure the quality and availability of business premises
- Build on the Investment Zones model to wider sectors / clusters of excellence across West Yorkshire linking to university expertise, national and regional bodies.
- Sector targeting for productivity growth must reflect our ambitions for an inclusive economy and consider synergies between sectors. We need to widen our understanding of productivity drivers to consider the impacts of issues such as childcare.

# Draft Priorities

**We want to ensure that the areas of West Yorkshire's economy can promote good work but particularly in those sectors where there are high numbers of employment such as retail and hospitality:**

- Capturing learning from the first year of delivery of the Fair Work Charter and building on the successes
- Working with sectors to support uptake and embed good practice bringing together communities of good practice
- 75 • Building on best practice of what works in boosting low productivity, especially in sectors of the West Yorkshire economy currently characterised by large scale, low pay employment.
- Supporting businesses to implement sustainability changes.

**We need to deepen our understanding of the finance landscape to include a focus on place-based impact investing and investment opportunities for under-represented groups.**

- Provision of grants will not be sufficient to address the investment gap in West Yorkshire. Our role to foster the right conditions for investment and leverage funding should be strengthened. Investment Zones provide a strategic opportunity to do this.

# Draft Areas for Action

**We must simplify the business ecosystem recognising the role of the Combined Authority as a convenor of support and raising awareness of all types of provision:**

- A clear, easy to access portal of information for businesses and professional services.
- We must consider informal networks and key individuals within these networks to broaden our reach and sign-posting activity.
- We must do more to celebrate and elevate the diversity of businesses in our region including in sectors not directly supported by Combined Authority programmes.
- Alternative business models should also be considered alongside an articulation of the role of the Combined Authority.
- The COVID-19 Pandemic has impacted upon the future of work, we must reflect these opportunities in our offer of business support reflecting the needs of different types of businesses and understanding more on the potential of the informal economy and informal support networks that exist.

# Draft Areas for Action

- Skills are a big driver of inequality between places and have central role to play in an inclusive economy. There is a need to move beyond just upskilling and understand where it might be more appropriate to focus support on lower-level skills with the opportunity to open-up progression routes.
- Our review of the skills system and further devolution will support our ambition to fully integrate business and skills working with local employers to understand their current and future skills needs and make sure our schools, colleges, universities and training providers deliver the right courses to meet these.

## Call for Evidence: Bibliography

### A list of responses received is set out below:

Clayton, Carmen, Rafe Clayton, and Marie Potter. 2020. *British families in lockdown: Initial findings*. Available at: <https://www.leedstrinity.ac.uk/research/british-families-in-lockdown-study/>.

Clayton, Carmen, Rafe Clayton, Marie Potter, Sultan Al-Azri, and Ileyas Moge. 2022. *New uses of screens in post-lockdown Britain: Study report and findings*. Available at: <https://eprints.whiterose.ac.uk/185410/1/NUSPB%20Study%20Report%20and%20Findings.pdf>.

Daly, Kate and Niki Kyriakidou. 2023. ***Sustainable partnership responses to prevent homelessness from hospital discharges and prison releases: The case of Leeds City Council in the UK*** In:

Business for sustainability, volume I: Strategic avenues and managerial approaches, edited by Alkis Thrassou, Demetris Vrontis, Evangelos Tsoukatos, Leonidas Efthymiou, S. M. Riad Shams and Yaakov Weber, 93-116. Cham: Palgrave Macmillan.

Emeseh, Engobo. 2023. *How can small-scale entrepreneurs and informal small businesses best be supported by local and regional government?* Submission to the Y-PERN/WYCA Economic Strategy Call for Evidence.

Fatorachian, Hajar. 2023. *Navigating the new norm: The impact of AI, digitalization, and remote work on regional economies, with a focus on West Yorkshire*. Submission to the Y-PERN/WYCA Economic Strategy Call for Evidence.

Hardy, Kate, Jennifer Tomlinson, Helen Norman, Katie Cruz, Xanthe Whittaker. and Nathan Archer. 2022. *Essential but undervalued: Early years care & education during COVID-19*. Available at: <https://childcare-during-covid.org/wp-content/uploads/2022/02/CDC-19-Final-report.pdf>.

Herath, Dinuka B., and Egena Ode. 2023. *Boosting the resilience and productivity of small businesses in West Yorkshire: An analysis of workforce diversity, organisational plasticity, and SME productivity*. Submission to the Y-PERN/WYCA Economic Strategy Call for Evidence.



# Bibliography

Herath, Dinuka B., Oluwatobi Ibironke, and Araz Zirar. 2023. *Drivers and barriers to adopting business intelligence and data analytics by small and medium-sized enterprises in the West Yorkshire region of the UK* Submission to the Y-PERN/WYCA Economic Strategy Call for Evidence.

Johnson, Steve. 2023. *The future of work* Submission to the Y-PERN/WYCA Economic Strategy Call for Evidence.

Jones, Andrew. 2023. *WY Economic Strategy Call for Evidence: Leeds Arts University*. Submission to the Y-PERN/WYCA Economic Strategy Call for Evidence.

Jones, Ollie. 2023. *What are the barriers and enablers of the adoption of AI in SMEs* Submission to the Y-PERN/WYCA Economic Strategy Call for Evidence.

Kyriakidou, Niki, Karen Trem, Joy Ogbemudia, and Nehal Mahtab. 2022. Impact on HR, Learning and Development Professionals. In: *Business advancement through technology volume II*, edited by Alkis Thrassou, Demetris Vrontis, Leonidas Efthymiou, Yaakov Weber, S. M. Riad Shams and Evangelos Tsoukatos, 157-181. Cham: Palgrave Macmillan.

Mukhuty, Sumona, Arvind Upadhyay, and Holly Rothwell. 2022. "Strategic sustainable development of Industry 4.0 through the lens of social responsibility: The role of human resource practices." *Business Strategy and the Environment* 31(5): 2068-2081.

Nisa, Shakiya, Niki Kyriakidou, Joy Ogbemudia, and Tanbeen Mahtab. 2023. *Women of colour with carer responsibilities* Paper presentation at the 16th Euromed Conference.

Ogbemudia, Joy. 2022. *The migration of professional women from Nigeria to the UK: Narratives of work, family life and adaptation*. Abingdon: Routledge.

Panesar, Ravinder and Niki Kyriakidou. 2023. *Economic development through business acceleration practices within local authorities*. Submission to the Y-PERN/WYCA Economic Strategy Call for Evidence.

Refai, Deema and Gerard McElwee. 2022. "Refugee subentrepreneurship: The emergence of a liquid cage." *Work, Employment and Society* 37(4): 1032 – 1051. Available at: <https://eprints.leedsbeckett.ac.uk/id/eprint/8238/>.

## **Bibliography**

Refai, Deema, John Lever, and Radi Haloub. 2021. *A better future? Understanding refugee entrepreneurship*. Available at: [https://cees.leeds.ac.uk/wp-content/uploads/2021/04/12577\\_UoL\\_Refugee\\_Report\\_Online.pdf](https://cees.leeds.ac.uk/wp-content/uploads/2021/04/12577_UoL_Refugee_Report_Online.pdf).

Soga, Lebene Richmond, Yemisi Bolade-Ogunfodun, Marcello Mariani, Rita Nasr, and Benjamin Laker. 2022. "Unmasking the other face of flexible working practices: A systematic literature review." *Journal of Business Research* 142 (2022): 648-662.

Stefanidis, Abraham, Margaret E. King-Sears, and Niki Kyriakidou. 2021. "School bells are ringing, but can parents attend? Responses from employed parents of children with SEND." *Community, Work & Family* 26(2): 170-189.

Stefanidis, Abraham, Vasilis Stroggilos, and Niki Kyriakidou. 2020. "Work engagement of employees who are parents of children with disabilities: Empirical evidence from Singapore and the United Kingdom." *The International Journal of Human Resource Management* 33(10): 1943-1975.

Stuart, Mark, Danat Valizade, Felix Schulz, Brendan Burchell, Richard Dickens, and Jacqueline O'Reilly. 2023. *Employers' digital practices at work survey: First findings*. Available at: <https://digit-research.org/research/research-programme/employers-digital-practices-at-work-survey/>.

Terry, Esme, and Mark Stuart. 2023. *Digital transformation in UK finance companies*. Submission to the Y-PERN/WYCA Economic Strategy Call for Evidence.

Topić, Martina, Chris Carbery, Adalberto Arrigoni, Teela Clayton, Niki Kyriakidou, Chian Gatewood, Sujana Shafique, and Sallyann Halliday. 2021. *Women and networking: A systematic literature review (1985-2021)*. Available at: <https://eprints.leedsbeckett.ac.uk/id/eprint/7951/1/WomenAndNetworkingLiteratureReviewAM-TOPIC.pdf>.

Topić, Martina, Anastasia Konstantopoulou, Mary Leung, Karen Trem, Christine Carbery, Joy Ogbemudia, Teela Clayton, Emma Heron, Martel Reynolds, Tanbeen Mahtab. 2021. *Women in SMEs: A systematic literature review (2000-2021)*. Available at: <https://eprints.leedsbeckett.ac.uk/id/eprint/8238/>.

<b>Report to:</b>	Economic Scrutiny Committee
<b>Date:</b>	8 March 2024
<b>Subject:</b>	<b>Approach to Business Investment</b>
<b>Director:</b>	Felix Kumi-Ampofo, Director, Inclusive Economy, Skills and Culture
<b>Author:</b>	Lorna Holroyd, Programme Lead (Access to Finance)

## 1. Purpose of this report

- 1.1 To provide an update on the Combined Authority's approach to business investment, including opportunities relating to the West Yorkshire Healthtech and Digital Tech Investment Zone (WY IZ), Climb 24 and the Create Growth programme.
- 1.2 The committee is asked to note the content of this report and the proposed direction of travel in relation to business investment.

## 2. Information

### Background

- 2.1 The West Yorkshire Plan sets out the Combined Authority's ambition to create a prosperous West Yorkshire with an inclusive economy and well-paid jobs. The Combined Authority is now developing an Economic Strategy, to deliver the vision and missions of the West Yorkshire Plan. This regional strategy is being developed in partnership with the five West Yorkshire local authorities.
- 2.2 The Economic Strategy will place a sustainable inclusive economy at its heart, to ensure that everyone is able to benefit from the region's strengths.
- 2.3 Unlocking investment opportunities for businesses is one of the emerging themes from the consultation and research that has been undertaken, and the Committee will be updated further as this work progresses.
- 2.4 In relation to business investment specifically, in February 2021, the Combined Authority commissioned Deloitte to undertake research on the barriers to accessing investment for businesses in West Yorkshire.

- 2.5 The report found that there was little finance available for pre-revenue enterprises; an under-developed venture capital market with a low number of investors based in the region; un-met demand for finance from high street lenders; sector gaps, particularly in industries that are rich in intellectual property (IP), but with few traditional assets; and an education gap with some businesses that are not investor ready.
- 2.6 In response to the report, the Combined Authority created a £20 million fund for small and medium sized enterprises (SMEs) in West Yorkshire, which is being delivered by Foresight Group. The fund was launched in November 2022 and has made two investments to date. There is a strong pipeline of projects, with further drawdowns expected in the coming months.
- 2.7 The Combined Authority has also invested £1.5 million into Northern Gritstone, an investment vehicle founded in 2020 by the Universities of Leeds, Manchester and Sheffield, which supports the commercialisation of IP-rich and innovation driven businesses across the North of England.
- 2.8 The Combined Authority is now exploring the current gap in the business investment landscape to support inclusive growth in the region, and to build a broader portfolio of measures to support businesses, rather than the historic focus on business grants. This could include co-investment opportunities with other providers. Further research will be commissioned to understand the current provision for debt and equity finance across the region, where there are gaps in provision, and barriers preventing SME businesses from accessing investment.
- 2.9 A key focus of this work will be to understand how this translates to the Combined Authority's ambition for a prosperous West Yorkshire, with an inclusive economy and well-paid jobs and the emerging priorities of the Economic Strategy. This includes exploring whether some business founders are disproportionately impacted (for example female and ethnic minority founders) and the role of the Combined Authority in tackling these challenges.
- 2.10 Of equity investments in the UK, only 2p in every £1 goes to all-female teams, compared to 85p to all-male teams (Beauhurst, 2022). And yet, businesses with gender diverse teams are 25% more likely to outperform their peers (McKinsey & Company, 2020). It is estimated that £250 billion could be added to the UK economy if women started and scaled businesses at the same rate as men (Rose Review, 2019), and that £100 billion could be added to the UK economy if ethnic minority entrepreneurs were given adequate support to start and scale their businesses (Time to Change Report, 2022).
- 2.11 Responding to the challenges and opportunities outlined in 2.10 will be a key part of the commissioned research, including reviewing whether there is a need for gender or diversity specific funds in the region.

### **West Yorkshire Healthtech and Digital Tech Investment Zone**

- 2.12 The West Yorkshire Investment Zone provides a unique opportunity to explore the provision of finance across a defined cluster to complement a range of other interventions.
- 2.13 Work is underway with partners, particularly local authorities and universities, to develop a set of capital and revenue interventions that will propel the region's ambition to scale and support longer-term innovation plans, aiding delivery on high impact innovation-led transformational projects. More detail is available here - [Item 9 - Investment Zones.pdf \(moderngov.co.uk\)](#).
- 2.14 Some of the investment will primarily support healthtech businesses with high growth potential to access pre-seed equity. This intervention will focus on providing early-stage capital to startups and entrepreneurs in the region. More work is underway to develop this further.

### **Climb 24**

- 2.15 Climb is an innovation festival for investors, start-up's, scale-ups and industry. It is the first of its kind in the UK, and its inaugural event, Climb 23, took place in May 2023 at Leeds Dock. Over 150 active investors attended the event, as well as over 2,000 delegates.
- 2.16 [Climb 24](#) will again be at Leeds Dock on 5-6 June. This presents a huge opportunity for the region. The Combined Authority is working closely with Investor Ladder, organisers of Climb, to maximise the opportunities for businesses in West Yorkshire. It is a unique opportunity for regional businesses to connect with national and international investors.
- 2.17 The event will feature keynote speakers, panel discussions and round-table events. Equity, Diversity and Inclusion (EDI) is a cross-cutting theme across the event.

### **Create Growth**

- 2.18 The Department for Culture, Media and Sport (DCMS) launched the Create Growth programme in 2022, in partnership with Innovate UK. This is a programme designed to support the development of creative industries businesses with high-growth potential. The Combined Authority was successful in securing funding from DCMS to deliver the programme in West Yorkshire. Working closely with Innovate UK, investor networks will be built to grow a stronger creative industries sector ecosystem and pipeline for further investments.



- 2.19 A bespoke package of business support in the form of an investment readiness accelerator, will be delivered by Creative UK, running from April 2024 to March 2024. Support will include:
- Identifying commercial capacity
  - Developing a business model
  - Sector-specific workshops
  - EDI and building a diverse workforce
  - Refining the investment proposition
  - Deck development
  - Engagement with investors (e.g. networking events / engaging with investor networks, in collaboration with Innovate UK)
  - One-to-one mentoring by investors
  - Pitch events (in collaboration with Innovate UK)

2.20 The programme will prioritise the following subsectors:

- Convergent Screen Technologies
- TV and Film
- Gaming
- Music
- Fashion/Textiles

### **Other opportunities**

2.21 It is anticipated that business investment, and stimulating both the supply and demand of appropriate finance in the region will be a significant priority emerging out of the Economic Strategy. Exploring a range of opportunities for the Combined Authority, whilst working across the ecosystem to address these challenges, will continue to be important in developing a thriving West Yorkshire where businesses are able to start up, scale up and invest.

## **3. Tackling the Climate Emergency Implications**

3.1. There are no climate emergency implications arising from this report, but it should be noted that green finance and sustainability are key themes at Climb 24.

#### **4. Inclusive Growth Implications**

- 4.1. Creating an inclusive economy is a core principle of the economic strategy, where everyone is able to benefit from economic growth in the region.
- 4.2. The commissioned research on the business investment landscape will play an important role in determining how the Combined Authority can support the investment ecosystem to deliver inclusive growth outcomes, including creating well-paid jobs.
- 4.3. There is a significant geographic gap in venture capital investment, with over 50% of deals going to businesses in London, compared to less than 3% in West Yorkshire (Beauhurst). Climb 24 is specifically seeking to redress this gap, by bringing national and international investors to West Yorkshire.

#### **5. Equality and Diversity Implications**

- 5.1. As outlined in 2.9-2.11, the commissioned research will specifically look at the additional barriers in accessing finance faced by people with protected characteristics and the role that the Combined Authority can play in helping to overcome these, including whether there is a need for a regional fund specifically for funders who are under-represented in accessing finance.
- 5.2. Equity, diversity and inclusion is also a key theme at Climb 24, with [Include Me](#) leading a number of events and round table discussions.
- 5.3. Stretching diversity targets have also been built into the delivery of the Create Growth programme, to ensure female and ethnic minority entrepreneurs, and entrepreneurs with disabilities, are prioritised in accessing support through the programme.

#### **6. Financial Implications**

- 6.1. At this point, there are no financial implications arising from this report. However, any proposals relating to the WY IZ will consider value for money, long term savings, strategic objectives and proposed benefits.

#### **7. Legal Implications**

- 7.1. There are no legal, governance and / or compliance implication arising from this report.

#### **8. Staffing Implications**

- 8.1 There are no staffing implications directly arising from this report.

## **9. External Consultees**

9.1. No external consultations have been undertaken.

## **10. Recommendations**

10.1 That the members of Economic Scrutiny Committee note the content of this report and the proposed direction of travel in relation to business investment.

## **11. Background Documents**

11.1 There are no background documents referenced in this report.

## **12. Appendices**

12.1 None.



<b>Report to:</b>	Economy Scrutiny Committee
<b>Date:</b>	8 March 2024
<b>Subject:</b>	<b>Work Programme 2023/24</b>
<b>Director:</b>	Alan Reiss, Chief Operating Officer
<b>Author:</b>	Katie Wright, Scrutiny Support Officer

## 1. Purpose of this report

- 1.1 To note the current Work Programme.
- 1.2 To consider any additional agenda items, formal referrals to scrutiny, reviews, call in, and any other tasks, issues or matters the Committee resolves to undertake or consider further.

## 2. Information

### Work Programme 2023/24

- 2.1 The Work Programme is set at the beginning of the year and considered at each meeting where it can be amended and changed as the year progresses. It outlines the work the Committee has agreed to undertake, investigate, and focus on in the municipal year (June 2023 – June 2024) within the resources, remit, and powers available.
- 2.2 The Work Programme was decided over the summer following an initial work planning meeting between Members in July, and subsequent discussions between the Scrutiny Chairs, Scrutiny Members, scrutiny officers and the lead directors and officers for each committee. During discussions, amongst other things, they considered:
  - The Committee's remit and terms of reference
  - Combined Authority's main strategic priorities and the Mayors Pledges
  - The committee's work last year and what should be rolled over
  - Major ongoing and upcoming challenges for West Yorkshire residents
  - Members' areas of expertise and interests
  - The number of meetings: three, excluding Mayors Question Time, each being two hours long
- 2.3 The joint work programme (as of the date of publication), including the other two scrutiny committees, is attached as **Appendix 1**.

### **Referrals to scrutiny**

- 2.4 Under Scrutiny Standing Order 7, any CA Scrutiny Member, any Combined Authority Member, or any elected Member of a West Yorkshire council (or the City of York Council) may formally refer a matter to a scrutiny committee for consideration. The referral must be in writing to the Statutory Scrutiny Officer. The relevant scrutiny committee must then consider and discuss the referral and respond to the referrer explaining whether or not it will consider the matter further and why.
- 2.5 There are no formal referrals for this committee to consider at this meeting.

### **Key decisions and call in**

- 2.6 Scrutiny members may call in any decision of the Mayor, Combined Authority, a decision-making committee, and any key decisions taken by an officer (with the exception of urgent decisions). Key decisions are defined as any decision incurring a financial cost or saving of £1 million or more, or a decision likely to have a significant effect on two or more wards.
- 2.7 Decision-makers (both committees and officers) have two days to publish notice of a decision, at which point scrutiny members have five working days to decide whether to call in the decision, delaying its implementation while it is under scrutiny.
- 2.8 Any five members of a scrutiny Committee – including at least one member from two different constituent councils (West Yorkshire) – may call-in a decision by notifying the Statutory Scrutiny Officer in writing by 4.00 pm on the fifth working day following publication of a decision notice. The relevant scrutiny chair must then decide whether to delay the implementation of the decision, and the committee has 14 days to meet, scrutinise the decision and make any recommendations.
- 2.9 Further information is set out in Scrutiny Standing Order 14.
- 2.10 The latest key decisions and forward plans of key decisions are published and available for viewing on the [key decisions section of the Combined Authority's website](#).

### **Changes in membership**

- 2.11 Since the last meeting, Cllr Paul Moore has stepped down from the Committee and Cllr Yusra Hussain has been appointed to the Committee.
- 2.12 The Committee has a Wakefield Labour Vacancy.

### **Actions for the Statutory Scrutiny Officer**

- 2.12 As outlined in Scrutiny Standing Order 17, the statutory scrutiny officer provides support to a scrutiny committee's work programme and all scrutiny members in exercising their scrutiny duties and fulfilling their objectives.

### **3. Tackling the Climate Emergency Implications**

3.1 There are no climate emergency implications directly arising from this report.

### **4. Inclusive Growth Implications**

4.1 There are no inclusive growth implications directly arising from this report.

### **5. Equality and Diversity Implications**

5.1 There are no equality and diversity implications directly arising from this report.

### **6. Financial Implications**

6.1 There are no financial implications directly arising from this report.

### **7. Legal Implications**

7.1 There are no legal implications directly arising from this report.

### **8. Staffing Implications**

8.1 There are no staffing implications directly arising from this report.

### **9. External Consultees**

9.1 No external consultations have been undertaken.

### **10. Recommendations**

10.1 That the Committee notes or amends the Work Programme and forward plan.

### **11. Background Documents**

[Scrutiny Standing Orders](#)

[Key Decisions Forward Plan \(as of this month\)](#)

### **12. Appendices**

Appendix 1 – Joint Scrutiny Work Programme (as of the date of publication)

This page is intentionally left blank

## Scrutiny Work Programmes 2023/24

### Summary of main topics and meeting dates

Committee	Main topic areas	Meetings
<b>Corporate</b>	<ul style="list-style-type: none"> <li>• Corporate performance monitoring</li> <li>• Budget, finances and resources (incl staff capacity)</li> <li>• ‘Deeper devolution’</li> <li>• Decision making and governance</li> <li>• Projects: ICS, Wellington House refurbishment, MCA Digital Programme, Procurement and social value</li> </ul>	<ul style="list-style-type: none"> <li>• 22 September 2023</li> <li>• 24 November 2023</li> <li>• 19 January 2024 (Mayors Questions)</li> <li>• 8 March 2024 (PM)</li> </ul>
<b>Transport &amp; Infrastructure</b>	<ul style="list-style-type: none"> <li>• Bus franchising and service improvement (incl BSIP+)</li> <li>• Mass Transit</li> <li>• Strategy, policy and Local Transport Plan 4 pre-scrutiny</li> <li>• Performance monitoring of transport network, bus services, passenger experience and transport projects</li> <li>• Affordable Housing (achievement of mayoral pledge)</li> <li>• Projects: Flexi Bus</li> </ul>	<ul style="list-style-type: none"> <li>• 29 September 2023</li> <li>• 1 December 2023 (Mayors Questions)</li> <li>• 26 January 2024</li> <li>• 15 March 2024</li> </ul>
<b>Economy</b>	<ul style="list-style-type: none"> <li>• Economic outlook/data</li> <li>• Economic strategy development: strategic challenges, current / future challenges</li> <li>• Adult Education Budget and adult learning</li> <li>• School engagement, apprenticeships and youth learning</li> <li>• Approach to business support and investment, including culture / creative industries</li> <li>• Economics services performance/outputs monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• 15 September 2023</li> <li>• 17 November 2023</li> <li>• 12 January 2024</li> <li>• 1 March 2024</li> <li>• 8 March 2024 (PM) (Mayors Questions)</li> </ul>

91

## Corporate Scrutiny Committee

Topic	Sub-topics/focuses	Date
Strategic focus and performance monitoring	<ul style="list-style-type: none"> <li>How is performance monitored – how does the process work? (Who monitors it? What data is collected and how is it presented?)</li> <li>Logic and assumptions behind deciding the actual KPI/target/objective numbers; evidence based, need based, capacity based? Is it 'arbitrary'?</li> <li>Focus on long term progression 'journey of delivery' for greater context – past KPIs, current, future.</li> <li>What impact is the CA actually making? What 'levers' does it actually have? Is there proof of 'additionality'?</li> <li>Strategic alignments: Region-first thinking, avoiding local parochialism; Levelling up within WY vs Leeds centricity (inclusion in KPIs and performance monitoring of it?); Competition between districts and in district priorities (especially in bidding)?</li> </ul>	22 September 2023
Budget and resources (including staff capacity)	<p><u>Budget and finances:</u></p> <ul style="list-style-type: none"> <li>Usual budget monitoring and pre-scrutiny.</li> <li>Gainshare spending + Gateway Review 2023/2024.</li> <li>Reserves policy/level – Audit's view of risks and viability.</li> <li>Corporate borrowing – possibility, rules, amount.</li> <li>Revenue raising and additional sources of funding.</li> <li>Use of past data to contextualise current budget against past budgets and future projected budgets.</li> </ul> <p><u>Staff capacity:</u></p> <ul style="list-style-type: none"> <li>Does the organisation have the staff to deliver? Pressures between efficiency savings (e.g. vacancy management, lower pay awards in competitive market) and delivery capacity.</li> <li>Recruitment and retention challenges in local government – what are the areas of concern, what can be done, where can the five authorities work together (e.g. pooling resources).</li> <li>Progress and changes since the last staff survey analysis (and historic context).</li> </ul>	<p>24 November 2023 (+ Gateway Review as separate item)</p> <p>19 January 2024 (workshop after committee meeting)</p>
Deeper devolution	<ul style="list-style-type: none"> <li>Current status of promised powers that have not yet been devolved e.g. planning. (Autumn update?)</li> <li>Future expected further devolution, including 'single settlement' funding model.</li> </ul>	19 January 2024
Decision making and governance.	<ul style="list-style-type: none"> <li>Governance rules and structure etc.</li> <li>How are decisions made – from the origin point (inception) of an idea (or need) to policy/service development, to scrutiny/discussion, to decision, to monitoring delivery, to evaluation.</li> </ul>	22 September 2023 (Assurance Framework)

	<ul style="list-style-type: none"> <li>• Role of members and level of control and influence over process.</li> <li>• Role of officers and internal decision-making structures – when do officers decide, when do members decide.</li> <li>• How each stage is communicated to stakeholders (members, public) and how they are involved.</li> <li>• The Assurance Framework and role of PAT in project decisions/management/scrutiny/evaluation etc.</li> <li>• Scrutiny system.</li> </ul>	<p>element and project decision-making)</p> <p>TBC – other elements, possibly after/alongside deeper devolution item.</p>
Project: Integrated Corporate System (ICS)	Update on progress since last year.	TBC – when the system is live
Project: Wellington House refurbishment	Post-project Evaluations report.	TBC – when evaluations report is complete. Chair to advise.
Project: MCA Digital Programme	Briefing on project and progress.	1 March 2023, as part of Cyber Security
Project: Procurement and social value	Update from last year: methodology, risks, real value.	TBC – Chair to receive briefing and suggest way forward
Scrutiny Protocol	Review of government’s newly published Scrutiny Protocol, which WYCA must be compliant with to receive additional powers and funding through Level 4 Devolution. Review will assess WYCA’s current compliance level and recommend changes to a) be compliant and b) improve scrutiny in general.	Working Group report to 1 March meeting

## Transport & Infrastructure Scrutiny Committee

Topic	Sub-topics/focuses	Date
Bus reform and improvement	<p>Overview of long-term bus reform plans (Franchising) and short-term efforts to improve bus services in the meantime (BSIP, etc)</p> <p>Long term reforms – Bus franchising:</p> <ul style="list-style-type: none"> <li>• Background and update on bus franchising and upcoming consultation (<i>to be approved at 28 Sept CA meeting, held the day before TSC</i>)</li> </ul> <p>Short term improvements – BSIP update and performance:</p> <ul style="list-style-type: none"> <li>• Update/changes in BSIP since 2021/22 (<i>when the committee last looked at it</i>)</li> </ul>	<p>22 September 2023 – Overview, background and update (ahead of bus franchising consultation)</p> <p>26 January 2024 – Further update on franchising consultation and BSIP</p>

	<ul style="list-style-type: none"> <li>• Most updated quarterly report and KPIs – including update on RTI accuracy (<i>considered by committee last Sept</i>).</li> <li>• Bus network performance and passenger experience data</li> </ul> <p>Areas of interest:</p> <ul style="list-style-type: none"> <li>- Current bus service / operator performance issues</li> <li>- Effects of service cuts and possible solutions</li> <li>- Public engagement, customer service quality re complaints, consultations and service changes</li> </ul>	TBC – look at consultation report and results around March 2024 final approval
Mass Transit	Overview of the background to the Mass Transit scheme, level of funding, short term and long-term timelines, main challenges and risk assessment, legal questions, type of transit systems being considered and how future proof it is, public consultation, and multi-modal connectivity.	26 January 2024  Any further update based on timelines
Overview and Monitoring – transport services and projects/schemes	<ul style="list-style-type: none"> <li>• KPI, projects, objectives – performance and achievement.</li> <li>• Understand transport schemes, funding/bidding, strategic and ROI criteria, impact assessments on non-transport areas.</li> </ul>	29 September 2023 – buses/passenger experience
Strategy/policy and Local Transport Plan 4	<ul style="list-style-type: none"> <li>• Decarbonisation (and government assessment toolkit)</li> <li>• Behaviour Change and Active Travel (including bikes, e-bikes/e-scooters, and motorbikes)</li> <li>• Freight and waterways as a resource</li> <li>• Current and future transport trends; the pandemic and beyond (bus/rail footfall, homeworking positives vs rise in deliveries)</li> <li>• Infrastructure, energy and sustainability challenges and opportunities of future proof transport system (electricity demand vs sources, lithium dependency and mining, effect on other industries and sectors)]</li> <li>• Pollution, health and clean air zones</li> </ul>	15 March 2024  (LTP4 consultation in Summer 2024, for adoption in 2025)
Housing	<ul style="list-style-type: none"> <li>• Achievement of 'affordable' and 'sustainable' targets</li> <li>• Challenges and solutions (target vs need in region)</li> <li>• Available funding and what it is being spent on</li> </ul>	1 December 2023, at MQT  15 March 2024
Projects: Flexi Bus	Review July Transport Cttee report and reason for non-viability and early termination, and circumstances of decision	Workshop for working group, 26 January 2024 (PM)



## Economy Scrutiny Committee

Topic	Sub-topics/focuses	Dates
Economic outlook and strategic challenges	<p><u>Current situation/data:</u></p> <ul style="list-style-type: none"> <li>• Latest data and economic outlook since last year e.g. economic figures, inflation, cost of living effects</li> <li>• Any comparisons with neighbouring regions with overlapping economic footprints e.g. NY and GM.</li> </ul> <p><u>Current/persistent challenges:</u></p> <ul style="list-style-type: none"> <li>• Continuing post-pandemic challenges: effects on town centres / hospitality businesses and plans to deal with this (e.g. shopfront grants, cultural exhibitions, IT/study areas); changes in work habits and effects of people being able to work remotely on local economies and other areas.</li> <li>• Persistent economic challenges: NEETs, people 'missing' from data, part time work trends, over-50s/retirees returning to work, green sector/skills growth and preparation, manufacturing in need of support, inter-regional imbalances in economic growth/jobs within WY, and retention of talent within WY.</li> </ul> <p><u>New/Future challenges:</u></p> <ul style="list-style-type: none"> <li>• AI, automation, green/decarbonisation (+ any other disruptions?) which have accelerated recently and their potential consequences on the regional economy, businesses and jobs.</li> <li>• Are we prepared for these challenges? Can we get ahead of other MCAs/areas and position ourselves as leaders in these emerging markets?</li> <li>• Potential conflict between productivity/growth/tech advancement vs job creation/community/place/diversity considerations.</li> </ul> <p><u>Economic Strategy update:</u></p> <ul style="list-style-type: none"> <li>• How we are addressing the above challenges through the economic strategy + current thinking/progress + timeline for finalisation and adoption</li> </ul>	<p>15 September 2023 – intro and main discussion</p> <p>8 March 2024 – update on economic strategy</p>
Adult Education Budget, Schools and Training Providers	<ul style="list-style-type: none"> <li>• Update on last year's AEB performance and this year's spending and outputs.</li> <li>• School engagement and young people opportunities and apprenticeships</li> <li>• Apprenticeships and non-university career routes</li> </ul>	17 November 2023
Business investment and outcomes (including culture + creative industries) and	<p><u>Business investment:</u></p> <ul style="list-style-type: none"> <li>• How we are investing in businesses and generating outcomes</li> </ul> <p><u>Culture and creative industries:</u></p>	8 March 2024

<p>performance monitoring/outputs/funding</p>	<ul style="list-style-type: none"> <li>• A mayoral objective, an increasing percentage of the region’s economy and upcoming/recent city of culture events (in Bradford and Leeds)</li> </ul> <p><u>Performance monitoring and KPIs</u></p> <ul style="list-style-type: none"> <li>• Monitoring achievement of economy targets/KPIs from the corporate plan.</li> <li>• “Follow the money”: where is funding coming from, how is it spent, what are the revenue opportunities.</li> <li>• Inter-regional levelling up, avoidance of Leeds-centricity, ensuring certain areas/towns are not forgotten, place-based element of targets/KPIs e.g. number of jobs/houses/businesses supported in different districts</li> </ul>	
---	--	--

### Minutes from all scrutiny committee meetings 2023/24:

#### Economy:

- 15 September 2023- <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=228&MId=1342&Ver=4>
- 17 November 2023- <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=228&MId=1343&Ver=4>
- 12 January 2024- <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=228&MId=1344&Ver=4>

#### Corporate:

- 22 September 2023- <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=226&MId=1346&Ver=4>
- 24 November 2023- <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=226&MId=1347&Ver=4>
- 19 January 2024- <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=226&MId=1348&Ver=4>

#### Transport:

- 29 September 23- <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=227&MId=1338&Ver=4>
- 1 December 2023- <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=227&MId=1339&Ver=4>
- 26 January 2024- <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=227&MId=1340&Ver=4>