

LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD

MEETING TO BE HELD AT 2.30 PM ON TUESDAY, 16 JANUARY 2018
IN COMMITTEE ROOM A, WELLINGTON HOUSE, 40-50 WELLINGTON STREET,
LEEDS

A G E N D A

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**
3. **MINUTES OF THE MEETING HELD ON 29 NOVEMBER 2017**
(Pages 1 - 10)
4. **PANEL CHAIR UPDATES**
 - (a) **BUSINESS COMMUNICATIONS GROUP**
(Led by: Joanna Robinson)
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 - (b) **EMPLOYMENT AND SKILLS PANEL**
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Verbal Update
(Led by: Cllr Tim Swift)

For Decision

5. GROWTH DEAL UPDATE

(Author: Lynn Cooper, Led by: Melanie Corcoran)
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(Author: Caroline Allen, Led by: Caroline Allen)
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(Author: Angie Shearon, Led by: Caroline Allen)
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(Author: Rachel Jones, Led by Melanie Corcoran)
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9. LOCAL INCLUSIVE INDUSTRIAL STRATEGY

(Author: Marc Eatough, Led by: David Walmsley)
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10. BUSINESS INNOVATION & GROWTH PANEL

(Author: Sue Cooke, Led by: Andrew Wright & Sue Cooke)
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For Discussion

11. ECONOMIC REPORTING

(Author: Patrick Bowes, Led by: David Walmsley)
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12. FLEXING ECONOMIC SERVICES TO DELIVER INCLUSIVE GROWTH OUTCOMES

(Author: Jon Skinner/Henry Rigg, Led by: Sue Cooke)
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13. RISK MANAGEMENT

(Author: Angela Taylor, Led by: Angela Taylor)
(Pages 229 - 248)

For Information

14. HS2 GROWTH STRATEGY - SKILLS, SUPPLY CHAIN AND CONNECTIVITY

(Authors: Sue Cooke & Liz Hunter, Led by: Sue Cooke & Liz Hunter)

(Pages 249 - 264)

15. BUSINESS PLANNING AND BUDGET 2018/19

(Author: Angela Taylor, Led by: Angela Taylor)

(Pages 265 - 288)

16. DATE OF THE NEXT MEETING

27 March 2018, Committee Room A, Wellington House, Leeds

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**MINUTES OF THE MEETING OF THE
LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD
HELD ON WEDNESDAY, 29 NOVEMBER 2017 AT TRINITY ROOM, CITY
EXCHANGE, LEEDS**

Present:

Roger Marsh OBE (Chair)	Leeds City Region Enterprise Partnership
Stephanie Burras CBE	Ahead Partnership
Professor Bob Cryan CBE	University of Huddersfield
Councillor Susan Hinchcliffe	Bradford Council
Councillor Andrew Lee	North Yorkshire County Council
Rashik Parmar MBE	IBM Academy of Technology
Joanna Robinson	Mansfield Pollard
Councillor David Sheard	Kirklees Council
Councillor Andrew Waller	City of York Council
Andrew Wright	Reliance Precision (to minute 44 only)

In attendance:

Dr Alice Owen	University of Leeds (to minute 44 only)
Nicola Greenan	East Street Arts
Amir Hussain	Yeme Architects
Tom Riordan	Leeds City Council
Merran McRae	Wakefield Council (to minute 44 only)
Ben Still	WYCA
Caroline Allen	WYCA
Patrick Bowes	WYCA
Melanie Corcoran	WYCA
Jonathan Skinner	WYCA
Ruth Chaplin	WYCA

32. Apologies for Absence

Apologies for absence were received from Ian Cherry and Paul Hamer and Councillors J Blake, P Box, C Les and T Swift.

33. Chair's Comments

The Chair welcomed Nicola Greenan and Amir Hussain who were in attendance at the meeting.

34. Declarations of Interest

Councillor Hinchcliffe declared an other interest (not comprising a Disclosable Pecuniary Interest) in Agenda Item 11, Northern Cultural Regeneration Fund.

Merran McRae declared an other interest (not comprising a Disclosable Pecuniary Interest) in Agenda Item 11, Northern Cultural Regeneration Fund.

Stephanie Burras declared an other interest (not comprising a Disclosable Pecuniary Interest) in Agenda Item 13, Call for Projects.

35. Minutes of the Meeting held on 19 September 2017

Further to minute 24, HS2 and the HS2 Growth Strategy Update, Councillor Waller asked that the minutes be amended to reflect his comments in respect of the potential for York Central and for HS2 links to Scotland to be via York.

Resolved: That, subject to the above amendments being made, the minutes of the meeting held on 19 September 2017 be approved and signed by the Chair.

36. Panel Chair Updates

The Panel and Group Chairs were thanked for the following reports which were presented to the Board for information and update:

- Business Communications Group
- Business Innovation and Growth Panel
- Employment and Skills Panel
- Green Economy Panel
- Land and Assets Panel

Resolved: That the updates be noted.

37. Appointments to LEP Board and Panels

The Board considered a report of WYCA's Executive Head of Economic Services which:

- Provided members with an update on the Board and Panel refresh process.
- Provided the recommendations from the Appointments Panel to appoint new LEP Board members and to recommend new Panel members to WYCA.

The Board considered the recommendations of the Appointments Panel and agreed that Adam Beaumont, Nicola Greenan and Amir Hussain be appointed to the LEP Board to replace Stephanie Burras, Paul Hamer and Dave Harris who were stepping down. The Chair thanked the retiring members for their invaluable contributions and long service to the LEP Board and its Panels.

Members noted the Appointments Panel's proposed list of names for the LEP Panels and recommended that these be considered for adoption by WYCA. These included a proposal that Rashik Parmar become a member and Chair of the Employment Skills Panel, Nicola Greenan a member of the Business Innovation & Growth Panel and Amir Hussain a member of the Business Innovation & Growth and Land & Assets Panels.

Resolved:

- (i) That Adam Beaumont, Nicola Greenan and Amir Hussain be appointed to the LEP Board with immediate effect.
- (ii) That the Appointment Panel's proposals for appointments to the Panels be recommended to WYCA for appointment at its meeting on 14 December 2017.

38. Growth Deal Update

The Board considered a report of WYCA's Director of Delivery which provided an update on:

- Government monitoring of the Growth Deal through review of the achievement of Key Performance Indicators (KPIs) and the Annual Conversation 2017.
- The expenditure and performance of the Growth Deal programme.
- The activity undertaken at the Investment Committee Workshop.

It was reported that a positive meeting had been held with the Cities and Local Growth Unit (CLOG) and there was agreement that the seven KPIs had been achieved and a formal response from CLOG was awaited. The need to increase capacity in order to progress housing and regeneration projects in respect of KPI-3 was noted and it was considered that further action should be undertaken to fully address the outcome.

The Annual Conversation with CLOG on the Leeds City Region Growth Deal had taken place on 28 November 2017 and had focussed on Governance, Delivery and Strategy. It was proposed that a joint letter be sent from the LEP Board and WYCA Chairs thanking CLOG for their support. Members also asked that their thanks be passed to officers for the work undertaken to date.

The Growth Deal Dashboard and Pipeline were attached at Appendices 2 and 3 and it was noted that the forecast spend was currently £95.59m against the annual target of £100.15m. Members noted the projects currently rated as Red and they were advised that contingency arrangements in relation to acceleration of expenditure on three major contracts would address any shortfall against the target.

Members were advised of the work being undertaken with partners to promote schemes and strengthen the skills base across the region and a report on HS2 skills would be brought to the next meeting.

It was noted that a workshop of the Investment Committee had been held to consider projects submitted as part of the Call for Projects and the principles of de-commitment of the Growth Deal programme had also been discussed. This would be considered in more detail at the next meeting of the Investment Committee.

Resolved: That the conclusion of the review of KPIs and the progress made in the implementation of the Growth Deal be noted.

39. Economic Reporting

The Board considered a report of WYCA's Director of Policy, Strategy and Communications which provided an update on the latest economic and business intelligence.

The report and appendices presented the latest assessment of the Leeds City Region, national and international economic developments since the last meeting.

Resolved: That the analysis and economic update be noted.

40. Autumn Budget

The Board was given a verbal update on the highlights from the Autumn Budget statement which had been announced on 22 November 2017.

Resolved: That the update on the Autumn Budget statement be noted.

41. Inclusive Industrial Strategy - Follow Up to LEP Board Workshop

The Board considered a report of WYCA's Director of Policy, Strategy and Communications which:

- Provided members with an update on the development of a single, bold city region strategy, owned by both the LEP and WYCA with inclusive growth at its core.
- Sought approval to formally commit to beginning the development of Local, Inclusive Industrial Strategy (LIIS) as a replacement for the Strategic Economic Plan (SEP).

It was reported that the Industrial White Paper was expected by the end of the year and this was likely to set out how LEPS and Combined Authorities might contribute to national Industrial Strategy. At the LEP Board Away Day in September, members

had identified new proposals and considered how the development of an inclusive, place based industrial strategy could be used as a key delivery vehicle.

It was noted that the Leeds City Region Autumn Budget had been submitted ahead of the Budget. This was firmly anchored in the Government's approach to a modern industrial strategy and details of the Leeds City Region's immediate proposals for action and medium to longer term ambitions were outlined in the report.

In noting the emerging Government guidance on industrial strategies, members discussed the opportunities the adoption of a co-production model could provide for the Leeds City Region. It was proposed that a workshop with private sector members be arranged to inform the development of the LIIS and a further update would be provided at a future meeting following the publication of the Government's Industrial Strategy White Paper.

Resolved:

- (i) That the development of a single, bold Local, Inclusive Industrial Strategy (LIIS) as a replacement for the Strategic Economic Plan (SEP), to be owned by the LEP and WYCA with inclusive growth at its core, be approved.
- (ii) That a workshop with private sector members be arranged to inform the development of the LIIS.

42. Role of Culture, the Arts & Sport in LCR Strategy

The Board considered a report of the Director of Policy, Strategy and Communications on the conclusions from an engagement exercise with partners on the focus of a city region approach to culture, the arts and sport and the rationale for doing so.

It was reported that WYCA, with partners, had commissioned an independent engagement exercise and the a copy of the full report entitled "The Connection between Culture, the Arts and Sport and Economic Development in the Leeds City Region" was attached at Appendix 1. Members discussed the findings and recommendations from the report which included short, medium and longer-term actions so cultural, artistic and sporting activities are fully integrated into a city region inclusive industrial strategy. It was noted that whilst some practical steps can be taken immediately to improve co-ordination, achieving more transformative and ambitious changes would depend on further investment.

Resolved:

- (i) That the findings from the report about the city region focus of work on culture, arts and sport be noted.

- (ii) That the short, medium and longer-term actions to deliver the report's recommendations be approved.

43. Northern Cultural Regeneration Fund

The Board considered a report of WYCA's Director of Policy, Strategy and Communications which sought agreement on the Leeds City Region's submission to the Northern Cultural Regeneration Fund (NCRF).

It was reported that each LEP had been invited to put forward one proposal for a single, capital cultural regeneration project as part of the £15m NCRF which had been launched by the Department for Culture, Media and Sport (DCMS). In the City Region, an Open Call for Projects had received 8 proposals and discussions had been held with promoters and district partners on deliverability of the proposals and the strategic case for intervention. The LEP had also engaged with Arts Council England for specific views on two of the projects and taken account of the consensus from the linked piece of work on the city region's ambition for culture, arts and sport. The process had been overseen by LEP Board member, Rashik Parmar. The outcome of the process was that two projects had been selected for consideration by the LEP Board and members discussed the proposals which were attached at Appendix 1 to the submitted report.

It was agreed that whilst both projects would have a transformational impact on the cultural and creative economy in the Leeds City Region, that the Bradford Odeon proposal be selected as the LCR's submission to the pan-Northern competition. This decision was based on the specific criteria of the DCMS fund and the views received from partners. It was stressed however that opportunities should continue to be examined to support the potential of a live events cluster around Backstage Academy/Production Park and other projects in the future.

Resolved: That the LEP's submission to the Northern Cultural Regeneration Fund is the transformation of the Bradford Odeon.

44. Leeds City Region MOU with a Global Tech Firm

The Board considered a report of WYCA's Executive Head of Economic Services which provided an update on the proposed Memorandum of Understanding (MOU) between the Leeds City Region Enterprise Partnership and a major Global Tech Firm.

It was noted that the MOU formed part of an approach to ensure that the Leeds City Region capitalises on the opportunities created by 5G and "Smart City" technologies and develops a reputation as a global leader in this area. It was recognised that closer association with the largest global technology business would help to achieve the objective of becoming a leading location for the creative and digital sector and attract technology corporates to the City Region.

Resolved:

- (i) That the signing of the non-exclusive Memorandum of Understanding (MOU) by the LEP Board Chair with the Global Tech Firm be approved.
- (ii) That the strategy of using the MOU with the Global Tech Firm to galvanise Smart City and 5G activities across the Leeds City Region and to ensure a joined up approach in these areas be endorsed.

45. Call for Projects

The Board considered a report of WYCA's Director of Delivery which provided an overview of the submissions received following the recent Call for Projects, with a focus on those that have been identified for potential Growth Deal funding and for Business Rates Pool eligibility.

It was noted that following the Investment Committee workshop, all scheme promoters had been contacted to notify them of the next steps and work was ongoing to seek further information from promoters where opportunities may exist to take projects forward. Councillor Sheard expressed concerns regarding the status of those projects and future call processes and this would be given further consideration. Work was also underway to identify where scope might exist for de-commitment or reprofiling of project expenditure.

A further report would be prepared for a future meeting of the LEP Board and WYCA.

Resolved: That the report be noted.

46. LEP Board - Review of Constitutional Arrangements

The Board considered a report of WYCA's Director of Resources on revised constitutional arrangements for the LCR LEP, and noted an assurance statement submitted by the LEP Chair and WYCA's Managing Director as part of the annual performance conversation ("Annual Conversation") between the LCR LEP and the Department for Communities and Local Government (DCLG).

It was reported that the Annual Conversation for LCR LEP had taken place on 28 November 2017 and a copy of the formal annual assurance statement submitted prior to the meeting by the LCR LEP Chair and WYCA's Managing Director was circulated at the meeting for information.

Members were advised that the LCR LEP/WYCA local assurance framework was currently under review and a revised framework would be brought to the next meeting. It was noted that there are a number of drivers for bringing these propositions to the Board now. The LCR LEP governance documentation needed to be updated to reflect the requirements of the local assurance framework and

consequent changes in practice including increased public access to LEP Board reports and meetings, and in addition there is increased focus from Central Government eg. the recent Ney Review and recommendations. The proposed revised LCR LEP constitution which was attached at Appendix 1 together with LEP Board Procedure Rules, an Access to Information Annex and a Code of Practice for recording meetings was discussed. The Board was also made aware that a number of further governance documents would be presented at the January meeting following the publication of anticipated Best Practice Guidance by Government and would include a policy relating to conflicts of interest. It was proposed that the LEP Board approve finalised LCR LEP constitution and procedures, including a new Code of Conduct, at the next meeting. In the interim, a copy of the current report and appendices would be circulated to members to provide the opportunity for further feedback prior to the next meeting.

Resolved:

- (i) That the formal annual assurance statement submitted before the Annual Conversation by the LEP Chair and WYCA's Managing Director be noted.
- (ii) That the LCR LEP constitution and procedures, together with a Code of Conduct and further governance documents be brought to the next meeting for approval.

47. Budget 2018/19

The Board considered a report of WYCA's Director of Resources which advised of the work underway on business planning and budgeting for 2018/19.

Members discussed the business planning and budget issues for 2018/19 and welcomed the proposal to develop a detailed 3 year budget which would provide more certainty and planning ability. It was noted that the business plan would build on the key successes and achievements over the last year which were highlighted in the submitted report. The draft business plan and budget would be considered at the WYCA meeting on 14 December 2017 and these, together with the transport levy must be approved at the WYCA meeting on 1 February 2018.

Resolved: That the work underway on business planning and budgeting for 2018/19 be noted.

48. Any Other Business

It was noted that Stephanie Burras would be stepping down as a member of the LEP Board at the end of the year. The Chair expressed his and the Board's appreciation of her involvement and contributions to the work of the LEP and its Panels during her term of office. In response, Stephanie expressed her thanks for being given the opportunity to be involved in the LEP's work and looked forward to

continuing her involvement in the skills agenda and furthering the strategic ambitions of the region.

49. Date of the Next Meeting

The next meeting of the LEP Board will be held on 16 January 2018 at 2.30 pm in Wellington House, Leeds.

50. Draft Minutes of WYCA held on 5 October 2017

The Board noted the draft minutes of the WYCA held on 5 October 2017.

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Panel Chair: Rashik Parmar,
Joanna Robinson
Authors: Racheal Johnson, Ian
Williams



Report to: LEP Board

Date: 16 January 2018

Subject: Business Communications Group (BCG) update

1 Purpose

- 1.1 To provide LEP Board members with an update on business engagement, marketing and communications and activity undertaken since the last Board meeting.
- 1.2 To outline the planned activity for the coming months, in line with the agreed communications and marketing strategy.

2 Information

Business engagement

- 2.1 The last Business Communications Group (BCG) meeting took place on 6 December. This was the last meeting with Rashik Parmar as Chair, with Joanna Robinson confirmed to take over as Chair in the New Year.
- 2.2 Following the recent LEP recruitment exercise, there are two new members of the BCG: Lisa Buck, who works for YCF Ltd – a not-for-profit trade association for the process industries, and Nasser Malik, entrepreneur and founder of the Yorkshire Enterprise Network which has a database of over 20,000 members.
- 2.3 A key focus of discussion at the 6 December was productivity. BCG members received a presentation on Leeds City Region's performance on productivity from the West Yorkshire Combined Authority's (WYCA) policy and research and intelligence teams. The following key points were noted in subsequent discussion:
 - Further research would be welcome on the impact of forced self-employment (particularly among those aged over 50 who establish lifestyle businesses due to redundancy or other forced self-employment) on Leeds City Region's productivity and how this benchmarks against other areas, and on how the City Region compares to other, similar regions globally. WYCA's research and intelligence team are to look into this.
 - There was discussion on what BCG members and the LEP can do to raise awareness of the need to improve productivity, highlight the positive impact for

businesses that invest in research and development (R&D) and expand the availability of peer-to-peer mentoring for businesses in the City Region.

- Greater understanding is needed of the specific capabilities of local universities so that businesses can be referred to the right support for them. Many businesses still find it difficult to navigate higher education support.
- The language around productivity needs to be simplified so that businesses are clear what it is and how they can respond.
- Difficulties in recruiting new staff with relevant skills is leading to some businesses retaining less productive staff.
- BCG members have been invited to take part in research being led by WYCA's research and intelligence team to assess the reasons for variable rates of productivity among SMEs.
- The Chamber is looking to bring Sir Charlie Mayfield to Leeds City Region in early 2018. It will keep the LEP informed on progress, so that it can explore how to engage City Region businesses in the productivity-focused "Be the Business" campaign.

2.4 June Smith from the EEF (the manufacturers' organisation) gave a presentation on what manufacturers are doing to improve their productivity, focusing on "smart automation". Major competitor companies are already investing in smart automation, but according to EEF research around 56% of UK manufacturers have little or no understanding of the concept, and 67% have no plans to introduce it. The EEF has produced a number of case studies of manufacturers that are taking action, and established an online "problem-solving network" that has attracted interest from over 400 manufacturing professionals and 200 businesses. This network is available to all manufacturers, not just EEF members.

2.5 Jeremy Wright, who represents the construction industry, noted that a report is being published in the New Year on recommendations for the sector to improve productivity and adapt to macro-economic changes. Although demand for housing is high, a lack of skills and people is requiring the sector to change and adapt.

2.6 BCG members gave general updates on issues and opportunities highlighted by their members. The key points raised were:

- Input costs continue to rise with steel up 25% and paper up 40%. Many businesses can no longer absorb these increases so prices to customers are rising.
- Brexit uncertainty is leading to more businesses looking to trade in new, non-EU markets but there have been reports that relevant support and advice is not readily available.

- Many rural businesses (and some in non-rural areas) remain hampered by a lack of broadband and mobile connectivity.
- A recent poll by the Chambers across the whole of West and North Yorkshire noted that 48% of businesses surveyed would like to see a devolution settlement that took in the largest possible Yorkshire geography.
- Many businesses across all sectors are facing recruitment difficulties, a situation exacerbated in some sectors by overseas labour returning home.

Communications and Marketing

2.7 The Board is asked to note the below updates in relation to the LEP’s key communications and marketing channels for November and December. As noted in previous Board updates, the West Yorkshire Combined Authority Communications and Marketing team now covers the full breadth of the Combined Authority/ LEP agenda and the media statistics presented below refer to coverage across this full range of activity.

Media coverage (November 2017)

Media mentions:	1,097
Estimated reach:	46,458,715
Estimated Advertising Value Equivalent (AVE)	£1,468,265

Media coverage (December 2017)

Media mentions:	678
Estimated reach:	44,877,080
Estimated Advertising Value Equivalent (AVE)	£1,343,404

2.8 Select recent media highlights are included at **Appendix 1**.

2.9 Website (November)

	www.the-lep.com	www.investleedscityregion.com
Primary audience	• City Region businesses (primarily SMEs)	• Potential investors in the City Region
Sessions	5,898	2,550
Page views	17,974	5,444

December:

	www.the-lep.com	www.investleedscityregion.com
Primary audience	• City Region businesses (primarily SMEs)	• Potential investors in the City Region
Sessions	4,309	1,982
Page views	12,057	3,578

2.10 Social media

Twitter – November:

	@LeedsCityRegion	@InvestLCR
Impressions	43,900	85,300
Profile visits	3,101	854
Follower growth	131	90

December:

	@LeedsCityRegion	@InvestLCR
Impressions	58,600	32,300
Profile visits	2,139	283
Follower growth	65	33

2.11 Key communications and marketing highlights

- A **‘Professionals Perspectives’** breakfast meeting was held in November, bringing together 15 intermediary partners from the private sector including banks, lawyers and accountants from across Leeds City Region. There was an update on the latest product offers from the **LEP Growth Service** and a discussion on the inclusive growth agenda to gain thoughts and feedback on proposed changes to grant and loan fund criteria.
- **Two surveys** to gauge businesses’ views on proposed changes to grant and loan fund criteria to reflect inclusive growth priorities have been undertaken, with further survey work planned for the New Year. These surveys will inform any future changes to criteria as well as how these are communicated and marketed. Survey results will be communicated to the LEP Board via the Business Innovation and Growth Panel.
- A telemarketing campaign to increase the number of businesses accessing support through the LEP’s **Resource Efficiency Fund** kicked off in November, with all targets met in the pilot phase. Additional campaigns will follow during 2018.
- Two new **‘Ask the Expert’ blogs** were published as part of the **Let’s Talk Real Business campaign** offering top tips and useful insights for SMEs on marketing

and new product development – two areas frequently cited as barriers to growth by SMEs. The blogs were published in partnership with the Chartered Institute of Marketing and Translate Medical Technologies.

- Marketing and media support to promote an **SME supplier opportunities event** on 6 December in partnership with Department for International Development (DFID) attracted the attendance of 63 local business people. It resulted in an increase in sign-ups from Leeds City Region based businesses to the DFID supplier portal, where government tender opportunities are announced.
- The **marketing campaign to bring Channel 4 to the region, #4sparks**, has continued throughout November and December. This includes two weeks of digital advertising in The Guardian targeted to a London geography with a focus on the digital strengths of the region, a press release, a blog from Cllr Hinchcliffe and social media activity. The campaign has resulted in positive feedback from Channel 4 and a significant increase in visits to the campaign page on the investleedscityregion.com website.

Forthcoming activity:

2.12 The Board is asked to note the following activity planned for the coming period:

- **#4Sparks** - The #4Sparks campaign to attract Channel 4 to relocate to Leeds City Region will continue into the early New Year.
- **WYCA brand development** – the project to streamline and simplify WYCA’s brand identity to improve transparency of the organisation’s activities and save money will be completed by February. Work will then begin on making minor modifications to the LEP brand, as reported at previous Board meetings, to better communicate the relationship between the LEP and WYCA.
- **MIPIM 2018** – Details are included in the Business, Innovation and Growth (BIG) Panel report (item 4B).
- **Innovation campaign** – a campaign to encourage more companies to innovate and improve productivity is being planned for early in the next financial year.
- **Careers campaign** – a campaign targeting young people and providing information on opportunities in key growing sectors will launch in early spring.
- **Labour market report and LEP business survey** – planned communications on two recent LEP research projects – on the Leeds City Region labour market and comprehensive biennial business survey respectively – will be issued early in the New Year once final results have been fully analysed.
- **Apprenticeship Week** – a week-long programme of activity is being planned for this year’s national Apprenticeship Week in March.

- **Growth Deal and other key media stories** – following significant recent media and other communications activity related to Growth Deal-funded projects, stories are planned for early in the New Year on projects including the topping progress on Growth Deal-supported innovation centres at the Universities of Leeds and Huddersfield, flood alleviation schemes in Leeds and Kirklees and the anticipated launch (subject to funding announcement) of the Energy Accelerator programme, which will help bring forward low carbon energy schemes across the City Region.

3 Recommendations

- 3.1 That the LEP Board notes the feedback from the BCG in section 2.1 to 2.6 and consider how this feedback may inform the work of the LEP Board and related WYCA panels and committees.
- 3.2 That the LEP Board notes the highlight report in section 2.7 to 2.11 on recent communications and marketing activity.
- 3.3 That the LEP Board notes and comments as appropriate on the planned activity in section 2.12 onwards.

4 Appendices

- 4.1 **Appendix 1:** select communications and marketing highlights for November and December 2017

Item 4a – Appendix 1: Select communications and marketing highlights

1. Select media coverage:

November

B Daily: [West Yorkshire Combined Authority on target for over £95m investments in economy by March 2018](#)

Since April 2017, West Yorkshire Combined Authority has approved over £27m of Leeds City Region Growth Deal funding for investment in schemes that will result in economic growth, new jobs, skills training, new housing and transport improvement. These figures were released in a report during a meeting with Combined Authority Investment Committee members today (Thursday). **Covered in a range of outlets.**

TopicUK: Advanced Skills and Innovation Centre opens (in paper)

Wakefield College's new £7m Advanced Skills and Innovation Centre was officially opened by Cllr Peter Box and Mary Creagh MP. The project received £3.3m from the Leeds City Region Local Growth Deal.

Business Desk: [City Region's smart tech on display at international event](#)

Leeds City Region Enterprise Partnership (LEP) is leading a private sector delegation at the 2017 Smart Cities Expo World Congress in Barcelona to highlight the region's strong technology capabilities and world leading developments within the smart cities arena. The digital sector contributes £6.5bn to the City Region economy and employs 102,000 people.

Huddersfield Daily Examiner: [Plans unveiled for £52m project to cut congestion on busy road around Huddersfield and Brighouse](#)

A £52.4m project to improve traffic congestion on the road from Bradford to Huddersfield is being explored. The idea is at an early stage, but councillors will be asked to agree to spend £630,000 on feasibility work to assess and explore the options.

Brighouse Echo: [£4.5m Clifton business highway through green land given the go-ahead](#)

A £4.5m bid to build a business highway through a new enterprise zone in Clifton, near Brighouse, has been successful. The scheme is part of a £345.3 million funding package to improve local roads and public transport across the country announced by the Transport Secretary Chris Grayling. Calderdale Council is working with the WYCA and Leeds City Region Enterprise Partnership to transform the empty site at Clifton.

B Daily: [MIPIM has 'tremendous impact' on growth of international investment in Leeds City Region](#)

The Leeds City Region economy has received a significant boost when attending MIPIM over the past five years, new analysis has revealed. Attendance at the international property conference has generated more than 430 inward investment enquiries and this

year alone has led to visits from Chinese investors and representatives of globally recognised brands. **Covered in a range of outlets.**

Insider: [Combined Authority calls for funding clarity in Autumn Budget](#)

The West Yorkshire Combined Authority has called on Chancellor Philip Hammond to secure and streamline funding. The Combined Authority is looking for some reassurance that when the UK leaves the European Union, areas such as the Leeds City Region do not lose out on millions of pounds of EU funding. **Covered in a range of outlets.**

Insider Media: [Procurement opportunities to be showcased at LEP event](#)

Future procurement opportunities for businesses are to be showcased at an event co-ordinated by the Leeds City Region Enterprise Partnership (LEP) and Department for International Development (DFID). Lord Bates, minister of state for international development, and Roger Marsh, chairman of the LEP, will be speaking at the event.

Machinery Marketing: [New £9 million facility in Wakefield](#)

OE Electrics (www.oeelectrics.co.uk), a manufacturer and distributor of electrical equipment, has doubled the size of its operations in Wakefield, which will lead to the creation of 144 new jobs. The company has invested £9 million in OE House, a 66,000ft² energy-efficient facility that was custom-built for the firm at Calder Park, enabling it to double its capacity and diversify into new markets. The project has received £500,000 of funding from the Leeds City Region Enterprise Partnership's Business Growth Programme.

December

Business Desk: [Businesses and academics support campaign to bring Channel 4 to Leeds City Region](#)

Leading digital academics and businesses have thrown their support behind the #4sparks campaign to bring Channel 4 to Leeds City Region. David Eccles, founding partner of Leeds-based Numiko, Channel 4's digital partner for many high profile projects such as The Undateables, Stand Up to Cancer, Fresh Meat, Bear Grylls' The Island and the Paralympics, said: "With the unstoppable rise of on-demand, internet based content providers such as Netflix and Amazon vying for viewers' attention, Channel 4 needs to be able to plug into a local ecosystem of digital talent which will guarantee their success for the next 35 years.

Leisure Week: [Eleven bid for England's £15m Northern Cultural Regeneration Fund](#)

Eleven locations from across the north of England have bid for a share of £15m (US\$20.1m, €17m) in funding designed to build a legacy from the Great Exhibition of the North. The bidding pool consists of Cheshire and Warrington; Cumbria; Greater Manchester; Humber; Lancashire; Leeds city region; Liverpool city region; the North East; Sheffield city region; Tees Valley; and York, North Yorkshire and East Riding.

Covered in a range of outlets.

BBC Online: [Yorkshire devolution row: Archbishop Sentamu intervenes](#)

The Archbishop of York has intervened in a political row over Yorkshire devolution. Sheffield is set to elect a regional mayor next year, but most councils in the county favour a region-wide alternative. In a letter first seen by the Yorkshire Post, Dr John Sentamu called on the government to introduce an All Yorkshire Devolution Deal by 2020. **Covered in a range of outlets.**

Telegraph & Argus: [Bradford Forster Square station plans open for consultation](#)

Plans for big improvements to Forster Square Railway Station are now open for public consultation. Officers from Bradford Council will be at the station on Tuesday and Wednesday asking passengers what they think of proposals to dramatically improve access and facilities. Bradford Council and the West Yorkshire Combined Authority (WYCA) together with Network Rail and train operator Northern are planning a major redevelopment of the station. **Covered in a range of outlets.**

Times Educational Supplement: [Cllr Hinchcliffe blog - Regional devolution would unleash an industrial revolution](#)

The potential of the Northern Powerhouse is being stymied by a government slow to hand over powers. If the promise of the Northern Powerhouse is to be delivered, it will be built on the pillars of transport and skills.

Municipal Journal: [Javid proposes compromise over Yorkshire devolution](#)

Mr Javid has written to civic leaders in South Yorkshire assuring them that full participation in the Sheffield city region deal would not prevent them from pursuing a One Yorkshire agreement were one to be put forward. The Sheffield city region deal was signed in October 2015 and included Barnsley, Doncaster, Rotherham and Sheffield councils. However, Barnsley and Doncaster MBCs refused to back the deal when it was discussed again in September 2017.

Telegraph and Argus: [£2.9 million boost to help heat local homes](#)

A new £2.9m programme could help more than 700 local households lower their fuel bills and keep their homes warm, following approval from West Yorkshire Combined Authority. Part-funded by the National Grid, the Leeds City Region Warm Homes programme will install gas-fired central heating systems and gas connections in any eligible privately-owned and privately-rented homes in Bradford, Calderdale and other Yorkshire areas. **Covered in a range of outlets.**

2. Marketing campaigns – illustrative visuals (#4sparks and Access Innovation)



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Panel Chair: Rashik Parmar
Author: Emma Longbottom &
Christian Denison



Report to: LEP Board
Date: 16 January 2018
Subject: Employment and Skills Panel

1 Purpose

- 1.1 To provide the LEP Board with an update on the work of the Employment and Skills Panel (ESP).

2 Re-Shaping the Skills System

- 2.1 Government has made manifesto commitments to develop a National Retraining Scheme and to establish Skills Advisory Panels to advise it on local employer intelligence relating to Brexit and vocational education implications. DfE have invited Leeds City Region to be a pilot area for both of these initiatives.
- 2.2 Career Learning Pilots will play a crucial role in informing the development of the National Retraining Scheme. They will help to realise the Government's ambitions for an adult education system that helps people upskill and reskill throughout their working lives. These pilots will test the best ways to reach out to lower skilled working adults and the impact of different levels of fee subsidy to boost demand for courses which are of particular economic importance in our area. The pilot will begin in March 2018 and will run for 18 months. Staff from WYCA are working with DfE and the Learning and Work Institute alongside partners and providers to facilitate submissions to the fund and develop the pilot model.
- 2.3 Skills Advisory Panels are part of the Government's ambition to work closely with local areas on meeting existing and emerging national and local skills needs. DfE want to look at what provision there is in terms of advisory panels/boards across different areas, looking at what works and the information that is used. There may be a small amount of additional funding available and there will also be the opportunity to use DfE resources, we are currently waiting for further details from DfE regarding the level of resource that will be available and how this can be used. Being involved at this early stage will allow the region to influence the design of Skills Advisory Panels. DfE have given reassurance that this is not about imposing new structures and added layers of bureaucracy, but building on the work of the Employment and Skills Panel and on our capabilities regarding labour market intelligence. At this time we do not therefore envisage that this will fundamentally alter the current Employment and Skills Panel, but rather enhance its ability to influence national developments.

2.4 At the Employment and Skills Panel held in December 2017 Panel members were provided with overviews of the potential impact of Brexit and automation on the Leeds City Region on the local labour market.

Key points from the discussion were:

- Agricultural and manufacturing businesses were most likely to say they would be affected if access to EU migrant workers was reduced;
- Due to the relative uncertainty around the outcome of Brexit negotiations, most businesses were adopting an iterative “wait and see” approach with very few having taken steps so far;
- 35% of current jobs in the LCR are at high risk of automation over the next 20 years;
- With some exceptions higher skilled jobs are expected to be the most resistant to automation, along with caring occupations. Routine clerical and manual roles will continue to be the most susceptible to automation, together with sales roles (such as checkout operators);
- Forecast pattern of automation has implications for inclusive growth and the opportunities available for the low skilled. Automation is likely to lead to a further decline of middle skilled clerical and manual roles therefore narrowing progression routes for those without a degree, and have a negative impact on some service intensive roles, which have higher levels of employment;
- This intelligence is being considered through ongoing dialogue with training providers and the Skills Network to ensure that the required skills support will be available to businesses and individuals.

2.5 Dialogue is underway with the two West Yorkshire Further Education Colleges who were issued with Notices to Improve in November 2017.

3 More and Better Apprenticeships

3.1 The Apprenticeship Grant for Employers (AGE) programme was devolved to WYCA in summer 2015 with the aim of encouraging more businesses to offer apprenticeships. The devolution of the grant allowed us to set criteria that responded to our local priorities. Registration for the grant is now closed but processing of final claims will be ongoing until March 2018. An evaluation of the AGE programme is currently being undertaken, findings will be reported in March 2018. To date the grant has supported:

- 3,120 SMEs to offer apprenticeships
- Provided 3,581 grants with a value of £6,114,000

- 3.2 The devolved Apprenticeship Grant for Employers (AGE) has now come to an end. The West Yorkshire Combined Authority is seeking funding for a new localised grant programme which would support businesses not previously offering apprenticeships.
- 3.3 National reports and local feedback suggest that Levy companies across LCR are either not planning to utilise their contributions or are deferring any plans/decision at this time. To support local companies a telemarketing campaign has been undertaken to engage and support Levy companies. The campaign is being supported by colleagues from the LEP Skills Service. The offer will begin with an initial skills audit, development of a skills/training plan and matching of needs against apprenticeship frameworks/standards, if appropriate. Where required, links will be made to providers offering the identified apprenticeship programmes.
- 3.4 The Education & Skills Funding Agency (ESFA) European Social Fund contract for an Apprenticeship Hub programme is being delivered by Interserve through their Absolute Apprenticeships programme. The current contract runs until July 2018. It is anticipated that a further contract will be let for the Apprenticeship Hub, using European Social Fund. WYCA has submitted an Expression of Interest to the Business Rates Pool in order to secure match funding so that we can respond to this call and bid to deliver an apprenticeship hub in partnership with Local Authorities.

4 Raising the Bar on High Level Skills

- 4.1 The LEP has provided support to colleagues within the HE and FE sector to enable them to offer a wide range of higher and degree apprenticeships. A recent bid for development funding will see the introduction of a range of degree apprenticeships in a wide range of occupational areas from September 2018, offering 340 apprenticeship opportunities.
- 4.2 The West Yorkshire Consortium of Colleges has developed a partnership and submitted an Expression of Interest to develop an Institute for Technology (IoT) aimed at developing digital skills provision, which is a key LCR skills shortage area, as identified in the LEP Employment and Skills Plan. IoTs will have employers at the heart of their leadership and governance, and in the design and delivery of curriculum. IoTs will strengthen and grow provision to fill gaps in the market; they will focus particularly on technical skills at levels 4 and 5 but will extend to degree level and above (level 6+) to strengthen routes into higher levels of technical education, as well as directly into employment.
- 4.3 Government expects bidders to demonstrate in their bids that they have discussed with local LEPs or Combined Authorities their interest in the IoT competition. This is because of the important role LEPs and Combined Authorities can play in facilitating and brokering collaboration between potential bidders in an area to deliver at greater scale and impact in support of regional and national priorities for economic growth in the area. The Employment and Skills Panel endorsed this Expression of Interest at the meeting in December 2017. See the welcomed, provisional outline proposal at **Appendix 1**.

5 Great Education Connected to Businesses

- 5.1 WYCA's team of 7 Enterprise coordinators has so far recruited 129 business volunteers to work with 139 schools at a strategic level. The current target is to engage 160 secondary schools within the region by the end of the academic year. Project performance indicates 11,535 new employer encounters have been created directly through the network between April and November 2017, including 4,178 to disadvantaged learners. Disadvantaged learners, receive an enhanced offer of enterprise activity linked to the inclusive growth agenda.
- 5.2 A careers campaign is being developed in line with the Employment and Skills Plan priority 'to ensure that careers information, advice and guidance is impartial, and based in robust LMI and targets at parents and teacher as well as pupils with the aims of:
- Simplifying and enriching messages about careers choices;
 - Raising awareness and influencing opinions of key influencers about City Region's key sectors and its career opportunities;
 - Addressing misconceptions about the North and instilling a sense of pride amongst young people that they are from and part of Leeds City Region.
- 5.3 A creative brief is being designed to meet the aims above and principles established through the focus groups. A high-profile campaign is expected to go live during National Careers Week / National Apprenticeship Week, w/c 5 March 2018.
- 5.4 A series of materials and tools for parents, young people, practitioners and Enterprise Advisers will be created and based on the Leeds City Region Labour Market Analysis so that a suite of materials is available to use by delivery organisations, following feedback from a number of key stakeholders to address the need for readily available information about LCR labour market. The materials will complement and build upon the 'Shape Your Future' series that is already well-received by schools and educators. A series of workshops will be delivered to key stakeholders including, employers and careers and enterprise organisations early next year in preparation for the campaign in early March.

6 Building Workforce Skills and Attracting Talent

- 6.1 An outline application was submitted for the ESIF Career Development Fund to develop "[re]boot", a scheme to support individuals to retrain and move into digital and engineering careers. Following an assessment by the Managing Authority the application has been accepted at outline stage and may progress to the submission of a Full Application. Delivery is expected to begin in April 2018.
- 6.2 To support the promotion of digital careers in the region a Business Development and Marketing Officer (Digital Skills) has been recruited. This role will launch a

campaign aimed at promoting the opportunities in the digital sector within LCR and will secure employer sponsorship to continue and further develop the campaign.

6.3 The Skills Service closed for new grant applications in March 2017 and final payments to business were paid in September 2017. The total final achievements figures regarding this contract are:

- 3702 enquiries received
- 3238 businesses engaged
- 2096 skills assessments have been completed
- 1521 grant applications awarded
- 10449 people have been upskilled
- £3.13m grants have been approved

6.4 An evaluation of the Skills Service has been undertaken, focusing on the impact of the support provided on businesses' behaviour, productivity and growth as well as the economic impact. The final report will include a range of case studies which will detail how the training support provided has influenced business and individuals' practice and development. Initial findings from the report show that for every £1 invested in the project some £8.20 is expected to be generated.

6.5 The key recommendations from the report are:

- Strong case for continuing to invest in Skills Service in view of cost effectiveness and likely scale of economic impact;
- Administrative burden is main concern of employers with regard to service delivery – this issue needs to be closely monitored in context of ESIF funded programme;
- Consider mechanisms for promoting technical training within mix – perhaps through higher funding rate;
- Consider links to productivity impacts in appraisal of applications as well direct links to business growth;
- In due course examine implications of emerging LCR industrial strategy for design and delivery of Skills Service;
- Examine scope for further cross-selling of other LEP skills and business support services to Skills Service clients.

6.6 The West Yorkshire Consortium of Colleges has submitted a Full Application to deliver the continuation of the Skills Service, which will be funded through European Social Fund until 2020. It is envisaged that this contract will commence in January 2018. In the interim, the Skills Service Advisors have been maintaining the Skills Service offer and providing a comprehensive training and skills planning service to support

businesses to identify skills gaps and skills development needs linked to business growth objectives, including apprenticeship support, particularly targeting levy paying companies.

7 Employability, Accessing Jobs and Realising Potential

- 7.1 The final phase of the Headstart project is currently in development and will focus on piloting a social prescribing model in partnership with York City Council and York based GP surgeries. The pilot will work to encourage clinical staff to prescribe non-clinical services (for example employment support) and will be working in a very targeted way to develop research data. This pilot will link closely to the inclusive growth work of the Combined Authority.
- 7.2 The Work and Health Programme is a national welfare-to-work programme, funded through DWP, which will provide specialised support for those unemployed for over two years and, on a voluntary basis, to those with health conditions or disabilities. The Programme will target people who with specialist support are likely to be able to find work within 12 months. It takes the place of two existing welfare-to-work schemes, the Work Programme and Work Choice, although many jobseekers who would previously have been supported by the Work Programme will now receive support directly through Jobcentre Plus rather than the Work and Health Programme
- 7.3 Following a comprehensive commissioning process undertaken by Department of Work and Pensions, contracts have now been awarded. Support for individuals within Leeds City Region will be provided by Reed in Partnership. The contract will commence in January 2018 and the LEP skills team is meeting with the provider to ensure their work complements other activity across the region.

8 Recommendations

- 8.1 That the LEP Board:
- a) notes the work of the Employment and Skills Panel;
 - b) comments on and endorses the proposal for a West Yorkshire based Institute of Technology on digital skills.



Department
for Education

Institutes of Technology – Pro-forma

This pro-forma is for those who would like to register an interest in the Institutes of Technology (IoT) initiative. This information is for internal use, to enable the IoT team to understand what type of IoT bids we can expect to receive.

Once completed, please send the pro-forma to the IoT team at the Department for Education by **31 October 2017** at: institute.technology@education.gov.uk

Project information	
Lead institution	West Yorkshire Consortium of Colleges
Working Project title	West Yorkshire Institute of Technology.
Contact for the proposal	
Title and full name	Joanne Patrickson Louise Tearle
Position	Project Director (JP) Partnership Director (LT)
Address for correspondence	c/o Leeds City College Technology Campus Room 103 Cookridge Street Leeds LS2 8BL
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Partners	
Organisation name: (add rows as required)	
<p>The following partners have been identified and given their support to the IoT proposal to improve & advance curriculum offer at Level 4 & above. This will play a critical & integral role in supporting the digital talent pipeline to access future progression & employment opportunities. Employers will provide highly skilled & relevant governance to the IoT SPV, advising & supporting at all stages of development & implementation.</p> <p>Collaboratively the following partners will harness the collective assets, resources and expertise to deliver the IoT agenda creating a prestigious and distinct identity for both the institutions and learners.</p>	
FE Partners Bradford College	

Calderdale College
 Kirklees College
 Leeds City College
 Leeds College of Building
 Shipley College
 Wakefield College

HE Partners

University of Huddersfield
 University of Bradford
 University of Leeds
 Leeds Trinity University
 Open University

Employer Partners

Digital

- Docman
- Sacrophagus
- Statement
- Sky
- Sun Branding / Sun Digital
- Exa Networks
- AQL

Engineering:

- Advanced Diesel Engineering
- SEW eurodrive
- Reliance Precision Ltd

Financial Technology

- Covea Insurance

Digital Creative Technologies

- Screen Yorkshire

Advanced Manufacturing (Additive Manufacturing) and Supply Chain Management

- Renishaw
- EOS
- 3m Buckley Innovation Centre
- National Physical Laboratory (NPL) national standards in metrology
- Manufacturing Technologies Association
- The Manufacturing Technology Centre
- GrowAM

Digital Technology for Infrastructure Development

- BAM
- Topcon
- NG Bailey

List LEP and Local Authority Areas covered by the proposal

LEP and Local Authority Areas name:

The proposal will deliver high-level technical skills that employers need across the Leeds City Region and has robust support from the listed FE, HE & Employer partners above. The proposal is supported by the Leeds City Region Enterprise Partnership and is being considered for formal approval at the next Employment & Skills panel in December 17.

The IOT will have a central base which is proposed to be located in Bradford; designated as an Opportunity Area as part of the Government's strategy to improve social mobility and help to achieve Government ambitions of seeing '*more disadvantaged young people attending the very best universities, winning places on apprenticeships, entering the top professions, and progressing through the most rewarding careers*'

Working intrinsically with the central IoT will be 7 pivotal centres located within the FE Colleges, utilising designated space to deliver IoT specialisms as prescribed below. The proposed delivery model will ensure coherent alignment of government initiatives to yield maximum impact on areas where social mobility has been lacking.

Project description:

Legal Structure & Model

This is a collaborative proposal, bringing together partners who have demonstrable success in collectively meeting regional skills & employment priorities. It will be led by the Joint Venture established by the seven FE West Yorkshire Colleges to ensure the effective utilisation of the combined strengths of the colleges, building on existing custom, practice & expertise and implementing the recommendations of the Area Review. The Joint Venture has a distinctive identity, which is independent of its partner institutions.

The Joint Venture has also brought together five HE Institutions and 21-city region based employers ensuring strong employer & institutional engagement in governance, leadership, design and delivery. Governance for the IoT will be via a parallel Special Purpose Vehicle (SPV) to the current Joint Venture to provide governance space for employers and HEI's to operate the IoT agenda and ensure financial viability and resilience. The range and size of the partnership provides sufficient scale to be successful with demonstrable impact.

Curriculum Offer

The IoT will deliver high quality industry-relevant teaching in new curriculum areas, using industry standard facilities and equipment; and be responsive and agile in meeting the current and future needs of local, regional and national industries. The IoT will specialise in teaching technical disciplines, with a particular focus on STEM to meet industry demand for growth and to increase the supply of technical skills that will drive Leeds City Region productivity.

Curriculum delivered through IoT will be new provision at skill level 4-5 (sub degree level) extending to degree level & above and aligned to the skill needs of the Leeds City Region Skills Plan 2016 – 2020. It will improve the occupational competency of learners to meet the needs of new and existing employers now and in the future with a credible high quality complement to purely academic routes. Collaborating with our HE partner institutions, the new curriculum offer will strengthen routes into HE creating a clear technical education pathway to high skilled, high wage employment.

The IoT offer will provide a step change, the provision of technical education at higher levels, supporting the increased pace of technological change and providing commitment to improving & advancing curriculum offer at Level 4 and above within the Delivery Agreements of Leeds City Region. It will concentrate on digital technologies required by specific industries & employers in the following priority skill areas:

1. Advanced Manufacturing and Supply Chain Management (CAD & Manufacture – 3D solid modelling, modelling and virtual prototyping / Manufacturing automation, systems integration and digital control technology / Process simulation and modelling / Digital manufacturing systems technology)
2. Computer Systems (Networking / Coding / Cyber security/Cloud computing / Internet infrastructure)
3. Digital Health Technology (Health informatics / Medical electronics and instrumentation)
4. Digital Technology for Infrastructure Development (CAD & Analysis / Building Information Management Systems / Transport systems design and planning 'Smart Cities' / Intelligent buildings technology – intelligent building design, facilities management for intelligent buildings / Advanced manufacturing Technology for Building)
5. Financial Technology (Betting and gaming / Automated technology for insurance, banking, trading)
6. Digital Creative Technologies (Computer games design / Interactive journalism tech / Film & TV Production)

Fit with Local & Regional Skills Needs

The IoT will respond to the subject areas relevant to the priority sectors of the City Region particularly in STEM & Digital Skills (Software Coding) and where skill shortages are particularly evidence and which are critically important to the region's economy. The IoT offer will the number of individuals with technical and job specific digital higher level skills with a result of a more highly skilled, digitally proficient & productive pipeline. The IoT will be suitably placed in Leeds City Region as a result of:

- It is already a major hub for data analytics, Financial services, Fintech, Health informatics, betting & gaming & internet connectivity. IXLeds is the only independent, not-for-profit internet exchange outside of London with a clear opportunity for cyber capability to support growth and employment within the wider region.
- Prevalent skills shortages exist in the digital industry & the gap between the City Region and the national average at Level 4 and above is widening. Digital is also a unifying sector which bridges City Region strengths with broader northern powerhouse digital & infrastructure capabilities.



IoTs LinkedIn Terms
of Reference.docx

Join the Institutes of Technology LinkedIn Group [here](#) or search 'Institutes of Technology – DFE' on the LinkedIn website.

Panel Chair: Simon Pringle
Author: Jacqui Warren



Report to: LEP Board
Date: 16 January 2018
Subject: Green Economy Panel Projects Update

1 Purpose

- 1.1 To provide an update on progress against the Green Economy Panel's (GEP) major projects and programmes.

2 Energy Accelerator

- 2.1 This is a new innovative project development programme that will offer specialist expertise to local low carbon energy projects. West Yorkshire Combined Authority (WYCA) submitted a revised application for 3.5 million euros to the European Investment Bank's (EIB) ELENA technical assistance programme (a fund that provides technical assistance for energy efficiency and renewable energy projects). The application has now been submitted for review by the EIB/European Commission. WYCA awaits a decision.
- 2.2 Subject to a successful ELENA application, and to enable the Energy Accelerator (EA) to launch quickly, indicative approval was given by WYCA on 5 October 2017 for WYCA to accept the ELENA funding and proceed to set up and launch the EA. Recruitment of staff and suppliers will also re-commence.
- 2.3 The EA's Advisory Board met on 2 November 2017 and reviewed progress and next steps required to implement the EA once ELENA funding is secured.
- 2.4 WYCA hope to be a position to launch the EA in May/June 2018.

3 Better Homes Yorkshire

- 3.1 This is a city region programme delivering energy efficiency and heating Improvements across the City Region's homes.
- 3.2 The Better Homes programme launched in March 2015. At the end of the second year of the Programme, 2,480 homes have received energy efficiency or renewable energy measures (747 in Year 2), with a contract value of £11.2m. Almost 75% of the value has been delivered by Leeds City Region (LCR) supply chain, with a further 20% by contractors just outside (i.e. Doncaster). In total 35 different sub-contractors have been awarded work through the programme and 204 jobs have been sustained.

- 3.3 All Local Growth funding (£6m) has now been secured for the LCR Tackling Fuel Poverty project, fulfilling a key political ambition of a scheme in every district. The Barnsley and Bradford schemes are now complete over the summer, resulting in 180 fuel poor households improved. Work is well underway to improve properties in the Holbeck area of Leeds, this is part of a wider Group Repair scheme. Schemes in Wakefield, Kirklees and Calderdale are progressing well. Projects in York, Selby, Harrogate and Craven are now mobilised, however the rate of take up is slower than expected.

Warm Homes Fund

- 3.4 National Grid announced a £150m Warm Homes Fund on 18th July, to be managed through National Grid's CIC 'Affordable Warmth Solutions'.
- 3.5 Local Authorities, Housing Associations and other organisations are eligible to apply for funding for the installation of affordable heating solutions in fuel poor households, who do not use mains gas as their primary heating fuel. National Grid have now confirmed a funding award of £1.6m to WYCA under Category 1 (urban homes and communities; for example new gas heating systems, it could also include heat network solutions).
- 3.6 The LCR Warm Homes Programme will be led by WYCA, with the LCR Local Authority partners referring / approving fuel poor households and engaging local stakeholders to refer. Over 700 new heating systems are expected to be delivered to fuel poor homes across all tenures, many will also receive a gas connection, supplied by Northern Gas Networks. 200 will be delivered through the Better Homes Yorkshire programme. Housing Leeds (part of Leeds City Council) are a key partner and are providing match funding of £750k (500 systems to be delivered through their existing contracting arrangements).
- 3.7 According to Government data sources, around 73,000 households, around 6%, in the Leeds City Region are off gas. Many of these properties are located in rural areas of the city region, which are beyond the reach of the gas network, and where pockets of fuel poverty exist, rather than whole communities. The volume of properties included within the Programme is based on Officer knowledge and experience, in addition to available data sources.
- 3.8 Leeds City Council (LCC) own around 56,000 domestic properties, of these around 45,000 are heated through mains gas. Around 10% of the non-gas properties are high rise properties. The high rises are subject to separate feasibility and options appraisal, in terms of heating and energy efficiency improvements, and therefore did not lend themselves to the tight timeframes of Warm Homes Round 1 funding. The 500 properties which will be improved through LCR Warm Homes represents around 9% of non-high rise, off gas LCC housing stock.
- 3.9 Through this funding, measures will begin to be installed from January 2018.

General Energy Efficiency

- 3.10 WYCA is currently calculating the total number of homes still in need of energy efficiency improvements. This is complex to calculate due to the limited availability of robust data sets. It is also trying to understand who else is installing measures across the region. This is also complicated as there are many private companies offering a range of measures. Individuals can also install their own measures. As part of its Energy Strategy and Delivery Plan work, WYCA will be collating available data sets to determine the remaining potential for domestic energy efficiency across the region. This will be fed back to the LEP once collated (estimated April 2018).

4 Resource Efficiency Fund (REF)

- 4.1 The Resource Efficiency Fund (REF) offers free expert advice and business support to small and medium sized enterprises (SMEs) to help them to implement energy and water efficiency and waste reduction measures. This is supported by a 50% capital grant of up to £10,000. The REF is funded through the Local Growth Fund (LGF) and European Regional Development Fund (ERDF) 2014-2020 programme.
- 4.2 As of 30th November 2017 the REF has engaged with 249 clients. Of these, 151 businesses have had technical assessments by external consultants commissioned, and 46 have undergone an in-house review by the Resource Efficiency Managers (REMs). The combined figure of 197 compares favourably with the target number of assessments for the 2017 calendar year (112).

Table1: Progress of business contacts as at 30th November 2017

Total Business Contacts	249
Businesses Visited	243
Businesses Completed	90
Businesses in Progress	153
Number of Assessments Commissioned	151
Assessment Reports Received	137
12 Hour Assists	84
Grants Approved & Pending	53
Grants Completed	15
Grants Rejected	1

- 4.3 The programme continues to progress. The 12 hour assist output (84) is well ahead of target (60 to the end of December 2017) while the grant output (15) and grant spend is currently behind target (46 to end of December). It is expected that grant outputs will be caught up over the next couple of quarters and grant spend is expected to be on target by the end of March 2018. The overall businesses supported output is currently 87, which is broadly on target.

5 District Heat Network (DHN) Programme

- 5.1 The DHN Programme continues to support 12 active schemes in the LCR. These innovative schemes aim to produce heat (and or use waste heat) to create localised heat networks that heat homes and businesses. They can also help reduce carbon emissions and create fair priced energy locally.

6 Green and Blue Infrastructure (GBI) Strategy and Delivery Plan

- 6.1 This work aims to deliver a new regional strategy and delivery plan that aims to create high quality natural/green infrastructure and environments across the City Region including new woodlands, street trees, and open spaces.
- 6.2 The programme is still on track to deliver a draft to the Green Economy Panel early in the New Year, and the LEP Board following this.

7 Zero Carbon Energy Strategy and Delivery Plan

- 7.1 The Strategic Economic Plan (SEP) under Pillar 3 (Energy and Environmental Resilience) sets out the ambition of becoming 'a resilient, zero carbon energy economy by 2036'. To understand how WYCA and the Leeds City Region (LCR) could achieve the ambition an Energy Strategy and Delivery Plan (ESDP) has been commissioned with support from the Department for Business, Energy and Industrial Strategy (DBEIS). The ESDP is a named delivery plan of the SEP. The ESDP has been split into four discrete work packages:-

Work Package 1: Energy State of the Leeds City Region

Work Package 2: Technology Options Appraisal

Work Package 3: Energy Opportunities

Work Package 4: Delivery Plan including scenario modelling

- 7.2 Work packages 1 and 2 are now nearing completion.
- 7.3 Work Package 1 calculates both the current and future energy state of the Leeds City Region (LCR) in terms of demand, supply, energy efficiency, jobs, GVA and skills.
- 7.4 Work Package 2 includes a technology options appraisal which identifies the region's energy strengths and the likely energy technologies and opportunities that could enable the Region to meet the SEP's energy ambition by 2036. It will also form the basis of the Energy Delivery Plan.
- 7.5 Work Package 4 is currently being procured and Work Package 3 will be procured shortly. A draft strategy and delivery plan will be completed by the end of March 2018 and presented to the GEP and LEP.

8 H21

- 8.1 This Northern Gas Network innovative programme aims to convert the gas grid from natural gas (methane) to hydrogen, starting with the Leeds city region and then for conversion to take place incrementally across the country.
- 8.2 The Northern Gas Network (NGN) applied to OFGEM's Gas NIC fund. The Gas NIC is an annual opportunity for Gas network companies to compete for funding for the development and demonstration of new technologies, operating and commercial arrangements. The bid was partially successful, and NGN will receive £10m to fund the demonstration of the safety case for 100% hydrogen in the gas network through field trials.

9 BEIS Local Capacity Support

- 9.1 The Department for Business, Energy and Industrial Strategy (BEIS) wrote to all LEPs outlining proposals for local energy capacity support.
- 9.2 The purpose of this letter was to share BEIS' outline proposals for how this support in the form of additional resources could be used, and as a starting point for discussion.
- 9.3 The proposal is summarised below:

As part of the BEIS Local Energy programme, BEIS has allocated £2.7m in this financial year to support the capacity of LEPs and local authorities to:

- Identify and prioritise local energy projects
 - Undertake the initial stages of development for priority projects and programmes (e.g. feasibility studies and business cases), up to a point where investment can be secured
 - Take a collaborative and coordinated approach across multiple LEP areas
- 9.4 BEIS suggest that the most effective use of the available funds is to establish five local energy hubs to support the capacity of LEPs and local authorities to deliver energy projects. There will be some flexibility in how each hub operates in order to meet local needs, but BEIS are keen to ensure a coherent programme of support across England and clear lines of communication between local areas and central government. The resources available are estimated to be sufficient to fund around four full time equivalent posts per hub for an initial two years of operation.
- 9.5 Each hub would serve a number of LEP areas, and together they would cover the whole of England. A Yorkshire, Humber and North East Hub is proposed covering the following LEP areas:

Humber	Sheffield
Leeds City Region / West	Tees Valley
Yorkshire Combined Authority	York, North Yorkshire and East Riding
North East	

- 9.6 Based on initial feedback received from a number of LEPs (including LCR) BEIS refined their proposal. BEIS are now offering £4.7m to create 4 energy hubs in England, including one energy hub to serve all 11 LEPs in the North. BEIS have now asked the Yorkshire, Humber and North East LEPs to decide on their preferred model for this hub.
- 9.7 Various discussions have been held with all of the North East, Yorkshire and Humber (NEYH) LEPs to explore the proposals. Once consensus was found, NEYH LEPs discussed their preferred proposal with the North West LEPs.
- 9.8 The preferred proposal for the NEYH LEPs was to create a North East, Yorkshire (including LCR, YNYER and Sheffield) and Humber LEP Energy Hub (not pan-northern). This will include:
- Tees Valley Combined Authority to act as accountable body and manage the total budget of £704k total budget over two years.
 - For the NEYH Hub to contain a core team which consists of
 - one person to manage the programme (Programme Manager)
 - call-off contracts for specific expertise, including but not limited to financial, commercial, legal, and technical support
 - Local Project Managers to work in the LEPs at a local level (for WYCA/LCR this equates to 1 x p/t Project Manager for 2 years)
- 9.9 This proposal is a new way of working across LEP areas and all NEYH LEPs believe keeping the structure to a manageable area has practical benefits over the two year programme. This will allow us to test if this scale is achievable. Following the two year programme we will assess options to take the programme forward, this could include extending the geography to a pan northern approach (subject to finances).
- 9.10 The joint NEYH LEP proposal, which was signoff by all the MDs of the 6 LEP areas, was submitted to BEIS on 30th November. BEIS is currently reviewing the proposal.
- 9.11 In light of the proposal WYCA and GEP have also explored this opportunity and what it could offer LCR if we were to act as the accountable body. Due to the limited amount of funding available to actually delivery projects in the City Region and the need to establish the Energy Accelerator ((EA) once we receive the ELENA grant), it was felt that the City Region’s resources are better spent establishing the EA than trying to also establish this hub at the same time.

10 Northern Energy Strategy

- 10.1 At the last GEP meeting on 21st November the Panel received a presentation on the recently published regional Northern Energy Strategy.
- 10.2 The full Northern Energy Strategy is available from the IPPR's website¹.
- 10.3 It aims to create a northern energy economy. To achieve this it recommends:
- A new Northern Energy Accelerator to identify, co-ordinate and drive northern energy opportunities from early-stage innovation to commercial and social success;
 - Making the north of England the testbed for the smart grid transition and the roll out of new Distribution System Operators (DSOs);
 - Collaboration to support more flexible and permissive approaches to energy pricing and supply to support and transform the North's energy intensive industries.
- 10.4 The Strategy aims to create a local energy revolution, whereby households and businesses will be the driving force in creating a more efficient and intelligent energy system. To achieve this the Taskforce recommend:
- Local energy devolution deals where government devolves the following:
 - the receipts from the Carbon Floor Price (CFP) and Emissions Trading Scheme (ETS) to combined authorities in return for specific commitments to stimulate more decentralised approaches to energy generation and efficiency;
 - a Northern low carbon Homes Commitment for all new build properties;
 - a Northern city – region should work with Ofgem to pilot the UK's first municipally-owned energy services company (MO-ESCO);
 - The responsibility and funding for the introduction of energy efficiency measures (ECO) should be switched from energy supply companies to energy distributors (DNOs) as part of the switch to a smarter grid;
 - Local energy strategies in every area including a portfolio of investable energy projects to drive the local energy economy and clear guidelines for the integration of planning, transport, air quality, energy supply and demand and smart grid development.
- 10.5 The Strategy also aims to expand low carbon generation in the following key areas:
- Carbon capture, storage and utilisation
 - Hydrogen
 - A range of renewable technologies i.e. solar, wind, storage, biofuels
 - Export Northern expertise to exploit the burgeoning European market for nuclear decommissioning; and

¹ <https://www.ippr.org/research/publications/northern-energy-strategy>

- Developing a northern energy skills programme

11 Clean Growth Strategy

11.1 The government has acknowledged that clean growth must play a central part in their Industrial Strategy. The recently published [Clean Growth Strategy](#) (CGS) sets out proposals which will contribute to the UK meeting its ambitions that are set out in the recently published Industrial Strategy White Paper.

11.2 Policies and proposals in the CGS have been set in eight key areas reflecting the areas where the government considers the greatest progress is needed. These are:-

- Accelerating clean growth;
- Improving business and industry efficiency;
- Improving our homes;
- Accelerating the shift to low carbon transport;
- Delivering clean, smart and flexible power;
- Enhancing the benefits and value of our natural resources;
- Leading in the public sector; and
- Government leadership in driving clean growth.

11.3 WYCA and the GEP will now begin to align and explore the opportunities / recommendations and proposals of the IPPR's Northern Energy Strategy and the new CGS within the forthcoming Local Inclusive Industrial Strategy, Energy Strategy and Delivery Plan and other City Region Strategies.

12 Recommendations

12.1 The LEP Board note the work of the Green Economy Panel.

Director: Melanie Corcoran, Director of Delivery
Author: Lynn Cooper and Dave Haskins



Report to: LEP Board
Date: 16 January 2018
Subject: Growth Deal Update

1. Purpose

- 1.1 To update the LEP Board on the expenditure and performance of the Growth Deal programme, and the progress relating to the forthcoming 2019/20 Growth Deal Review.

2. Growth Deal Expenditure and Delivery

- 2.1 The table below details programme expenditure totalling £31.94m to end November 2017 (District Council spend on WY+TF projects is updated at the end of each quarter so spend shown is currently Quarter 2, all other project spend is monitored monthly).

	Target spend 2017/18	Spend to end November 2017	% of 2017/18 target
Priority 1 - Business	£13.52m	£6.89m	51.0%
Priority 2 - Skills Capital	£29.33m	£11.30m	38.5%
Priority 3 - Environmental Infrastructure	£8.07m	£1.08m	13.4%
Priority 4a - Housing and Regeneration	£3.87m	£1.28m	33.1%
Priority 4b - West Yorkshire + Transport Fund	£37.46m	£11.39m	30.4%
Priority 4c - Flood Resilience	£2.00m	£0	0
Priority 4d - Enterprise Zones	£4.00m	£0	0
WYCA Programme Management	£1.90m	TBC	0
Total	£100.15m	£31.94m	31.9%

- 2.2 The attached Growth Deal Dashboard at **Appendix 1** and West Yorkshire + Transport Fund Dashboard at **Appendix 2** summarises the latest actual and forecast expenditure and provides a RAG rating of each project.
- 2.3 The target expenditure for the 2017/18 is £100.15m, the current forecast against this target £91.25m. This forecast has reduced by £4.3m since the last monitoring update to end September. Around £2m of this reduction relates to reduced forecast expenditure on a number of WY+TF projects following the latest quarterly monitoring

(Quarter 2). It is likely this will result in further Red rated projects following the Quarter 3 WY+TF monitoring in January 2018. The remaining £2m reduction relates to a reduced forecast on the Leeds College of Building Skills Capital project which is now Red rated as detailed below. However, a contingency plan has been developed where spend could be accelerated on a number of other projects if required to address the target.

2.4 The following projects are RAG rated as Red and represent a risk to the delivery of the Programme:

Projects that continue to be rated at Red:

- Leeds Station Gateway – New Station Street

Project had been delayed awaiting appointment of subcontractor by Network Rail, Atkins have now been appointed. It is expected that the design stage for the project will be agreed early in the New Year. A full programme of design and development will be considered at a future Investment Committee.

- Urban Traffic Management and Control (UTMC)

The project has been delayed subject to agreement on phased delivery, an Outline Business Case will now be submitted in the early in 2018.

- A650 Hard Ings Road and Harrogate Road / New Line

Both of these projects are subject to Public Inquiry. The Public Inquiry for the A650 Hard Ings Road is set for 31 January 2018. A date has still not been set for Harrogate Road / New Line.

- Bradford to Shipley Corridor

A Full Business Case for this project was expected in September 2017. A change request will be submitted shortly in advance of submission of an Outline Business Case later in the 2018.

- Energy Accelerator

The Investment Committee has now approved the Outline Business Case for this project and agreed that it should come forward as a Full Business Case. A decision on the approval of the European Investment Bank ELENA funding has still not been received. Senior Officers are now pressing the European Commission for an urgent decision.

Escalated to Red:

- Leeds College of Building

The forecast of expenditure for this project has reduced by £2m to £2.79m for 2017/18. The main reason for the reduction is due to value engineering on the project leading to re-design which has meant the steelwork will not be delivered to site until January 2018. The majority of expenditure on the project will now take place in 2018/19.

Projects due to be de-escalated from Red:

- Rail Parking Package – Shipley Station and Steeton and Silsden Stations

The Basic Asset Protection Agreements for both of these projects have now been issued. However following discussion with the appointed contractor an opportunity has arisen for additional parking spaces on both projects. A change request addressing this will be considered elsewhere on the agenda, if approved the projects will be de-escalated from Red rating.

De-escalated from Red:

- WY+TF Pipeline

The report to the Investment Committee in November 2017 reported that £10.24m of forecast spend required formal approval through the Assurance Process. This figure has now reduced to £340k of approvals on Rail Park and Ride projects which will progress through Delegated Decision, this level of funding does not represent a major risk to delivery of the programme. The reduction is due firstly to two major approvals: East Leeds Orbital Route and the A641; and secondly to the slippage of expected expenditure into future years.

3. Government Assessment: Growth Deal Review

Overview

- 3.1 The West Yorkshire plus Transport Fund (WY+TF) is subject to an independent assessment by Government in 2019. To ensure that funding for WY+TF schemes continues beyond 2019, it is critical that we can demonstrate to Government that benefits can be traced right through to the outcomes – that is, we do not just consider that a project is complete once construction is complete, but track what has been achieved as a result of the project going forward. The need for WYCA to demonstrate to Government that we have robust evaluation approaches in place is therefore critical, as is the need to ensure that projects are focused on direct and indirect outcomes.

- 3.2 As was reported to the November 2017 Investment Committee, to date, eleven city-regions, including LCR, have agreed devolved funding arrangements with Government. These funds are subject to five-year Gateway Reviews to evaluate whether (and if so, the extent to which) locally determined investments and interventions have had a positive impact on economic growth – which will in turn inform Government decision-making by ministers regarding the allocation of future funding to the individual Localities.
- 3.3 As part of the Growth Deal arrangements, a 2019/20 Independent Evaluation of Gainshare Investment Funds has been agreed with the eleven City Regions. Government has stated that subject to the outcome of the first Gateway review in 2019/20, they will provide up to £420m over the period 2021/22 to 2034/35 for the WY+TF. This funding will be provided as a grant, of up to £30m per annum from 2021/22 to 2034/35.
- 3.4 Whilst it is accepted that much of the spend to date on the transport projects will not be able to demonstrate outcomes by the time of the review, there will be a keen focus on; progress against stated milestones, the delivery of outputs (and intermediate outcomes) and an increased emphasis around the growth in local capacity and cross-area working.
- 3.5 The success of the 2019/20 Growth Deal Peer Review is critical for WYCA in that ongoing funding will potentially be withdrawn if we are deemed to have not met the required criteria. It should be noted that a number of projects will be in delivery at the point of the review, and that an unsuccessful Gateway Review may lead to risks around the withdrawal of funding prior to completion.

Scope of the interventions

- 3.6 The remit of the National Evaluation Panel for the first Gateway Review of the Investment Funds is to provide evidence on the impact of the funds in delivering local growth outcomes; this ‘impact evaluation’ will be the core focus of the evaluation plans. Consultants SQW have been appointed at the national level (working across all eleven authorities) to undertake economic analysis to inform the Gateway Review process.
- 3.7 In some cases it may be too early for the evaluation to evidence impacts by 2019, even at an interim stage. The evaluation plans also therefore include ‘progress evaluation’ that reports on the progress that interventions have made by the point of the Gateway Review in their delivery, for example, against anticipated expenditure, delivery milestones, and in generating outputs.
- 3.8 In terms of ‘impact evaluation’, a number of Locality Evaluation Frameworks have been developed which are focused on interventions that have been approved formally, and where expenditure has been incurred (potentially in full), within the first Gateway Review period. Following a review of financial information relating to forecast project/programme delivery timescales (as supplied by scheme promoters),

the following schemes have been deemed in-scope for inclusion of 'impact reporting' as part of the 2019/20 review:

- Wakefield Eastern Relief Road;
- Wakefield City Centre Package;
- Aire Valley Leeds, Temple Green Park and Ride;
- Leeds Station Gateway: New Station Street; and
- Rail Station Car Park extensions – South Elmsall, Fitzwilliam, Normanton and Hebden Bridge.

3.9 Working closely with the consultants SQW, four local Evaluation Plans have been developed which comprise activity around the following areas:

- Consultation with project partners/stakeholders;
- Telephone interviews with local businesses;
- Telephone interviews with local residents;
- Consultations with local businesses;
- Data analysis; and
- Analysis and reporting.

3.10 All WY+TF schemes are required to collect baseline data as well as defining a programme for further data collection to enable monitoring and evaluation of the schemes. This work is budgeted for by project promoters.

3.11 Costed resource plans have been developed by SQW in conjunction with WYCA and the scheme promoters. This resource plan covers the following areas:

- Data collection and analysis – additional data to that specified by scheme promoters to support review of outcomes;
- Progress Evaluation – in relation to schemes which will still be in delivery (or only recently completed) at the time of the review;
- Capacity Development and Partnership Evaluation – reporting on how we do things differently in our 'ways of working' as a result of the WY+TF programme;
- Contextual Economic Forecasting – developing an economic baseline from which to measure impacts against;
- Reporting and ongoing engagement; and
- Central SQW costs – including advice from a panel of appointed economic experts.

3.12 A project ceiling budget of £400,000 has been identified by SQW as being required to undertake the Gateway Review exercise in the Leeds City Region, including all lead-in activity and reporting to Central Government. This is capital expenditure, which will be directly funded from the Growth Deal. As part of the process of more robustly defining the required budget to undertake the activity, and in order to seek cost efficiencies, an exercise is underway to seek to establish the optimal mix of SQW resource and in-house WYCA resource in this area. A key area where cost efficiencies may exist relates to the data collection and analysis element.

4. Recommendations

- 4.1 It is recommended that the Board notes the progress made in the implementation and review of the Growth Deal.

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West Yorkshire Transport Fund Dashboard

Figures accurate up to: Nov 2017

2017/18	£37,458,371	Total Outturn Forecast	£36,569,363
Target		Actual	£11,387,437

Project name	Project responsibility	Approved (Development and Delivery combined)	Category	Previous years spend			2017/18			RAG rating	Future forecast spend			TOTAL spend (actual + forecast)
				Prior Years	2015/16	2016/17	Actual Spend to date November 2017	Forecast Spend December 17 to March 18	Total of actual and forecast		2018/19	2019/20	2020/21	
Transport Delivery Costs														
Priority 4b (WYTF) WYCA Delivery Costs	Melanie Corcoran	13,572,000	Development	-	1,654,577	1,652,280	-	1,382,847	1,382,847	GREEN	1,377,675	1,530,717	1,900,000	9,498,096
Transport projects at Stage 3 that are in delivery in 2017/18														
Wakefield Eastern Relief Road	Neil Rogers	0	Development	1,599,000	-	-	-	-	-	Complete	-	-	-	1,599,000
Aire Valley, Leeds Integrated Transport Package - Phase 1: Aire Valley P&R	Gary Bartlett	37,593,000	Delivery	700,000	15,284,765	14,435,236	3,058,296	1,815,986	4,874,282	Complete	-	-	-	35,294,283
South Elmsall Rail Car Parking Extension	Melanie Corcoran	9,597,000	Delivery	-	-	5,459,649	1,699,724	769,616	2,469,340	Complete	897,528	-	-	8,826,517
Wakefield City Centre Package Phase 1 Kirkgate	Neil Rogers	5,556,000	Delivery	-	72,878	76,972	1,628,533	2,387,590	4,016,123	GREEN	822,402	-	-	4,838,525
A629 Phase 1a: Jubilee Road to Free School Lane & monitoring	Mark Thompson	8,296,655	Delivery	302,000	160,000	1,442,043	1,180,702	-	1,180,702	GREEN	-	-	-	3,084,745
Rail Parking Programme - Fitzwilliam	Neil Rogers	676,926	Delivery	-	-	-	1,969	464,562	466,531	GREEN	204,995	-	-	671,526
Rail Parking Package - Hebden Bridge	Melanie Corcoran	582,358	Delivery	-	-	-	-	291,000	291,000	AMBER	324,000	-	-	615,000
Transport projects at Stage 2 that will commence in 2017/18														
Leeds ELOR and North Leeds Outer Ring Road	Gary Bartlett	11,810,000	Development	1,020,000	929,199	1,554,106	661,181	-	661,181	AMBER	1,000,000	1,000,000	750,000	6,914,486
Rail Parking Package - Mytholmroyd	Melanie Corcoran	-	Delivery	-	-	-	-	3,685,085	3,685,085	GREEN	11,198,734	25,131,500	31,431,500	71,446,819
Rail Parking Package - Mirfield	Melanie Corcoran	-	Delivery	-	-	-	-	20,000	20,000	GREEN	2,413,333	1,206,667	-	3,640,000
Rail Parking Package - Steeton and Silsden	Melanie Corcoran	-	Delivery	-	-	-	-	308,863	308,863	AMBER	1,381,137	-	-	1,690,000
Transport projects at Stage 2 that will commence in 2018/19														
Leeds Station Gateway - New station Street	Liz Hunter	166,037	Development	-	-	41,036	6,500	72,291	78,791	RED	18,999	-	-	138,826
UTMC (formerly HNEP)	Richard Hadfield (Kirklees)	280,000	Development	-	-	29,011	20,259	90,000	110,259	RED	1,875,630	-	-	1,875,630
Rail Parking Package - Shipley	Melanie Corcoran	-	Delivery	-	-	-	-	-	-	RED	70,000	-	-	209,270
Rail Parking Package - Steeton and Silsden	Melanie Corcoran	-	Delivery	-	-	-	-	-	-	RED	400,000	1,200,000	2,750,000	4,350,000
Rail Parking Package - Normanton	Melanie Corcoran	-	Delivery	-	-	-	-	-	-	GREEN	2,550,000	-	-	2,550,000
Bradford FS Station Gateway	Julian Jackson	3,885,314	Development	-	20,000	116,717	30,271	114,729	145,000	AMBER	2,450,000	-	-	2,450,000
A650 Hard Ings Road - Phase 1: Hard Ings Road Only	Julian Jackson	764,000	Development	140,000	137,628	301,133	147,765	47,927	195,692	RED	-	-	-	774,453
Harrogate Road / New Line	Julian Jackson	1,300,000	Development	166,000	146,399	15,601	114,829	223,171	338,000	RED	4,415,000	3,257,235	-	7,672,235
A629 Phase 1b: Eiland Wood Bottom to Jubilee Road	Mark Thomson	1,125,394	Development	-	169,994	198,719	-	635,682	872,770	GREEN	257,000	-	-	923,000
A629 Phase 2: Phase 2a, 2b and 2c	Mark Thomson	3,016,000	Development	340,000	44,591	280,192	497,675	1,614,886	2,112,561	AMBER	1,901,000	1,732,740	-	3,633,740
A653 Leeds to Dewsbury Corridor (M2D2L)	Simon Taylor	210,000	Development	80,000	-	59,261	16,750	53,989	70,739	AMBER	-	-	-	1,241,483
Castleford Station Gateway	Melanie Corcoran	338,000	Development	-	-	20,329	4,027	266,083	270,110	GREEN	8,552,565	5,340,349	-	13,892,914
Glasshoughton Southern Link Road	Neil Rogers	723,000	Development	-	80,000	-	227,732	222,381	450,113	GREEN	-	-	-	2,777,344
CIP - Phase 1 - Leeds Fink Hill	Gary Bartlett	115,000	Development	-	-	-	-	110,200	110,200	GREEN	8,578,039	11,883,471	13,474,071	33,935,581
CIP - Phase 1 - Leeds Dawsons Corner	Gary Bartlett	1,008,000	Development	-	-	-	-	453,000	453,000	AMBER	2,000,000	10,500,000	-	12,500,000
CIP - Phase 1 - Wakefield A650 Newton Bar	Neil Rogers	75,000	Development	-	-	-	4,583	51,418	56,000	GREEN	-	-	-	290,439
											1,485,000	1,485,000	730,000	3,700,000
											245,000	-	-	775,113
											1,300,000	2,492,000	2,479,113	6,271,113
											4,800	-	-	115,000
											770,000	65,000	-	835,000
											555,000	-	-	1,008,000
											1,911,000	6,205,000	-	8,116,000
											6,000	-	-	62,000

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West Yorkshire Transport Fund Dashboard

Figures accurate up to: Nov 2017

2017/18	£37,458,371	Total Outturn Forecast	£36,569,363
Target		Actual	£11,387,437

Project name	Project responsibility	Approved (Development and Delivery combined)	Category	Previous years spend			2017/18			RAG rating	Future forecast spend			TOTAL spend (actual + forecast)
	Senior Responsible Officer			Prior Years	2015/16	2016/17	Actual Spend to date November 2017	Forecast Spend December 17 to March 18	Total of actual and forecast		2018/19	2019/20	2020/21	
	Neil Rogers		Delivery	-	-	-	-	11,000	11,000	GREEN	23,160	2,508,500	1,548,400	4,091,060
Rail Park and Ride (Phase 1) Programme	Melanie Corcoran	996,306	Development	58,908	108,336	409,181	214,724	501,308	716,032	AMBER	-	-	-	1,292,457
	Melanie Corcoran		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
York Northern Outer Ring Road	Neil Ferris	2,448,000	Development	-	-	-	308,901	974,380	1,283,281	GREEN	566,000	624,000	220,000	2,693,281
	Neil Ferris		Delivery	-	-	-	-	-	-	GREEN	3,085,000	9,000,000	11,429,000	23,514,000
Rail Parking Package - Knottingley	Melanie Corcoran	474,259	Development	-	-	-	-	474,259	474,259	GREEN	-	-	-	474,259
	Melanie Corcoran		Delivery	-	-	-	-	-	-	GREEN	1,305,741	-	-	1,305,741
Transport projects at Stage 2 that will commence post 2018/19														
A65-LBIA Link Road	Gary Bartlett	810,000	Development	210,000	8,688	266,812	133,487	186,513	320,000	AMBER	4,500	-	-	810,000
	Gary Bartlett		Delivery	-	-	-	-	-	-	AMBER	1,597,239	1,722,799	2,469,603	5,789,641
CIP - Phase 1 - Leeds Dyneley Arms	Gary Bartlett	402,000	Development	-	-	-	-	227,700	227,700	GREEN	174,300	-	-	402,000
	Gary Bartlett		Delivery	-	-	-	-	-	-	GREEN	1,498,000	6,000,000	-	7,498,000
CIP - Phase 1 - Kirklees Holmfirth Town Centre	Richard Hadfield	250,000	Development	-	-	-	58,624	41,376	100,000	GREEN	150,000	-	-	250,000
	Richard Hadfield		Delivery	-	-	-	-	-	-	GREEN	200,000	500,000	3,800,000	4,500,000
CIP - Phase 1 - Kirklees A62 Smart Corridor	Richard Hadfield	250,000	Development	-	-	-	27,000	73,000	100,000	GREEN	100,000	-	-	200,000
	Richard Hadfield		Delivery	-	-	-	-	-	-	GREEN	100,000	6,750,000	-	6,850,000
CIP - Phase 1 - Bradford A6177 ORR/Toller Lane	Julian Jackson	308,000	Development	-	-	-	2,181	78,819	81,000	AMBER	81,775	-	-	162,775
	Julian Jackson		Delivery	-	-	-	-	-	-	AMBER	850,000	6,200,000	1,225,000	8,275,000
CIP - Phase 1 - Bradford A6177 ORR/Great Horton Road	Julian Jackson	220,000	Development	-	-	-	8,663	61,337	70,000	GREEN	110,000	-	-	180,000
	Julian Jackson		Delivery	-	-	-	-	-	-	GREEN	500,000	1,500,000	320,000	2,320,000
CIP - Phase 1 - Bradford A6177 ORR/Great Horton Road / Horton Grange	Julian Jackson		Development	-	-	-	-	30,000	30,000	GREEN	-	-	-	30,000
	Julian Jackson		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-
Castleford Growth Corridor Scheme	Neil Rogers	200,000	Development	-	67,000	73,917	-	40,880	40,880	AMBER	19,000	-	-	200,797
	Neil Rogers		Delivery	-	-	-	-	-	-	AMBER	2,450,000	1,000,000	8,990,000	12,440,000
York Central Access	Neil Ferris	2,100,000	Development	-	-	-	57,673	872,327	930,000	GREEN	770,000	339,500	60,625	2,100,125
	Neil Ferris		Delivery	-	-	-	-	-	-	GREEN	931,462	15,692,000	17,016,812	33,640,274
Bradford Interchange Station Gateway	Julian Jackson	80,000	Development	-	25,000	20,838	34,162	-	34,162	AMBER	0	0	0	80,000
	Julian Jackson		Delivery	-	-	-	-	-	-	AMBER	-	-	14,305,000	14,305,000
A650 Tong Street	Julian Jackson	185,000	Development	50,000	-	21,038	8,214	49,786	58,000	AMBER	56,582	-	-	185,620
	Julian Jackson		Delivery	-	-	-	-	-	-	AMBER	-	10,000,000	8,000,000	18,000,000
SE Bradford Access Rd	Julian Jackson	91,000	Development	-	-	-	8,067	65,933	74,000	GREEN	17,000	-	-	91,000
	Julian Jackson		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-
Bradford to Shipley Corridor	Julian Jackson	314,000	Development	-	30,000	5,011	6,681	131,319	138,000	RED	181,081	-	-	354,092
	Julian Jackson		Delivery	-	-	-	-	-	-	RED	-	13,000,000	14,000,000	27,000,000
Halifax Station Gateway	Mark Thomson	315,000	Development	5,000	156,738	44,171	34,345	162,746	197,091	GREEN	-	-	-	403,000
	Mark Thomson		Delivery	-	-	-	-	-	-	GREEN	-	-	7,483,848	7,483,848
A641 Bradford - Huddersfield Corridor	Mark Thomson	100,000	Development	-	-	60,829	31,437	68,563	100,000	AMBER	-	-	-	160,829
	Mark Thomson		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
A629 Phase 4: Ainley Top	Mark Thomson	645,000	Development	-	-	51,736	23,264	249,114	272,378	GREEN	-	-	-	324,114
	Mark Thomson		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-
Huddersfield Station Gateway	Simon Taylor	79,886	Development	-	27,615	22,385	2,440	-	2,440	AMBER	-	-	-	52,440
	Simon Taylor		Delivery	-	-	-	-	-	-	AMBER	-	5,000,000	-	5,000,000
M62 Junction 24a	Simon Taylor	70,000	Development	-	-	12,976	24,370	32,654	57,024	AMBER	-	-	-	70,000
	Simon Taylor		Delivery	-	-	-	-	-	-	AMBER	-	18,500,000	-	18,500,000
A629 Phase 5 - Ainley Top into Huddersfield	Simon Taylor	302,000	Development	-	52,000	48,000	143,099	74,516	217,615	GREEN	-	-	-	317,615
	Simon Taylor		Delivery	-	-	-	-	-	-	GREEN	-	798,000	8,600,000	9,398,000
A62 and A644 Corridors incorporating Cooper bridge	Simon Taylor	500,000	Development	485,000	110,000	15,000	-	-	-	AMBER	-	-	-	610,000
	Simon Taylor		Delivery	-	-	-	-	-	-	AMBER	-	2,250,000	8,750,000	11,000,000
Leeds Station Gateway - Yorkshire Hub	Liz Hunter	400,000	Development	-	-	54,468	48,849	66,411	115,260	GREEN	175,804	-	-	345,532
	Liz Hunter		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-
Thorpe Park Station	Liz Hunter	500,000	Development	-	-	3,382	63,613	168,761	232,374	GREEN	269,294	-	-	505,050
	Liz Hunter		Delivery	-	-	-	-	-	-	GREEN	-	-	10,000,000	10,000,000
A6110 Leeds Outer Ring Rd	Gary Bartlett	268,000	Development	-	-	-	3,301	65,000	68,301	AMBER	199,699	-	-	268,000
	Gary Bartlett		Delivery	-	-	-	-	-	-	AMBER	-	-	-	-
Leeds City Centre Network and Interchange Package	Gary Bartlett	3,455,000	Development	319,000	31,337	278,000	158,043	641,957	800,000	AMBER	979,678	1,033,776	126,749	3,568,540
	Gary Bartlett		Delivery	-	-	-	-	-	-	AMBER	-	-	5,340,672	5,340,672
Wakefield City Centre Package Phase 2 Ings Road	Neil Rogers	270,000	Development	-	-	-	10,683	120,317	131,000	GREEN	139,000	-	-	270,000

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West Yorkshire Transport Fund Dashboard

Figures accurate up to: Nov 2017

2017/18	£37,458,371	Total Outturn Forecast	£36,569,363
Target		Actual	£11,387,437

Project name	Project responsibility		Category	Previous years spend			2017/18			RAG rating	Future forecast spend			TOTAL spend (actual + forecast)	
	Senior Responsible Officer	Approved (Development and Delivery combined)		Prior Years	2015/16	2016/17	Actual Spend to date November 2017	Forecast Spend December 17 to March 18	Total of actual and forecast		2018/19	2019/20	2020/21		
0 Neil Rogers			Delivery	-	-	-	-	-	-	GREEN	-	1,540,000	1,205,863	2,745,863	
CIP - Phase 1 - Kirklees Huddersfield Southern Gateways	Richard Hadfield	300,000	Development	-	-	-	-	95,443	95,443	GREEN	148,000	-	-	243,443	
0 Richard Hadfield			Delivery	-	-	-	-	-	-	GREEN	-	1,270,000	6,330,000	7,600,000	
CIP - Phase 1 - Calderdale A58/A672 Corridor	Mark Thompson	235,000	Development	-	-	-	2,937	232,063	235,000	AMBER	-	-	-	235,000	
0 Mark Thompson			Delivery	-	-	-	-	-	-	AMBER	-	-	-	-	
CIP - Phase 1 - Calderdale A646/A6033 Corridor	Mark Thompson	195,000	Development	-	-	-	1,984	193,016	195,000	AMBER	-	-	-	195,000	
0 Mark Thompson			Delivery	-	-	-	-	-	-	AMBER	-	-	-	-	
Rail Park and Ride (Phase 2) Programme	Melanie Corcoran	138,000	Development	-	-	137,997	-	-	-	AMBER	-	-	-	137,997	
0 Melanie Corcoran			Delivery	-	-	-	-	-	-	AMBER	-	-	-	-	
Rail Park & Ride (Phase 2) - Apperley Bridge	Melanie Corcoran	113,100	Development	-	-	-	-	113,100	113,100	AMBER	-	-	-	113,100	
0 Melanie Corcoran			Delivery	-	-	-	-	-	-	AMBER	-	-	-	-	
Rail Park & Ride (Phase 2) - Guiseley	Melanie Corcoran	143,000	Development	-	-	-	-	143,000	143,000	AMBER	-	-	-	143,000	
0 Melanie Corcoran			Delivery	-	-	-	-	-	-	AMBER	-	-	-	-	
Rail Park & Ride (Phase 2) - Moorthorpe	Melanie Corcoran	110,500	Development	-	-	-	-	110,500	110,500	AMBER	-	-	-	110,500	
0 Melanie Corcoran			Delivery	-	-	-	-	-	-	AMBER	-	-	-	-	
Rail Park & Ride (Phase 2) - Outwood	Melanie Corcoran	110,500	Development	-	-	-	-	110,500	110,500	GREEN	-	-	-	110,500	
0 Melanie Corcoran			Delivery	-	-	-	-	-	-	GREEN	-	-	-	-	
Calder Valley Line Elland Station	Steven Lee	834,748	Development	-	-	-	-	141,813	141,813	AMBER	359,137	-	-	500,950	
0 Steven Lee			Delivery	-	-	-	-	-	-	AMBER	-	-	-	-	
Corridor Improvement Programme (formerly HEBP)	0	408,000	Development	-	-	-	-	50,000	50,000	GREEN	100,000	100,000	158,000	408,000	
0	0		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-	
Transformational -South Featherstone Link Rd - Feasibility Study	Neil Rogers	284,000	Development	-	-	-	-	-	-	GREEN	-	-	-	-	
0 Neil Rogers			Delivery	-	-	-	-	-	-	GREEN	-	-	-	-	
Transformational - Kirklees - North Kirklees Orbital Route - Feasibility Study	Simon Taylor	248,000	Development	-	-	-	10,000	80,000	90,000	GREEN	157,500	-	-	247,500	
0 Simon Taylor			Delivery	-	-	-	-	-	-	GREEN	-	-	-	-	
Transformational -York Northern Outer Ring Road Dualling- Feasibility Study	0	295,000	Development	-	-	-	-	100,000	100,000	GREEN	195,000	-	-	295,000	
0	0		Delivery	-	-	-	-	-	-	GREEN	-	-	-	-	
Transport projects at Stage 1 pre mandate															
Aire Valley, Leeds Integrated Transport Package – Phase 2: Highway Access			Development	-	-	-	-	-	-					0	
			Delivery	-	-	-	-	-	-					-	
Aire Valley, Leeds Integrated Transport Package – Phase 3: Motorway Junction Improvements			Development	-	-	-	-	-	-					-	
			Delivery	-	-	-	-	-	-					-	
Corridor Improvement Programme Phase 2			Development	-	-	-	-	-	-					-	
			Delivery	-	-	-	-	-	-					-	
Corridor Improvement Programme Phase 3			Development	-	-	-	-	-	-					-	
			Delivery	-	-	-	-	-	-					-	
Calder Valley Line Enhancements			Development	-	-	-	-	-	-					-	
			Delivery	-	-	-	-	-	-					-	
Calder Valley Line Bradford-Leeds Journey Time Improvements			Development	-	-	-	-	-	-					-	
			Delivery	-	-	-	-	-	-					-	
Clifton Moor Park and Ride			Development	-	-	-	-	-	-					-	
			Delivery	-	-	-	-	-	-					-	
Development inc Management costs		57,836,044		5,043,908	4,309,652	7,558,641		4,576,104	12,137,014	16,713,119		10,295,457	4,627,993	3,215,374	51,764,144
Delivery				700,000	15,284,765	20,014,885		6,811,333	13,044,911	19,856,244		84,693,616	173,730,261	181,678,882	495,958,653
Total Transport		57,836,044		5,743,908	19,594,417	27,573,527		11,387,437	25,181,925	36,569,363		94,989,073	178,358,254	184,894,256	547,722,797

Less Prior Year spend	5,743,908.0
Growth Deal total	541,978,888.9

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Director: Angela Taylor, Director of Resources
Author: Caroline Allen



Report to: LEP Board

Date: 16 January 2018

Subject: LCR LEP – Revised Constitutional Arrangements

1 Purpose

1.1 To ask the LEP Board to approve revised LCR LEP constitutional arrangements.

2 Information

2.1 At its meeting on 29 November, the LEP Board received a report on proposed changes to the constitutional arrangements for the LCR LEP, further to a review by the Head of Legal and Governance Services. The constitutional arrangements need updating to reflect the National Assurance Framework requirements and recent changes in practice including increased public access to the LEP Board's reports and meetings.

2.2 The report to the 29 November meeting also summarised the findings of the Ney review published on 26 October (available on the following [Link](#)). These were accepted by the Department for Communities and Local Government (DCLG) to be of immediate effect. Best practice guidance on LEP governance and transparency has recently been circulated by the DCLG in draft, who have indicated that a revised National Assurance Framework will be published in April. The guidance covers the following issues:

- the publication of meeting and agenda items
- confidential reporting procedures for third parties and the public
- a Whistleblowing Policy
- a Code of Conduct
- a Register of interests

2.3 The proposed revised LEP constitution documents attached as appendices to this report therefore reflect the relevant recommendations from the Ney report, taking into account the recent DCLG best practice guidance.

2.4 The proposed LCR LEP constitution and related governance documents are attached as **Appendices 1-8** to this report, as detailed in the table below. The LEP Board Procedure Rules, an Access to Information Annex and a Code of Practice for recording meetings, for consistency, all reflect existing WYCA procedures so far as possible.

Appendix	Document	Contents/comment
1	LCR LEP Constitution	This includes disqualification criteria , an appointments process and terms of office for LEP Board members, provisions allowing urgent decision making by the LCR LEP Chair, reference to complaints and whistleblowing processes.
2	Procedure Rules	This incorporates revised substitute and quorum arrangements, and provision for an annual meeting.
3	Access to Information Annex	This reflects the statutory provisions imposed on local authorities and indicated as a requirement by the DCLG best practice guidance. An additional requirement relating to publishing draft minutes within a given timescale may need to be added, once the draft guidance has been finalised.
4	Code of Practice for Recording	This is modelled on WYCA Code, which reflects statutory requirements applying to WYCA meetings.
5	LEP Board Members' Code of Conduct	New since the LEP Board meeting in November 2017 reflecting the Nolan principles and requirements for disclosing interests as set out in the DCLG best practice guidance – see further paragraphs 2.6 – 2.8 below.
6	Procedure for complaints against LEP Board members	New since the LEP Board meeting in November 2017. See further paragraph 2.10 below.
7	Remuneration and Expenses scheme	New since the LEP Board meeting in November 2017. See further paragraph 2.11 below.
8	Confidential complaints procedure	New since the LEP Board meeting in November 2017, further to a requirement in DCLG best practice guidance for a LEP to have such a procedure. See further 2.12 below.

2.5 No substantive concerns were raised about the documents considered at the meeting on 29 November, and the documents previously considered (Appendices 1 – 4) are unaltered from those discussed at the November meeting, except for minor amendments for clarification, and to reflect the best practice guidance issued by the DCLG:

LCR LEP Constitution – Appendix 1	
Paragraph 4.11	The LCR LEP appointments panel for the LCR LEP Chair to include a private sector representative who is not a LCR LEP Board member, to provide an additional element of independence and objectivity.
Paragraph 6	Supplementary provisions relating to Officers’ Conduct – now extending to non-WYCA Officers, and requiring Officers not to advise where conflicts of interest may be considered to arise.
Paragraph 7	Revised provisions re LCR LEP Board Code of Conduct – now refers to the Code.
Paragraph 13	Amalgamates complaints and whistleblowing references, and provides for Head of Legal and Governance Services to determine the correct procedure to be followed.
Paragraph 14	New reference to the LCR LEP Board Remuneration and Expenses Scheme
Paragraph 15	New provision authorising Head of Legal and Governance Services to amend constitution and governance documents, subject to consultation with the LCR LEP Chair, and in specified circumstances only – see further paragraph 2.13 of this report
Paragraph 16	New provision requiring constitution and other governance documents to be published
LCR LEP Board Procedure Rules – Appendix 2	
Rule 3.1	LCR LEP Board annual meeting to be held before the WYCA annual meeting
Rule 6.1	LCR LEP Board to nominate the WYCA LEP Member at their annual meeting

2.6 It is now proposed to adopt a revised **LCR LEP Board Members’ Code of Conduct** which, for consistency, closely follows that of WYCA (appendix 5), since the majority of LEP Board members are in any event subject to WYCA’s Code of Conduct in their capacity as WYCA Members or co-optees. Some minor adaptations have been proposed to the statutory Code, for clarity and completeness. The proposed Code is consistent with the example code set out in the DCLG guidance, but the principles of conduct and general obligations are more comprehensive than that set out in the example code, to assist LCR LEP Board members’ by providing clarity. The Code also goes beyond what is required by the best practice guidance, in proposing safeguards in respect of the following:

- Paragraph 20/21: disclosure of close connections (personal interests)
- Paragraph 25: applying for economic loans or grants
- Paragraph 26/27: contracting for work or services with the LCR LEP
- Paragraph 28: canvassing for appointments.

2.7 The registration of interests requirements follow those set out in the DCLG best practice guidance and are more comprehensive than the current provisions applying to either LCR LEP Board or WYCA Members in that:

- interests arising in respect of the LEP's area, that is, Leeds City Region must be registered,
 - the disclosure of specified non-pecuniary interests is required, in addition to the pecuniary interests required under the local authority statutory Code of Conduct (as set out in Annex 2 to the Code),
 - gifts and hospitality of a value over £25 must be registered.
- 2.8 The DCLG have indicated that an up to date register is required to be published by **28 February 2018**. The LCR LEP Board Members' Code provides for LCR LEP Board members to register their interests 28 days from the Code being adopted (or from the date a LEP Board member is appointed, if later). To facilitate meeting this deadline, given that these are new arrangements, it is proposed that the Code of Conduct should be adopted from **31 January 2018**, rather than today's date. The Head of Legal and Governance Services will circulate pro-forma documentation for completion to all LCR LEP Board members, together with guidance.
- 2.9 No separate Code of Conduct for 'LCR LEP officers' is proposed because the LCR LEP is supported by officers of WYCA and all WYCA officers are obliged to follow the WYCA Officers' Code of Conduct. However, the Director of Resources will review the WYCA Code of Conduct, further to the DCLG best practice guidance, to ensure that it properly reflects those wider requirements.
- 2.10 A **procedure for dealing with any complaints alleging breach of the LCR LEP Board Members' Code of Conduct** is appended as Appendix 6. This differs from that adopted by WYCA, because the LEP Board Code does not have a statutory basis. For this reason, it is proposed that breaches of the Code by local authority representatives are referred to their relevant authority, to be dealt with by that authority as a breach of the appointing authority's Members' Code of Conduct (which applies to them when they represent their authority). It is proposed in the procedure that complaints are submitted to the Monitoring Officer for WYCA (as is the case with the WYCA procedure). The Monitoring Officer is the Head of Legal & Governance Services and the WYCA website will be updated to specifically set out the contact details for the Monitoring Officer.
- 2.11 Also attached to this report is a new Appendix 7, a **Remuneration and Expenses Scheme**. This clarifies the LCR LEP Chair's entitlement to remuneration and the expenses which any other LEP Board Member may be entitled. It provides for a remuneration to the Chair, to be determined by the LCR LEP Board, further to a recommendation from an Independent Remuneration Panel, which shall include one or more private sector representatives who are not members of the LCR LEP Board. The scheme entitles LEP Board members to claim for travel, subsistence and dependent carers' expenses, on terms reflecting those in WYCA's Allowances Scheme. Specific safeguards are proposed in relation to overseas travel and accommodation. For accountability, the scheme requires a summary of remuneration and expenses claimed to be reported each year to the LCR LEP Board and to be published.

- 2.12 Appendix 8 is a new **confidential complaints procedure**, required by the DCLG best practice guidance in addition to a standard complaints procedure and whistleblowing policy. Appendix 8 closely follows DCLG’s model procedure, and is aimed at the public and third parties; minor amendments for clarity are highlighted. As reflected in the LCR LEP Board Constitution (Appendix 1 para 13), any complaint or whistleblowing concern in relation to the LCR LEP is currently dealt with under WYCA’s complaints policy and whistleblowing policy. Consequential amendments will therefore be needed to those documents to cross-reference the confidential complaints procedure, so that potential complainants are aware how they can confidentially report concerns. The current whistleblowing policy will also be reviewed by the Director of Resources, to ensure that it complies fully with the best practice guidance.
- 2.13 Item 8 on this agenda concerns a revised local assurance framework. This will need to refer to and reflect the revised constitution and governance documents approved by the LEP Board. The constitution and governance documents may need to be amended once the best practice guidance and revised National Assurance Framework have been published. To facilitate this and ensure that the constitution and governance documents remain up to date and fit for purpose, it is proposed that the Head of Legal and Governance Services is authorised by the LCR LEP Board to make any change to the constitution or governance document which is required as a result of any government guidance, legislative change or decisions of the LCR LEP Board; to enable the documents to be kept up to date; or for the purposes of clarification only. Any proposed changes would be subject to consultation with the LCR LEP Chair. This provision is set out in the LEP Board constitution, at paragraph 15.

3 Recommendations

- 3.1 It is recommended that the LCR LEP Board approve the revised LCR LEP constitution and governance documents attached as Appendices 1 – 8 to this report, to be of immediate effect with the exception of the Code of Conduct, to be of effect from 31 January 2018 to enable the LCR LEP to meet the requirement from DCLG to publish an up to date register of interests by 28 February 2018..

4 Appendices

Appendix 1 – LCR LEP Constitution

Appendix 2 – LCR LEP Board Procedure Rules

Appendix 3 – LCR LEP Access to Information Annex

Appendix 4 – Code of Practice for Recording Meetings of the LCR LEP Board

Appendix 5 – LCR LEP Board Members’ Code of Conduct

Appendix 6 – Procedure for considering complaints alleging a failure to comply with the LCR LEP Board Members’ Code of Conduct

Appendix 7 – LCR LEP Board Members’ Remuneration and Expenses Scheme

Appendix 8 – LCR LEP Board Confidential Complaints Procedure

Leeds City Region Enterprise Partnership (LCR LEP)

Constitution

1. Role and functions of the LCR LEP

1.1 The Leeds City Region Enterprise Partnership (LCR LEP) is a non-statutory body which brings together private and public sectors from across Leeds City Region¹, to provide strategic leadership to drive economic growth and competitiveness.

1.2 The **LCR LEP Board** is the decision-making forum of the LCR LEP.

1.3 Functions of the LCR LEP include:

- setting the **strategic direction** in respect of economic growth and regeneration, including key funding priorities,
- **supporting WYCA to hold partners to account** in the delivery of the Strategic Economic Plan,
- overall policy development for any **LCR Enterprise Zone**,
- approving, maintaining and publishing a **LCR assurance framework**, and
- **advising West Yorkshire Combined Authority (WYCA)** in relation to strategic transport decisions.

2. LCR LEP's accountable body

2.1 WYCA is the accountable body for funding allocated to the LCR LEP; that is, WYCA is responsible to Government for complying with any conditions or requirements attached to any such funding.

3. Interpretation

3.1 With the exception of matters arising under the LCR LEP Board Procedure Rules, WYCA's Head of Legal and Governance Services shall make any final decision about:

- how any provision in this constitution or its appendices should be interpreted, and
- any question of procedure not provided for by the constitution or its appendices.

¹ The Leeds City Region (LCR) spans 10 local authority areas: Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York. Craven, Harrogate and Selby fall within North Yorkshire.

4. LCR LEP Board Membership

4.1 LCR LEP Board membership must include:

- **private sector representatives** who live or work within the Leeds City Region; and
- Leeds City Region **local authority representatives**.

4.2 A majority of LCR LEP Board members shall be private sector representatives.

Appointment

4.3 No person may act as a LCR LEP Board member if:

- they are the subject of a bankruptcy restrictions order, an interim bankruptcy restrictions order, a debt relief restrictions order or interim debt relief restrictions order under Schedule 4ZB of the Insolvency Act 1986, or
- during the last 5 years prior to the date of appointment, they have been convicted of any offence and been sentenced to imprisonment (whether suspended or not) for a period of not less than 3 months without the option of a fine, or
- they have an incapacity imposed under Part III of the Representation of the People Act 1983 having been convicted of a corrupt or illegal practice, or
- they are an officer or servant of WYCA or a WYCA subsidiary (within the meaning of the Transport Act 1962).

4.4 The LCR LEP Board shall appoint the **private sector representatives** to the LCR LEP Board. Each private sector representative on the LCR LEP Board is appointed in their individual capacity, and not as a representative of their employer or any other organisation. No substitute members will be appointed for private sector representatives.

4.5 The LCR LEP Board will select the private sector representatives in accordance with the LCR LEP's diversity statement and through an open, transparent and non-discriminatory competition which assesses each candidate on merit. This may include an interview process conducted by a LCR LEP appointments panel, to include the LCR LEP Chair.

4.6 The following local authorities shall each appoint a **local authority representative** to the LCR LEP Board²:

² This is expected, but not required, to be the Leader of the relevant council.

- City of Bradford Metropolitan District Council
- Borough Council of Calderdale
- Harrogate Borough Council
- Kirklees Metropolitan Council
- Leeds City Council
- North Yorkshire County Council
- Council of the City of Wakefield
- City of York Council

4.7 Each of these local authorities may also appoint a substitute to act in the absence of their appointed LCR LEP Board member, subject to the LCR LEP Board Procedure Rules³. The substitute member must be an elected councillor from the same local authority as the member for whom they are substituting, with the exception of the representative for Harrogate Borough Council, who may be represented by an elected Member from Craven District Council, Selby District Council or Harrogate Borough Council. An officer cannot substitute for any LCR LEP Board member.

Terms of office

4.8 The terms of office for each **private sector representative** (including the LCR LEP Chair) will normally be:

- a maximum of 3 years, and
- subject to a maximum of 3 consecutive terms.

4.9 The LCR LEP Board may terminate the membership of any private sector representative at any time.

4.10 The terms of office for any **local authority representative** (or their substitute) is at the discretion of their appointing authority; authorities may terminate their appointment or appoint a representative at any time, to be of effect on receipt of a notice by WYCA's Head of Legal and Governance Services.

Recruitment and appointment of Chair and appointment of Deputy Chair for the LCR LEP

4.11 The LCR LEP Chair shall be appointed following an open, transparent and non-discriminatory recruitment process which assesses each candidate on merit carried out in accordance with the LCR LEP's diversity statement. This will include an interview process conducted by a LCR LEP appointments panel, which shall include a private sector representative who is not a member of the LEP Board.

4.12 The LCR LEP Board will appoint:

- a private sector representative as **Chair of the LCR LEP⁴**, and

³ See LEP Board Procedure Rule 9

⁴ Pursuant to a recruitment exercise as referenced in 4.11

- one of the local authority representatives appointed to the LEP Board as a **Deputy Chair of the LCR LEP**.

4.13 The terms of the appointment will be set out in an appointment letter from WYCA to the LEP Chair.

4.14 A person ceases to be LEP Chair or Deputy LEP Chair if they cease to be a LCR LEP Board member.

5. Membership of WYCA Panels

5.1 WYCA may appoint any LCR LEP Board member to be a member of a WYCA Panel or committee⁵. The minutes of any such Panel will be reported to the LCR LEP Board as soon as reasonably practicable.

6. LCR LEP Officers

6.1 WYCA officers serve both LCR LEP and WYCA. Every WYCA officer must comply with the WYCA Officers' Code of Conduct, which is published on WYCA's web-site.

6.2 The Head of Legal and Governance Services keeps a record of any notice of a pecuniary interest in a contract given by an officer.⁶

6.3 Any other officer from another local authority advising the LCR LEP must comply with the Officers' Code of Conduct adopted by their local authority.

6.4 All officers advising the LCR LEP Board should be mindful of any potential conflicts of interest which may arise from their personal position, or their professional position (that is, arising out of the interests of their local authority in a matter). They should exclude themselves from advising on any matter where their personal or professional interests are such that their integrity or objectivity may be questioned.

6.5 LEPs are usually required to have a 'LEP Director or CEO'. In LCR this duty is performed in the first instance by the WYCA Managing Director.

7. LCR LEP Board Members' Conduct⁷

7.1 Every LCR LEP Board member must comply with the LCR LEP Members' Code of Conduct.

⁵ WYCA's governance arrangements will apply to any such appointment.

⁶ Under S117 Local Government Act 1972 – see further WYCA Procedure Standing Orders.

⁷ It is anticipated that these arrangements will be reviewed in 2018, further to the publication of guidance by DCLG.

- 7.2 The register of interests required under the LCR LEP Members' Code of Conduct will be published on WYCA's web-site.
- 7.3 Any declarations of interest made by a LCR LEP Board member at a meeting and any action taken, (such as leaving the room, or not taking part), will be recorded in the minutes for that meeting.
- 7.4 Any declaration of a conflict of interest by the LCR LEP Chair precluding the LCR LEP Chair from making an urgent decision on behalf of the LCR LEP shall be recorded in the record of the decision reported to LCR LEP Board.
- 7.5 Any alleged breach of the LCR LEP Board Members' Code of Conduct will be dealt with under the procedure annexed to the Code.

8. LCR LEP Board Sub-groups

- 8.1 The LCR LEP Board may at any time appoint an advisory sub-group or working group for the purpose of providing advice to the LCR LEP Board on any particular theme or in relation to a particular task.
- 8.2 The LCR LEP Board may appoint as a member of such a sub-group or working group, any private sector representative or other persons who are not LCR LEP Board members.
- 8.3 The membership of any sub-group or working group appointed by the LCR LEP Board must include a LEP Board member who will report back to the LCR LEP Board on any recommendations made by the sub-group.
- 8.4 The LCR LEP Board shall determine the procedure for any sub-group or working group, but in the absence of any such determination, the procedure shall be determined by the sub-group or working group itself.

9. LCR LEP Board meetings

- 9.1 All meetings of the LCR LEP Board will be held in accordance with the LCR LEP Board Procedure Rules approved by the LCR LEP Board from time to time.

10. Urgent decisions of the LCR LEP

- 10.1 In exceptional circumstances where it is not practicable for the LEP Chair to call an additional meeting of the LCR LEP Board to consider an urgent matter, the LEP Chair may, in consultation with WYCA's Managing Director make an urgent decision on behalf of the LCR LEP, provided that the LEP Chair does not have a conflict of interest in the matter.

- 10.2 No substantive decision may be taken by the LEP Chair under 10.1 without a written report.
- 10.3 Any such decision shall be reported to the next meeting of the LCR LEP Board, and recorded and published in the minutes for that meeting.
- 10.4 The Deputy LEP Chair may exercise the power of the LEP Chair to make any urgent decision, if the LCR LEP Chair is unable to act due to absence, illness or a conflict of interest.

11. Scrutiny arrangements

- 11.1 WYCA's Overview and Scrutiny Committee may review or scrutinise any WYCA decision in its role as accountable body for the LCR LEP. WYCA's Scrutiny Officer shall ensure that this includes appropriate scrutiny of LCR LEP Board decision-making and LCR LEP achievements.
- 11.2 Any LCR LEP Board member may be asked to attend, or otherwise contribute to, a meeting of WYCA's Overview and Scrutiny Committee.

12. Lobbying

- 12.1 The LCR LEP will not incur public expenditure in retaining the services of lobbyists to influence public officials, Members of Parliament, political parties of the Government to take a particular view on any issue.

13. Complaints and Whistleblowing

- 13.1 Any complaint received about the LCR LEP will be dealt with under either
- WYCA's Complaints Policy, or
 - the LCR LEP's Confidential Complaints Procedure,
- 13.2 Any complaint about an individual LCR LEP Board member alleging a breach of the LCR LEP Code of Conduct will be dealt with in accordance with paragraph 7 above.
- 13.3 Any whistleblowing concerns raised about the LCR LEP will be dealt with under WYCA's Whistleblowing Policy. This is published on WYCA's web-site.
- 13.4 Each of these procedures or policies shall be published on the WYCA web-site and accessible from the LCR LEP web-site.
- 13.5 The Head of Legal and Governance Services shall determine the appropriate procedure for any concern, complaint or allegation received.

14. Remuneration

14.1 No allowances or expenses shall be payable to any LEP Board member, except in accordance with a scheme approved from time to time by the LCR LEP Board.

15. Amendments to LCR LEP constitutional or governance documents

15.1 WYCA's Head of Legal and Governance Services, in consultation with the LCR LEP Chair, is authorised to make any changes to any of constitutional or governance documents which are required:

- as a result of any government guidance, legislative change or decisions of the LCR LEP Board, or
- to enable the documents to be kept up to date, or
- for the purposes of clarification only.

16. Publication of constitution and other governance documents

16.1 This constitution and other governance documents approved by the LCR LEP Board shall be published on the WYCA web-site and accessible from the LCR LEP web-site.

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Leeds City Region Enterprise Partnership (LCR LEP) Board

Procedure Rules

Introduction

As accountable body for the LCR LEP, WYCA¹ services LCR LEP Board meetings, including maintaining the official record of LCR LEP Board proceedings.

1 Interpretation

1.1 The Chair shall make any final decision about:

- how the Procedure Rules should be interpreted; or
- any question of procedure not provided for by the Procedure Rules.

2 Role of the Chair

2.1 The LEP Chair if present shall preside at any meeting of the LCR LEP Board, or in their absence the Deputy LEP Chair. If neither are present, the meeting will elect a Chair to preside for that meeting.

3 Convening meetings

3.1 The LCR LEP Board shall hold their annual meeting before WYCA's annual meeting.

3.3 In addition to the annual meeting, the LCR LEP Board will meet at least 3 times a year on dates agreed by the LCR LEP Board.

3.4 The LEP Chair may also convene a meeting at any time, in consultation with WYCA's Head of Legal and Governance Services.

4 Place of meetings

4.1 The LCR LEP Board may hold its meeting at any place within the Leeds City Region.

5 Notice of meetings

5.1 WYCA's Head of Legal and Governance Services will publish dates of LCR LEP Board meetings on WYCA's web-site as soon as reasonably practicable, once they are agreed by the LCR LEP Board or otherwise convened by the LEP Chair.

¹ through its Head of Legal and Governance Services.

6 Annual meeting business

6.1 At the annual meeting the LCR LEP Board will:

- note the LCR LEP Board members appointed by local authorities, and their substitutes,
- appoint (or confirm the continuing LCR LEP Board membership of) private sector representatives,
- appoint (or confirm the continuing LCR LEP Board membership of) any other public sector representatives,
- identify the LCR LEP Board Member to represent and engage with the **SME business community**,
- elect **Deputy LEP Chair**,
- nominate to the post of **WYCA LEP Member**,
- receive any **declarations of interests** from LCR LEP Board members,
- approve the **minutes** of the last **LCR LEP Board**,
- appoint any **advisory sub-group or working group** to the LCR LEP Board,
- agree the **date and time** of LCR LEP Board meetings for the municipal year,
- review and approve the LCR LEP Board's **constitution, procedure rules and code of conduct**,
- receive a report from the Head of Legal and Governance Services about any **complaints** received about the LCR LEP or any LCR LEP Board member,
- review and approve the LEP Board's **allowances and expenses policy**,
- review and receive the LCR LEP Board's **equality and diversity policy**² (including a diversity statement),
- consider any **urgent decision of the LEP Chair**,
- receive the **minutes** of any LCR LEP Board **advisory sub-group or working group**,
- receive the **minutes** of any relevant **WYCA advisory committee or panel**,
- consider any relevant **reports or recommendations** from **WYCA's Overview and Scrutiny Committee**,
- consider **any other business** set out in the agenda for the meeting.

7 Business at other LEP Board meetings

7.1 Every meeting of the LCR LEP Board will:

- receive **declaration of interests** from LEP Board members,
- approve the **minutes** of the last **LCR LEP Board**,
- consider **any decision of the LEP Chair** made under the **urgency provisions**,

² This will include the annual report on LEP Board and sub-group membership, as required by the diversity statement.

- receive the **minutes** of any LCR LEP Board **advisory sub-group or working group**,
- receive the **minutes** of or an update from any relevant **WYCA advisory committee or panel**,
- consider any relevant **reports or recommendations** from **WYCA’s Overview and Scrutiny Committee**, and
- consider **any other business** set out in the agenda for the meeting.

7.2 No item of business may be considered by the LCR LEP Board except:

- the business set out in the agenda, or
- business brought before the meeting as a matter of urgency in accordance with 7.3 below.

7.3 An item may not be considered by the LCR LEP Board unless:

- a copy of the agenda including the item³ has been open to public inspection for at least 5 clear days before the meeting, or
- by reason of special circumstances, which shall be specified in the minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.

7.4 All reports to the LCR LEP Board shall include any advice provided by WYCA’s Chief Finance Officer⁴ and Monitoring Officer⁵.

8 Public access to agenda and reports

8.1 At least five clear days before a meeting of the LCR LEP Board, the Head of Legal and Governance Services will make available for inspection by the public at WYCA’s offices:⁶

- a copy of the agenda, and
- (subject to 7.3 above) reports for the meeting.

8.2 Where an item is added to an agenda, copies of which are open to inspection by the public, copies of the item (or of the revised agenda) and copies of any report for the meeting relating to the item (subject to 8.3 below), shall be open to inspection from the time the item is added to the agenda.

³ This is subject to the provisions relating to exempt and confidential information as set out in the Access to Information Annex to these Procedure Rules

⁴ Appointed under S73 Local Government Act 1985. This is WYCA’s Director of Resources.

⁵ This is WYCA’s Head of Legal and Governance Services.

⁶ Wellington House 40-50 Wellington Street, Leeds LS1 2DE.

8.3 If a report relates only to an item during which, in the Head of Legal and Governance Services' opinion, the meeting is likely not to be open to the public⁷, the Head of Legal and Governance Services may decide not to make the report (or part of it) open for inspection.

8.4 Where a report or any part of a report is not open to public inspection, the Head of Legal and Governance Services:

- will mark every copy of the report (or the part) "Not for publication", and
- state on every copy of the report (or the part) the description of the information on the basis of which the LCR LEP Board are likely to exclude the public⁸ if applicable.

9 Substitutes

9.1 A substitute member⁹ may only act in the absence of the LCR LEP Board member:

- for whom they are the designated substitute,
- where the member will be absent for the whole of the meeting, and
- where WYCA's Head of Legal and Governance Services has received notice before the start of the meeting that the substitute will act.

10 Quorum

10.1 No business may be transacted at a meeting of the LCR LEP Board, unless at least 4 LEP Board members are present, including one local authority representative and one private sector representative.

10.2 During the meeting, if the Chair counts the number of members present, and declares there is not a quorum present, the meeting will adjourn immediately to a time and date fixed by the Chair. If the Chair does not fix a date, the remaining business will be considered at the next scheduled meeting of the LCR LEP Board.

11 Public access to meetings

11.1 Any meeting of the LCR LEP Board shall be open to the public except to the extent that the public are excluded (during the whole or part of the proceedings):

- to prevent the likely disclosure of confidential information,¹⁰ or

⁷ In accordance with Procedure Rule 11.

⁸ see further Annex attached.

⁹ appointed under 4.8 or 4.9 of the LCR LEP's Constitution

¹⁰ see further Annex attached.

- by resolution, to prevent the likely disclosure of exempt information,¹¹ or
- under Procedure Rule 13 relating to general disturbances.

11.2 A motion to exclude the press and public may be moved without notice at any meeting in relation to an item of business whenever it is likely that if members of the press or public were present for that item there would be disclosure of exempt information.¹²

12 Reporting proceedings

12.1 Without prejudice to the Chair's powers in Procedure Rule 13, and subject to 12.2 and 12.3, while any meeting of the LCR LEP Board is open to the public, any person attending may report on the meeting, and publish or disseminate the recording at the time of the meeting or after the meeting.

12.2 The Chair may decide not to permit oral reporting or oral commentary of the meeting as it takes place if the person reporting or providing the commentary is present at the meeting.

12.3 Where the public are excluded from a meeting to prevent the likely disclosure of confidential or exempt information, the Chair may also prevent any person from reporting on the meeting using methods:

- which can be used without that person's presence, and
- which enable persons not at the meeting to see or hear the proceedings at the meeting as it takes place or later.

13 General disturbance

13.1 If a general disturbance makes orderly business impossible, the Chair may:

- adjourn the meeting for as long as the Chair thinks necessary, or
- call for any part of the meeting room open to the public to be cleared if the disturbance is in that part.

13.2 If a member of the public interrupts proceedings, the Chair shall warn the person concerned. If they continue to interrupt, the Chair may order them to be removed from the meeting room.

14 Voting

¹¹ see further Annex attached.

¹² see further Annex attached.

14.1 The LCR LEP Board shall operate on a consensus model, wherever possible. Where a consensus is not achieved, a matter shall be carried by a majority of votes of the LCR LEP Board members present and voting.

14.2 Subject to 14.3 each LCR LEP Board member has one vote¹³.

14.3 The Chair has a casting vote in the event of a tie.

15 Speaking at a LCR LEP Board meeting

15.1 The Chair may invite any local authority officer to attend and speak at a LCR LEP Board meeting to provide professional support and advice.

15.2 The Chair may also invite a representative of any other organisation to attend and speak at any LCR LEP Board meeting, in relation to any report relevant to that organisation.

16 Minutes

16.1 Minutes of a meeting of the LCR LEP Board will record:

- the names of all LCR LEP Board members present at the meeting,
- any declarations of interests made at the meeting, and any action taken,¹⁴ and
- any decision or recommendation made by the LCR LEP Board.

16.2 WYCA's Head of Legal and Governance Services shall publish minutes of a LCR LEP meeting on the WYCA web-site, as soon as practicable after they are approved.

¹³ The LCR LEP Board Members' Code of Conduct sets out the circumstances in which a LEP Board member must exclude themselves from taking part in the discussion or voting.

¹⁴ For example, that the LCR LEP Board member did not participate in the decision or left the room.

Leeds City Region Enterprise Partnership (LCR LEP)

Access to Information Annex

Rights to attend meetings, inspect documents and record proceedings.

Part 1: Rights of the public

References to meetings of the LCR LEP Board in this Annex do not extend to meetings of any advisory sub-group or working group appointed by the LCR LEP Board.

West Yorkshire Combined Authority (WYCA) is the accountable body for the LCR LEP, and as such ensures that the rights of the public to access information as set out in this Annex are observed.

1. Public access to meetings

Any meeting of the LCR LEP Board shall be open to the public except where the public is excluded (during the whole or part of the proceedings) in accordance with the following:

A Confidential information

The public **must** be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that the following confidential information would be disclosed:

- information given to the LCR LEP Board or WYCA by a Government department on terms which forbid its public disclosure, or
- information the public disclosure of which is prohibited by or under an Act or Court Order

The LCR LEP Board **may** resolve to exclude the public from a meeting during an item whenever it is likely in view of the nature of the business or the nature of the proceedings that the following confidential information would be disclosed:

- information the public disclosure of which would, or would be likely to, inhibit the free and frank provision of advice, the free and frank exchange of views for the purposes of deliberation, and/or would be likely to otherwise prejudice the effective conduct of public affairs.

B Exempt information

The LCR LEP Board **may** resolve to exclude the public from a meeting during an item whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information would be disclosed to the public if the public were present during the item.

Exempt information means information falling within one of the following descriptions:-

Description
Paragraph 1: Information relating to any individual .
Paragraph 2: Information which is likely to reveal the identity of an individual .
Paragraph 3: Information relating to the financial or business affairs¹ of any particular person (including the LCR LEP, WYCA or any other LCR local authority), except information which must be registered under various statutes, such as the Companies Acts or the Charities Act 2011. “Financial or business affairs” includes contemplated, as well as past or current, activities.
Paragraph 4: Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter² arising between WYCA or a Minister of the Crown and employees of, or office-holders under WYCA.
Paragraph 5: Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings .
Paragraph 6: Information which reveals that WYCA or any other LCR authority proposes:- (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
Paragraph 7: Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime .

Information falling within any of these descriptions may only be exempt if and so long as, in all the circumstances of the case, the **public interest** in maintaining the exemption outweighs the public interest in disclosing the information.

A resolution to exclude the public from a meeting must:

- identify the proceedings, or the part of the proceedings, to which it applies;
- state the description of the exempt information giving rise to the exclusion of the public and;
- confirm (by referring to reasons in a relevant report or otherwise), that in all the circumstances of the case, the **public interest** in maintaining the exemption outweighs the public interest in disclosing the information.

¹ “Financial or business affairs” includes contemplated, as well as past or current, activities.

² Labour relations matter” are as specified in paragraphs (a) to (g) of section 218(1) of the Trade Unions and Labour Relations (Consolidation) Act 1992, i.e. matters which may be the subject of a trade dispute within the meaning of that Act or any dispute about any such matter.

C General Disturbance

LCR LEP Board Procedure Rule 13 provides for the public to be excluded from a meeting where general disturbance arises.

2. Public access to agenda and reports

The Head of Legal and Governance Services shall make the following open to public inspection, at WYCA's offices³, in accordance with the LCR LEP Board Procedure Rules:

- copies of the **agenda** for a meeting of the LCR LEP Board, and
- copies of any **report** for the meeting open to the public.

3. Public access to copies at the meeting

The Head of Legal and Governance Services will make available for the use of members of the public present at a meeting a reasonable number of copies of:

- the **agenda**, and
- those **reports** open to the public.

4. Public access to documents after a meeting

The Head of Legal and Governance Services will make available for inspection copies of the following for six years after a meeting:

- the **minutes** of the meeting (excluding any part of the minutes when the meeting was not open to the public or which disclose exempt or confidential information),
- a **written summary** of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record,
- the **agenda** for the meeting, and
- **reports** relating to items when the meeting was open to the public.

5. Recording meetings⁴

The Head of Legal and Governance Services will provide so far as practicable, reasonable facilities to any person attending a meeting for the purpose of reporting on the meeting.

³ These are available on request during usual office hours.

⁴ See further Procedure Rule 12. Recording in this context means:

- filming, photographing and making an audio recording of proceedings,
- using any other means for enabling people not present to see or hear proceedings at a meeting as it takes place or later, or
- reporting or providing commentary on proceedings at a meeting, orally or in writing so that the report or commentary is available as the meeting takes place or later to persons not present.

A person attending a meeting for the purpose of reporting on it may use any communication method, including the internet, to publish, post or otherwise share the results of the person's reporting activities.

Publication and dissemination may take place at the time of the meeting or occur after the meeting.

Any person reporting on a meeting is expected to comply with the attached Code of Practice.

8. Written record of any urgent decision of the LCR LEP Chair

The written report and written record of any decision taken by the LCR LEP Chair shall be reported to the next meeting of the LCR LEP Board.

Part 2: Press access to meetings

The Head of Legal and Governance Services shall supply on request⁵ for any newspaper:

- a copy of the **agenda** and those **reports** open to the public,
- any **further statements** necessary to indicate the nature of the items on the agenda, and
- if the Head of Legal and Governance Services thinks fit, copies of **any other documents supplied to LCR LEP Board members** in connection with the item.

Procedure Rule 12 and rights relating to recording proceedings set out above apply to members of the press, in the same way as they apply to the public.

Part 3: Freedom of Information (FOI) and Environmental Information (EI) Regulations 2004 requests

The FOI Act 2000 and EI Regulations 2004 apply to the LCR LEP and to WYCA. WYCA publishes information under a Publication Scheme, and additional information is also available published on the LCR LEP web-site.

The public has a general right of access to information held by the LCR LEP Board and WYCA, but this is subject to exemptions⁶.

As the accountable body for the LCR LEP, WYCA deals with any FOI and EI requests addressed to the LCR LEP.

⁵ and on payment of postage or other necessary charges.

⁶ the Monitoring Officer or in their absence the Head of Paid Service is authorised by the Secretary of State to assume the role of "qualified person" for the purposes of S36 FOIA (letter dated 4 May 2016).

A FOI request must:

- be in writing,⁷
- state the name of the applicant,
- state an address for correspondence, and
- describe the information requested.

Part 4: Members' access

1. General

WYCA's Access to Information Annex sets out the rights of any member of WYCA to inspect WYCA documents. These rights extend to documents held by WYCA in its capacity as accountable body for the LCR LEP.

2. Additional rights of access to documents for members of WYCA's Overview and Scrutiny Committee

Subject to the exceptions outlined below, a member of WYCA's Overview and Scrutiny Committee is entitled to a copy of any document which is in the possession or under the control of WYCA and contains material relating to any business that has been transacted at a meeting of the LCR LEP Board. The member must make any request for such a document in writing to the Head of Legal and Governance Services, who shall consider any such request on behalf of the LCR LEP.

The document must be provided as soon as reasonably practicable and in any case no later than 10 clear days after the Head of Legal and Governance Services receives the request.

No member of the Overview and Scrutiny Committee is entitled to a copy of any such document or part of a document which contains exempt or confidential information, unless that information is relevant to:

- an action or decision that the member is reviewing or scrutinising, or
- any review contained in any programme of work of the Committee.

Where the Head of Legal and Governance Services determines that a member is not entitled to a copy of a document or part of any such document, she must provide the Overview and Scrutiny Committee with a written statement setting out the reasons for that decision.

⁷ A request will be treated as made in writing where the text is transmitted by electronic means (e-mail), is received in legible form, and is capable of being used for subsequent reference.

Part 5: LCR LEP Board Membership

The name of all current members of the LCR LEP Board will be published on the WYCA website.

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Leeds City Region Local Enterprise Partnership (LCR LEP)

Code of Practice for recording meetings of the LCR LEP Board

The right to record meetings are set out in the LCR LEP Board's Procedure Rule 12, and the Access to Information Annex to the Procedure Rules. This Code of Practice supplements those provisions.

The right to record extends only to formal meetings of the LCR LEP Board in so far as they are open to the public.

Recording in this context includes filming, photographing and making an audio recording.

No recordings should be made or published in breach of this Code of Practice.

The agenda for each meeting will state that that the meeting may be recorded. We will also display signs in the meeting room stating that the meeting may be recorded.

Please inform the Chair of the meeting **before** the meeting starts, **if you do not want** to be recorded. The Chair will inform any person recording the meeting that you do not wish to be recorded.

If you record a meeting, you must comply with the following:

Before the meeting

Before the meeting starts, please inform the Chair (or clerk) of the committee that you want to record the meeting.

To minimise disruption, and ensure a safe environment, you must also ask the Chair's **permission** before the meeting if you wish to:

- use **large equipment** (that is, **larger** than a smart phone, tablet or compact camera),
- **move** around the room or film from different angles, or
- use **lighting** for filming/**flash** photography.

Making your recording

You should record **overtly** (that is, in a way which is clearly visible to others at the meeting).

You must record from the **public seating area** and from **one fixed position**, (unless you have the Chair's permission to do otherwise).

Do not block other people's view of proceedings with your recording device.

Please put your recording device on **silent mode**.

Please **focus** on LCR LEP Board members and persons advising the LCR LEP Board, or any other people invited to address the meeting, who have not objected to being filmed.

Do not record any member of the public who has asked not to be recorded.

Do not record any child or young person under the age of 18 who is present unless their parents/guardians have given you written consent.

Stopping recording

You must stop recording if the Chair instructs you to¹.

Publishing recordings

You must comply with all relevant laws when recording reporting and publishing, including those relating to libel and defamation.

Neither the LCR LEP Board or West Yorkshire Combined Authority as the accountable body for the LCR LEP Board will be liable for recordings or reports made or published by you or any other person.

When you publish a recording, please publish an **explanatory statement** identifying:

- **when and where** the recording was made,
- the **context** of the discussion, and
- the **main speakers** and their **role or title**.

Do not edit the recording in a way that could:

- lead anyone to misinterpret the proceedings or comments recorded,
- misrepresent anyone in the recording, or
- show a lack of respect for anyone in the recording.

Recordings may start and end at any point of a meeting, but you should publish the material between those points without editing it, or alternatively make it clear when breaks in recordings occur.

¹ The circumstances in which the Chair may do this are set out in Procedure Rule 12.

Leeds City Region Local Enterprise Partnership (LCR LEP)

LCR LEP Board Members' Code of Conduct

This Code applies to any **LCR LEP Board member**¹ (including a private sector or local authority representative) in all aspects of your role as a LCR LEP Board member.

The LCR LEP Board expects you to follow this Code when:

- attending LCR LEP Board meetings,
- representing the LCR LEP Board on any external organisation, and
- otherwise acting in your capacity as a LCR LEP Board member.

The Code does not apply to you in your purely private and personal life.

Part One – Principles of Conduct

You must have regard to, act in accordance with, promote and support the following principles:

1. **Selflessness**

You should serve only in the public interest and should never improperly confer an advantage or disadvantage on any person, organisation or group or any other third party, nor act to gain financial or other material benefits for yourself, your family, a friend or close associate.

2. **Honesty and integrity**

A conflict of interest is a set of circumstances that creates a risk that an individual's ability to apply judgement or act in one role is, or could be, impaired or influenced by a secondary interest. The perception of competing interests, impaired judgement or undue influence can also be a conflict of interest.

You should not place yourself in situations where your honesty and integrity may be questioned, including any situation where a conflict of interest may arise, or be perceived as arising. You should not behave improperly and should avoid the appearance of such behaviour. You must not place yourself under a financial or other obligation to outside individuals or organisations that might be reasonably regarded as influencing you in the performance of your official duties.

Part Three of this Code sets out requirements in relation to registering and disclosing interests when taking formal decisions at LCR LEP Board meetings. However, you should also take all reasonable steps to avoid any potential conflict of interest, or the

¹ For local authority LCR LEP Board members, any reference to a LCR LEP Board member includes a substitute appointed in accordance with the LCR LEP Board Procedure Rules.

perception of such conflict, arising **outside** any formal LCR LEP Board meeting when you carry out any activity in your capacity as a LCR LEP Board member.

3. **Objectivity**

As a LCR LEP Board member you must make decisions (including making appointments, awarding contracts or recommending individuals for rewards or benefits) objectively. You should take into account the impact of any decision on the LCR and the LCR economy as a whole, not just the specific local authority area or sector which you represent.² You must make decisions:

- based on the information and evidence before you;
- after considering all options put forward;
- having regard to any professional advice provided;
- in accordance with your view of the public interest;
- which are proportionate (that is, the action is proportionate to the desired outcome); and
- on merit.

4. **Accountability**

You are accountable to the public for your decisions and actions, and the manner in which you carry out your role. You must co-operate fully and honestly with any scrutiny appropriate to your office.

You should not undertake any action which would bring the LCR LEP Board, West Yorkshire Combined Authority (WYCA), your position, or the position of LCR LEP Board members generally, into disrepute.

5. **Openness**

You must be as open as possible about your decisions and actions and those of the LCR LEP Board, and should be prepared to give reasons for those decisions and actions.

6. **Leadership**

You must promote and maintain high standards of conduct by supporting these principles by leadership and by example. You should act in a way that secures or preserves the confidence of others.

² Local authority representatives on the LCR LEP Board are not precluded under the Code from participating in or voting for any decision which may appear to benefit their authority. Nor are private sector representatives precluded from participating or voting on any decision which may appear to benefit their sector. However, this is subject to the specific provisions in paragraph 19, and the principles of conduct and general obligations.

You must have due regard to the impartiality and integrity of WYCA's statutory officers and other officers, and also that of any officer representing any other local authority in relation to LCR LEP Board business.³

Part Two – General Obligations

7. You must treat others with respect and courtesy. You must not:
- a) do anything which may cause the LCR LEP Board or WYCA to breach any duty relating to equality, or contribute to any failure to comply with the LCR LEP's diversity policy;
 - b) bully any person;
 - c) intimidate or attempt to intimidate any person who is or is likely to be:
 - a complainant,
 - a witness, or
 - otherwise involvedin any investigation or proceedings in relation to an allegation that a LCR LEP Board member has failed to comply with this Code; nor
 - d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of the LCR LEP or WYCA .
8. You must not:
- a) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:-
 - (i) you have the consent of a person authorised to give it,
 - (ii) you are required by law to do so, or
 - (iii) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person,nor
 - b) prevent another person from gaining access to information to which that person is entitled by law.

³ As a LEP Board member, you may express yourself robustly, but where a member engages in a sustained or systematic challenge of an officer which is unfounded or in any other way unreasonable, such conduct would fall within the scope of this Code. However, an unintentional remark, made in isolation, is unlikely to amount to a failure to comply with the Code.

9. You must, when using or authorising the use by others of the resources of the LCR LEP, ensure that such resources are not used improperly for political or personal purposes (including party political purposes.)
10. You must have regard to any relevant advice provided by any WYCA officer, including:
 - the Chief Finance Officer⁴ and
 - the Monitoring Officer⁵.

Part Three – Registering Interests

11. WYCA's Monitoring Officer maintains a register of interests of LCR LEP Board members. The register is:
 - available for inspection at WYCA's offices; and
 - published on WYCA's web-site, and accessible from the LCR LEP web-site.
12. You must notify the Monitoring Officer of disclosable pecuniary and non-pecuniary interests, and gifts and hospitality interests as set out below. The Monitoring Officer will enter them into the register of interests. You may also notify the Monitoring Officer of any other significant interest which you wish to be entered on the register – see paragraph 17 below.

Disclosable pecuniary and non-pecuniary interests

13. A **pecuniary interest** is any interest of a description set out in the second column of **Annex 1** to this Code. A pecuniary interest is a **disclosable pecuniary interest** if it is a pecuniary interest and either:-
 - a) it is an interest of yours, or
 - b) it is an interest of any other relevant person, these being:-
 - (i) your spouse or civil partner,
 - (ii) a person with whom you live as husband and wife, or
 - (iii) a person with whom you live as if you were civil partners,and you are aware that the other person has the interest.
14. A **disclosable non-pecuniary interest** is any body of a description set out in Annex 2 to this Code, in respect of which you:
 - are a member,
 - are in a position of control,
 - are a trustee, or
 - participate in the management.
15. You must notify the Monitoring Officer of:

⁴ This is WYCA's Director of Resources

⁵ This is WYCA's Head of Legal and Governance Services.

- a) any disclosable pecuniary or non-pecuniary interests you have within 28 days of your appointment to the LCR LEP Board,⁶ and
- b) any changes to your disclosable pecuniary or non-pecuniary interests within 28 days of:
 - the change occurring, or
 - you becoming aware of the change.

Gifts and hospitality interests⁷

16. You must notify the Monitoring Officer within 28 days of any offer, acceptance or receipt of a **gift or hospitality**:
 - with an estimated value of over £25, and
 - offered⁸ or given to you in your role as a LCR LEP Board member.

Significant interests

17. You must always take steps to resolve any potential conflict of interests in a way which protects the public interest. For this reason, you may register any significant interest which is not a disclosable pecuniary or non-pecuniary interest which you consider should be on the register, to comply with the Principles of Conduct set out in Part 1 of this Code. You should also declare any such interests where a conflict of interest arises at a meeting – see further paragraph 22 below.

Sensitive interests

18. If you have an interest (whether or not a disclosable pecuniary or non-pecuniary interest) which is entered in the register and which is such that you and the Monitoring Officer consider that disclosing the details of the interest could lead to you, or a person connected with you, to being subject to violence or intimidation, details of the interest must not be included in:
 - any published version of the register, nor
 - any copy of the register that is made available for public inspection.⁹

Part 4 – Disclosing Interests

Disclosing disclosable pecuniary and non-pecuniary interests - meetings

⁶ Or within 28 days of this Code coming into effect, if you are a LCR LEP Board member on that date. If you are re-appointed to the LCR LEP Board with effect from the LCR LEP Board's annual meeting, you are only required to notify the Monitoring Officer of any **new** disclosable pecuniary or non-pecuniary interests within 28 days of being re-appointed.

⁷ The Monitoring Officer will remove these interests from the register two calendar years after they were added.

⁸ These interests must be registered, whether or not accepted.

⁹ The register may state that you have an interest, the details of which are withheld.

19. If you are present at a meeting of the LCR LEP Board¹⁰ and you are aware that you have a disclosable pecuniary or non-pecuniary interest in a matter to be considered, or being considered, at the meeting:
- a) you may not:
 - participate, or participate further, in any discussion of the matter at the meeting; or
 - participate in any vote, or further vote, taken on the matter at the meeting, unless
 - you are a local authority representative and your interest falls within paragraph 17 c) below, or
 - you are a private sector representative and your interest falls within paragraph 17 d) below.
 - b) if the interest is not entered in the register, you must disclose the interest to the meeting (unless the interest is a sensitive interest¹¹). If the interest is not the subject of a pending notification, you must notify the Monitoring Officer of the interest before the end of 28 days beginning with the date of the disclosure.
 - c) the restriction on participating or voting set out in paragraph 17 a) does not apply if you are a local authority representative and have a disclosable pecuniary or non-pecuniary interest in a matter which arises out of your membership of a district council, provided that:
 - you have registered your membership of that local authority as an interest on the LCR LEP Board register,
 - you do not stand to make a personal financial gain or loss from the matter, and
 - you have not been personally significantly involved in the matter to be considered by the LCR LEP Board.
 - d) The restriction on participating or voting set out in paragraph 17 a) does not apply if you are a private sector representative and have a disclosable pecuniary interest in a matter which arises out of your employment, provided that:
 - you have registered your employment as an interest on the LCR LEP Board register,
 - you do not stand to make a personal financial gain or loss from the matter, and
 - your employer does not stand to make a financial gain or loss from the matter which is in any way substantially different from any other employer in your sector.

¹⁰ This means any meeting of the LCR LEP Board convened in accordance with the LCR LEP Board Procedure Rules.

¹¹ You are not required to disclose the details of a disclosable pecuniary or non-pecuniary interest which is a sensitive interest, but you must nevertheless disclose that you have a disclosable interest in the matter.

Disclosing personal interests when considering applications for funding

20. A personal interest is any interest which is **not** a disclosable pecuniary or non-pecuniary interest but which is a **close connection** to:
- any person (whether a family member or friend) or
 - any outside body¹²
- who is a potential direct recipient or beneficiary of LCR funding.
21. You must not participate or vote in decision-making if you have a personal interest in any application for LCR funding being considered by the LCR LEP Board – or if it may appear to someone else that you have a personal interest and so may be biased. You must declare the personal interest at any meeting at which the application is considered.

Disclosing a significant interest

22. If you are present at a meeting of the LCR LEP Board, and you are aware that you have any significant interest (which is not a disclosable pecuniary or non-pecuniary interest, nor a personal interest) in a matter to be considered, or being considered, at the meeting, you:
- may disclose the interest to the meeting; and
 - must consider whether to continue participating in or voting on the matter.

Urgent decisions by the LCR LEP Chair on behalf of the LCR LEP

23. The LCR LEP Chair cannot make an urgent decision on behalf of the LCR LEP Board ¹³, where the LCR LEP Chair has a conflict of interest in the decision.

For the purpose of this provision, a conflict arises in relation to a proposed decision if the LCR LEP Chair is aware they have:

- a disclosable pecuniary or non-pecuniary interest in the matter, unless the interest falls within paragraph 19 d) above, or
 - a personal interest in the matter¹⁴, or
 - any significant interest in the matter.
24. The LCR LEP Chair must notify WYCA's Managing Director of any potential conflict of interest in an urgent matter, as soon as reasonably practicable and must take no further part in the decision.

¹² For example, an outside body in which you have a formal position or with which you or a close family member have some other formal involvement.

¹³ In accordance with the LCR LEP Constitution. These provisions also apply to the Deputy LEP Chair exercising the power of the LEP Chair to make any urgent decision, where the LCR LEP Chair is unable to act due to absence, illness or a conflict of interest.

¹⁴ As defined in paragraph 19 above

Disclosing an interest when applying for an economic loan or grant

25. You should notify WYCA's Executive Head of Economic Services if you, or a business or organisation in which you have a material personal or professional interest¹⁵, apply to WYCA for an economic loan or grant.¹⁶

Disclosing an interest when applying to provide contracted work or services

26. A potential conflict arises or may appear to arise, where you or a business or organisation in which you have a material personal or professional interest¹⁷, applies to contract with WYCA for the supply of goods or materials or for the execution of works.
27. Except where any such application is made by a local authority, you should notify WYCA's Managing Director if you are aware or become aware of any such application or tender¹⁸.

Canvassing for appointments to WYCA

28. You must not solicit any person for any appointment under the control of WYCA. This does not preclude you in your personal capacity from giving a written testimonial of a candidate's ability, experience or character for the candidate to submit to WYCA.

Complaints alleging a failure to comply with the Code

29. All complaints alleging a failure to comply with this Code will be considered under the procedure agreed by the LCR LEP Board from time to time.

¹⁵ This includes any business or organisation which you have registered on the LCR LEP Board's register of interests.

¹⁶ WYCA's officer scheme of delegation requires WYCA's Managing Director to consult with the Chair of the Overview and Scrutiny Committee before making any decision about an economic loan or grant to a business where any potential conflict of interest arises due to the involvement of a LCR LEP Board member with that business.

¹⁷ This includes any business or organisation which you have registered on the LCR LEP Board's register of interests.

¹⁸ The Managing Director will consult the Chair of WYCA's Overview and Scrutiny Committee about any such application, except where work or services has been secured by competitive tender.

Annex 1

Subject	description of disclosable pecuniary interests
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than under the LCR LEP Board’s Allowances and Expenses scheme) made or provided within the relevant period¹⁹ in respect of any expenses incurred by you in carrying out duties as a LCR LEP Board member.</p> <p>This includes any payment or financial benefit from a trade union.²⁰</p>
Contracts	<p>Any contract which is made between you or a relevant person²¹ (or a body in which you or a relevant person has a beneficial interest²²) and WYCA or any other LCR local authority:-</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land ²³ which is within the Leeds City Region ²⁴ .

¹⁹ The relevant period means the period of 12 months ending with the day on which you notify the Monitoring Officer under paragraph 14a) and paragraph 17b) of the Code.

²⁰ Within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

²¹ As defined in paragraph 13b) of the Code.

²² “body in which the relevant person has a beneficial interest” means:

- a firm in which you or a relevant person is a partner or
- a body corporate of which you or a relevant person is a director, or in the securities of which you or a relevant person has a beneficial interest.

“Director” includes a member of the committee of management of an industrial and provident society;

“Securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

²³ Land excludes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income.

²⁴ the Leeds City Region (LCR) spans 10 local authority areas: Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York.

Licences	Any licence (alone or jointly with others) to occupy land in the Leeds City Region ²⁵ for a month or longer.
Corporate tenancies	Any tenancy where (to your knowledge): <ul style="list-style-type: none"> (a) the landlord is the WYCA or other local authority in the Leeds City Region; and (b) the tenant is a body in which you or the relevant person²⁶ have a beneficial interest²⁷.
Securities	Any beneficial interest in securities ²⁸ of a body where: <ul style="list-style-type: none"> (a) that body (to your knowledge) has a place of business or land in the Leeds City Region²⁹; and (b) either: <ul style="list-style-type: none"> (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

Annex 2 Disclosable non-pecuniary interests

Any body to which you are **appointed by the LCR LEP**

Any body exercising **functions of a public nature** Include any school governing body or another LEP

Any body directed to **charitable purposes**

Any body one of whose principal purposes includes the **influence of public opinion or policy** Include any political party or trade union

²⁵ See footnote 18 above.

²⁶ See footnote 18.

²⁷ See footnote 16.

²⁸ "Securities" as defined in footnote 16.

²⁹ See footnote 18

Any local authority positions

Please state any positions or interests you hold as a local authority leader, or cabinet member for land, resources or in respect of the local authority's commercial interests.

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Leeds City Region Local Enterprise Partnership (LCR LEP)

Procedure for considering complaints alleging a failure to comply with the LCR LEP Board members' Code of Conduct

Introduction

1. The LCR LEP Board members' Code of Conduct applies to LCR LEP Board members when they are acting in that capacity.

Submitting a Complaint

2. A complainant alleging a failure to comply with the Code should submit their complaint in writing to the **Monitoring Officer** of the West Yorkshire Combined Authority (WYCA) for initial assessment.
3. The complaint must set out:
 - a. **who** was involved,
 - b. the alleged **misconduct**,
 - c. **when** and **where** it occurred, and
 - d. how the complainant wants the complaint to be **resolved**.
4. A complainant should complete a **complaint form**, but this is not required if the complainant provides the details required in writing.
5. If a complainant does not complete a form and does not provide the required details in writing, the Monitoring Officer will ask them to re-submit the complaint by completing a form.

Stage 1 - Initial Assessment by the Monitoring Officer

6. The Monitoring Officer will notify a LCR LEP Board member about any complaint against them¹.
7. The Monitoring Officer will decide whether the complaint should be dealt with under Stage 2 of this procedure.

¹ Where the Monitoring Officer decides that the complaint should not be dealt with further under this procedure, this is for information only.

8. Where a complaint relates to a LCR LEP Board member who is a local authority representative, the Monitoring Officer will refer the complaint to the Monitoring Officer of the relevant local authority to consider as a breach of that authority's Members' Code of Conduct². The complaint will not be dealt with any further under this procedure.

Complaints which will not be dealt with under Stage 2

9. A complaint will not be dealt with under Stage 2 of this procedure if it is a complaint which:
- a. is submitted **anonymously**,^{3 4}
 - b. does **not identify the LCR LEP Board member**,
 - c. relates to a LCR LEP Board member's **personal or private life**,
 - d. alleges that a **criminal offence** has been committed,
 - e. is about **failing to respond** to a request from an individual member of the public,
 - f. relates to alleged actions by **officers**, or a **service related issue**,
 - g. relates to a **decision** of the LCR LEP Board, WYCA, a committee of WYCA or an officer,
 - h. relates to a person who is **no longer** a LCR LEP Board member,
 - i. refers principally to an alleged incident **before the person became a LCR LEP Board member**,
 - j. refers principally to an alleged incident which happened so long **in the past** that there would be little benefit in taking action,
 - k. contains **trivial allegations**, or which appear to be simply **malicious, vexatious, politically motivated** or **tit-for-tat**,

² A local authority's Members' Code of Conduct applies to a Member when they represent the authority on an external organisation, and otherwise acting in an official capacity.

³ Complaints which contain a request for the complainant's identity to be withheld may be dealt with under this procedure, although the complainant's identity will only be withheld if, in the opinion of the Monitoring Officer, there are exceptional circumstances. If the Monitoring Officer does not consider that the complainant's identity should be withheld, the complainant will be given the opportunity to withdraw the complaint.

⁴ Anonymous complaints which reveal potential fraud or corruption will be referred to WYCA's Internal Audit team for consideration under the Whistle Blowing Policy.

- l. concerns alleged behaviour which has **already** been **investigated** or subject to some form of action, or
 - m. has been referred to another local authority under paragraph 8.
10. If a complaint alleges that a criminal offence has been committed,⁵ the Monitoring Officer may direct any such complaint to the West Yorkshire Police⁶. Before making this decision, the Monitoring Officer will consult
- WYCA's Managing Director, and
 - WYCA's Chief Finance Officer⁷.
- The Monitoring Officer may also consult:
- the Chair of WYCA, and
 - the LCR LEP Chair.
11. The Monitoring Officer will refer any complaint about an **officer or service related issue** to the relevant officer to be dealt with under the relevant procedure.
12. The Monitoring Officer will explain in writing to the complainant why the complaint will not be dealt with under Stage 2 of this procedure.
13. There is no appeal against any decision taken by the Monitoring Officer at this stage.

Stage 2 - Informal Resolution

14. If the Monitoring Officer decides that the complaint should be dealt with under Stage 2 of this procedure, the Monitoring Officer will discuss the complaint with both the complainant and the LCR LEP Board member, with a view to seeking to resolve the complaint.
15. The Monitoring Officer will provide the complainant with a copy of this procedure.
16. Informal resolution may include:
- a. an **explanation** by the LCR LEP Board member of the circumstances surrounding the complaint,
 - b. an **apology** from the LCR LEP Board member,
 - c. an agreement from the LCR LEP Board member to attend relevant **training** or to take part in a **mentoring** process,

⁵ Such as fraud.

⁶ Or any other relevant police force.

⁷ This role is currently carried out by the Director of Resources.

- d. an offer of **mediation or conciliation** between the LCR LEP Board member and the complainant, or
 - e. **any other action** capable of resolving the complaint.
17. At the end of a 20 working day period, the Monitoring Officer will decide whether the complaint is resolved.
18. Where the complaint is **resolved**, the Monitoring Officer will confirm to the complainant and the LCR LEP Board member in writing that there will be **no further action** taken under this procedure.

Stage 3 – further action

19. Where the complaint is **not resolved**, the Monitoring Officer will make appropriate arrangements to ensure that the complaint is considered by the LCR LEP Board or a panel of LCR LEP Board members on its behalf. The Monitoring Officer will ask the complainant and the LCR LEP Board member to submit **written representations** about the complaint and any response to it.
20. Whether or not there has been a failure to comply with the Code, the Monitoring Officer may in any event make any **general recommendation** to the LCR LEP Board with a view to promoting and maintaining high standards of conduct. Such recommendations may include changes to the LCR LEP Board's Code of Conduct, procedures and practices, or training for LCR LEP Board members.
21. The Monitoring Officer will report annually to the LCR LEP Board about any complaints received about any LEP Board member, and the outcome of any such complaint.

Leeds City Region Local Enterprise Partnership (LCR LEP)

LEP Board members' remuneration and expenses scheme

1. Definitions

In this scheme:

The “**LCR LEP Board**” means the Leeds City Region Local Enterprise Partnership Board

A “**LCR LEP Board member**” means a member of the LCR LEP Board, appointed in accordance with paragraph 4 of the LCR LEP Constitution, or their substitute.

The “**annual meeting**” means the LCR LEP Board’s annual meeting held each year in accordance with the LCR LEP Board Procedure Rules.

The “**LCR LEP Chair**” means the Chair of the LCR LEP Board appointed under paragraph 4 of the LCR LEP Constitution.

“**WYCA**” means the West Yorkshire Combined Authority, the accountable body for the LCR LEP.

2. Introduction

- a) This scheme sets out the entitlement of
 - any LEP Board member to claim expenses incurred in carrying out their role as a LCR LEP Board member, and
 - the LCR LEP Chair to claim remuneration.
- b) This scheme does **not** extend to payment of any remuneration, allowances or expenses incurred by any LCR LEP Board member in their role as a member of WYCA, a WYCA committee¹ or sub-committee. Any such claim will be dealt with under WYCA’s allowances scheme.

3. Local authority representatives

- a) A LCR LEP Board member who is a local authority representative (or their substitute) is not entitled to any expenses under this scheme for carrying out any duty for which they may claim under their local authority’s allowances scheme.
- b) For the avoidance of doubt, whether or not they are entitled to any such expenses or allowances under their local authority’s allowances scheme, no LCR LEP Board member who is a local authority representative (or their substitute) is entitled to claim any allowance under this scheme in respect of attending any meeting of the LCR LEP Board.

¹ Including any advisory Panel

- c) Subject to 3a) above, WYCA may pay for travel and accommodation expenses for any local authority representative acting in their capacity as a LEP Board member, provided that this is approved in advance by the WYCA's Head of Legal and Governance Services and booked by WYCA in accordance with the provisions of this scheme.

4. Renunciation of entitlement to remuneration or expenses

A LCR LEP Board member may elect to forego all or any part of their entitlement to any remuneration² or expenses under this scheme.

5. Travel expenses

Subject to any exceptions or requirements set out in this scheme, a LEP Board member engaged on the Approved Duties set out in Schedule 1 may reclaim any travel costs they incur, in accordance with Schedule 2.

6. Subsistence expenses

Subject to any exceptions or requirements set out in this scheme, a LEP Board member engaged on the Approved Duties set out in Schedule 1 may reclaim any subsistence costs they incur, in accordance with Schedule 3.

7. Dependants Carers' expenses

Subject any exceptions set out in this scheme, a LEP Board member may re-claim any costs they incur provided the costs are

- incurred while engaged on Approved Duties set out in Schedule 1, and
- subject to the following terms and conditions:-

1. Childcare element

- maximum rate payable = £7.65 per hour
- care must be provided by a registered child minder

2. Other dependants element

- maximum rate payable = the hourly cost of a Home Help carer payable by Leeds City Council

3. For both types of care, there is a monthly cap of £100, regardless of type or number of dependants.

² For remuneration, this must be confirmed in writing to the Head of Legal and Governance Services

8. Remuneration for the LCR LEP Chair

The high profile role of LCR LEP Chair requires direct and pro-active leadership, and as such a substantially greater time commitment than that required from any other LCR LEP Board member. It also carries specific responsibility under the assurance process for governance and transparency arrangements³. In recognition of this, the LCR LEP Chair may be remunerated. Any remuneration to the Chair will be approved by the LCR LEP Board, further to a recommendation by an Independent Remuneration Panel⁴ and implemented by WYCA as the LEP's accountable body.

The LCR LEP Chair is not entitled to any other type of expenses under this scheme, although this does not preclude WYCA paying for the Chair's travel and accommodation expenses, where travel and accommodation is approved in advance by the WYCA's Head of Legal and Governance Services and booked through WYCA in accordance with this scheme.

9. Overseas travel and accommodation

All overseas travel and accommodation by any LEP Board member must be booked through WYCA, who will seek out and pay directly for the most reasonably priced travel or accommodation, thus avoiding any claims for reimbursement.

The Managing Director is also required to confirm that the LEP Board member's attendance at the overseas function or event:

- is in the capacity **as a LEP Board member**,
- represents **value for money**,⁵ and
- is required to facilitate the proper promotion or safeguarding of LCR LEP interests.

10. Claims and Payments

A claim for travelling and subsistence, or dependents carers' expenses under this scheme shall be made in writing within **three months** of the date of the duty in respect of which the entitlement to the allowance arises.

No remuneration will be paid under this scheme to the Chair without:

1. A dated invoice setting out the period in respect of which the claim is made, and

³ The Chair and WYCA's Managing Director are required to provide a formal assurance statement on an annual basis on the status of governance and transparency, as part of the Annual Conversation process with Government.

⁴ The Panel shall be constituted of the members of WYCA's Independent Remuneration Panel together with one or more private sector representatives who are not members of the LCR LEP Board with terms of reference to be agreed by the LCR LEP Board.

⁵ In relation to **overseas travel or accommodation**, the Managing Director is also required to confirm that the attendance of the LEP Board member is required to ensure the proper promotion or safeguarding of LCR LEP interests.

2. A statement signed by the claimant that the claimant has complied with all conditions on the appointment letter which set out the basis on which remuneration was agreed.

No expenses will be paid under this scheme without:

1. a dated **receipt**⁶ (except in relation to car mileage claims), and
2. a **statement** signed by the claimant that:-
 - the claimant has incurred the expenditure shown on the claim,
 - the claimant has not made and will not make any other claim either under this scheme or to any other body or organisation in respect of the matter to which their claim relates,
 - in the case of **subsistence** expenses that the amount does not exceed the maximum authorised by the LCR LEP Board in Schedule 3 of the scheme,
 - in the case of **car mileage expenses**, that:
 - no suitable alternative public transport was available (claimant to provide explanation) or there were special circumstances (to be specified by claimant), and
 - it was not reasonable for the claimant to have travelled with another LEP Board member or officer (claimant to provide explanation),
 - in the case of travel expenses for **taxi** costs incurred, that it was not reasonable to use public transport (claimant to provide explanation).

Subject to any external timing constraints, or any other alternative arrangement approved by the Director of Resources, payments shall be made:-

- in respect of the LCR LEP Chair's remuneration, in instalments of one-twelfth of the amount specified in this scheme on the last Thursday of each month⁷; and
- in respect of travelling, subsistence and dependent carers' expenses, on the last Thursday in each month for all fully completed claims received by the end of the previous week.

11. Publishing remuneration and expenses paid

This scheme shall be published on the LCR LEP web-site.

A summary of remuneration and expenses paid under this scheme each year⁸ shall be reported to annually to the LCR LEP Board, and the summary shall subsequently be

⁶ For avoidance of doubt, please note that this requirement applies in relation to costs incurred abroad, and in the UK.

⁷ Where a payment of one-twelfth of the amount specified in this scheme in respect of the LCR LEP Chair's allowance would result in the LCR LEP Chair receiving more than the amount to which, by virtue of paragraph 8, he or she is entitled, the payment shall be restricted to such amount as will ensure that no more is paid than the amount to which he or she is entitled.

⁸ A year for this purpose is the period running from one annual meeting of the LCR LEP Board to the next.

published on WYCA's web-site, within 10 working days of the meeting at which it was considered.

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Schedule 1 - Approved duties

1. Meetings of the LEP Board
2. Subject to prior agreement by the Head of Legal and Governance Services that
 - attendance is in the capacity **as a LEP Board member**,
 - the meeting represent **value for money**, and
 - the function or event is being held for the purpose of discussing non-political matters which relate to the **functions of the LCR LEP**:
 - a) meetings of a non-political and non-party political nature, including with Ministers, Members of Parliament, European Members of Parliament, representatives of Government Departments and representatives of major companies, and
 - b) attending any of the following:
 - conferences, seminars and study courses⁹
 - representative function and events,
 - official functions and events,
 - responding to invitations to meet and/or address relevant organisations,
 - site visits, and
 - meetings with WYCA or other LCR local authority officers.

⁹ This provision does **not** extend to payment to any LCR LEP Board member in respect of attendance at conferences convened by any body, the objects of which are wholly or partly political.

Schedule 2 - Travel expenses¹⁰

Travel expenses to and from formal meetings of the LEP Board will only be payable in relation to travel within Leeds City Region.

LEP Board members are expected to travel by bus, standard class rail or bicycle.

For meetings outside of the Leeds City Region, any rail travel shall be booked through WYCA who will seek out the most reasonably priced tickets available, to be paid for directly by WYCA, thus avoiding any claims for reimbursement.

First class rail travel must be approved as an exception in advance by the Monitoring Officer, where she is satisfied that there are special circumstances that justify first class travel.

In exceptional circumstances, where it is not reasonable to use public transport, a taxi may be used.

Vehicle mileage expenses

Claims for **car mileage** expenses will only be paid where the Monitoring Officer considers that there is no suitable alternative public transport available or there are special circumstances. Where the Monitoring Officer agrees that car mileage expenses are to be paid, the following car mileage rates will be applied, **up to a maximum** of the lower of the relevant standard class bus or rail fare.

Car mileage expenses will not be reimbursed where the Monitoring Officer considers that it would have been reasonable for the claimant to have travelled with another LEP Board member or an Officer.

A LEP Board member may claim specific reimbursement for expenditure incurred on tolls, ferries or parking fees as these are deemed to be additional to the basic car mileage rates.

Vehicle Mileage Rates - the HMRC mileage rates from time to time in force

¹⁰ This is drafted to reflect WYCA's Members Expenses scheme and is subject to periodic review

Approved mileage rates		
	First 10,000 business miles in the tax year	Each business mile over 10,000 in the tax year
Cars and vans	45p	25p
Motor cycles	24p	24p
Bicycles	20p	20p

Passenger Rates

Where a LEP Board member carries a passenger they can claim the HMRC approved passenger mileage rate of 5p per passenger mile, in addition to the applicable mileage rates for motor cars.

Schedule 3 - Subsistence expenses

In each instance only the actual cost incurred may be claimed, with the following being the **maximum rates** claimable:

Day Subsistence Rates

Breakfast expenses	£8.28
Lunch expenses	£11.28
Tea expenses	£4.54
Evening meal expenses	£14.09

Note: The current total daily maximum subsistence claimable (£38.19) should not be disaggregated and applied to specific meals but a 24 hour maximum claimable to be spent upon subsistence as required.

Overnight accommodation

All overnight accommodation should be booked through WYCA who will seek out the most reasonably priced accommodation available, to be paid for directly by WYCA, thus avoiding any claims for reimbursement.

Meals Provided Free Of Charge

A LEP Board Member must deduct an appropriate amount from any claim for subsistence, in respect of any meals provided free of charge by an authority or other body during the period to which the claim relates. Expenses cannot be claimed where a free meal has been provided.

Meals Taken On Trains

Where main meals are taken on trains during the period for which there is an entitlement to subsistence expenses, the reasonable cost of meals (including VAT) shall be reimbursable in full. This will replace the specific maximum rates set out above.

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Leeds City Region Enterprise Partnership (LCR LEP) Board

Confidential complaints procedure

Introduction

1. The LCR LEP is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment we encourage any person with serious concerns about any aspect of the LCR LEP's work to come forward and voice those concerns without fear of reprisal. All complaints or allegations will be considered under the appropriate procedure¹.
2. Concerns from a member of the public or a third party² may be reported through
 - the whistleblowing policy³ (link);
 - West Yorkshire Combined Authority's (WYCA's) complaints policy (link)⁴ ;
 - The procedure for considering complaints alleging a failure to comply with the LCR LEP Board members' Code of Conduct; or
 - This confidential complaints procedure.

Confidential Complaints Procedure

3. If you are a member of the public or a third party and you want to make a confidential complaint, you should raise it under this procedure. Please contact Caroline Allen, Head of Legal and Governance Services
 - by e-mail to Caroline.Allen@westyorks-ca.gov.uk or
 - in writing to Caroline Allen, Head of Legal and Governance Services, West Yorkshire Combined Authority, Wellington House, 40-50 Wellington Street , Leeds , LS1 2DE

Please state clearly that you want the complaint to remain confidential, and for it to be dealt with under this procedure.

Your complaint must set out:

- a) the **substance** of the complaint, including the background and reason behind it; where, when and how it arose and who was involved,
- b) whether they have already raised the issue with anyone previously (for example, a LCR LEP Board member or an officer), and any response received, and
- c) how you suggest the complaint could be **resolved**.

Confidentiality

¹ The Head of Legal and Governance Services shall determine the appropriate procedure for any concern, complaint or allegation received.

² Officers or other workers involved with the LCR LEP may use the whistleblowing policy (link) to raise their concerns, or (officers only) the relevant grievance procedure.

³ The Whistleblowing policy may be followed where an individual has concerns about a danger, risk, contravention of rules or illegality and provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. The whistleblowing policy does not extend to any grievance or private complaint which is a dispute about the individual's own position and which has no or very limited public interest.

⁴ WYCA is the accountable body for the LCR LEP which is also covered by this policy.

4. Any complaint received under this procedure will be treated in confidence, and every effort will be made to protect your identity if you wish to remain anonymous, by restricting disclosure to a “need to know” basis. However, in some circumstances (for example, where a criminal offence may have been committed) it may become necessary to reveal your identity. We will advise you if this becomes necessary, before proceeding.
5. The Department of Communities and Local Government may request information arising from this process, if they have concerns regarding the LCR LEP or have been approached with similar complaints. The expectation is that this information will be provided on an anonymous basis, but it may be necessary to provide your personal details to progress a complaint.
6. Where details are gathered, the LCR LEP will put in place appropriate data protection arrangements in line with the Data Protection Act 1998.

Action taken by the LCR LEP

7. The Head of Legal and Governance Services will nominate a designated complaints officer to investigate your complaint. The designated complaints officer should:
 - contact you within 10 working days to acknowledge the complaint and discuss the appropriate course of action.
 - write to you within 28 working days with findings of the investigation. If the investigation has not concluded within 28 working days, the officer will write to you to give reasons for the delay in resolving the complaint.
 - take any necessary steps to rectify the issue.

Anonymous complaints

8. The LCR LEP takes all complaints and concerns raised by members of the public and third parties seriously. The Head of Legal and Governance Services will determine whether an anonymous complaint should be investigated, taking into account:
 - the seriousness of the issue raised;
 - the credibility of the concern; and
 - the likelihood of confirming the allegation from attributable sources.

However, the best way to raise a complaint is to do so openly, as this makes it easier to investigate, reach a firm conclusion and provide feedback. Also, investigating an anonymous complaint may reveal the source of information in any event.

Referring your complaint to the Cities and Local Growth Unit

9. If you are either unable or unwilling to raise the matter directly with the LCR LEP or you are dissatisfied with the action taken under this procedure you can refer your complaint to the Cities and Local Growth Unit in the Department of Communities and Local Government and the Department of Business, Energy and Industrial Strategy:
 - by e-mail to: LEPPolicy@communities.gsi.gov.uk or
 - in writing to LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF.

Please clearly mark your email or letter as “Official - complaints”.

Director: Sue Cooke, Executive Head of Economic Services
Author: Angie Shearon



Report to: LEP Board
Date: 16 January 2018
Subject: LEP Panel Appointments

1 Purpose

- 1.1 To receive a recommendation from the Appointments Panel that an additional member be appointed to the Business Innovation & Growth Panel.
- 1.2 To note appointments made by WYCA at its meeting on 14 December 2017 to the Business Innovation & Growth Panel, the Employment & Skills Panel and the Green Economy Panel.
- 1.3 To note appointments made by the West Yorkshire & York Investment Committee at its meeting on 3 January to the Business Investment Panel

2 Information/Background

- 2.1 A recruitment exercise has been underway since September 2017 to recruit new private sector Members to the LEP Board and Advisory Panels in an open and transparent manner, consistent with the LCR Assurance Framework.
- 2.2 The main, but not exclusive, focus of the recruitment exercise was to attract business leaders within the digital, creative, health and care sectors and to have high regard for our Diversity and Equality Policy and further to enhance membership of the Employment & Skills Panel, Business Innovation & Growth Panel, Green Economy Panel and Business Investment Panel.
- 2.3 The response to the recruitment process was very encouraging with circa 70 applicants from a range of sectors, backgrounds, geography and experience.
- 2.4 Shortlisted candidates were invited to attend interviews throughout November and December with the Appointments Panel which consisted of the LEP Chair, Deputy LEP Chair, a private sector Board Member and a WYCA Officer.
- 2.5 At the meeting of the LEP Board held on 29 November, members received a report providing an update on the Board and Panel refresh process and subsequently approved the appointment of 3 new members to the LEP Board.
- 2.6 The Board also received the proposals of the Appointments Panel for new Advisory Panel members and recommended them for adoption by WYCA at its meeting on

14 December 2017. The appointments subsequently made by WYCA on 14 December are as set out in **Appendix 1** attached. At the time of the LEP Board in November, interviews for new Panel members were still being concluded and it was agreed that any subsequent recommendations would be reported to the January meeting of the LEP Board.

- 2.7 Interviews have now been concluded and a recommendation to appoint an additional member to the Business Innovation & Growth Panel is set out in confidential **Appendix 2**.
- 2.8 As the Business Investment Panel is an advisory sub-committee of the West Yorkshire & York Investment Committee, changes to membership of that Panel must be formally approved by the Committee. The changes to Panel membership as set out in Appendix 1 attached were approved by the West Yorkshire & York Investment Committee at its meeting on 3 January 2018.

3 Recommendations

3.1 Members are asked:

- (i) To note the contents of the report and recommend the proposed appointment, detailed in confidential Appendix 2, to the Business Innovation & Growth Panel for adoption by WYCA at its meeting on 1 February.
- (ii) To note changes to the membership of the Business Innovation & Growth Panel, the Employment & Skills Panel and the Green Economy Panel which were approved by WYCA at its meeting on 14 December 2017 as set out in Appendix 1.
- (iii) To note changes to the membership of the Business Investment Panel which were approved by the West Yorkshire & York Investment Committee at its meeting on 3 January 2018 as set out in Appendix 1.

Advisory Panel Membership Changes

The following changes to membership of Advisory Panels were recommended and subsequently approved by WYCA at its meeting on 14 December.

Business Innovation & Growth Panel				
Stepping down	Proposed Appointment	Role	Organisation	Date
Sophie Jewett	-	Private Sector representative (voting)	-	30.08.17
-	Nicola Greenan	Private Sector representative (voting)	East Street Arts	14.12.17
-	Amir Hussain	Private Sector representative (voting)	Yeme Architects	14.12.17
-	Martin Booth	Private Sector representative (voting)	Witt UK Group	14.12.17
Cllr David Jones	-	Local Authority co-optee (voting)	Wakefield Council	14.12.17
	Cllr Darren Byford	Local Authority co-optee (voting)	Wakefield Council	14.12.17

Employment and Skills Panel				
Stepping down	Proposed Appointment	Role	Organisation	Date
Stephanie Burras	-	Private Sector representative (voting) Chair	-	31.12.17
-	Rashik Parmar	Private Sector representative (voting) Chair	IBM	14.12.17 31.12.17
-	Mark Roberts	Private Sector representative (voting)	Beer Hawk Ltd	14.12.17
Cllr Cliff Lunn	-	Local Authority co-optee (voting)	North Yorkshire County Council	14.12.17
-	Cllr Patrick Mulligan	Local Authority co-optee (voting)	North Yorkshire County Council	14.12.17

Green Economy Panel				
Stepping down	Proposed Appointment	Role	Organisation	Date
Paul Hamer	-	Private Sector representative (voting) Chair	-	31.12.17
John Bradley	-	Private Sector representative (voting)	-	28.09.17
-	Rosa Foster	Ex-officio (non-voting) representative	The Environment Agency	14.12.17
	Simon Pringle	Chair (existing GEP member)	-	31.12.17

Business Investment Panel

The following changes to membership of the Business Investment Panel were recommended and subsequently approved by the West Yorkshire & York Investment Committee at its meeting on 3 January 2018.

Business Investment Panel				
Stepping down	Proposed Appointment	Role	Organisation	Date
Dave Harris	Gareth Yates	Private Sector representative (voting)	Ward Hadaway	3.1.18
Simon Pringle	Jonathan King	Private Sector representative (voting)	Medusa Holdings Ltd	3.1.18
-	Marcus Mills	Private Sector representative (voting)	The BigWord	3.1.18
-	Mike Allen	Private Sector representative (voting)	Nat West	3.1.18

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Director: Melanie Corcoran, Director of Delivery
Author: Rachel Jones



Report to: LEP Board

Date: 16 January 2018

Subject: Leeds City Region Assurance Framework Review, and Cities and Local Growth Unit (CLOG) Review of LEPs

1. Purpose

- 1.1 To provide the LEP Board with an update on progress relating to changes proposed to the Leeds City Region Assurance Framework, and with the recently issued review of Local Enterprise Partnership Governance & Transparency (October 2017).
- 1.2 To ask the LEP Board to provide feedback on the updated assurance requirements.
- 1.3 To provide the LEP Board with an update regarding the Cities and Local Growth Unit (CLOG)¹ review of LEPs.

2. Information

Background to Leeds City Region Assurance Framework Review

- 2.1 The LEP has secured Growth Deal funding and WYCA is the accountable body for the LEP. Therefore, it is essential that there are robust, transparent and accountable processes in place to ensure value for money for the public purse.
- 2.2 As part of the Growth Deal with Government, a Local Assurance Framework was developed in 2015 to cover all funding flowing through the LEP. WYCA, as the accountable body for the LEP, is also covered by this framework, which is updated on an annual basis.
- 2.3 Our previous Local Assurance Framework was approved by the LEP Board in January 2017 and by WYCA as the accountable body in February 2017. It is the key mechanism to ensure that there are robust processes in place to support the developing confidence in delegating central budgets and programmes to the LEP and WYCA. It covers all significant discretionary projects and programmes funded from Government or local sources that flow through the LEP and WYCA, and has been prepared in accordance with HM Government National Assurance Framework guidance (2014), and builds on a body of existing good practice.
- 2.4 The Assurance Framework must be published on the Local Enterprise Partnerships website, and reviewed annually. A revision to the 2014 "Local Enterprise Partnership

¹ Cities and Local growth Unit: Government's Local Growth Team – a partnership between the Department for Business, Energy and Industrial Strategy and the Department for Communities and Local Government

National Assurance Framework” guidance was published by the Department for Communities and Local Government (DCLG) in October 2016. This brought in a set of new requirements, which were incorporated into the review in 2017 and updated as part of this ongoing review.

Current Progress of Leeds City Region Assurance Framework Review

- 2.5 The recent ‘Review of Local Enterprise Partnership Governance & Transparency’ has made a number of recommendations to be addressed by the National Assurance Framework. Many of these have already been addressed in Leeds City Region, and are therefore included in our Local Assurance Framework review, for example:
- Requirement for all LEP’s to have a code of conduct, which all board members and staff sign up to, which explicitly require the Nolan Principles of public life to be adopted; and
 - Local Assurance Frameworks should set out that ALL decisions must be subject to the normal business case, evaluation and scrutiny arrangements; there must be a written report with the opportunity for the Section 73 (or Section 151) Officer to provide comments, that the conflicts of interest policy will apply to decision-makers regardless of whether there is a formal meeting, and that decisions should be recorded and published in the normal way, regardless of how they are taken.
- 2.6 Other recommendations in the report include publishing a brief formal assurance statement on an annual basis from the LEP Chair and WYCA’s MD, on the status of governance and transparency within their organisation. This recommendation was adopted with immediate effect, as set out in the LEP Board report on 29 November. Government required this statement to be submitted in advance of the annual conversation with CLoG.
- 2.7 DCLG anticipate issuing a revised National Assurance Framework and guidance in April 2018, to reflect all the review recommendations, and also incorporate recommendations following a wider Ministerial review into strengthening the role of LEPs. It is intended that our Assurance Framework will then be subject to a further update following this. A full copy of the review and recommendations is available on the DCLG website.
- 2.8 Item 7 on this agenda sets out proposed changes to the LCR LEP’s governance arrangements, which are also reflected in the updated draft Local Assurance Framework. The Framework also incorporates the changes to LCR and WYCA governance arrangements made last year, which integrated LEP Panels as advisory committees into WYCA decision-making structure.
- 2.9 Section 151/Section 73 Officers are required to write to HM Government by 28 February 2018 ahead of next year’s Local Growth Fund payment to certify that Local Assurance Frameworks are compliant with the National Framework.

- 2.10 A revised version of the document has been developed, to take account of changes to the WYCA Assurance Process and recent review of LEP Governance & Transparency. A summary of the proposed changes can be found in **Appendix 1** of this report. The scope of the revised Assurance Framework is as follows:
- updated detail on the LEP’s governance and decision-making arrangements and processes for accountable and transparent decision-making to ensure the proper use and administration of funding;
 - information on how the LEP will prioritise and appraise schemes, facilitate business case development and undertake risk management; and
 - a description of the arrangements for supporting the effective development, appraisal and delivery and implementation of projects and programmes, including relationships with delivery bodies.
- 2.11 A copy of the latest draft Local Assurance Framework, which remains confidential at this time, is provided to LEP Board members as **Appendix 2** of this report.

Next Steps for Assurance Framework Review

- 2.12 We will be seeking approval of the Local Assurance Framework by WYCA at its meeting on 1 February 2018.
- 2.13 It is the responsibility of the Director of Resources, as WYCA’s Section 73 Officer (the Chief Finance Officer) to write to HMG ahead of the 2018 Local Growth Fund payments to certify that the Assurance Framework has been agreed, is being implemented, and meets the standards set out in the National Framework and recent review of LEP Governance & Transparency.
- 2.14 In line with the continuous improvements to our processes over the coming year, it is envisaged that further changes will need to be made to the Assurance Framework. These will also incorporate changes to reflect any future updates to guidance, and feedback from the “Annual Conversation” with Government.
- 2.15 Subject to further changes being required, an update to the Assurance Framework will be brought to the LEP Board and WYCA on an annual basis.
- 2.16 Where substantive changes are required, either as a result of revised guidance or updated governance requirements, further approval will be sought from the LEP and WYCA.

CLoG Review of LEPs

- 2.17 During the summer, the Government announced its plans to review the work of all 38 LEPs across the country. The review, which is being undertaken by Jake Berry, Margot James and Andrew Jones, is expected to be completed by spring 2018. There are a number of drivers for the review:

- commitments in the Conservative Manifesto;
- the institutional landscape has changed significantly since LEPs were first formed; and
- the desire to place LEPs on a more consistent footing.

2.18 LEPs form a key part of Government's plan for driving local growth and the new UK Industrial Strategy and therefore a key aim of the review is to identify how best to strengthen the role of LEPs to ensure that they have the capacity and capability to deliver on the Industrial Strategy.

Scope of the review

2.19 The LEP Review will consider:

- **Defining LEPs' role in driving growth and productivity** by bringing greater strategic responsibility for business; people; ideas; infrastructure; and place alongside new organisational structures;
- **Business leadership and corporate governance** to ensure that LEPs are diverse private sector led organisations that can shape and challenge economic decision making;
- **Accountability** through rigorous financial reporting and enforcement of transparency in decision making;
- **Geography and boundary overlaps** to ensure clarity, transparency and representation of functional economic areas; and
- **Organisation and reporting consistency** to support LEPs in non-Combined Authority areas through the options for a common incorporation model and the standardisation of organisational structures and reporting.

Next Steps for CLoG Review of LEPs

2.20 CLoG is currently engaging with LEPs through a series of regional roundtable events. The northern LEP roundtable was held in Manchester on 7 December 2017. The purpose of these events is obtain views on the above topics and to ensure the Review accurately captures LEPs' wider views and issues, challenges government thinking and assumptions and sets future priorities.

2.21 The findings and key discussion points raised during these events will feed into a Ministerial LEP Review Panel which will meet during December 2017 and January 2018.

2.22 Beyond the roundtable events there will be an on-going opportunity for LEP Chairs and executives to feed into the review before the findings are published in spring 2018, either individually through written submissions via BEIS area leads or collectively via the LEP Network.

3 Recommendations

The LEP Board is asked to:

- (i) Note that the Leeds City Region Assurance Framework is being revised for the reasons set out in this report.
- (ii) Provide feedback on the updated assurance requirements.
- (iii) Delegate authority to the Chair of the LEP Board, in consultation with WYCA's Managing Director, to approve submission of the Assurance Framework.
- (iv) Note the progress and next steps of the review of LEPs by CLoG.

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Leeds City Region Assurance Framework Review

Main Proposed Changes

<p>Section 1 – Introduction</p> <ul style="list-style-type: none"> • Inclusion of maps of Leeds City Region and West Yorkshire Combined Authority geographies; and • Text on inclusive growth and the Inclusive Industrial Strategy added.
<p>Section 2 – Governance and Decision-Making Arrangements</p> <ul style="list-style-type: none"> • Changes to LEP panels becoming advisory committees to WYCA from 1 September 2017 updated; • Proposed changes to LEP constitutional arrangements included – to be approved in January 2018.
<p>Section 3 – Approach to Prioritisation</p> <ul style="list-style-type: none"> • Inclusion of a flow diagram to demonstrate guiding principles for the identification of schemes;
<p>Section 4 – Assurance Around Programme & Project Delivery</p> <ul style="list-style-type: none"> • Revised Assurance Process – seven activities and seven decision points, instead of the original eight. It has been updated to reflect that benefits realisation will commence during scheme delivery and will continue through scheme completion and beyond, rather than a separate activity at the end of the process; • New flow diagram showing how a scheme promoter progresses through the Assurance Process; • Approval Pathway streamlined – decision point five no longer a key decision point; • Case Officer role – updated text to reflect re-scoping and development of the role over the past year; and • More detailed narrative on approval pathways.
<p>Section 5 – Monitoring and Benefits Realisation</p> <ul style="list-style-type: none"> • Monitoring & Evaluation now more focussed on Benefits Realisation; • Information on Stage 3 of the Assurance Process; • Further information on risk management – both corporate and project level.
<p>Appendices of the Assurance Framework</p> <ul style="list-style-type: none"> • Appendix 1 – updated to include both WYCA and LEP roles; • Appendix 2 – minor text changes to Assurance Process principles for ESIF SUD purposes; and • Appendix 3 – new Terms of reference for the PAT.
<p>Glossary</p> <ul style="list-style-type: none"> • Updated to include new terms, and provide a short description of each item.

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Director: Liz Hunter, Interim Director of Policy & Strategy
Author: Marc Eatough



Report to: LEP Board
Date: 16 January 2018
Subject: Industrial Strategy update

1 Purpose

1.1 The purpose of this paper is to:

- update the LEP Board on the development of a single, bold city region strategy, owned by both the LEP and WYCA that provides a compelling proposition using the city region's tech assets and opportunities to deliver inclusive growth outcomes.

1.2 To realise this, the report seeks the views and direction of the LEP Board on:

- an updated Leeds City Region strategic framework;
- expressing the draft vision in ways that speak to different audiences in a meaningful way;
- an overview of the different funding streams identified in government's Industrial Strategy White Paper, and how a compelling proposition might secure investment;
- initial priorities and proposals that could form the core building blocks of our local, inclusive industrial strategy; and,
- an 'open policy' approach that harnesses the views and influence of partners in co-producing a compelling, bold city region proposition.

2 Background Information

Agreement to develop a single, bold city region strategy

- 2.1 At the last LEP Board on 29th November, it was agreed to begin the development of a local, inclusive Industrial Strategy (LIIS) as a replacement for the Strategic Economic Plan (SEP). Building on the SEP, this will form a key component of an agile, long-term strategic framework aimed at driving growth, boosting productivity and earning power for a post 2030 economy.
- 2.2 There is an ambition to deliver at pace with the intention to present a compelling plan that further transforms the City Region. The aim is to position the City Region so

that it forms part of the first wave of Local Industrial Strategies agreed by government by March 2019.

2.3 An indicative timeframe for development of our strategy is provided below:

- Short-term (January/February 2018): high level messages, including an emerging vision and statement of intent for the City Region that will be used as a mechanism for engagement with government and local stakeholders; and
- Long-term (pre-March 2019): publication/submission of the LIIS, subject to further guidance from government.

2.4 It is important to note that the Leeds City Region currently does not have access to further government support for a local industrial strategy, unlike Mayoral Combined Authorities who have access to £12m over two years to increase capacity and resources, in addition to committing civil servant support to co-produce local industrial strategies.

An agile long-term strategic framework

2.5 Crucially, our policy framework needs to provide room for bold, long-term planning. Recommended core principles for our new strategic framework include:

- a different ‘look and feel’, providing an agile and ‘live’ strategic framework, with sections that might form mini strategies in their own right;
- a focus on tackling the key challenges the City Region faces:
 - Productivity Gap is increasing;
 - Innovation and R&D are very low;
 - Living standards have stalled; and
 - Stubborn deprivation persists
- to reflect the City Region’s expanded policy remit, covering the direct and indirect determinants of citizen experience and inclusive growth¹, such as how culture and sport contribute to the status and identity of thriving places and prompt diversity of thought, stimulating innovation across communities;
- to build on our core strengths e.g. our concentration of science, research and innovation assets; our globally-competitive manufacturing sector and vibrant digital-tech sectors, such as medical technologies, Fin-tech and Agri-tech;
- to guide decision-making over a refocused programme of activity to more clearly drive inclusive growth outcomes; and,

¹ **Inclusive Growth** is broad based growth that enables the widest range of people and places to both contribute to and benefit from economic success. Its purpose is to achieve prosperity alongside greater equity in opportunities and outcomes.

In Leeds City Region, we believe that only by integrating economic and social policy will we achieve *Inclusive Growth*. Our aim is to address social exclusion, inequality and put forward economic interventions that jointly achieve the best outcomes and opportunities for our citizens.

- to place the City Region on the front-foot with an ambitious policy platform that improves competitiveness and ensures the benefits are shared fairly.

2.6 The diagram in Annex 1 presents the proposed strategic framework for the City Region, followed by a summary of the key messages emerging from an exercise to map the headline priorities of the SEP and associated delivery plans / strategies, against the overarching objectives of the Industrial Strategy’s ‘five foundations of productivity’.

Developing a compelling and transformative narrative for the City Region

2.7 One of the actions agreed at the LEP Board was to commence work on the development of a compelling and transformative vision narrative for the City Region. The starting point is the sentiments of the existing SEP vision:

“THE LEEDS CITY REGION WILL BE A GLOBALLY RECOGNISED ECONOMY WHERE GOOD GROWTH DELIVERS HIGH LEVELS OF PROSPERITY, JOBS AND QUALITY OF LIFE FOR EVERYONE”

2.8 The narrative below is an indicative illustration to express for a particular audience what life in 2035 might be like if we deliver economic and social transformation. Other ‘expressions’ can be developed for different audiences and communicated in appropriate language and formats.

LEEDS CITY REGION 2036: TRANSFORMED BY TECH

It is 2035. Sarah and Kareem plan their day over breakfast. Sarah’s smartphone confirms the autonomous vehicle booking to get Muhammed to his free child care. He waves as he gets on board, chatting excitedly with his friend Ruth about the coding club they will be attending at the primary school where the children’s centre is located. Kareem cycles to Bradford’s new Rail Hub for his 9.00am train to London, where he is meeting clients at an investment bank, who are interested in his company’s digital trading platform with enhanced security features, developed on the back of the city region’s world famous strengths in data security. He will be back in time to meet Muhammed when his autonomous vehicle returns him home.

Sarah walks to her urban transit stop and meets her friend Sam. They met working in retail, but having retrained in the mid-2020s, both now work at an engineering company in Dewsbury which produces digitally enabled artificial hips, this family owned business, part of the city region’s med-tech cluster, has seen its workforce double in size over the last 10 years and its output quadruple, with export markets in North America and East Asia performing particularly strongly since the full implementation of the UK’s free trade agreements with these areas in 2031.

On the tram, Sam checks his smartphone to confirm when his mum’s virtual consultation on the management of her diabetes is due. Since her husband died, Thelma has moved to a new flat with integrated health and care provision that has enabled her to stay out of hospital, despite last winter’s national flu pandemic. The flat was one of the first in the neighbourhood to be converted to hydrogen in 2030 and the reduction in heating costs that this clean technology provides means that Thelma was able to stay warm throughout the winter.

Thelma’s primary designated carer, Lauren, started her career as a care assistant 15 years ago. She is studying on-line to develop her IT skills to level 5, to enable her to move to a more senior role at her provider, leading on the remote, digital delivery of integrated care packages, bringing together NHS and local authority provision.

On her way to the Stormzy 20th anniversary retrospective concert at the Leeds Arena, Lauren spots the BBC News alert which highlights the latest ONS economic reporting. Leeds City Region has for the second year running achieved more than £100bn in economic output with productivity per head now exceeding the national average and second only to London.

Industrial Strategy: Opportunities for investment

- 2.9 The national Industrial Strategy White Paper and Autumn Budget Statement included over 40 different funding pledges (many of which had been announced previously by the Government). Opportunities for LCR to engage with the funding opportunities have been mapped against existing priorities of the SEP, and alignment with current funding streams.
- 2.10 While further details are awaited, initial analysis of the national Industrial Strategy mapped against the SEP priorities has highlighted a number of promising areas including:
- The £1.7bn Transforming Cities Fund for projects that improve intra-city connectivity, reduce congestion and utilise new mobility services and technology (it is worth noting that this will be a competitive fund with half of the money already allocated to areas with a Mayoral Authority);
 - A £115m 'Strength in Places' to build on Science Innovation Audits (SIAs) - this will be a competitive fund and evaluated in 2020/21, and will provide the opportunity to build upon regional SIAs in Med-Tech and the Bio-economy;
 - Increases in Higher Education Innovation Funding (HEIF) to be used to meet the innovation needs of local businesses, contributing to regional development
 - An increase in the National Productivity Investment Fund of £8bn targeted at areas that will have the biggest impact on productivity;
 - An Industrial Strategy Challenge Fund pot of £725m including funding for areas such as healthy ageing and clean growth which align with LCR strengths. The Ageing Society grand challenge in particular could provide a platform for LCR to review productivity in the care sector to develop innovative new business models;
 - In parallel with the Industrial Strategy, the Government's Clean Growth Strategy includes a number of funding streams of relevance to LCR, including around £3.6 billion of investment to upgrade around a million homes through the Energy Company Obligation (ECO), and extend support for home energy efficiency improvements until 2028 at the current level of ECO funding;
 - The Shared Prosperity Fund consultation expected in the New Year will provide an opportunity for LCR to make the case for investment that supports inclusive growth, in particular in support of skills and employability activities which have less clear funding opportunities outlined in the Industrial Strategy.

Emerging priorities for our Local Industrial Strategy

- 2.11 Further guidance is awaited from government on the approach and process that will be adopted to develop Local Industrial Strategies during 2018. Work has commenced to identify a number of priorities and 'big ideas' that could form the core building blocks and focus of our Local Industrial Strategy.

A summary of these emerging proposals and ideas is provided below:

1. Transformative private sector leadership in the Leeds City Region to tackle the growing productivity gap.

We need a productivity revolution; one that is led by the private sector by harnessing the collective power of business groups, business intermediaries like banks and accountants, and public business support, where businesses are clear of the challenge and there is 'no wrong door' to high quality advice to improve productivity. Real term living standards can only be increased sustainably by increasing productivity.

2. The Leeds City Region Transformed by Tech

Technology changes the world – and the LCR has significant private and public tech assets to extend its reputation for tech. Businesses invest relatively little in R&D and there are opportunities to test how to best prompt and channel investment in technology, innovation and R&D to transform our economic base. We need to deliver the LCR Med-Tech SIA as a 'proof of concept' to learn how orchestrated academic, public and private action can unlock R&D and innovation, driving investment, productivity and growth.

3. Maximising the impact of HS2 and Northern Powerhouse Rail through the development of inclusive growth corridors in the Leeds City Region

Deprivation is stubborn, while new infrastructure and the power of agglomeration brings new good jobs, we have to do more to ensure that all communities are able to take these opportunities. We therefore need to deliver inclusive growth corridors alongside local communities so everyone – and particularly those in the most disadvantaged areas – are connected to opportunities. A series of corridors will connect major communities, including some of the most deprived, to HS2. The plans will cover housing and employment, flooding and social policy as well as the transformational connectivity and the opportunities around new technologies required to support each of these.

2.12 These ideas and proposals build on the 10 Headline Initiatives presented in the SEP (e.g. the headline initiatives) and the long-term priorities set out in our Autumn Budget submission, such as:

- An ambition to become a global digital centre, with specialisms in data storage, analytics, digital health and tech;
- To implement co-ordinated and wide ranging action to radically increase innovation;
- To deliver a more jobs, better jobs programme and the need to close the gap in relation to high level skills and to tackle employability issues;
- Our intention to drive forward the development of our Spatial Priority Areas through integrated investment and move beyond the improved connectivity that will result from the Transport Fund towards a single integrated public transport network.

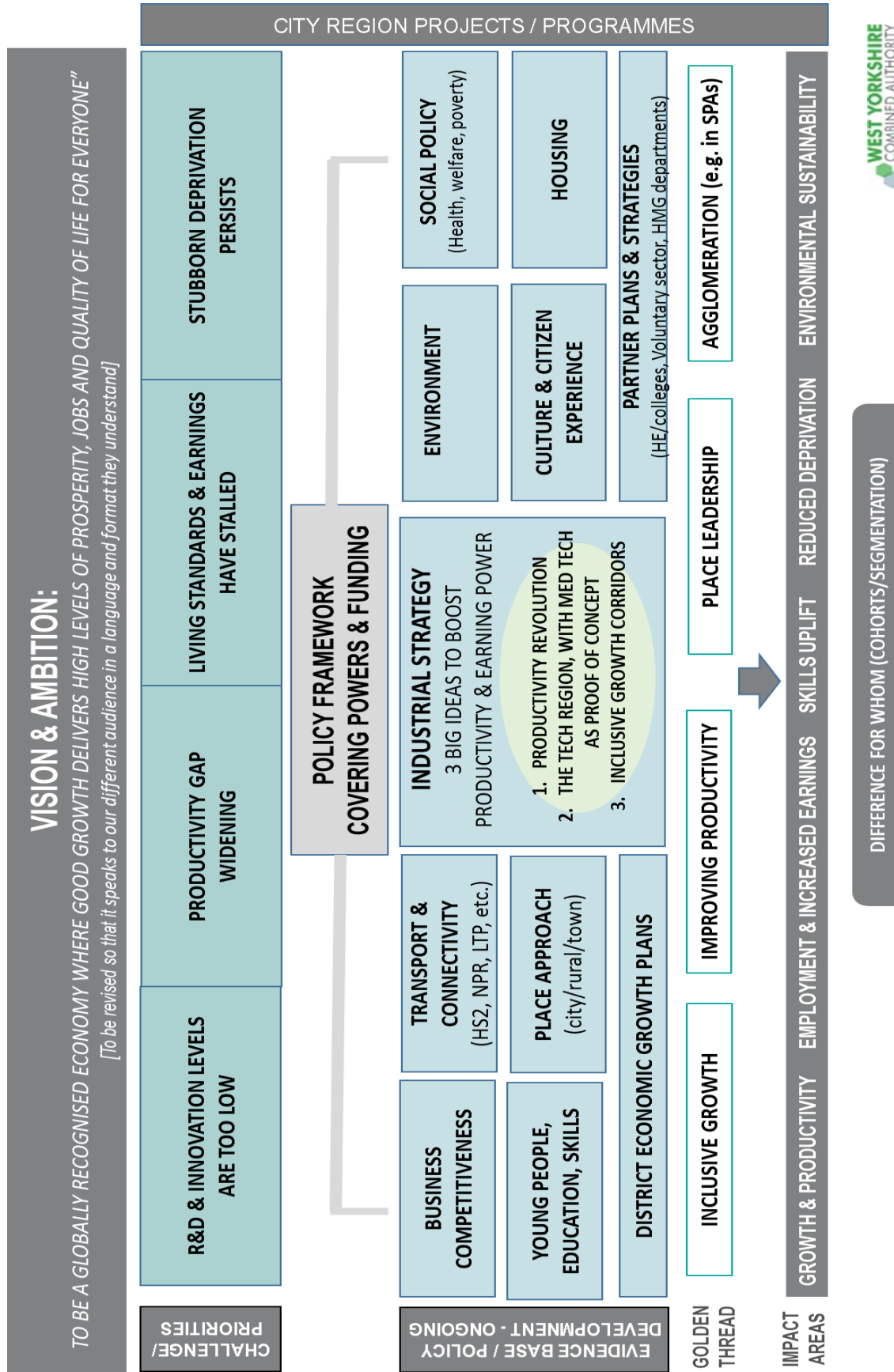
Our Approach to Policy Development

- 2.13 It is our intention to adopt an open and inclusive approach to the development of the LIIS, working with the CA/LEP's Advisory Committees, and with strong engagement in particular with:
- Districts, building on the excellent work done and ongoing to develop their local inclusive growth/economic/industrial strategies
 - Universities, making the most of their research assets and role as local anchor institutions
 - Business representative groups, as key actors representing the views of the private sector in the city region and deep knowledge of the barriers to improving productivity and boosting earning power.
- 2.14 A key part of securing widespread buy-in and support will be to ensure we have a shared vision for our future economy (and society – see 1.7 above). Subject to the views of the LEP Board, Communications & Marketing will develop a range of ways to engage with stakeholders on our vision, developing alternative and additional perspectives that demonstrate how, with the right interventions, all parts of the city region and all its residents can be transformed.

3. Recommendations

- 3.1 For LEP Board to provide direction on:
- an updated Leeds City Region strategic framework;
 - expressing the draft vision in ways that speak to different audiences in meaningful ways;
 - an overview of the different funding streams identified in government's Industrial Strategy White Paper and how a compelling proposition might secure investment;
 - initial priorities and proposals that could form the core building blocks of our local, inclusive industrial strategy; and,
 - an 'open policy' approach that harnesses the views and influence of partners in co-producing a compelling, bold city region proposition.

Annex 1: Leeds City Region Strategic Framework



Mapping the Industrial Strategy to our current Strategic Framework

Following the publication of the national Industrial Strategy White Paper, a light touch review of the headline priorities of the SEP and associated delivery plans / strategies, mapped against the overarching priorities of the Industrial Strategy's 'five foundations of productivity' was undertaken. The review looked at LCR's existing funding streams and the potential for new funding opportunities as outlined within the Industrial Strategy.

Key messages emerging from the headline review include:

- At a strategic level, the SEP's headline priorities have a strong fit with the overarching objectives of the national Industrial Strategy, and broadly align to the policy areas depicted in the diagram above. These priorities are supported by funding objectives outlined in the LCR ESIF strategy and the priorities of the LCR Growth Deal submission.
- LCR currently has well developed plans in place in relation to employment and skills, transport, the environment (including green infrastructure and flooding), and aspects of business engagement activity (such as trade and investment). There are clear opportunities for further development of policy in these areas (focused on delivery), building on a strong track record and aligned with the Industrial Strategy.
- Building upon LCR's engagement with universities (including on ESIF projects such as Access Innovation), and involvement with Science and Innovation Audits (SIA) provides scope for further development in this area. Innovation policy development aligned to key sector strengths in LCR (particularly Med-tech and Agri-Tech) is a clear opportunity.
- Further development on delivery plans and priorities is also needed in relation to, housing, digital, connectivity, spatial priority areas/integrated infrastructure, and culture. Culture in particular has a role in the foundation of 'place' within the national Industrial Strategy, providing a clear basis for development of a LCR approach.
- The Government's recently published 'Social Mobility Strategy' makes the link between educational attainment and imbalances in regional inequality as one of the key drivers of productivity variation across the country. Educational attainment and school standards is not currently embedded within the SEP objectives or LCR delivery plans, with priorities currently focused on enterprise and business engagement in schools. Further work with partners will be required to develop this policy area linking to the inclusive growth agenda.
- Social policy (including health and welfare) is a new area of policy for LCR and not reflected in current plans and strategies. Building upon existing approaches to inclusive labour market activities such as those supported in the ESIF strategy, has strong potential to deliver against an inclusive growth agenda, in particular with a focus on early intervention and prevention.
- LCR's existing energy activities provide a platform for further policy development in clean energy, the Government's Clean Growth Strategy provides an excellent national framework to shape local delivery.

Panel Chair: Andrew Wright
Authors: Sue Cooke, David Shepherd, Henry Rigg, Amanda Potter, Sarah Bowes



Report to: LEP Board
Date: 16 January 2018
Subject: Business Innovation and Growth Panel

1 Purpose

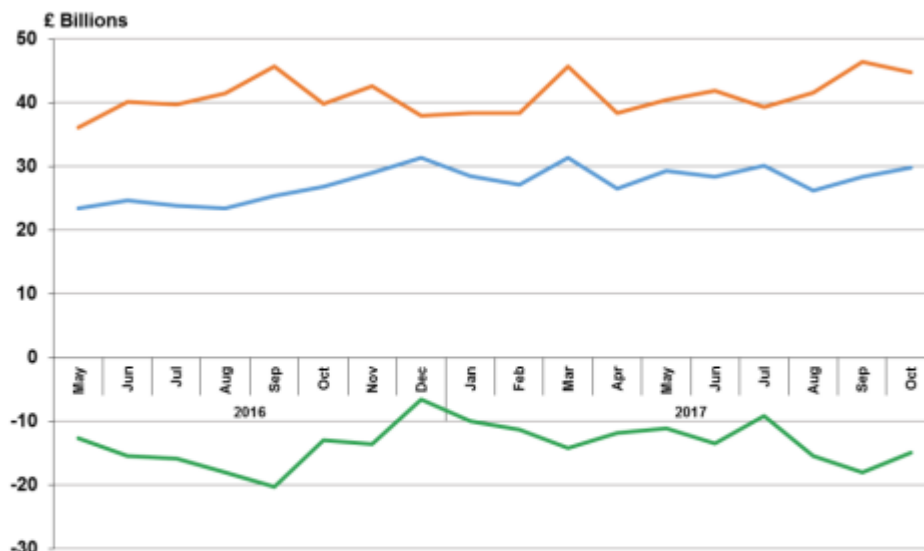
1.1 To provide the LEP Board with an update on the work of the BIG Panel and seek endorsement for the trade and investment activity programme for the remainder of 17/18.

2 International Trade

Trade Performance and Outlook

2.1 At a UK level, the most recent data from HMRC shows that total trade in goods exports for October 2017 was £29.8 billion. This was an increase of £1.4 billion (5.1%) compared with the previous month, and an increase of £3.1 billion (11%) compared with October 2016.

Total UK monthly Trade in Goods

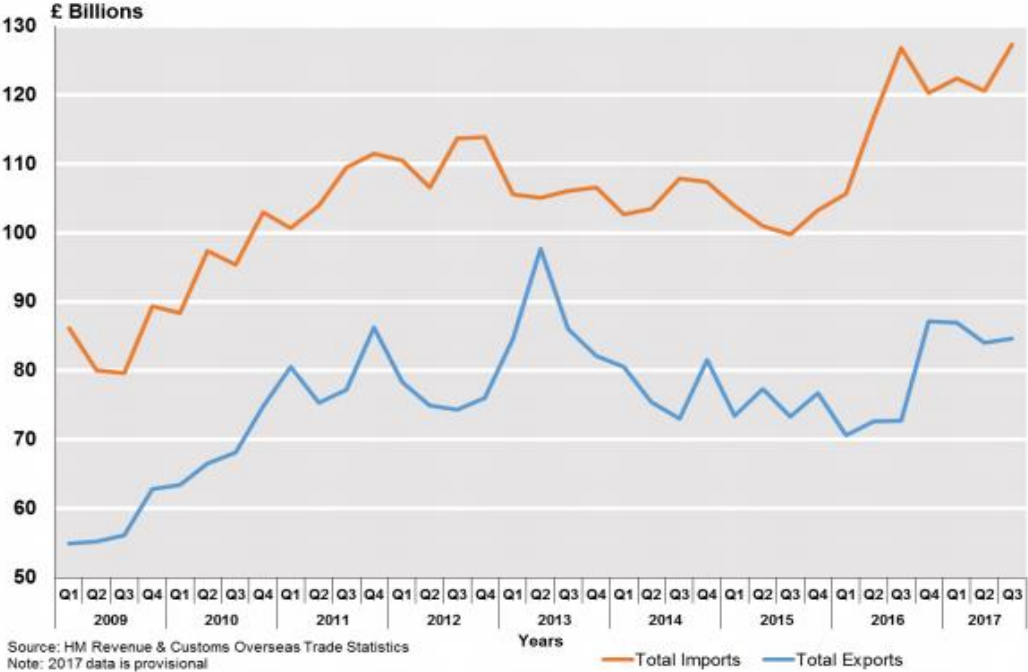


Source: HM Revenue & Customs Overseas Trade Statistics
 Note: 2017 data is provisional

— Total Imports — Total Exports — Trade Gap

2.2 The UK total export trade for Q3 of 2017 was £84.6 billion, an increase of 16% compared with £72.8 billion for Q3 of 2016. There was a trade deficit of £42.6 billion for Q3 of 2017. This was a narrowing of 21% compared with Q3 of 2016.

Quarterly UK Trade in Goods, 2009 – 2017



2.3 In the year to September 2017, the overall value of UK trade in goods exports increased by 16% compared with the same period last year. All English regions also experienced an increase in annual export value, with Yorkshire & the Humber seeing an increase of 15.2%.

Trade Plan activities

2.4 On 5th December, Leeds City Region hosted a visit by the UK representative of Kaola.com. We facilitated one to one meetings with six companies selected as being of particular interest by Kaola.com. This was an excellent opportunity for Kaola.com to see first-hand the excellent quality and diversity of products available from businesses in the city region. We are hoping to arrange a further round of meetings in Spring 2018.

2.5 We worked in partnership with Department for International Development (DFID) to host a regional supplier workshop on 6th December. Over 75 organisations registered to hear directly from Lord Bates, Minister of State at DFID and his team about how they can become part of the DFID supplier list and explore opportunities to win business delivering overseas contracts.

- 2.6 Between 15th and 17th January, the LEP is hosting a 'Meet the European Food & Drink Buyer' event on behalf of the Northern Powerhouse as part of the DIT High Value Campaigns initiative. This will enable local food and drink producers to meet with buyers from the European markets of Germany, France, Switzerland, The Netherlands and Ireland and for the city region to showcase its strengths in this sector. This event is being delivered in partnership with DIT, Deliciously Yorkshire, RTC, Enterprise Europe Network and Santander.
- 2.7 Informed by the positive feedback from the Gulf Tour meetings in September and the city region's export strengths in the medical and pharmaceutical sector, as highlighted in the trade analysis, LCR intends to participate in the UK Pavilion at Arab Health in late January 2018. As part of the Medilink delegation, we will be highlighting the strengths of Leeds City Region in the health and life sciences sector, meeting with key contacts and developing plans for further trade activity in this area. This sector represents our largest exports of goods.

Department for International Trade

- 2.8 On 1st December Baroness Rona Fairhead, the Minister of State for Trade and Export Promotion at the Department for International Trade (DIT) announced that she would lead on the development of a new Export Strategy. This will consider how the UK can encourage and support British businesses to take advantage of the potential to grow exports. Only 9% of British companies currently export.
- 2.9 The Export Strategy review will work closely with businesses, and across Whitehall, to explore the barriers to exporting and identify the best ways in which government can help drive and support UK companies to increase exporting activity and unlock high potential opportunities overseas.
- 2.10 Baroness Fairhead also launched a new UK Export Finance (UKEF) product for UK exporters and their supply chains. It will ensure exporters have more time to pay for supplies of goods and raw materials, while helping smaller companies in export supply chains secure early payment to support their cash flow.
- 2.11 In the coming months DIT will work with industry to understand the challenges faced by UK firms, increase awareness of export support and finance that is already available, and explore how this can be improved.

Exporting for Growth (EfG)

- 2.12 The take up of the European funded EfG export grant programme in the city region currently stands at 144 grant offer letters issued to November 2017, making offers of £576,445 in grant funding.
- 2.13 The top three sectors for applications in November were textiles, clothing & fashion and education & training. The top three activities were trade shows, market visits

and new customers with the top three destinations being USA, Germany and UAE/Middle East.

- 2.14 The Export Exchange peer-to-peer network for the city region held its second quarterly exporter event in Huddersfield on 29th November focusing on China. The event brought new and experienced exporters together to hear how opportunities are opening up for local organisations interested in doing business with China.

3 Inward Investment

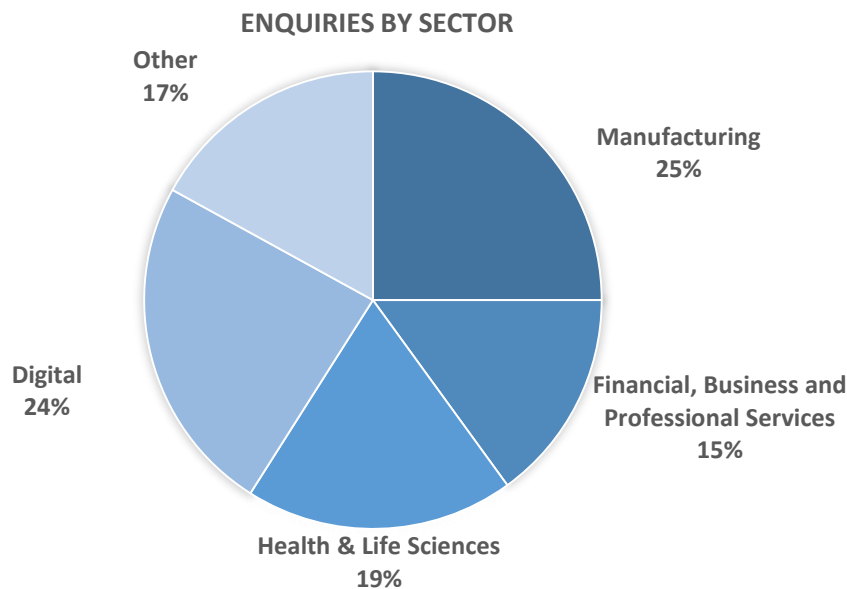
Inward Investment Performance and Outputs

- 3.1 Since the seven successes reported at the last LEP board in November, we have had two further successes, creating 1,086 jobs. These are as follows:

- **Ilke Homes** – 936 jobs
- **Covéa Insurance**– 150 jobs

- 3.2 We have received over twenty new enquiries since October, including a number of high profile projects especially within the Financial and Professional Services sector.

- 3.3 The overall pipeline is a strong mix of enquiries across our priority sectors as shown below.



New Developments

- 3.4 The Trade and Investment team welcomed a large number of Nordic-Baltic Fintech companies to Leeds as part of a wider visit to the UK's Northern Powerhouse. The event was a success with a number of companies expressing a keen interest in establishing a presence in the region.

- 3.5 The team have submitted an entry to the Financial Times FDI Awards on behalf of the Leeds City Region. The awards assess the activities of investment promotion agencies as part of a benchmarking report.
- 3.6 Work continues to establish a new team to deliver key account management services to foreign owned businesses in Leeds City Region following on from the successful pilot activity undertaken at the start of 2017. A submission to the Business Rates Fund has been made to enable us to create a more robust service.
- 3.7 The #4sparks campaign to attract Channel 4 to Leeds City Region received an overwhelmingly positive response. The social media and advertisement campaign has reinforced the key elements of our offer.
- 3.8 A full overview of the Trade and Investment team's upcoming activity for the remainder of the financial year can be found in the draft activity planner in Appendix 1. A plan for 18/19 is in development and will be shared with the BIG Panel and LEP Board in March.

Sector Developments

- 3.9 The Trade and Investment team continues its sustained lead generation campaign with a presence at Fintech Connect Live in London and at the Going Global Summit in London.
- 3.10 The Trade and Investment team led a strong public and private sector delegation representing Leeds, Bradford and York at the Smart City Expo World Congress, Barcelona to highlight the key opportunities available in numerous Smart disciplines including transport, big data and medical technology.
- 3.11 Leeds City Region were represented at theCityUK national conference to promote the financial and professional services sector and a number of senior executive contacts were made as a result as well as the opportunity to shape theCityUK's engagement with the UK's regional financial services hubs on a strategic basis. Social media activities, including a blog on North Shoring Financial and Professional services were undertaken in association with the event.
- 3.12 The Trade and Investment team supported the Interlegal Conference in Leeds, in order to raise the profile of Leeds as a UK centre for legal services to an international delegation from the Interlegal network led by Shulmans.

MIPIM Programme

- 3.13 Following a successful delegation to MIPIM UK in October 2017, the Trade and Investment team continues to make good progress in project planning for MIPIM 2018. Private sector demand for the LEP to continue promoting the region at MIPIM (UK and Cannes) is higher than ever before. As a result the team has run a successful sponsorship drive, securing its highest number of private sector sponsors to date.
- 3.14 This year the LEP has already raised record levels of private sector sponsorship exceeding our target of £310,000 and we will continue to encourage sponsorship over the next few weeks. Alongside this sponsorship sits our own contribution of £140,000 which covers the majority costs of stand space and its construction for both exhibitions. The private sector donations cover the hire of venues, delegate passes, provision of hospitality and events during the week long programme, as well as those for the London event in the Autumn.
- 3.15 The objective of MIPIM activity is to showcase the confidence and potential which exists within the City Region in a bid to secure investment, speculative development and occupier interest. Through a series of high profile briefings, the City Region's delegation promotes the significant projects and investment opportunities that are available across the region to the extensive network of over 24,000 international delegates.
- 3.16 The LEP will be attending with representatives from councils across the region, and a number of private sector investors including, Bond Dickinson, Rex Proctor and Partners, Pegasus Group, City Living Morgans, Sweco, Rushbond, Carter Jonas, BCEGI (UK) Limited, Gleeds, GMI Construction Group PLC, Arcadis, Architecture 519, Keepmoat (ENGIE), Leeds Bradford Airport, Addleshaw Goddard, Caddick Developments, CEG, Citu, Extra MSA, GVA, Quod, Harworth Group, Shulmans, MEPC, Bruntwood, Munroe K, TCS, University of Leeds, University of Huddersfield and Scarborough Group.
- 3.17 Public Sector attendees are confirmed from Leeds City Council, Bradford City Council, Wakefield Metropolitan District Council, City of York Council and Kirklees Council. These will be alongside the majority of other Local Authorities within the Northern Powerhouse region who regularly attend the MIPIM Conference with a robust programme of activities and events.
- 3.18 In addition to developing the Leeds City Region programme, the LEP project team is liaising with conference organisers Reed MIDEM to integrate our delegation within the wider MIPIM programme, and secure the widest possible media coverage of Leeds City Region news releases.

- 3.19 The outline programme for MIPIM 2018 is included at Appendix 2 (the content, themes and participants will be confirmed over coming weeks) and a background note on the context of our involvement in MIPIM is included for reference at Appendix 3.

4 Innovation

Relationship with Innovate UK

- 4.1 Following on from the successful joint event in October 2017, a joint action plan between the LEP/WYCA and Innovate UK is being produced. This will set out key activities to be delivered between the partners including joint comms and marketing and further joined up events over the course of 2018/19.

Northern Innovation Strategy

- 4.2 The eleven Northern LEPs are in the process of commissioning consultancy support to take Innovation North to the next stage. Consultants will be appointed in the new year to help consolidate the existing evidence base (what we already know about innovation in the north through the various SIAs and research /policy papers), identify proposals and recommendations for Innovation North to take forwards, and suggest appropriate governance mechanisms. This first phase of the project is being supported and funded by Innovate UK. Leeds City Region Enterprise Partnership is represented on the steering group.

LEP University engagement

- 4.3 Knowledge Transfer (KT) Directors met in December to discuss the ongoing opportunities to work more collaboratively on areas of mutual interest, such as skills, innovation, inward investment and international trade. This meeting focused on innovation and SME engagement with Universities and how we can support more SMES and Universities to engage with Access Innovation.
- 4.4 To help support the development of the Local Industrial Strategy, the KT Directors will take part in a joint workshop in the new year with business membership organisations to begin to explore the opportunities set out in the white paper around place, skills, ideas and people.
- 4.5 The Leeds City Region Science and Innovation Audit has now been published by BEIS <https://leedscityregionmed.tech/>. The Science & Innovation Audit has been led by the University of Leeds, working in partnership with the Universities of Bradford, York, Huddersfield, Leeds Beckett and Leeds Trinity, together with Yorkshire Universities, the Leeds City Region Local Enterprise Partnership (LEP), the National Physical Laboratory in Huddersfield, Innovate UK, SMEs, multinational corporations, the NHS, and key local innovation organisations.

- 4.6 The Science and Innovation Audit of the Leeds City Region medtech sector was referenced a number of times in the Government's Life Sciences sector deal which was published in November. Clarity is being sought to determine what this means in terms of future funding opportunities to support this sector.

Access Innovation

- 4.7 The £9m Access Innovation programme is now being delivered across the city region with funding from the European Regional Development Fund and the Local Growth Fund. Its primary objective is to help SMEs to become more productive and competitive through the development of new products, processes and services. It links small and medium-sized enterprises (SMEs) directly to the expertise and facilities within research intensive organisations, such as universities or Catapult Centres. The programme provides advice to businesses on which organisations can support them with their innovation activities, and also grants of between £5,000 and £50,000 towards the cost of working with the expert innovation organisations.
- 4.8 The Access Innovation team works with a range of local and national partners to stimulate the appetite for innovation and Research and Development (R&D) investment amongst the city region's SME population. This involves one-to-one support for individual SMEs and close working with other innovation support providers, including Innovate UK and the Innovate2Succeed programme. In early 2018, the team will develop a support programme to build the capacity of SMEs from key sectors to be able to collaborate and innovate, and expects this to focus on advanced manufacturing (including automotive, textiles and food & drink), as well as digital technologies and health & life sciences.
- 4.9 The programme has engaged with almost 230 SMEs to date, 113 of which have received one-to-one support from the Innovation Growth Managers resulting in a detailed action plan for taking their innovation projects forward. Six applications for grants have been approved to date with collective value of circa £70,000. Two of the approved applications are in the area of creative and digital innovation, two in manufacturing and two health and life sciences. A further 10 applications are expected to come forward for consideration in January 2018, and these are now being developed by the SMEs and the Innovation Growth Managers.
- 4.10 As reflected with the above grant-approvals, the business sectors with the highest level of interest in the programme to date have been manufacturing, creative & digital and health & life sciences. The team continues to develop strong partnerships with organisations in the latter of these sectors in particular, which resulted in a Medtech Innovation Challenge event in November 2017 to encourage industry and academia to collaborate. Activity within this priority sector for the programme will expand in the next few months with more targeted marketing, including events and advertising through relevant sector channels.
- 4.11 The volume of enquiries into the programme has increased in recent weeks as more SMEs and innovation providers become aware of the support available. The Business,

Innovation and Growth Panel also provided a number of useful practical suggestions at its December 2017 meeting for how to raise more awareness of the programme, including through private sector intermediaries and sector-specific membership organisations.

5 Digital

Digital Plan

- 5.1 Work is progressing on the development of a Digital Framework for the Leeds City Region as part of the Inclusive Industrial Strategy. Following early consultation with key stakeholders, the Framework now includes 5 strands:
- 1) Every business a digital business (digital opportunities for non-digital businesses);
 - 2) Digital skills and digital inclusion (being mindful of the existing Employment and Skills Plan);
 - 3) Digital business and the digital sector;
 - 4) Digital infrastructure;
 - 5) A smarter city region (using the power of data to inform City Region decision making)
- 5.2 The Plan will seek to maximise and build on the City Region's existing assets and capabilities to transform the productivity of our businesses and provide the present and future workforce with new opportunities to boost their earning power.
- 5.3 Workshops will be held for each of the 5 key strands in February 2018 bringing in key stakeholders to test out a strawman for each of the areas. The outputs of these workshops will then be tested further using online tools to ensure wider input before the 5 strands are brought back together and worked up into a framework.
- 5.4 The 1st strand, Every business a digital business, is where we believe we have a significant opportunity for LCR around industrial digitalisation and Industry 4.0. as highlighted by two recent reports.
- 5.5 In October 2017 Government published the Made Smarter Review, an industry led review exploring how UK manufacturing can maximise benefits from increasing adoption of digital technology (sector deal).
- 5.6 The independent review, led by Juergen Maier, CEO Siemens UK, sets out how UK manufacturing can be transformed through the adoption of industrial digital technology. The report suggests that over 10 years industrial digitalisation could boost UK manufacturing by £455bn, increasing sector growth up to 3% per year and creating a net gain of 175,000 jobs whilst reducing CO2 emissions by 4.5%.

- 5.7 The review focuses on three priority areas informed by understanding of the three main challenges business face. They are:
- Leadership: more ambitious, informed and focused leadership;
 - Adoption: more widespread adoption of industrial digitisation technologies across supply chains, especially within SMEs;
 - Innovation: faster innovation and creation of new IDT companies/value streams and new capabilities to sustain UK competitive advantage.
- 5.8 To inform this national review, the Digital Catapult commissioned a report into The Future of Manufacturing in the Digital Age. This focused on the Leeds City Region and was led by Huddersfield University on behalf of Digital Catapult and DigiCat Yorks.
- 5.9 The aim of the study was to gain insight into the current state of digital manufacturing in the region and the appetite and barriers to digitalisation. The emerging recommendations include:
- An acknowledgement that the Digital Catapult has a pivotal role to play in driving forward the Digital Manufacturing agenda in the UK and in particular in supporting adoption of new and innovative digital technologies and the transfer into manufacturing of technologies developed in other sectors.
 - There is a need for manufacturers in the region to have access to a technology and knowledge brokerage service through trusted bodies and initiatives designed to broker and facilitate partnerships between manufacturers, universities and innovative digital technology companies.
 - The need to generate a range of persuasive use cases and case studies, together with a cohort of business champions willing to demonstrate and promote the uptake of Digital Manufacturing in the region.
 - The creation of a grant funding opportunity specifically designed to support manufacturers to help de-risk digital investments in their workplace.
 - The Region's LEPs, working with partners in the development of a network of regional (connected) Digital Manufacturing Demonstrators.
 - The Digital Catapult and other national bodies need to invest resources and priority in understanding the human factors (including user acceptance/ change adoption) relating to the digital transformation of manufacturing.
 - There should be a national drive to help stimulate data analytical talent in UK industry.

6 Business Support

LEP Capital Grants Programme

6.1 The programme supports capital investments being made by businesses across the city region that are expanding and creating new jobs. It is currently funded via £33.2m from the Local Growth Fund (LGF) up to March 2021.

6.2 The table below presents progress to date:

Target Measure	6-Year Target (April 15 to March 21)	Achieved (as of December 17)
Expenditure	£33.2m	£27.1m (committed) £20.5m (actual)
New Jobs Created	4,100	4,742 new (committed) 1,760 safeguarded (committed) 1,715 new (actual) 1,652 safeguarded (actual)
Businesses Supported	765	467 (committed) 376 (actual)
Grants Awarded	n/a	549 (committed) 430 (actual)
Public/ Private Sector Leverage	£168.5m	£255.2m (committed) £163.9m (actual)
Total Cost Per Job Created	No contractual target	£5,715 (committed) £11,953 (actual)

6.3 As the above table highlights, the programme is performing well in terms of how much it costs for each new job to be created (cost per job), with the current figure of £11,953 being significantly below the national average for programmes of this nature (circa £30K per new job). The 1,652 safeguarded jobs are as a result of the circa £3.2m (£2.6m invested to date) of grant funding awarded to 66 businesses devastated by the 2015 Boxing Day floods. If these jobs are included, the cost per jobs figure would be even lower at £6,089.

6.4 The Business Investment Panel recently recommended the approval of two grants totalling £343,000. One is for £167,000 for a bed and mattress manufacturer that is making a £1.67m investment into a new product and a new research and development facility, resulting in 45 new jobs and 16 Apprenticeships. The second is for £176,000 to contribute towards property fit-out and lease costs for a large insurance provider that is significantly expanding its operations in the city region, creating 150 new jobs in the process.

6.5 The Business, Innovation and Growth (BIG) Panel considered the proposed approach to capturing a broader range of outcomes from those businesses in receipt of larger grants at its meeting on 7th December 2017. This is part of the CA's Inclusive Growth strategy and the Panel's feedback is summarised within the accompanying report on Flexing Economic Services to Deliver Inclusive Growth Outcomes.

LEP Growth Service

- 6.6 The service provides businesses across the city region with access to products and services that can help them to grow. This includes those directly delivered by the LEP and those available by other organisations, such as Department for International Trade, Innovate UK, Local Authorities, Chambers of Commerce and Universities. The service is Leeds City Region's Growth Hub, of which there are 38 across the country.
- 6.7 Since its launch in July 2015, the service has supported over 4,600 businesses, over 1,500 of which have been given more intensive support from a team of district-based SME Growth Managers. The most popular topics for support amongst businesses remain access to finance and training and recruiting staff, with digital connectivity and business planning also proving popular in recent months. Manufacturing remains the most popular sector for business enquiries, followed by Creative & Digital and Financial & Professional Services.
- 6.8 The service has been receiving an average of 130 enquiries from businesses per month in 2017/18, compared to circa 80 per month during the corresponding period last financial year. There also continues to be an increase in the volume of enquiries from businesses that want to grow, which represent the service's target customers. Furthermore, there has been a steady rise in repeat-business for the service, with over 360 businesses accessing more than one growth-related product since launch in July 2017.
- 6.9 A private sector intermediary networking event took place on the 22nd November 2017 in Leeds - 'The Professionals' Perspective'. This was attended by over 20 representatives of banks, accountants and legal firms operating across the city region. It was an opportunity to promote the newer SME support products, particularly Access Innovation and Strategic Business Growth, with a view to improving the range and quality of referrals. It was also an opportunity to gain valuable insights into current business conditions, and to garner views on how to boost productivity and contribute to Inclusive Growth. The events will take place every quarter from 2018 onwards.
- 6.10 The programme of 'Pop up' business advice cafés, which provide smaller firms with a platform to meet professional experts on a range of key business issues and opportunities all under one roof, continues to prove popular with the small business community. Three more were delivered in late 2017 at Brighouse, Batley and Harehills (Leeds). Collectively, they attracted 52 attendees from 43 businesses who were able to receive advice on a range of topics including finance, sales and marketing, social media, exporting, business planning and innovation.
- 6.11 Customer feedback on the 'Pop ups' remains very positive with 98% of attendees rating the events as good or excellent. Attendees also report that they are likely (20%) or very likely (50%) to do something different as a direct result of meeting with the experts. To date, attendees have benefitted from 374 business advice sessions,

which equates to 123 hours of one-to-one advice tailored to their needs. A comprehensive programme to deliver 12 more 'pop ups' from April 18, has been developed, four of which will be delivered in more disadvantaged parts of the city region as part of the Inclusive Growth strategy. This includes one that will take place in Manningham, Bradford on 28th February 2018.

- 6.12 The service is funded directly from Central Government at circa £500K per year, with circa £250K per year additional match-funding from the city region's Local Authorities. This current funding deal finishes at the end of March 2018, however, the Government's recent Industrial Strategy White Paper included the following positive quote on the future of Growth Hubs: -

'Government will ensure that all businesses have access to a 'Growth Hub'. Building on the programme, providing continued funding to enable Growth Hubs to bring public and private sector partners together, such as UK Research and Innovation, the British Business Bank, Tech Nation, investors and universities.

We want Growth Hubs to carry on building their reach, developing peer to peer networks, signposting businesses to the best support available from the private and public sectors, and working with businesses with the greatest growth potential.'

Further detail on how the above will be implemented is expected in early 2018.

New Business Support Programmes

- 6.13 The £2.66m Resource Efficiency Fund (REF) is being delivered through the LEP Growth Service over the next three years. It is jointly-funded by the Government's Local Growth Fund (LGF) and the European Regional Development Fund (ERDF), and provides advice and funding to SMEs to identify and put in place improvements on how they use water, waste and energy. Please see the Green Economy update report for further detail on the delivery of REF to date.
- 6.14 The £7m Strategic Business Growth (SBG) project is now being delivered by the LEP and its appointed contractor, Winning Pitch. It is also funded by ERDF and LGF, and provides small ambitious businesses with a package of tailored support to help them achieve their high growth potential. This includes one-to-one business coaching, one-to-many workshops on key areas of business growth and an important peer-to-peer element that allows businesses to share their experiences and expertise.
- 6.15 99 SMEs have enquired about the project, 34 of which have developed detailed Growth Action Plans with their allotted Account Managers and are now receiving support from coaches. 10 of these SMEs are in the process of developing their Growth Action Plans. Examples of coaching support currently being delivered include; development of a Marketing Strategy, evaluation of current manufacturing processes, and SWOT analyses of potential access to finance routes.

- 6.16 Growth workshops commenced in November 2017, located in venues across the city region. These covered a range of topics, including; the execution of a business plan, engaging staff, process scale up and developing a customer value proposition. Two sector-based (food and environment respectively) peer-to-peer networks will start in 2018.
- 6.17 The Northern Powerhouse Investment Fund (NPIF) formally launched on the 22nd February 2017 and has since invested £4.5m (approximately 22% of the overall fund) into 40 businesses in Leeds City Region, including four equity investments and 25 micro loans. There is an even spread of investments across the priority sectors of the city region's Strategic Economic Plan. NPIF is funded by ERDF, the British Business Bank (BBB) and the European Investment Bank. Approximately £18m of the city region's ERDF allocation is supporting the fund.
- 6.18 NPIF promotion has continued by both the appointed Fund Managers and the BBB with extensive networking and attendance at key events. The communications focus continues to be private sector professionals, such as banks, accountants and solicitors, the business membership organisations, including those represented on the LEP's Business Communications Group, and the LEP Growth Service in terms of widening awareness of, and participation in, the Fund.
- 6.19 Feedback from both fund managers and the BBB confirms a continued positive level of demand from businesses across the city region, which is reflected in the level of loans and investments completed to date and a healthy forward pipeline of SMEs looking for finance. The conversion rate from enquiries to successful applications continues to be high, which is a positive indication of the demand for external finance in the city region. Further positive indicators are that Leeds City Region has received the highest number of applications into the fund of the ten LEP areas involved, and the highest number of applications converting into completed deals.

7 Inclusive Growth

- 7.1 The report on Flexing Economic Services to Deliver Inclusive Growth Outcomes was also considered by the BIG Panel at its meeting in December 2017. A summary of the Panel's feedback on the Inclusive Growth approach, and specifically on the draft conditions for future grant-approvals, is included within the report.

8 Recommendations

- 8.1 The LEP Board is asked to:
- (i) note and endorse the contents of the BIG Panel update;
 - (ii) endorse the trade & investment plan of activity for the final quarter of 17/18 including the outline MIPIM programme for March 2018.

Month	Event Name	Sector	Description
Jan 2018	15-17, Northern Powerhouse Food and Drink Campaign, LCR/UK [joining a DIT delegation]	Trade	Meet the European food and drink buyers event – held in association with the Department for International Trade (DIT), Deliciously Yorkshire, Enterprise Europe Network, RTC North and Santander. The event will allow local suppliers to showcase their products at a marketplace and engage in 1-1 meetings with European buyers. The main showcase will be held at the Pavilions of Harrogate on Tuesday 16 th January.
	27 Jan-02 Feb, Arab Health Exhibition and Congress, Dubai/ UAE [joining a DIT & Medilink delegation]	Trade/ Health and Life Sciences	Arab Health is the second largest healthcare exhibition and congress in the world and the largest in the Middle East, with over 135,000 visitors in 2017. Attendance at this event will help us build on relationships developed during the Gulf Tour delegation visit which we hosted in September 2017, which allowed us to showcase the healthcare and life sciences sector strengths within the city region. Our objectives at the event are to raise the profile of LCR as a key centre for innovative healthcare businesses and expertise in the UK, to further develop relationships with key trade contacts within the Gulf States, to establish new contacts within the healthcare sector in the Gulf States and explore future trade opportunities/initiatives for the LCR healthcare sector in the Gulf States.
Feb 2018			
Mar 2018	Hong Kong & China Trade Mission, HK/China [potential – leading a Leeds City Region delegation]	Trade	This trade mission will support the delivery of our trade and investment objectives for China. In particular, to accelerate trade relations and bi-lateral investment flows. The visit will focus on building on relationships and connections with targeted areas in China such as Hangzhou and Shanghai and will also encompass the DIT led GREAT Festival of Innovation 2018 in Hong Kong, 21st-24th March, which consists of a four-day event showcasing UK expertise and the latest thinking on innovation across industry, society and community.
	13-16, MIPIM, Cannes/France [leading the Leeds City Region delegation]	Other	MIPIM Cannes is the world's leading property conference, with over 24,000 delegates, 2,000 exhibitors and over 51,000 visitors. We will be delivering our most ambitious programme to date, in order to build on our reputation as the North's leading location for FDI. In attending MIPIM, we commit to raising the profile of Leeds City Region as a leading UK business destination by raising awareness of investor, developer and occupier opportunities by showcasing the city region's strengths and differentiators, showcasing opportunities for growth and investment, facilitating business engagement and sharing thought leadership and sector insight.

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DRAFT: Leeds City Region Programme – MIPIM 2018

	Mon 12th March	Tues 13th March	Weds 14th March	Thurs 15th March	Fri 16th March
BE PART OF OUR SUCCESS					
Morning	Flight from LBA @ 10.40	09.30 LCR Stand R7.A18 - Grand opening 11.00 – 11.30 LCR Stand Session R7.A18: Investment in Transport <i>Registration required</i> 10.20-12.30 Estates Gazette Panel, Salon Croisette, Palais de Festivals	11.00 – 11.30 Estates Gazette & LCR Stand Session R7.A18: Dual Growth <i>Registration required</i>	11.00 – 11.30 LCR Stand Session R7.A18: Tech Cities & 5G <i>Registration required</i>	Stand available for meetings
2 Afternoon	Flight arrives in Nice @ 14.00	14.30 – 15.30 Northern Powerhouse Panel Session – ‘Northern Style’ Manchester Pavilion 15.00 – 15.30 LCR Stand Session R7.A18: Culture led regeneration <i>Registration required</i>	15.00 – 15.30 LCR Stand Session R7.A18: Public Sector Propcos <i>Registration required</i>	15.00 – 15.30 LCR Stand Session R7.A18: Futurology <i>Registration required</i>	Flight from Nice @ 14:45
	14.00 - MIPIM 2018 Registration Desk Opens	Stand networking reception (R7.A18)	Stand networking reception (R7.A18)	Stand networking reception (R7.A18)	Flight arrives in LBA @ 16.15
Evening	18.00 - Delegation welcome drinks <i>By invitation only</i> <i>(Investors, developers and local authorities)</i>	18.00 – 20.30 LCR Networking Event <i>By invitation only</i> <i>(Investors, developers, lenders and local authorities)</i> Theme: Culture and Creativity	18.00 – late LCR Investor Networking Event <i>By invitation only</i> <i>(Investors, developers, lenders and local authorities)</i> Theme: Innovation / Futurology		
<i>All events will take place on the Leeds City Region stand R7.A18 unless otherwise stated.</i>					

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MIPIIM Background Note

Partnership Background

Trade & inward investment functions moved into the LEP/WYCA in 2015 following a review by Leeds City Council of the previous Leeds and Partners agency.

A business plan was produced in consultation with the member authorities and agreed by the LEP Board in November 2015, which included a strong mandate to continue to attend MIPIIM to promote the city region on the global stage, in order to help attract investment and new jobs.

As with the LEP, our work on trade & inward investment is an example of the public and private sectors working together. We keep our business plan under regular review.

What is MIPIIM?

It is an economic development conference with property and investment at its heart. It's the world's largest property and investment exhibition, which runs at key locations worldwide every year. Our team has attended the main event in France for the last 5 years (3 as LEP/WYCA) and the one in London for the last 4 years.

Over 550 cities and local authorities exhibit, including our main UK competitors for investment, i.e. London, Manchester, Birmingham, Liverpool, Sheffield, Newcastle and Scotland and a large number of European cities and regions.

Plus the UK Government has significant representation in a Pavilion linked to the Department for International Trade.

It attracts 24,000 delegates including 4,800 investors and 3,500 developers.

Plus 460 journalists so it's a good place to amplify our message to the world's media.

But it's also about personal relationships between regional partners, which are deepened and strengthened as a result of our joint exhibition and annual presence.

What's the role of the public sector?

This is about demonstrating civic leadership, welcoming investment, showing ambition for growth.

MIPIIM offers a platform for our political leaders, local authority Chief Executives and Directors of Development to sell the benefits of investing in our city region and meet potential investors directly to discuss infrastructure plans and funding.

We also convene and coordinate the delegation, organise the stand and the overarching marketing campaign, consulting closely with our local authority chiefs as well as private sector partners.

What's the role of the private sector?

We have a very strong group of private sector developers, investors and the professional community uniting together to jointly promote our region's wide range of commercial opportunities with one voice.

Our delegation size has risen from 58 in 2016 to 93 in 2017 (for the main exhibition). We see the rising private sector involvement and financial commitment as a vote of confidence in the LEP and CA's professionalism in organising the programme and putting together a powerful communications message to the world, which individual companies or councils could never achieve on their own

So how do the Funding Arrangements work?

Partnership very much applies to the financial arrangements too. WYCA pays a contribution towards the exhibition space and stand only. The private sector sponsors pay for the events, hospitality, delegate passes, travel, subsistence and collateral (NB. all the expenditure and sponsorship income is handled via WYCA accounts).

We currently have a record number of sponsors, which has increased year on year, who collectively pay the majority of the costs, expected to increase to two thirds by 2018.

How do we measure success?

Directly and indirectly – as this is mostly about raising profile. So we can track success in three main ways:

Feedback from delegates

- Local authorities have hosted well-attended gatherings of potential investors at MIPIM, which have led to follow up investment;
- Fostering long term relationships with international investors and significant intermediaries including government reps;
- Chinese delegations have visited our stand for last 3 years;
- Our delegates have fed back that they have gained over 400 enquiries so far from taking part in MIPIM over the last 4 years.

Media Coverage (MIPIM 2015 – MIPIM UK 2017)

- 265 pieces of coverage;
- Media reach of 12.5m across press & social media;
- Advertising value equivalent for the above of £492k over 2 years (i.e. more than our net spend).

Foreign Direct Investment (FDI) Success rates

- We have moved up the national league tables for FDI significantly;
- Ernst & Young Report - Leeds moved up from 15th to 3rd 2011-2016;
- DIT 2016 – 100 FDI successes reported across the city region;
- Top FDI location in the Northern Powerhouse.

Plus our 'Directly Involved' track record with supporting inward investors has improved in parallel.

- 16/17 21 projects supported creating 649 jobs
- 17/18 to Dec so far 12 projects supported creating 2,444 jobs

For further information please see:

Website: <http://investleedscityregion.com/>

Twitter: @InvestLCR

Director: Liz Hunter, Interim Director of Policy & Strategy
Author: James Hopton



Report to: LEP Board
Date: 16 January 2018
Subject: Economic Reporting

1 Purpose

1.1 To provide an update on the latest economic and business intelligence for the Board.

2 Information

2.1 This report and the attached economic update are based on the latest available economic and business intelligence information at the time of writing. The report and dashboard cover the main local, national and international economic developments since the last Board meeting.

2.2 Owing to the lack of substantial new local/regional data as a result of the relatively short period since the Board's last meeting, this report is a shortened version of the regular update. The report will return to its normal format for the Board's next meeting.

2.3 The main national and international headlines include:

- Global growth remains solid and is strengthening, according to the latest analysis from the World Bank and OECD.
- In the UK, GDP increased by 0.4% in Q3 2017, expanding at a similar rate to Q2. Manufacturing output increased by 1.1% in Q3. Survey data suggests all of the service, manufacturing and construction sectors continued to grow in November.
- The number of people in work fell UK fell by 56,000 in the three months to October, compared to the previous three months. The employment rate has dipped from 75.3% to 75.1%, but remains high by historic standards.
- Inflation in the UK increased to 3.1% in November, its highest level in almost 6 years. Wage growth is showing signs of picking up, with average weekly pay up by 2.3% in October, though this still lags behind inflation.

2.4 At the regional / city regional level:

- Yorkshire & Humber business activity continues to expand in line with UK performance, according to the latest Lloyds Regional PMI.

- The region has also matched UK performance on export growth with goods exports up 15% over the first three quarters of 2017 compared to the same period in 2016.
- Leeds City Region has outperformed the UK so far this year on the number of new business bank accounts opened. Over 14,000 new business bank accounts have been opened so far in 2017, an increase of 0.5% on 2016 compared to a 3.7% decline across England.
- As with the national picture, employment in Yorkshire & Humber declined in the three months to October, falling by 37,000 from the preceding three months.

2.5 In conclusion, the UK economy has remained more robust than many analysts had anticipated through 2017, though it still seems that growth will have dipped from 2016 levels and relative to other major economies. This suggests that Brexit, specifically the associated uncertainty and the cost pressures driven by the fall in sterling, have inhibited growth somewhat this year. Although data suggests that the labour market may have peaked, employment remains at historically high levels and vacancy levels suggest workers remain in high demand. Businesses both nationally and in Yorkshire and Humber say they expect to continue creating new jobs through the start of 2018.

3 Recommendations

3.1 The LEP Board is asked to note the analysis presented in the economic update and dashboard and consider how this relates to the work of the LEP and its strategy.

ECONOMIC UPDATE: LEEDS CITY REGION, JANUARY 2018

Key points at glance

National and international headlines

- Global growth remains solid and is strengthening, according to the latest analysis from the World Bank and OECD. The recovery is now widespread across advanced and emerging economies, with accommodative monetary policy continuing to support the upturn. The OECD identify concerns that cheap finance and low volatility are encouraging risk-taking, and both households and corporates remain highly indebted and vulnerable to shocks.
- In the UK, GDP increased by 0.4% in Q3 2017, expanding at a similar rate to the 0.3% growth seen in Q2. Manufacturing output increased by 1.1% between Q2 and Q3, with service sector output up 0.4%. The construction sector acted as a drag on growth, however, with output down 0.9%.
- PMI surveys suggest all sectors of the UK economy continued to grow in November, with increased housebuilding driving an upturn in the construction sector. The pace of growth eased in the service sector, where increasing costs fed through to the fastest price increases since 2008.
- The number of people in work in the UK fell by 56,000 in the three months to October, compared to the previous three months. The employment rate has dipped from 75.3% to 75.1%. Unemployment also fell, by 26,000.
- Inflation in the UK increased to 3.1% in November, its highest level in almost 6 years. There has been a slight upturn in wage growth, with average weekly pay up by 2.3% in October, though wages are still falling in real terms.
- The CBI has welcomed progress on Brexit talks between the UK and EU, but has also called for clarity on the length of the transitional period, particularly in sectors where regulatory changes could have a big impact. The organisation has undertaken analysis of the key issues, risks and opportunities from Brexit across a range of sectors.

Key City Region and local developments

- Business activity continues to expand in Yorkshire & Humber according to the Lloyds Bank Regional PMI. The pace of expansion has slowed a little from earlier in the year, when growth in Yorkshire outpaced other English regions. Current levels of activity closely mirror UK performance.
- Goods exports from the region so far this year are around 15% higher than the same period in 2016. Again this closely mirrors national performance so far in 2017, but is stronger growth than other northern regions.
- Over 14,000 new business bank accounts have been opened so far in 2017, an increase of 0.5% on 2016 compared to a 3.7% decline across England. This performance ranks LCR 7th out of 38 LEPs on this measure.
- As with the national picture, employment in Yorkshire & Humber declined in the three months to October, falling by 37,000 from the preceding three months. Unemployment in the region has increased by 6,000, taking the unemployment rate back from 4.9% to 5%.

Key conclusions and outlook

- Most major economies approach the end of 2017 with a stronger growth outlook than they started the year. Indeed, the European Commission recently reported that business confidence in the Eurozone has risen to its highest level in 17 years whilst the solid performance of the US economy resulted in a further rise in interest rates in December.
- The UK economy has remained more robust than many analysts anticipated through 2017, though it still seems that growth will have dipped from 2016 levels, whilst most other major economies have seen growth accelerate this year. This suggests that Brexit-related uncertainty and sterling-related cost pressures have inhibited growth somewhat.
- The 2nd consecutive monthly fall in employment suggests that the labour market may have peaked nationally with Yorkshire showing a similar trend. However, it should be remembered that employment remains at historically high levels, and businesses both here and nationally say they expect to continue to create jobs in the coming months.
- Despite the potential peak in employment, workers remain in high demand with vacancy levels on the rise. This should increase workers' bargaining power which, combined with an anticipated fall back in inflation in the new year, could ease some of the cost pressure on households. A tighter labour market also should theoretically help drive productivity growth as businesses seek efficiency gains. Indeed, an initial estimate from the Office for National Statistics suggests UK productivity increased by 0.9% in Q3 following declines in the previous two quarters.
- Recent progress in Brexit negotiations has also raised hopes that some of the business community's key objectives – particularly a transition deal to prevent a "cliff edge" scenario, and the avoidance of trade tariffs – could be achieved in the next phase of negotiations. The CBI, the Chambers of Commerce and other representative organisations are engaged in work to understand the implications of these issues at a sectoral level and this will continue as greater clarity over future arrangements emerges.

National and international				Leeds City Region			
Indicator	Latest position	Chart	Trend	Indicator	Latest position	Chart	Trend
Economic headlines	<p>UK GDP increased by 0.4% in Q3 2017, expanding at a similar rate to the 0.3% growth seen in Q2. Growth so far in 2017 has averaged around half the 0.6% quarterly average seen in the preceding three years and is now below that of other G7 nations.</p> <p>Manufacturing output increased by 1.1% between Q2 and Q3, with service sector output up 0.4%. The construction sector acted as a drag on growth, however, with output down 0.9%.</p>	<p>UK GDP growth - 2007-17</p>		Economic headlines	<p>The Lloyds Bank Regional PMI showed business activity across Yorkshire & Humber continued to expand in November, albeit at a slower pace than seen so far this year. Yorkshire & Humber broadly mirrors the national picture in this regard.</p> <p>Initial headlines from the Q4 2017 Quarterly Economic Survey for Leeds City Region produced in partnership between the LEP and local Chambers of Commerce suggest on most indicators, LCR businesses finished 2017 more positively than they began the year.</p>	<p>Purchasing Managers Index (PMI) - Northern Powerhouse regions, 2016-17</p>	
Business performance & confidence	<p>The construction and manufacturing sectors reported stronger growth in November, according to Markit/CIPS PMI surveys. Growth slowed in the service sector, whilst firms also reported a sharp increase in costs, resulting in the sharpest rise in prices charged in the sector since 2008.</p> <p>The CBI has welcomed progress on Brexit talks between the UK and EU, but has also called for clarity on the length of the transitional period, particularly in sectors where regulatory changes could have a big impact, such as financial services and food and drink.</p>	<p>Purchasing Managers Index (PMI) by sector, 2016-17</p>		Business performance & confidence	<p>There were 1,400 new business bank accounts opened in Leeds City Region in October, 2017, a 4% increase on October 2016.</p> <p>Over 14,000 new accounts have been opened so far in 2017. This figure is around 0.5% higher than 2016, which represents outperformance of the picture across England where the number of new accounts is down 3.7% this year. This performance ranks LCR 7th out of 38 LEPs on this measure.</p>	<p>Number of new business bank accounts - LCR districts, year to October 2013-17</p>	
Trade and exports	<p>The UK's trade deficit (the difference between exports and imports) narrowed by £2.7 billion to £5.0 billion in the three months to October 2017, due largely to a narrowing of the deficit with non-EU countries on the trade in goods.</p> <p>Retail sales in the UK grew by 1.1% in November compared to the previous month, boosted by Black Friday sales. The underlying trend also remains positive, with sales volumes up 0.8% in the past three months.</p>	<p>UK balance of trade - 2007-17</p>		Trade	<p>Yorkshire & Humber companies exported goods worth £4.2bn in Q3 2017, a slight decline from the £4.2bn averaged in the first half of 2017, but around 11% higher than in Q3 2016.</p> <p>Goods exports from the region so far this year are around 15% higher than the same period in 2016. This is similar to national performance but is stronger growth than the other northern regions North East (8%) and North West (6%).</p>	<p>Export of goods - Yorkshire & Humber and UK, 2013-17</p>	
Labour market	<p>The number of people in work in the UK fell by 56,000 in the three months to October, compared to the previous three months. The employment rate has dipped from 75.3% to 75.1%. There are however 325,000 more people in work than a year ago. The number of people unemployed fell by 26,000.</p> <p>Inflation in the UK increased to 3.1% in November, its highest level in almost 6 years. There has been a slight upturn in wage growth, with average weekly pay up by 2.3% in October, though wages are still falling in real terms.</p>	<p>UK employment growth 2008-17</p>		Labour market	<p>The number of people employed in Yorkshire & Humber in the three months to October is 37,000 lower than the preceding three months. Most regions of the UK have seen headline levels of employment fall over the past quarter. The employment rate is 72.6%, down from 73.3% a year ago.</p> <p>The number of people unemployed has increased by around 6,000 over the past three months, taking the unemployment rate up to 5% from 4.9% (though it remains below the 5.4% seen a year ago).</p>	<p>Employment and unemployment rate - UK regions, October 2017</p>	
Forecasts/prospects	<p>The latest analysis from the OECD confirms that global growth is strengthening, with monetary policy continuing to support the upturn. Private investment remains modest, however, and inflation and wage growth are subdued.</p> <p>The OECD forecast global growth with rise from 3.1% in 2016 to 3.6% in 2017% and 3.7% in 2018. They forecast UK growth to fall from 1.8%, to 1.5% then 1.2% over the same period.</p>	<p>Global growth - actual and forecast, 2016-19</p>		Other indicators	<p>The average price paid for a house in Yorkshire & Humber increased by 3.3% between October 2016 and October 2017 to an average of £155,300. However, it has dipped slightly from £157,700 in August. UK prices have increased by 4.5% this year to an average of £223,800.</p> <p>Craven and Harrogate have both seen prices increase by 7% over the past year, whilst prices in Calderdale are 1% lower than in October 2016.</p>	<p>Annual house price growth - LCR districts, year to October 2014-2017</p>	
Summary	<p>The UK economy has remained more robust than many analysts had anticipated through 2017, though it still seems that growth will have dipped from 2016 levels, whilst most other major economies have seen growth accelerate this year. National and regional labour market data suggests that employment may have peaked, though it remains close to its recent high and remains strong by historic standards. Companies in Yorkshire say they are still looking to expand their headcount, and vacancy rates suggest that workers with the right skills remain hard to come by. This demand for labour could push up wages in the new year which, combined with an anticipated fall back in inflation, could ease some of the pressure on living in 2018.</p>						

Director: Sue Cooke, Executive Head of Economic Services

Author: Jonathan Skinner, Henry Rigg



Report to: LEP Board

Date: 16 January 2018

Subject: Flexing Economic Services to Deliver Inclusive Growth Outcomes

1 Purpose

- 1.1 To consult the LEP Board on the proposal to target inclusive growth outcomes through the use of more stretching and proportionate criteria to the grants awarded to businesses.
- 1.2 The report also describes the ongoing testing and consultation with private sector partners, including previous grant-recipients, to ensure desired impacts are achieved.

2 Information

- 2.1 The vision in the current Strategic Economic Plan includes good growth delivering high levels of prosperity, jobs and quality of life for everyone. The LEP and West Yorkshire Combined Authority (WYCA) established an inclusive growth project in November 2016 as the post-crash 'recovery' coincided with parts of society feeling economically insecure, that they had not benefitted from globalisation and vulnerable to further public sector austerity.
- 2.2 Inclusive growth is where everyone contributes to, and benefits from, growth. The WYCA received a report¹ in August 2017 on how the city region might more explicitly target its policy and programmes to inclusive growth outcomes – such as increase earnings of workers at the 20th percentile of the earnings distribution (i.e. £8.26 p/hr in the LCR) faster than those at the median (i.e. £14.83 p/hr in the LCR). Resolutions included:
 - a) Driving a single, bold top-level city region strategy owned by both the LEP and WYCA, with inclusive growth at its core. This will reflect the government's emerging approach to industrial strategy, and the particular challenges and opportunities in the Leeds City Region;
 - b) Agreeing in principle to review WYCA programmes to take account of inclusive growth, subject to the conditions on delegated funding.

- 2.3 Since then, the WYCA/LEP have:

¹ See <http://westyorkshire.moderngov.co.uk/documents/s3382/Item%207%20-%20City%20Region%20Policy%20and%20Funding%20Framework%20for%20Inc%20Growth.pdf>

- Set bold ambitions for a local inclusive industrial strategy to address four key challenges identified by the LEP Board’s September away day:
 - i. The productivity gap is widening;
 - ii. R&D activity and investment (particularly private sector) is too low;
 - iii. Improving living standards have stalled; and,
 - iv. Stubborn deprivation persists.
- Reviewed existing programmes with a view to flexing them to make a bigger impact for those suffering the greatest disadvantage. This includes Economic Services, and its programme of grants, which is discussed further below.

2.4 Launched in July 2015, the LEP Growth Service (Growth Hub) is the access point for all publically-funded support in Leeds City Region that can help businesses to grow. To date, it has supported some 4,600 businesses, 1,500 of which have received ongoing intensive support from the team of 13 SME Growth Managers. The service diagnoses the needs of growing SMEs and then links them to the most appropriate support based on their position in the growth cycle. This is often access to finance and results in the firms submitting applications to the LEP Capital Grants programme.

2.5 The LEP/WYCA is working closely with BEIS and other LEPs/Growth Hubs on the future of the service. This includes setting principles about how Growth Hubs can more effectively engage with growth-oriented businesses and support them to be more productive. The blueprint builds upon the service’s existing core offer of IDB (Information, Diagnosis and Brokerage) and our ambition to focus on drivers of productivity and competitiveness like Innovation/R&D, International Trade, Access to Finance and Skills.

2.6 The LEP Capital Grants programme was launched in February 2013 with a focus on job creation. Since then unemployment has fallen by 43% (from 125,000 people to 71,000), while there has been an increase in in-work poverty (JRF; Dec 2016²). There is, therefore, a need to focus on the *quality* of jobs created (skills levels, progression opportunities, wages) as well as the *quantity*. Part of the answer lies in using the leverage of the LEP’s grants for businesses to create and safeguard better, as well as more, jobs.

2.7 The Board now has the opportunity to recommend a more stretching yet proportionate approach to the capital grants programme based on the detail in **Appendix 1**. Recalibrating the criteria and conditions for grants fits the inclusive industrial strategy policy framework, and the importance of addressing the growing productivity gap. For example, a more stretching threshold for higher paying jobs (i.e. those paying at least the Living Wage Foundation rate of £8.75 p/hr), incentivises businesses to create more productive roles – albeit there might be fewer of them

² <https://www.jrf.org.uk/report/monitoring-poverty-and-social-exclusion-2016>

compared to previous criteria. **Appendix 2** provides more information on the current National Living Wage and Real Living Wage.

- 2.8 There will be a reduction in the amount of grant funding available from April 2018 onwards, meaning fewer businesses in the city region will be supported. Therefore, introducing revised inclusive growth criteria could be advantageous in terms of targeting reduced resources and realising better returns on our investments. The two main operational challenges from the revised approach will be continuing to deliver the programme in a business-friendly manner and ensuring systematic understanding of impact. For example, increasing skills and wage levels of existing employees are important impacts, but can be less identifiable as new jobs.
- 2.9 It is important to strike the right balance between incentivising 'inclusive growth' decisions from businesses without being disproportionate. Three operational factors can help with this situation:
- first, informal testing with businesses who use the Hub and discussion via the Business Communications Group;
 - second, it is proposed that all recipients of capital grants worth over £10K will deliver some inclusive growth outcomes, but that the level of contribution will increase in proportion to the amount of grant awarded i.e. a progressive approach with more expected from those receiving over £50K; and,
 - third, making sure that businesses are supported to access products and services to help deliver the required inclusive growth outcomes. The LEP/WYCA is well-placed to support businesses with the latter e.g. Apprenticeships, Enterprise Education and Travel Plan Network.
- 2.10 Views are sought from the LEP Board on the proposed new criteria (Appendix 1).
- 2.11 WYCA's Consultation Team recently sent a survey to over 150 businesses that have received grants of over £50,000 from the LEP in the last three years. This is seeking feedback from the businesses on the proposed new approach and criteria, whilst also reinforcing the connection between career progression and productivity improvements. Further consultation with businesses that have previously received LEP grants of under £50K, and with businesses that have not received any LEP grants to date, will also take place in early 2018.
- 2.12 Initial headline findings from the questionnaire-respondents, and feedback on the proposed approach from both the Business, Innovation and Growth Panel and the Business Investment Panel (both of which also considered the proposed approach and criteria at their respective meetings in December 2017), are set out below. This falls into two broad categories which could be defined as 'supportive with amendments' and 'issues to consider':-

Supportive with amendments

- I. Broad support for the Inclusive Growth agenda and for the importance of ongoing staff development to boost productivity;
- II. supportive of a proportionate approach i.e. the higher the grant, the more Inclusive Growth outcomes expected;
- III. businesses may respond more favourably if a 'carrot and stick' approach is used i.e. higher grants for higher paid jobs and vice-versa;
- IV. there are other desired behaviours of businesses in receipt of the larger grants that could contribute positively to the agenda e.g. paying small suppliers on 30 day terms;
- V. businesses are keen to engage with the various workstreams listed at 2.3 on the attached Appendix 1 (particularly recruiting apprentices and working with local schools/colleges), but need to be given clear and straightforward support to do so;
- VI. businesses should also be able to put forward their own additional inclusive growth outcomes for consideration amongst those set out at 2.3 in Appendix 1;
- VII. a broader range of outputs/outcomes are needed for grant-awards as job creation alone is too narrow and restricting, particularly when employment levels are high. The upskilling of existing employees should be considered, along with any indicators of increased productivity;
- VIII. the eligibility requirements for key sectors/supply chains and B2C businesses should be reviewed in the content of current policy and e-commerce business models; and
- IX. it is important, however, that the outputs/outcomes can be communicated, measured and monitored in a consistent and effective manner.

Issues to consider

- I. Certain sectors that more typically pay lower wages (under the Living Wage Foundation rate of £8.75 per hour) to high proportions of their workforces could be excluded from future support. Such sectors, which include Food and Drink, Manufacturing and Logistics and Tourism, employ large numbers in the city region and are important economic contributors;
- II. following on from the above, there is a possibility that support will be limited to sectors and sub-sectors that are already more likely to pay above-average salaries, which could exclude those in most need of support;
- III. paying new employees £8.75 per hour could result in disharmony amongst workforces if existing employees do not get paid the same rate;
- IV. consideration should be given to the fact that some employees prefer to be on zero hours contracts;
- V. implementation of the approach to the Living Wage for awards over £250k as set out within Appendix 1 could exclude future significant inward investment and indigenous business growth projects, thus risking loss of new jobs to other locations e.g. a recent major business expansion project in Calderdale would not have received grant-support under the proposed criteria; and

- VI. the business community would expect the public sector to also implement the proposed approach to the Living Wage, including with its major contractors and supply chains.
- 2.13 The above was also informed by the Professionals' Perspective workshop hosted by the CA/LEP in November 2017. This had senior representation from several banks, as well as leading legal and accountancy practices, and focussed on Inclusive Growth and the UK's current productivity challenge.
- 2.14 Further findings from the questionnaires and feedback from the LEP Board will be used to refine the proposed criteria and policy approach. This will then be considered again by the BIG Panel in March 2018, with a view to concluding agreement and moving to implementation in 2018/19.

3 Recommendations

- 3.1 That the LEP Board considers and comments on the proposal that more stretching inclusive growth conditions are set for the programme of grants to ensure jobs created and/or safeguarded are of a better quality, and can support career progression within businesses.
- 3.2 That a broader range of inclusive growth outcomes are requested from businesses in receipt of larger grants, including work with schools, providing local supply chain opportunities and adopting sustainable travel planning.
- 3.3 That the BIG Panel is requested to work up the proposals further in the light of feedback and further consultation and to bring back revised proposals in due course.

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Proposed new criteria for capital grants to businesses

1. Business Growth Programme

1.1 All grant recipients will be expected to meet the criteria outlined in 1.2. The criteria in bold text are new criteria, which it is proposed are implemented in 2018/19.

1.2 Business Growth Programme – Draft Revised Criteria

- Your business must be based in the Leeds City Region which includes the local authority areas of Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York;
- Your project must create permanent new jobs **and/or upskill existing jobs to higher wage rates** in Leeds City Region*;
- **All new or upskilled jobs funded by the LEP grant must be paid at least the Living Wage Foundation rate (currently £8.75 per hour from age 18+);**
- **Apprenticeship jobs are permissible but we expect you to pay the apprentice at least the National Minimum Wage appropriate for the age of the apprentice (rather than the lower national apprenticeship wage);**
- You must have private finance available: either your own, from a bank, or other commercial finance to invest alongside the grant;
- For every £1 of LEP funding sought, you must be able to provide at least £4 of private sector investment;
- The minimum grant level is £10,000 and total project cost must be at least £50,000 - therefore you must have at least £40,000 of private sector finance to invest for every £10,000 of grant;
- Your business must be established for at least 12 months and must operate from commercial premises;
- Your business must generate the majority of its turnover by trading with other businesses, or your application must demonstrate how the grant supported project will lead to this;
- Projects must support the City Region's key growth sectors **and/or their direct supply chains**: specifically health and life sciences, digital and creative industries, low carbon and environmental industries, manufacturing, financial and professional services or business to business services.

Businesses engaged in retailing or providing localised business to consumer services are not eligible for grant support. **However, applications from businesses who derive their turnover exclusively from e-commerce/internet sales will be considered on a case by case basis.**

* In return for this grant it is expected that the project will create new or upskilled jobs, calculated at a maximum contribution of £10,000 of grant per job. This is increased to £12,500 for jobs created at NVQ Level 3 and above and/or which pay the Leeds City Region average salary of £21,000 per annum or above.

2. Inclusive Growth Commitments

2.1 Businesses receiving grants of over £50,000 will be expected to offer additional “inclusive growth” commitments as outlined below.

2.2 Additional Inclusive Growth Commitments

- Inspire the next generation by working with schools and/or colleges;
- Develop a Skills Plan including Apprenticeships;
- Offer training to low paid staff to help them progress;
- Offer work opportunities to local people with disabilities or health issues;
- Offer more sustainable ‘green travel’ options to employees;
- Undertake an energy audit to identify ways to reduce energy consumption;
- Undertake a supply chain audit to identify opportunities to buy more from local suppliers;
- Pay the Living Wage** to all employees/become a Living Wage Foundation employer within 2 years.

2.3 The commitment will vary depending on the level of grant awarded.

- For grants from £50k - £99k we expect the applicant to agree to **two or more** of the additional commitments;
- For grants from £100k -249k we expect the applicant to agree to **three or more** of the additional commitments;
- For grants over £250k we expect the applicant to agree to **four or more** of the additional commitments **and** pay the Living Wage** to all employees/become a Living Wage Foundation employer within two years.

**see appendix two for definitions of the Living Wage.

National Living Wage / Real Living Wage Definitions

National Minimum Wage and National Living Wage

The rates of the Minimum Wage (MW) and the National Living Wage (NLW) are set out in law. The hourly rate depends on your age and whether you are an apprentice. The rates are set on advice received from the Low Pay Commission. Government's stated ambition is that by 2020 the NLW will be 60% of median earning.

You must be at least school leaving age (18) to get the MW, and aged 25 to get the NLW. The MW will still apply for workers aged 24 and under.

The current rate (and proposed 2018 rate which has been accepted) are as follows:

Year	25 and over	21 to 24	18 to 20	Under 18	Apprentice
April 2017	£7.50	£7.05	£5.60	£4.05	£3.50
April 2018	£7.83	£7.38	£5.90	£4.20	£3.70

Apprentices are entitled to the apprentice rate if they are aged under 19, or aged 19 and over and in the first year of their apprenticeship. Apprentices are entitled to the MW for their age if they are aged 19 or over and have completed the first year of their apprenticeship.

The justification for having lower rates for under 25 and apprentices is based on a belief that younger workers and apprentices are more susceptible to being priced out of work. The Low Pay Commission state that *"younger workers are more at risk of being priced out of jobs than older workers, with worse consequences if they end up unemployed"*.

When the NLW was launched (April 2016) the expectation was that it would reach £9.35 by 2020, based on the forecasts of median pay at that time. However, since then pay has underperformed and the latest OBR forecast indicates that the NLW will be £8.56 by 2020 (lower than the current Living Wage Foundation Real Living Wage set out below). The Low Pay Commission expect it to be £8.61 in 2020.

The Low Pay Commission are able to recommend a rate that is lower than what is required to reach the 60% median aspiration if they believe there is a case to do so, e.g. where the economy is showing signs of weakening.

Living Wage Foundation Real Living Wage

The Living Wage Foundation campaign for a living wage based on the cost of living, not just the government minimum. The foundation accredits employers who pay this living wage, or who are committed to pay it with an agreed timetable of implementation. Unlike the National Living Wage and the minimum wage, this rate is not legally enforceable.

The real living wage is calculated by the Resolution Foundation based on a basket of household goods and services. It is currently £8.75 across the UK and £10.20 in London, recognising higher living costs in the capital. This is likely to rise due to current inflation and its influence on the way the rate is calculated. It does not recommend different rates based on age.

Some local authorities, such as Leeds, have introduced a 'local living wage' which doesn't go as far as the real living wage recommendations, but allows them to pay more than the statutory minimum and stay within the realms of what they consider to be affordable. The current rate that Leeds City Council pays is £8.25.

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Director: Angela Taylor, Director
Resources
Author: Louise Porter



Report to: LEP Board

Date: 16 January 2018

Subject: Risk Management Strategy

1 Purpose

1.1 This report provides an update on the work that has recently taken place to review and enhance existing risk management arrangements for the West Yorkshire Combined Authority.

2 Information

- 2.1 Work has recently taken place to update WYCA's existing risk management arrangements. Routine consideration of the risk management approach is vital to ensure that the organisation remains proactive in identifying risks and managing these in a timely manner.
- 2.2 In addition the review has also addressed a number of recommendations made by an Internal Audit of risk management arrangements which took place last year. These recommendations largely related to ensuring that the organisation's risk management arrangements had been fully updated to reflect the changing shape and remit of the organisation.
- 2.3 WYCA's Governance and Audit Committee have also been consulted as part of the work to update risk management arrangements.
- 2.4 As an output of the recent work on risk, a draft Risk Management Strategy has been prepared to more clearly set out the key organisational principles and processes by which risk management activities will be governed.
- 2.5 A copy of the draft risk management strategy is attached at **Appendix 1**. The key areas covered by this document can be summarised as follows:
- Policy statement on WYCA's approach to risk management;
 - WYCA Risk Appetite Statement;
 - Risk management approach (including risk recording procedures, assessment of risks, and risk response categories);
 - Risk management roles and responsibilities; and
 - Risk Reporting and Escalation Process

- 2.6 In parallel to the development of the draft Risk Management Strategy, the organisation's Corporate Risk Register has also been reviewed. The Corporate Risk Register contains the main on-going or long term risks to WYCA on an organisation wide basis. These risks are owned and managed by the Leadership Team. The current version of the Corporate Risk Register, which is a live document, is provided at **Appendix 2**.
- 2.7 The Corporate Risk Register includes a general risk around the potential for legal challenge in the event of not being compliant with legislation. A key issue for the organisation at present is the need to be compliant with the General Data Protection Regulations (GDPR) which come into force in May 2018. As such preparation for the implementation of this legislation is currently a key area of work for the organisation and a summary of progress to date is provided below.
- 2.8 In January 2017 a new Information Governance (IG) Officer was appointed as a dedicated resource to prepare the organisation for the implementation of GDPR as well as ensuring continuing compliance with both current and future regulations.
- 2.9 A new and revised suite of IG policies was published in June 2017 outlining the organisation's approach to:
- Data Protection
 - Information Governance
 - Information Sharing
 - Freedom of Information/Environmental Information Regulations
 - Subject Access Requests
 - Records Management, Retention and Disposal
- 2.10 In addition colleagues from Leeds City Council have conducted an IG audit to help identify areas to prioritise in order to better prepare for May and this has led to a number of actions being completed including:
- The creation of an Information Asset Register with clear retention periods
 - Commencement of a sub-project focused on archiving and securely disposing of information we are no longer required to hold.
 - New mandatory Data Protection Training has been rolled out to all employees
 - Creation of a new privacy notice which will be published on all of our websites.
 - Introduction of a standard Privacy Impact Assessment template for all officers to complete when embarking on any project
 - A new Data Protection Officer expected to be in post in the new year.
 - Ongoing ICT review of all in-house systems that store personal data.

3 Recommendations

- 3.1 The LEP Board is asked to note the draft Risk Management Strategy (provided at Appendix 1) and the Corporate Risk Register (provided at Appendix 2) and provide any feedback on these.

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Draft Corporate Risk Management Strategy



Document History

Version	Comments	Date
0.1	First draft for approval 06/10/17	September 2017
0.2	CT Amends	October 2017
0.3	LP Further Amends	October 2017
0.4	LP amends following LT/Governance & Audit Committee feedback	November 2017

1. Policy Statement

- 1.1. Risk management is a planned and systematic approach to the identification, evaluation, prioritisation and control of risks and opportunities facing an organisation.
- 1.2. The West Yorkshire Combined Authority¹ (WYCA) recognises that effective risk management is an integral part of good corporate governance and as such should be a part of everyday management processes across the organisation. WYCA is committed to ensuring robust risk management arrangements are in place and operating effectively at all times. The Leadership Team will champion risk management, providing a management lead and ensuring that appropriate arrangements are maintained but the day to day management of risk sits with Directors, Heads of Service and risk owners.
- 1.3. WYCA commit to:
 - Use a structured and consistent risk management approach to focus discussion, prioritise resources and enable justifiable risk-taking.
 - Ensure that risk management is applied in a scaleable and proportionate way.
 - Make the best use of management information to build a complete picture of the key risks and issues and to jointly report on risk and performance management.
 - Publish the corporate risk register.
 - Ensure risks are owned and managed in line with the organisation's commitment to outcomes-based accountability.
 - Listen to feedback and review our risk management arrangements to make sure they are still fit-for-purpose.

2. Achieving Effective Risk Management

- 2.1. This will be achieved by:
 - Clear risk management roles and responsibilities (see Appendix 1) and formal risk reporting lines.
 - Incorporating risk management into WYCA's decision-making arrangements.
 - Applying risk management to budget, project and business planning processes.
 - Actively involving elected members in identifying and managing key risks.
 - Providing risk management guidance and training to staff and elected members.
 - Monitoring and reviewing our risk management arrangements regularly to ensure they remain effective and comply with risk management standards, legislation and good practice.

3. Benefits

- 3.1. Risk management is acknowledged as an integral part of good management and a key feature of corporate governance. Effective risk management works alongside our financial management, performance management and other elements of strategic and

¹ Where the West Yorkshire Combined Authority (WYCA) is referenced, this incorporates the activities of the Local Enterprise Partners (LEPs).

operational management to demonstrate transparency and accountability and to support the successful delivery of the Strategic Economic Plan (SEP).

4. Risk and Risk Management Definition

“Risk is most commonly held to mean "hazard" and something to be avoided. But it has another face - that of opportunity. Improving public services requires innovation - seizing new opportunities and managing the risks involved. In this context risk is defined as uncertainty of outcome, whether positive opportunity or negative threat, of actions and events. It is the combination of likelihood and impact, including perceived importance.

Risk management covers all the processes involved in identifying, assessing and judging risks, assigning ownership, taking actions to mitigate or anticipate them, and monitoring and reviewing progress. Good risk management helps reduce hazard, and builds confidence to innovate.”

-HM Treasury

Risk v Issue

- 4.1. Risk can be defined as uncertainty of outcome and can be either a threat or an opportunity.
- 4.2. Issues are events that have happened, were not planned, are currently affecting WYCA, the portfolio, a project etc. in some way and need to be actively dealt with and resolved. Risks, should they occur become issues.

5. Risk Appetite Statement

- 5.1. Risk appetite is the level of risk WYCA is prepared to tolerate or accept in the pursuit of our strategic objectives. Our aim is to consider all options to respond to risk appropriately and make informed decisions that are most likely to result in successful delivery whilst also providing an acceptable level of value for money.
- 5.2. The acceptance of risk is subject to ensuring that all potential benefits and risks are fully understood and that appropriate measures to mitigate risk are established before decisions are made.
- 5.3. We recognise that the appetite for risk will vary according to the activity undertaken and hence different appetites and tolerances to risk apply. Our approach is to minimise exposure to compliance and reputational risk, whilst accepting and encouraging an increased degree of risk in other areas in pursuit of our strategic objectives.

Risk Appetite Tolerances

- 5.4. Risk Appetite tolerances can be described in the following key categories:
 - 5.4.1. **Compliance & Regulation** – WYCA recognises the need to place high importance on compliance, regulation and public protection and has no appetite for breaches in statute, regulation, professional standards, ethics, bribery or fraud.
 - 5.4.2. **Operational/Service Delivery** – WYCA accepts a moderate level of risk arising from the nature of the Authority’s business operations and service delivery to

deliver an appropriate level of service at value for money, whilst minimising any negative reputational impact.

- 5.4.3. **Financial** – WYCA aims to maintain its long term financial viability and its overall financial strength whilst aiming to achieve its strategic and financial objectives subject to the following minimum criteria:
- WYCA requires to set a balanced overall revenue budget by February every year and Directors must then contain net expenditure within approved service totals;
 - An appropriate level of unallocated general reserves, calculated in accordance with the approved risk based reserves strategy; and
 - Working within a set of Treasury management principles that seek to protect funds rather than maximise returns.
- 5.4.4. **Reputational** – It is regarded as essential that WYCA preserves a high reputation and hence it has set a low appetite for risk in the conduct of any of its activities to avoid damage to that reputation through adverse publicity.
- 5.4.5. **Strategic Transformational Change** – The environment WYCA works in is continually changing through both its internal operations and the services it provides. Change projects provide WYCA with an opportunity to be the leading force in the Region and also to establish benefits for the longer term. WYCA recognises that this may require increased levels of risk and is comfortable accepting the risk subject to always ensuring that risks are appropriately managed.
- 5.4.6. **Development and Regeneration** – WYCA has a continuing obligation to invest in the development and regeneration of the Region. To continue to be progressive and innovative in the work performed WYCA is willing to accept a higher risk appetite whilst ensuring that benefits are assessed and risks are fully scrutinised and appropriately mitigated before developments are authorised.
- 5.4.7. **People and Culture** – WYCA recognises that its staff are critical to achieving its objectives and therefore the support and development of staff is key to making WYCA a fulfilling and supportive place to work. It has moderate to high appetite for decisions that involve staffing or culture to support transformational change and ensure WYCA is continually improving.

Review

- 5.5. The levels of risk appetite set out above and summarised below have been arrived at through consultation with and combining the views of the Audit and Risk Management Group of Officers, the Health and Safety Committee, the Leadership Team and the Organisational Management Team, and the Members' Governance and Audit Committee. WYCA's risk appetite statement is reviewed annually by these groups.

	<i>Low Risk AppetiteHigh Risk Appetite</i>				
	1	2	3	4	5
Compliance and Regulation					
Operational/Service Delivery					
Financial					
Reputational/Marketing/PR					
Strategic Transformational Change					
Development and Regeneration					
People and Culture					

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6. Risk Management Approach

Risk Registers

6.1. WYCA collates risks into the following registers. These can be summarised as follows:

- **Corporate Risk Register** – contains the main on-going or long term risks to WYCA on an organisation wide basis. These risks are owned and managed by the Leadership Team.
- **Directorate Risk Registers** – contains risks specific to the processes and actions for each directorate. These risks are managed by Directors and their Heads of Service. Risks within Directorate Risk Registers can be escalated to the Corporate Risk Register with agreement from OMT and Leadership Team.
- **Portfolio Risk Register** – contains risks specific to the portfolio of funding programmes. These risks are managed by the Portfolio Management Group. Risks within the Portfolio Risk Register can be escalated to the Corporate Risk Register by the Portfolio Management Group.
- **Funding Programme Risk Registers** – contains risks specific to each of the Funding Programmes that WYCA is responsible for. These risks are managed by the relevant Programme Funding Group (e.g. Growth Deal Management Group). Risks within Funding Programme Risk Registers can be escalated to the Portfolio Management Risk Register by the relevant Programme Funding Group.
- **Project and Programme Risk Registers** – contain specific risks related to individual projects and programmes and are owned by project and programme managers with oversight from the relevant Head of Service. Risks within these registers can be escalated to the relevant Funding Programme Risk Register by the relevant Project or Programme Board.

6.2. All risk registers must use the Risk Register Template available here [LINK](#).

6.3. All risk registers, other than project and programme risk registers, must be saved on the WYCA Risk Management SharePoint Site. Project and programme risk registers must be available on request.

Assessment of Risks

6.4. The assessment of probability and impact for risks must be undertaken according to the matrices below and set out in Appendix 2.

Risk Rating

6.5. Once each risk has been assessed for probability and impact, the risk rating is determined from the following table:

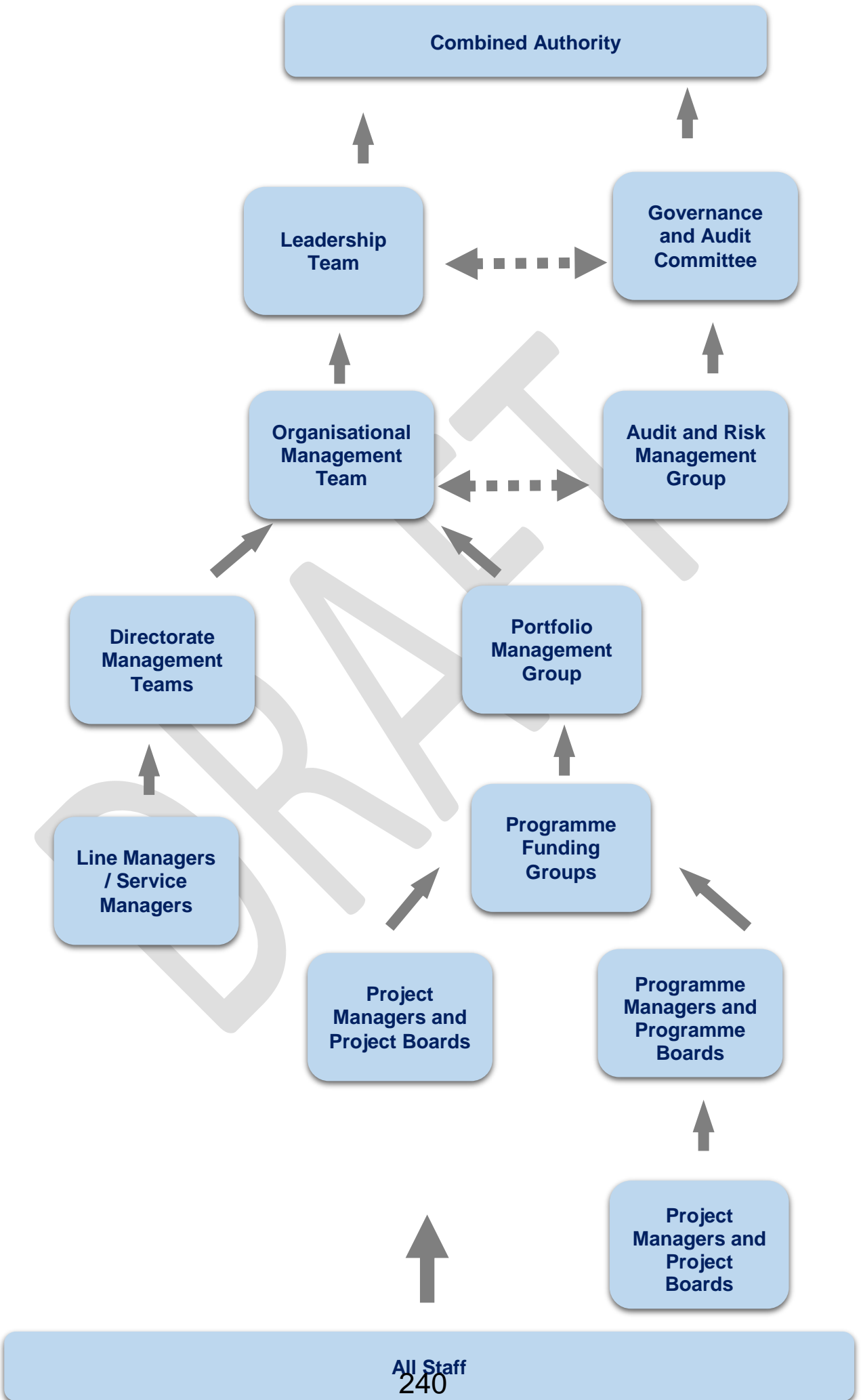
Impact	Highly Sig.	High	High	Very High	Very High	Very High
	Major	High	High	High	Very High	Very High
	Moderate	Medium	Medium	High	High	High
	Minor	Low	Low	Medium	Medium	Medium
	Insignificant	Low	Low	Low	Low	Low
		Rare	Unlikely	Possible	Probable	Almost certain
		Probability				

Programme and Project Risk

- 6.6. All programmes and projects must create, baseline and maintain a risk register. The format of these is to be determined by the promoters. However, promoters as a minimum are required to submit their key risks to the WYCA PMO using the Risk Register template and included in the Expression of Interest and Business Case at the appropriate Decision Points, as part of any change request and as part of WYCA's monitoring and reporting requirements.
- 6.7. All transport projects must also include a quantified risk allowance (QRA) at Decision Points 3, 4 and 5 of the Assurance Framework (Outline Business Case, Full Business Case and Full Business Case with Finalised Costs). The probability value will be agreed with WYCA. It would typically be expected that the Promoter would include either the P50 or P85 value. The value would be decided by the Promoter in association with WYCA and would depend on local circumstances associated with the project.
- 6.8. Non transport projects must include a costed risk register, which can be in a simpler form, which must be agreed with WYCA.
- 6.9. The QRA / Costed Risk Register amount will not be held by WYCA and therefore will not be managed at portfolio level, but will managed by the programme and / or project and included in the funding agreed and detailed in the funding agreement between WYCA and the Promoter. It will be the responsibility of the Promoter to manage the QRA. It is also the responsibility of the Promoter to advise WYCA through WYCA's monitoring and reporting requirements on the status of the QRA amount.

7. Risk Reporting and Escalation Process

- 7.1. The formal route for reporting on and escalating risk is set out overleaf:



7.2. The formal route for reporting on risks is further summarised below, along with further details regarding alternative escalation arrangements in-between formal reports.

7.3. All Very High risks will be reported on, rather than reporting on just the top 5 risks as has historically happened.

Risk Register	Reporting arrangements	Alternative Escalation Arrangements	Responsibility
Corporate Risk Register	<p>Leadership Team Quarterly risk report to include quarterly review</p> <p>Organisational Management Team Monthly performance snapshot Quarterly risk report to include quarterly review</p>	Significant changes to be reported through weekly Leadership Team meetings	Corporate Planning and Performance Team
Directorate Risk Registers	<p>Directorate Management Teams Monthly review</p> <p>All staff Regular review at team meetings and staff 1 to 1's</p>	<p>Significant changes to be reported through regular Directorate Management Team meetings or with relevant Director / Head of Service</p> <p>If changes affect the corporate risk register, Directors to report to Leadership Team.</p>	Directors
Portfolio Risk Register	<p>Portfolio Management Group Bi monthly review</p>	<p>Significant changes to be reported to Director of Delivery</p> <p>If changes affect the corporate risk register, Director of Delivery to report to Leadership Team.</p>	PMO

Risk Register	Reporting arrangements	Alternative Escalation Arrangements	Responsibility
Funding Programme Risk Registers	Programme Funding Groups(e.g. Growth Deal Management Group) Monthly review	Significant changes to be reported to Director of Delivery If changes affect the corporate risk register, PMO to report to Director of Delivery	PMO
Programme Risk Registers	Programme Boards Review at each Programme Board meeting	Significant changes to be reported to the relevant SRO If changes affect the funding programme risk register, SROs to report to PMO	Programme Managers
Project Risk Registers	Project Boards Review at each Project Board meeting	Significant changes to be reported to the relevant SRO If changes affect the programme risk register, SROs to report to relevant Programme Board If the project is not part of a programme, if changes affect the funding programme risk register, SROs to report to PMO	Project Managers

APPENDIX 1 – RISK MANAGEMENT ROLES AND RESPONSIBILITIES

Group	Responsibilities
Governance and Audit Committee	<ul style="list-style-type: none"> • Provides a Member overview of the audit and risk arrangements in place. • Reviews and assesses the Risk Management Policy annually and Corporate Risk Register quarterly
Leadership Team	<ul style="list-style-type: none"> • Approves the Risk Management Policy • Reviews the Risk Management Policy annually • Owns and reviews the Corporate Risk Register • Reviews any changes to corporate risk as these are escalated
Audit and Risk Management Group	<ul style="list-style-type: none"> • Reviews risk management arrangements and the Corporate Risk Register bi-monthly • Considers new areas of risk to which WYCA is exposed, the management of these risks, training in risks and awareness of risks across the organisation. • Reviews progress on the internal audit plan, ensuring any emerging risk issues are appropriately addressed in the plan
Health and Safety Committee	<ul style="list-style-type: none"> • Identifies and Reviews Health and Safety risks which need to be escalated to the Corporate Risk Register
OMT	<ul style="list-style-type: none"> • Reviews the Corporate Risk Register
Directorate Management Teams	<ul style="list-style-type: none"> • Owns the Directorate Risk Register • Reviews Directorate Risk Register and escalates corporate risk issues to OMT
Portfolio Management Group and Programme Funding Groups	<ul style="list-style-type: none"> • Owns their Risk Register • Reviews and escalates risks as necessary.
Project, Programme and Service Managers	<ul style="list-style-type: none"> • Owns individual project, programme and service risk registers • Reviews and escalates risks as necessary

Group	Responsibilities
Corporate Planning & Performance Team	<ul style="list-style-type: none"> • Updates and administers the Risk Management Policy and the Corporate Risk Register • Prepares risk and performance reports for OMT, Leadership Team • Reports to Audit and Risk Management Group and Governance and Audit Committee on risk matters
All WYCA Staff	<ul style="list-style-type: none"> • Consider the risks to the achievement of their day-to-day objectives and the WYCA's priorities. • Ensure that any risks which they cannot manage or that have a cross-cutting impact are escalated to their managers. At a Head of Service level, this may mean adding the risks to the directorate risk register. At a directorate level, this may mean proposing a risk for referral to the corporate risk register.
Internal Audit	<ul style="list-style-type: none"> • Uses risk management techniques in its audit processes • Considers the corporate risk register when developing its audit plan.

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APPENDIX 2 – ASSESSMENT MATRICES

Assessment of Risks

Probability

If you're not sure about the percentage chance of a risk happening over a given timescale and you don't have the data to assess its frequency, use the probability descriptors (i.e. 'Unlikely', 'Almost certain' etc.) to determine the most suitable score.

The risk timescale – i.e. the period of time during which the risk could materialise - will vary according to the type of risk it is. For example:

- For a budget risk, it might be expected to materialise over this financial year or over the period of the Medium Term Financial Plan.
- For a project risk, it could be either over the whole of the project lifecycle or for a particular phase within the project.
- With regard to an event, the timescale will be from now until the date of the event.
- For a number of the more cross-cutting strategic risks such as those on the corporate risk register, it is likely that the risk could materialise at any time. In these instances, it would be useful to consider the frequency: e.g. has this ever happened in the past in Leeds and, if so, how often and how recently? Has anything changed to make the risk more likely to occur?

Impact

Many risks could have a range of consequences: for example, a Health & Safety breach could affect an individual as well as lead to reputational and financial damage for an organisation. It's therefore possible that you assess the risk as having an impact of '3' using the Health & Safety impact, '2' for Finance and '4' for reputation.

Although you could break the risk down into several different risks covering all these areas and then score each of them to address the varying impact scores, often this can crowd a risk register and take the focus away from the actual risk 'event': i.e. the Health & Safety incident. Where possible, it's better to have 1 risk and use your best judgement to give an overall single impact assessment score. In the example above, this might be a '3' if you were to average the 3 impact scores or '4' if you decided to go with a worst-case scenario.

Probability Score	1	2	3	4	5
Probability Descriptor	Rare	Unlikely	Possible	Probable	Almost certain
Frequency <i>(How often might it happen)</i>	This will probably never happen	Not expected to happen	Might happen	Will probably happen	Will undoubtedly happen
% Likelihood	Less than 5% chance	Around 10% chance	Around 25% chance	Around 60% chance	Around 90% chance

Impact Score	1	2	3	4	5
Impact Descriptor	Insignificant	Minor	Moderate	Major disruption	Highly significant
Projects / Programmes	Little or no schedule slippage. No threat to anticipated benefits & outcomes.	Minor delays but can be brought back on schedule within this project stage. No threat to anticipated benefits & outcomes.	Slippage causes delay to delivery of key project milestone but no threat to anticipated benefits / outcomes.	Slippage causes significant delay to delivery of key project milestone(s). Major threat to achievement of one or more benefits / outcomes.	Significant issues threaten entire project. Could lead to project being cancelled or put on hold.
Financial Impact	No or minimal financial cost.	Losses / costs incurred of 1-2% of budget.	Losses / costs incurred of 3-5% of budget.	Losses / costs incurred of 6-10% of budget.	Losses / costs incurred of more than 10% of budget. Not covered by insurance.
Reputation	No adverse publicity. Rumours.	Single adverse article in local media or specific professional journal. WYCA / Partner one of a number of agencies referred to.	A number of adverse articles in regional / social media mentioning WYCA / Partner. Some recirculation via social media. Single request for senior officer / member to be interviewed on local TV or radio. Adverse reaction by LCR residents in social media / online forums. Short-term reduction in public confidence.	Series of adverse front page / news headlines in regional or national media. Wider recirculation via social media. Sustained adverse reaction by LCR residents in social media etc. Repeated requests for senior officer / member to be interviewed on local TV or radio. Long-term reduction in public confidence.	Sustained adverse publicity in regional media and / or national media coverage. Extensive / prolonged recirculation via social media channels. Repeated requests for Leaders / Chief Execs / WYCA MD to be interviewed on national TV or radio. Possible resignation of senior officers. Total loss of public confidence.
Service Interruption	Negligible. No impact on services.	Minor inconvenience for service users and staff. Services quickly restored.	Some client dissatisfaction but services restored before any major impacts.	Major disruption to service delivery. This could be through a single event or a series of outages.	Massive disruption to services. Recovery difficult or even impossible.
Staff	No impact on staff or service delivery.	Short-term low staffing level that temporarily reduces service quality. No impact on staff morale.	Medium-term low staffing level / insufficient experienced staff to deliver quality service. Some minor staff dissatisfaction.	Late delivery of key objective / service due to lack of experienced staff. Low staff morale.	Non-delivery of key objective / service due to lack of experienced staff. Very low staff morale.
Statutory Duties	No or minimal impact or breach of guidance / statutory duty.	Minor breach of statutory legislation / regulation. Reduced performance rating if unresolved.	Single breach in statutory duty. Challenging external recommendations / improvement notice.	Several breaches in statutory duty. Enforcement action and improvement notices. Critical report. Low performance rating.	Multiple breaches in statutory duty. Prosecution. Complete systems / service change required. Severely critical report. Zero performance rating.
Health & Safety	No ill effects	Short-lived / minor injury or illness that may require First Aid or medication. Small number of work days lost.	Moderate injury / ill-effects requiring hospitalisation. Risk of prosecution from enforcement agencies.	Single fatality and / or long-term illness or multiple serious injuries.	Multiple fatalities and / or multiple incidences of permanent disability or ill-health.
Environment	No effect on local infrastructure, communities or the environment.	Superficial damage to local infrastructure (e.g. minor road) but little disruption caused.	Medium damage to local infrastructure (e.g. minor road) causing some disruption.	Key elements of local infrastructure (e.g. school, major road) damaged causing major disruption.	Extensive damage to critical elements of local infrastructure (e.g. school, hospital, trunk road) causing prolonged disruption.

Appendix 2: Corporate Risk Register

Current Date: 04 January 2018
 Current Version: v0.02

ID	Date raised	Type	Description	Cause	Consequences	Probability	Impact	Rating	Rating at Last Review	Existing Controls	Action Countermeasure and Owner	Risk Owner	Last Review Date	Status
CS1	04/08/17	Communication/Stakeholder Management	Failure to properly communicate the purpose of WYCA/LEP to internal and external stakeholders	Poor communications Lack of identity / brand	WYCA/LEP reputation harmed Poor relationships Low staff morale Lack of progress in delivery	Possible	Moderate	High risk	Medium risk	1. New communications team established 2. Brand / identity project in progress to address this	1. Complete brand / identity project - Comms team	Director of Policy, Strategy & Comms	14/11/17	Open
F1	03/08/17	Financial	Failure to secure enhanced funding and devolved powers	Unsuccessful devolution deal	Failure to meet WYCA's vision and objectives Poor WYCA/LEP reputation	Possible	Highly Significant	Very high risk	High risk	1. Devolution discussions continuing as a key organisational priority	1. Continue devolution discussions taking account of recent developments in South Yorkshire	Director of Policy, Strategy & Comms	14/11/17	Open
F2	14/11/17	Financial	Failure to secure continued funding for key economic services including the Growth Service, Skills Service, Apprenticeship support and Enterprise in Education programmes;	Current funding sources due to expire	reductions to service withdrawal of services reputational failure to meet objectives	Possible	Highly Significant	Very high risk	NEW	1. BEIS is currently negotiating with HMT to secure additional funding for post April 18 2. Business Rates Pool application submitted in August 17	1. Regularly review funding opportunities 2. Lobbying activities	Executive Head of Economic Services	14/11/17	Open
F3	14/11/17	Financial	National and local investment in the Inclusive Industrial Strategy is insufficient to make the transformational change we need	National strategy does not meet expectations Local strategy does not meet Government aspirations	Limited funding opportunities negative impact on Devolution discussions Reputational	Possible	Major Disruption	High risk	NEW	1. Ongoing dialogue with Government	1. Continued development of draft strategy	Director of Policy, Strategy & Comms	14/11/17	Open
HR1	03/08/17	Human Resources	Failure to have in place the capacity and resources to deliver the increased workload	WYCA structure not fit for purpose Unable to recruit	Poor WYCA/LEP reputation Lack of progress in delivery Low staff morale Risk of no further funding from government	Possible	Major Disruption	High risk	Medium risk	1. One Organisation Change programme has identified new organisational structures to address this and these are now largely implemented	1. Complete implementation of One Organisation Change programme - Corporate Planning and Performance 2. Complete recruitment - Directors	Director of Resources	14/11/17	Open
PC1	03/08/17	Partnerships/Commercial	Failure to develop appropriate working arrangements with districts	Poor relationships Unclear vision and objectives	Worsening relationships WYCA/LEP reputation harmed Lack of progress in delivery	Unlikely	Major Disruption	High risk	Medium risk	1. Work to strengthen key partnerships being led by policy teams 2. Assurance process implemented and contributing towards more consistent working arrangements on the delivery of projects and programmes with districts	1. Continue to strengthen key partnerships - policy teams 2. Embed assurance process - PMO	Director of Policy, Strategy & Comms	14/11/17	Open
R2	14/11/17	Regulatory/Legal	Risk of legal challenge as a result of not being compliant with regard to HR, Financial, procurement and Governance Legislation	Policies and procedures not followed correctly Processes not understood/embedded	Reputational Financial loss	Unlikely	Major Disruption	High risk	NEW	1. Policies and processes in place 2. Training undertaken	1.Continued review of policies and procedures	Director of Resources	14/11/17	Open
R3	28/11/17	Regulatory/Legal	Risk of financial penalty/legal proceedings as a result of not being compliant with the new GDPR regulations when they come into force in May 2018	New GDPR legislation requires significant changes to be introduced in limited timeframe DPO appointed but not in post until February 2018	Financial loss Reputational damage	Possible	Major Disruption	High risk	NEW	1. LCC have undertaken and audit on our behalf and action plan has been identified 2. Working group set up to implement action plan 3. Training rolled out to all staff	1. continued review of progress against action plan	Director of Resources	NEW	Open
SD1	26/07/17	Service Delivery/Service User Risk	Failure to deliver WYCA objectives and outcomes to demonstrate that WYCA/LEP is making a difference		Poor WYCA/LEP reputation Lack of progress in delivery Low staff morale Risk of no further funding from government	Unlikely	Highly Significant	High risk	Medium risk	1. One Organisation programme is delivering structure and process changes designed to deliver key organisational objectives	1. Complete One Organisation programme to deliver structure and process changes - Directors	Director of Resources	14/11/17	Open
SD3	14/11/17	Service Delivery/Service User Risk	Failure to meet spend targets on Growth Deal	Lower capacity in Districts Recruitment and retention challenges Unforeseen project specific issues	Reputational loss of funding failure to meet objectives	Possible	Highly Significant	Very high risk	NEW	1. Significant monitoring and controls in place through PMO	1. Call for projects to ensure healthy pipeline of projects/programmes	Director of Delivery	14/11/17	Open
SS1	14/11/17	Safety/Security	Risk of Major incident at WYCA facility, accident or injury to vulnerable person(s)	Policies and procedures not followed correctly Incident outside the control of WYCA affecting facility	Danger to Human Life Financial loss Reputational damage disruption to services	Possible	Highly Significant	Very high risk	NEW	1. policies, procedures and processes in place 2. staff training 3. Ongoing review of Health and Safety risks	1. Working with district emergency planning units to share knowledge and develop joint plans 2. Continued working with police on preventative measures	Director of Transport Services	14/11/17	Open

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Director: Sue Cooke, Executive Head of Economic Services & Liz Hunter, Interim Director of Policy & Strategy,
Author: Emma Longbottom and Tom Gifford



Report to: LCR LEP Board

Date: 16 January 2018

Subject: HS2 Growth Strategy – Skills, Supply Chain and Connectivity

1 Purpose

- 1.1 To provide LEP Board with an update on the LCR HS2 Growth Strategy, which includes the LCR HS2 Connectivity strategy and LCR HS2 Skills and Supply Chain Strategy.

2 Information

HS2 and the LCR HS2 Growth Strategy Overview

- 2.1 HS2 has the potential to help the Leeds City Region LEP and its partners deliver transport strategy through:
- Reshaping our economic geography by bringing together the city regions centred on Leeds, Sheffield, Nottingham and Birmingham into a coherent and integrated economic zone of over ten million people, five million jobs, and some of the UK's most significant manufacturing clusters. HS2 will enable people to have greater access to jobs and attract businesses to invest here.
 - Adding capacity to the national network and therefore freeing up capacity creating opportunities to improve the frequency and reliability of rail services for commuters, business travel and potentially freight on the local and regional network.
 - Being a catalyst for growth – in Leeds and York where HS2 currently arrives and then, with improved local connectivity, to the economic hubs in Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Selby and Wakefield.
 - Creating opportunities for skills and employment which Leeds City Region is well placed to take advantage of with fourteen further education colleges and eight higher education institutions, the latter producing 35,000 graduates every year, many in vital STEM subjects.
 - Transforming Leeds Station – after local intervention, the proposals for an integrated station will now create a single interchange between HS2 services, and local rail services to places such as Bradford, Wakefield, Huddersfield and Halifax, and potentially future Northern Powerhouse Rail ('NPR') / HS3 services.

2.2 The LCR HS2 Growth Strategy has been developed to ensure the overall opportunity from HS2 is maximised for the region. The LCR HS2 Growth Strategy was considered by WYCA at its meeting on 5 October 2017 and also at the LEP Board on 19 September 2017. WYCA endorsed the principles of the Leeds City Region HS2 Growth Strategy and delegated final drafting of the submission to the Managing Director in consultation with the WYCA Chair. The LCR HS2 Growth Strategy incorporates a series of workstreams including:

- Leeds Integrated Station Masterplan
- Leeds City Region HS2 Connectivity Strategy
- Leeds City Region HS2 Skills and Supply Chain
- Leeds South Bank Infrastructure Delivery Plan

2.3 Since the 19 September 2017 LEP Board meeting, comments from Government around the overarching LCR HS2 Growth Strategy have been incorporated, the Leeds Station Masterplan has been published¹; engagement on the masterplan has commenced; and WYCA Transport Committee and WYCA have considered and approved the components of the LCR HS2 Connectivity Strategy.

2.4 The purpose of this report is to provide WYCA with an overview of the LCR HS2 connectivity strategy and to seek support to the development of Inclusive Growth Corridor Plans as part of the next stage in work.

LCR HS2 Connectivity Strategy

2.5 The purpose of the LCR HS2 Connectivity strategy is to establish the major local and regional connectivity priorities which are required to enable and maximise growth associated with HS2 coming to the Leeds City Region. The new LCR HS2 Connectivity Strategy will become a 'daughter document' to both the LCR HS2 Growth Strategy and also the West Yorkshire Transport Strategy.

2.6 The LCR HS2 Connectivity Strategy has a natural focus on connectivity towards the HS2 / Northern PowerHouse Rail stations (i.e. Bradford, Leeds and York). A new overarching LCR Connectivity Strategy will consider connectivity across the entirety of the City Region.

2.7 The LCR HS2 Connectivity Strategy has three emerging strands:

- a) Embracing technology to create an integrated network
- b) Continued Government support for delivering our existing transport priorities
- c) Delivering Inclusive Growth through transforming connectivity on the corridors where the economic need is greatest.

¹ The Leeds Station Masterplan can be found here:
<https://southbankleeds.co.uk/assets/documents/2017.11.03-Leeds-Integrated-Station-Masterplan-LR-v6-DS.pdf>

LCR HS2 Skills and Supply Chain Strategy

- 2.8 The Skills and Supply Chain Growth Strategy details how the Leeds City Region is proposing to truly accelerate its development as a national and international centre of excellence for skills and supply chain expertise in High Speed and Light Rail in the UK, achieving a position of global competitiveness and driving the UK's Industrial Strategy. Building on prior successes within the city region, it includes:
- An offer to Government: what we are going to deliver, how we will do it, and the evidence base for developing these propositions;
 - How interventions are going to integrate and build on existing assets, programmes and good practice in the city region and elsewhere; and
 - How HS2 will help LCR go further and faster in realising our vision, and what we need from our partners at the local and national level to help achieve this.
- 2.9 The skills and supply chain strategy is split into three priority themes:
- **Priority Theme 1** - Building and retaining talent for growth in the LCR
 - Career Insight Programme;
 - Careers Family Programme;
 - Employment Brokerage Plus; and
 - Graduate Retention/ Bursary Programme.
 - **Priority Theme 2** - Building the supply chain capacity for success
 - HS2 Supply Chain Development and Accelerator Programmes
 - **Priority Theme 3** - Nurturing economic innovation based on LCR strengths in digital, data analytics and academia
 - Institute for High Speed Railways and System Integration;
 - Catalyst Fund;
- 2.10 Collectively, the projects will help us to:
- Make the LCR the UK leader in Light Rail and High Speed Rail engineering and R&D;
 - Have a globally competitive supply chain;
 - Attract the very best UK talent to create a sustainable skills base; and
 - Move the LCR from a low skills equilibrium to a higher skilled economy, with significantly increased skills levels and qualifications in areas such as STEM.
- 2.11 A summary document, which provides further detail regarding the proposed programmes is provided as **Appendix 1**.
- 2.12 This strategy builds on the objectives detailed in the LCR Employment and Skills Plan and the work that WYCA and its partners already does to support the development of a skilled workforce in the Leeds City Region. The proposed programmes detailed

above, will build on prior successes within the region and will link to current and future programmes. For example:

- The successful Enterprise Advisor programme, which has to date engaged and successfully linked 139 schools with 129 business leaders and aims to engage every secondary school in the region, will be further developed through the Careers Insight Programme. This will aim to reach every pupil in the region to enthuse and excite the next generation of engineers/infrastructure specialists.
- WYCA are currently developing a careers campaign for young people linked to local labour market information, the ambition is that this information will reach at least 40,000 young people. This builds on a successful #Techgoals campaign, which enhanced the teaching and learning of digital skills in the classroom for over 10,000 young people to ensure our next generation of tech leaders are inspired and informed about the skills they need for future career opportunities. The HS2 Careers Family Programme will further enhance this work.
- The Employment Brokerage Plus will build on a programme that has already been developed with Local Authorities, DWP and partners to support suppliers delivering the WY Transport Fund to employ local people.
- Through the Delivery Agreements that WYCA has developed with the seven West Yorkshire colleges, we are monitoring how the college provision meets local needs. This will include new provision such as degree level apprenticeships, required for HS2 and evidences the relationships and influencing role held by WYCA.
- The LEP Skills Service has upskilled over 10,000 individuals across the region since it commenced in 2015. This programme will continue through ESIF funding in 2018 and will further develop links with local businesses to undertake skills plans and provide training solutions for people in work, including SME employers working as part of the HS2 supply chain.

2.13 In order to ensure the proposed programmes add value and complement national initiatives, as well as City Region programmes, dialogue has commenced with a range of potential partners including The National High Speed Rail College in Doncaster and Transport for the North.

Next Steps and Timeline

- 2.14 Following feedback already received, public engagement with stakeholders around the LCR HS2 Growth Strategy, as well as on the Connectivity and Skills/Supply Chain commenced on 18 December 2017 and closes on 2 February 2018. All information is available on the WYCA website <http://www.westyorks-ca.gov.uk/hs2growthstrategy/>.
- 2.15 The next step would then be to turn the strategies into individual implementation plans, including the development of Inclusive Growth Corridor Plans for the Connectivity workstream. The approach to implementation will depend on how far the Government supports the plan financially.

Budget announcement around the Transforming Cities Fund

- 2.16 The Chancellor announced in the November 2017 Budget, the 'Transforming Cities Fund' – A £1.7 billion fund to support intra-city transport. It will target projects to drive productivity by improving connectivity, reducing congestion and utilising new mobility services and technology.
- 2.17 In the Budget, the Chancellor set out that *“half will be allocated via competition for transport projects in cities and the other half will be allocated on a per capita basis to the 6 combined authorities with elected metro mayors – £74 million for Cambridgeshire and Peterborough, £243 million for Greater Manchester, £134 million for Liverpool City Region, £80 million for West of England, £250 million for West Midlands and £59 million for Tees Valley – enabling them to invest in their transport priorities.”*
- 2.18 If a devolution deal had been agreed at a Leeds City Region level, based on the per capita approach set out above, a mayor covering the Leeds City Region would have been directly granted an additional circa £250m to support investment in intra-city transport. This would have increased to circa £400-500m at a Yorkshire and Humber level.
- 2.19 Whilst missing out on this significant capital funding, the Transforming Cities Fund still provides an opportunity for Leeds City Region to bid against all other authorities (including Mayoral Combined Authorities which have already been granted funding) across England for the remaining £850m.
- 2.20 We are assuming that the guidance will be published early in the New Year with an expectation that bids will need to be submitted during March 2018.

3 Recommendations

- 3.1 That LCR LEP Board note the progress on the LCR HS2 Growth Strategy and the ongoing public stakeholder engagement.

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HS2 Skills and Supply Chain Strategy Summary

This document, developed by Arup in consultation with partners, summarises how the Leeds City Region is proposing to truly accelerate its development as a national and international centre of excellence for skills and supply chain expertise in High Speed and Light Rail in the UK, achieving a position of global competitiveness and driving the UK's Industrial Strategy. It includes:

- our offer to Government: what we are going to deliver, how we will do it, and the evidence base for developing these propositions;
- how our interventions are going to build on existing assets and practice in the city region and elsewhere; and
- how HS2 will help us go further and faster in realising our vision, and what we need from our partners at the local and national level to help achieve this.

While programme management of the strategy's implementation will sit at the Leeds City Region level, we believe that there is a genuine need for a pan-Northern Transport Skills Taskforce to:

- Ensure alignment and maximise economies of scale in the development and delivery of skills and supply chain interventions across all Northern regions;
- Facilitate a regular dialogue between industry and education on skills needs and infrastructure demands (including a project pipeline), enabling the skills system to be more responsive to the needs of projects, complemented by the use of delivery agreements with providers;
- Speak with one voice to Government and other key partners, such as HS2 Ltd, on shared issues;
- Ensure the integration of strategy relating not only to HS2, but to Northern Powerhouse Rail, and the potential for HS3.

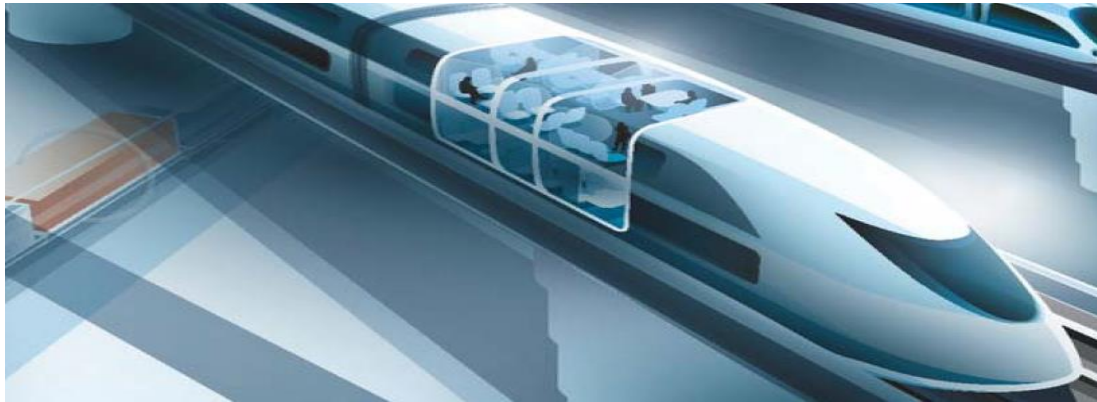
A similar call is emerging from the Transport for the North Skills Strategy, and our proposition is made in partnership with TfN. We welcome dialogue between Government, TfN, the Leeds City Region, and other northern city regions, to take this further.



HS2 Opportunities Diagram

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>We will ENTHUSE AND EXCITE a new generation of engineers, technicians and other professionals, attracting young people to the HS2 and transport infrastructure workforce in record numbers, through our <i>HS2 Careers Insight and Careers Pathways Programmes</i></p> <p>HS2, and other infrastructure schemes, are facing a cliff wall of an ageing workforce and insufficient new entrants into industry. Skills shortages and gaps are being reported, and forecast, across all relevant sectors.</p> <p>Quality careers information and guidance plays a critical role in inspiring and preparing young people for the world of work and in meeting the above ambition.</p>	<p>We will develop the LCR HS2 Careers Insight programme and deliver to every primary and secondary pupil in the LCR. Elements of the programme could include:</p> <ul style="list-style-type: none"> • Development of curriculum materials and teacher CPD • HS2 Ambassadors (with an emphasis on inclusivity and diversity) • Careers events • Promotional materials including ‘What Could I Be HS2?’ to share with pupils from Yr7 up, becoming more focused and specific reflecting opportunities for study, qualifications etc • Deployment of HS2 Careers advisers <p>The programme will deliver four interactions to every pupil, in primary, year 7,8, year 11, and year 13</p> <p>The Programme will also encourage improved links between industry and schools in the shape of insight days, work experience/placements, and project challenges. A particular focus will be promoting apprenticeships as pathways into the HS2/transport infrastructure workforce.</p> <p>The HS2 Careers Pathway project will develop a mapping of the various pathways into and through the HS2 Careers Family - including the various qualifications, progression routes, institutions of study, and so on. This material, possibly taking the form of both an online and physical tool/toolkit would be made widely available in schools as part of CEIAG materials. Partners in employment support functions might also use it to refer to when working with adults looking for work/changing roles.</p>	<p>The programme will provide additionality to existing LCR/CEC Enterprise Adviser activity which currently only reaches secondary schools, and where the standard intervention is two episodes per pupil.</p> <p>We will also build on the legacy of recent and current projects such as #techgoals and the ESIF Future Jobs Programme, both of which have/are addressing careers education in sectors relevant to HS2, and the development of enhanced provision of enterprise education activity in the Bradford Opportunity Area.</p> <p>The LCR already shares LMI with education providers including schools, and this provides a firm platform for extending this with a focus on HS2/transport infrastructure.</p>	<p>The careers education system is failing. We seek Government support to rebalance the demands on schools towards a greater focus on preparing for the world of work. We also seek clarification on Govt’s intentions towards current ESIF activity and future funding.</p> <p>We want the Careers Enterprise Company to co-invest to extend the LCR Enterprise Advisor Programme. The standard EA intervention is two interactions per pupil, our proposal offers clear additionality to this standard.</p> <p>We seek HS2 Ltd’s support in sharing their careers education plans and materials so that we can complement their provision, while reflecting the opportunities in the LCR labour market. We are open to working in partnership with HS2 Ltd to deliver careers insight in LCR schools.</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>Develop new and stronger pathways into the rail and transport infrastructure industry for graduates, career changers, and returners to work through our <i>Graduate Retention/Bursary Programme</i></p> <p>Evidence suggests a proportion of graduates in engineering subjects do not pursue career opportunities within the engineering industry or similar. There is also a net outflow of graduates aged 22-30 from Leeds to the rest of the UK (although this is reversed for other age ranges and the city actually has a net gain). It is also the case that the labour market shortages in engineering and infrastructure are unlikely to be resolved simply through graduate retention work, and attracting career changers/switchers is also a potential source of new entrants to the workforce.</p>	<p>We will develop a collaborative programme involving the public and private sectors to retain graduates in HS2 related disciplines within the LCR and specifically in the HS2/transport infrastructure workforce. We will support employers to engage with students to make them aware of career opportunities, as well as facilitating a bursary/sponsorship scheme for student placements into industry, and sponsorship of studies.</p> <p>We will also encourage the development of career switch courses, alongside traditional provision, and create career change bursaries with a focus on enabling individuals particularly from disadvantaged backgrounds to enter the workforce.</p> <p>We will explore the development of a sector specific 'skills passport' (similar to that developed for the nuclear industry, the NS4P) to provide all employees and contractors within the rail sector, including those from large employers and SMEs, with a physical record of their industry specific training and qualifications that meet the agreed sector standards, and provides the sector with a standardised approach to skills assessment, development and recognition</p> <p>We will explore the development of a visa scheme for skilled non-UK entrants to the workforce.</p>	<p>We will build on the already strong links between industry and education, expanding provision such as the #InLeeds programme.</p> <p>We will build on existing 'bootcamp' provision in sectors such as digital to inform our approach, and the development of digital bursaries in the LCR.</p> <p>Learn from the experience of the NS4P</p>	<p>Our education partners can support through maintaining and increasing their focus on graduate destinations and the mechanisms to support this while students are studying. Increased employer engagement, in a coherent and coordinated manner across the LCR, will help employers to identify the most appropriate provision/provider for them to work with.</p> <p>We will seek match funding for bursaries from employers, and their investment in student placements and sponsorship of studies.</p> <p>Support from Govt for the adoption of a similar skills passport approach to N4SP</p> <p>Support from Govt to explore a visa scheme for skilled non-UK entrants.</p>



Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>Meet our commitment to achieve inclusive economic growth, where all of our residents have the opportunity to increase skills levels, access higher volumes of better opportunities, and progress within the labour market, and deliver record levels of local entrants, female and BME representation in the workforce through our <i>Employment Brokerage Plus Programme</i></p> <p>Major development and infrastructure schemes, with significant recruitment needs, offer the opportunity for local people to enter into the workforce. HS2 also offers a particular opportunity to deliver a stepchange in the representation of currently underrepresented groups in the HS2/transport infrastructure industry and improve the diversity of the workforce</p>	<p>The LCR is currently developing a proposition to create an Employment Brokerage service, linked to major infrastructure schemes, procured through WYCA (in particular the West Yorkshire Transport Fund).</p> <p>We will scale up and tailor elements of the Employment Brokerage service to focus on the employment requirements for HS2, including the development of an integrated multiagency employment ‘one-stop-centre’ (OSC) linked to other gateway centres, to provide comprehensive advice guidance and counselling for employment, training and enterprise opportunities related to HS2 construction and operation. In this way it will show clear additionality from HS2, going further and faster than the standard model being developed, and reflecting a direct ambition to develop the HS2 workforce of the future from within the city region.</p> <p>The OSC will provide the employment brokerage service for HS2, including building a ‘talent pool’ of candidates for roles across the HS2 family. This is an important variation on the currently proposed LCR Employment Brokerage service model. The OSC will be the ‘go to’ facility through which HS2 related vacancies, work experience and customised training opportunities will be advertised. T1 and T2 contractors and others will be encouraged to promote their opportunities through the OSC and supply chain companies will be encouraged to use the OSC to fulfil their recruitment needs.</p>	<p>The LCR is already recognised as a home of good practice when it comes to connecting local people to employment opportunities through major developments. We are building on local expertise through the development of the Employment Brokerage service, which initially will focus on construction and infrastructure.</p> <p>We will learn from schemes such as Crossrail and others which are demonstrating positive outcomes for local people.</p> <p>We will build on our existing strong relationship with DWP to ensure a joined up approach to employment advice and recruitment activity.</p>	<p>While the CR is bringing forward a funded proposition for the Employment Brokerage service, additional funding will enable us to develop an HS2/transport infrastructure specialism as part of the service through expert staff.</p> <p>Maximum impact from this programme can only be achieved if the procurement of the build and operation of HS2 in the city region is aligned to the service and contractors are asked to work with the service. We will work with HS2 Ltd to support the process of employment and skills obligations through procurement of the scheme, putting our Employment Brokerage Plus service at the disposal of HS2 Ltd and its contractors to connect them to the local labour market and to target groups within it.</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>Support our education providers to develop innovation expertise and curricula that are global best in class through a Rail and Transport Infrastructure <i>Catalyst Fund</i> for both further and higher education</p> <p>While our education providers are already offering and developing exciting and market leading courses and innovation facilities, we want to support them to extend the scale and calibre of this proposition to help position the CR as the UK home of Light Rail and High Speed Rail engineering and R&D</p>	<p>In order to support both skills development, particularly at higher levels, and innovation we will deliver a funding competition for education providers to develop new curriculum and innovation assets aligned to rail and transport Infrastructure. This will support the city region to develop its workforce and innovation potential, and is also aligned to DIT priorities for trade and investment.</p> <p>The Fund will run over three bidding rounds, in 2019/20, 2021/22 and 2023/24</p>	<p>This proposal follows approach of the HEFCE Catalyst Fund, although we are proposing that it is not limited to solely HE provision</p> <p>We will encourage collaborative bids between providers, and employers, to support the development of collaboration around the HS2/transport infrastructure sector</p> <p>While this Fund would look across the spectrum of qualifications, apprenticeships and degree apprenticeship development would be of particular interest. Go Higher West</p> <p>Yorkshire has submitted a bid to HEFCE's Degree Apprenticeship Development Fund,</p> <p>in order to strengthen the Degree Apprenticeship offer in the region. The bid included building services / engineering.</p> <p>We expect a call for bids for Institute of Technology funding in late 2017. There may be an opportunity to align to this programme.</p>	<p>We are seeking Govt support to engage with HEFCE to extend the Catalyst approach/envelope to fund this programme</p> <p>DIT/Innovate UK may also be able to facilitate the specification and funding of this programme</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>Become the UK centre for high speed rail engineering, with our supply chain achieving a position of international competitiveness, and beyond this, position the city region as the new UK home of transport and transit innovation, through <i>Supply Chain Development and Accelerator Programmes</i></p> <p>With HS2 holding great potential for supply chain growth, initial indications are that the understanding of the potential opportunities from HS2 is variable. While another project seeks to raise awareness and visibility of the commercial opportunities, it is also the case that even where awareness is good, LCR businesses, particularly SMEs, may be constrained from fully accessing or competing for opportunities due to a range of internal and external challenges including the procurement process/scale and the need to partner other businesses.</p> <p>We will support a subset of our supply chain to move to a position of global competitiveness in the HSR/transport infrastructure market, taking us from good to great</p>	<p>Working with HS2 and other partners, raising awareness about opportunities through a programme of briefing days/ market soundings/LCR roadshows and meet the contractor events to be agreed,; encouraging businesses to identify the barriers which constrain businesses from fully accessing/competing for opportunities e.g. understanding the procurement process/scale and the need to partner other businesses; provision of bespoke advice and guidance on HS2 readiness from business support specialists, possibly supplemented by advice/mentoring from HS2 primes; enable companies to become “HS2 ready”.</p> <p>The proposal also involves linking the HS2 portal with with LA, public and University sector partners to enable essential information and up-to-date key messages to reach as many potential supply chain companies as possible. The portal would provide information about how to tender and other support available to enable supply chain companies to be “HS2 tender ready”.</p> <p>The HS2 Supply Chain Accelerator Programme, would identify potential businesses which by offering targeted support could make a significant contribution to both the HS2 project and local economic opportunities.</p> <p>Elements of the programme could include:</p> <ul style="list-style-type: none"> • Business diagnostics aligned to HS2 readiness and potential commercial opportunities • Bespoke advice and guidance on HS2 readiness from business support specialists, possibly supplemented by advice/mentoring from HS2 primes • Grant funding scheme to support specific investments (skills, capital investment in plant and machinery etc) which would enable businesses to accelerate and enhance their capacity to engage in the supply chain 	<p>The proposed programmes build on a long history of supply chain development activity in the CR and further afield, as well as HS2 Ltd’s own supply chain promotion and support.</p>	<p>Innovate UK and the Department for International Trade to align funding and promotional activity to this new centre of excellence in these industries</p> <p>Work with the HSRIL, DIT, LEP, WYCA, Rail Supply Group and BEIS/ Government to explore the creation of a “HS2 International” which brings together HSR delivery businesses and the Government-owned client body HS2 Ltd to create a public-private partnership to market the UK skill base and experience abroad, offering a whole exportable package to potential customers.</p>

Our offer, and why we are making it	What will we do?	How we will build on existing practice, locally and nationally	Further and faster through HS2: what is needed from partners
<p>Accelerate the innovation potential of the city region and the north through the development of the <i>Institute for High Speed Rail and Systems Integration</i></p> <p>Accelerating the uptake of innovation and emerging technologies and building the LCR and UK supply chain capabilities will play an important role in maximising the rail sector's growth and export potential. The Institute for High Speed Rail and Systems Integration (IHSRSI) responds to an identified need for HSR research into infrastructure and rolling stock, a gap in key facilities in the UK, and the opportunity to drive capability through a world leading facility in the LCR. The institute would further drive the development of the supply chain, encouraging inward investment and growing export potential. It also offers the potential for 'spin-out' commercialization.</p> <p>A future phase of the IC could support the testing of facilities such as Maglev; hyper loop; pick-up coil technologies; hydrogen cars and electric/battery systems.</p>	<p>Support the establishment and physical development of the Institute.</p>	<p>The City Region's HE and FE base is already rich in rail and transport infrastructure expertise, with key assets including the University of Huddersfield's Institute of Railway Research/Centre for Innovation in Rail, the Institute of Transport Studies (University of Leeds), Leeds College of Building (the UK's only specialist building college), and other assets.</p> <p>Key to this ambition of accelerating innovation potential is a collaborative approach between these centres of excellence, enabling the city region to create a coherent and comprehensive innovation offer that will attract rail customers globally, as well as supply chain companies.</p> <p>Link to High Value Manufacturing and Transport Systems Catapults.</p>	<p>Work with DIT, LEP, WYCA, Government and LCR partners to develop a coordinated approach to increase exports and inward investment, capitalising on strengths stimulated by the Institute and also the Supply Chain Accelerator programme (see above).</p> <p>Ensure connections to the High Value Manufacturing and Transport Systems Catapults</p> <p>Funding should also be sought through private sector investment in the shape of employer support and sponsorship of facilities/posts.</p>

Potential 2nd Tranche Projects

The priority of the first tranche of projects is on the construction and operation of HS2. Future projects may include the continuation of the first tranche of projects which will evolve as the market changes. It is likely that there will be a strong business case for the continuation of careers and supply chain investment, for example.

Looking ahead, technology changes will provide opportunities for the LCR to build on the current and developing expertise and asset base in digital and transport, possibly in the shape of a Transport Infrastructure Innovation Cluster focusing on the following areas/technologies:

- Smart Ticketing – The ability to make multiple mode journeys with one ticket and also removing the need for physical tickets and ticket barriers at stations.
- Autonomous Vehicles – This could include the vehicles themselves or the infrastructure to support the vehicles, or vehicle and non-motorised user interaction
- Alternative fuel vehicles – Promotion of low emission and low carbon fuels
- Robotics
- Rail systems – technical development

A further opportunity for the LCR to work in partnership with Government and develop programme activity is in growing exports and inward investment in the rail and transport infrastructure space. UK investment in rail is the highest in Europe as the UK is investing over €6 billion per annum in mainline rail, and the programme of activity outlined above should contribute to the LCR supply chain becoming internationally competitive in the areas of light and high speed rail. We would look to work collaboratively with DIT/BEIS, LEP, WYCA and Northern Powerhouse and LCR rail supply chain companies to identify potential for growing exports and building competences and expertise; promote UK capability to existing OEMs and would-be investors with the aim of increasing UK content in contracts overseas and increased exports.



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Director: Angela Taylor
Author: Director of
Resources



Report to: LEP Board

Date: 16 January 2018

Subject: Business planning and budget 2018/19

1. Purpose

- 1.1 To advise the LEP Board of the work underway to progress business and budget planning for 2018/19.

2. Information

- 2.1 At its last meeting the Board received a report outlining the business planning and budget setting process for 2018/19. At the time of that meeting a report was in preparation for submission to WYCA setting out progress to date in defining corporate objectives and priorities and how the available funding could be best used in supporting these.
- 2.2 A report was taken to the October meeting of WYCA setting out the initial capital and revenue position and highlighting a potential shortfall in funding. The report proposed the establishment of a budget working group to look at the options available and to report back on 14 December with a proposed balanced budget that covered the next three years.
- 2.3 Work was undertaken by the Working Group and original forecasts for both income and expenditure were further developed and refined by officers. This resulted in a budget paper to WYCA on 14 December which proposed a £1m per year levy cut and set out a number of measures to align revenue income and expenditure over the three year period. The paper is attached as **Appendix 1**.
- 2.4 Members at that meeting approved the recommendations in the report. Work is now underway to refine and finalise a budget position based on the assumptions and recommendations in the report. The final budget report will be presented to the WYCA meeting of 1 February, and will provide further detail on the specific savings plans and any income generation opportunities. It will also set out a detailed reserves policy and treasury management statement.

3. Financial Implications

- 3.1 As set out in the report.

4. Legal Implications

4.1 As set out in the report.

5. Staffing Implications

5.1 As set out in the report.

6. External Consultees

6.1 None.

7. Recommendations

7.1 That the LEP Board note the work underway to finalise the business planning and budget for 2018/19.

8. Background Documents

8.1 None.

Director and Author: Angela Taylor, Director of Resources



Report to: West Yorkshire Combined Authority

Date: 14 December 2017

Subject: Business Planning and Budget 2018/19

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	

1 Purpose

- 1.1 To advise Members of the work underway on business planning and budgeting for 2018/19.
- 1.2 To consider the key elements of the draft three year financial strategy.

2 Information

- 2.1 Over the past eighteen months WYCA has been progressing its One Organisation programme, establishing new Directorates, structures, ways of working and cultures and behaviours that enable the organisation to deliver on its priorities and objectives for inclusive economic growth in the region. Key successes and achievements in the past year include:
 - framework to effectively progress projects through the various stages from expression of interest through to delivery, ensuring a sufficient consistent level of rigour and challenge.
 - Planned delivery of £100m+ of Growth Deal projects in the current year including four skills capital projects (Leeds Printworks, Wakefield College, Selby College, Bradford College)
 - Provided £4.98m to refurbish and upgrade the Percival Whitley Centre at Calderdale College which enhances the teaching offer in advanced engineering/manufacturing, digital, creative media and health and social care
 - Provided £3.1m investment to complete Kirklees College’s National Process Manufacturing Training Centre
 - Development of local inclusive industrial strategy
 - Opening of the Wakefield Eastern Relief Road – the first project constructed as a result of the Transport Fund
 - Continued development of the A629 Phase 1a corridor project in Calderdale

- Continued growth of the Elland Road Bus Park and Ride site and opening of another site at Temple Green in Leeds
 - Opening of Low Moor Rail Station on the Caldervale Line in Bradford between Bradford Interchange and Halifax Rail Station
 - Made improvements to Huddersfield Station Park & Ride and delivered improved facilities at Mirfield Station
 - Over 1,500 businesses supported to offer apprenticeships so far this year
 - Over 1,200 new jobs committed to the region through engagement from the Trade and Investment Team to date this year
 - Provided support to 1190 businesses that want to grow in the region
 - Shaped new values and behaviours for the organisation that will guide how we work with our customers, our partners and each other from now on.
- 2.2 The business plan under development for 2018/19 builds on these successes and reflects the need to respond to the growing agenda in the region. Recent recruitment to the delivery and policy teams will help ensure further improvements to the speed and success of project delivery and ensure the resource is available to seek to secure funding to support the growing policy work required.
- 2.3 **Appendix 1** sets out a summary of the draft business plans for each of the Directorates, Delivery, Policy, Transport Services, Economic Services and Resources. These show the key objectives and resources for each team and it is proposed that these will form the core of the 2018/19 Corporate Plan. Key performance indicators (KPIs) will again be used to assist in monitoring progress on delivering these objectives. At its last meeting the Overview and Scrutiny Committee considered the current year KPIs and suggested that further KPIs for 2018/19 be considered that cover air quality, productivity, social value, jobs created in disadvantaged areas and transport accessibility improvements.
- 2.4 The business plan, budget and transport levy must be approved at the WYCA meeting of 1 February 2018. The budget for 2018/19 is being prepared in the context of a medium term financial strategy for the next three years which will enable effective planning for both WYCA and its funding partners. The difficult funding environment for local government is recognised and WYCA is considering a range of options to reduce expenditure, both to balance the budget in the first instance and also to enable a cut in the transport levy.
- 2.5 The transport levy is the largest source of revenue income for WYCA, provided on a per capita basis by each of the five West Yorkshire local authorities. 45% of the levy is used to fund the statutory English National Concessionary Travel Scheme (ENCTS), providing free bus travel to senior and disabled passengers. This increases the challenge to find significant cost reductions on the other budget heads.
- 2.6 As well as reviewing expenditure WYCA is considering if there are ways to increase its other funding streams. One of its other more significant income streams is the business rates income from the enterprise zones in the region, which comes to WYCA as accountable body for the LEP. Income from the Leeds EZ, earmarked initially to

fund the trade and inward investment team, has been slower to build up than originally forecast, leaving WYCA/LEP with a shortfall over the last three years. This income is now slowly increasing and forecast to build up to £6m pa by 2012. The EZ income is planned to provide core funding for WYCA/LEP or their activities contributing to economic growth. The second EZ covers a number of sites, most of which require investment to remediate or develop the site to enable full occupation. Work is underway to fund some of these works through Growth Deal funding.

- 2.7 Members will be aware of the short term nature of funding streams from Government that support the skills and business agenda, such as the business growth service, skills service and apprenticeship grants. Efforts are being made to seek other funding sources to continue these services. Whilst the Department for Business, Energy and Industrial Strategy (BEIS) announced last week that there would be a commitment to continuing funding for the business growth service the actual amount has yet to be confirmed.
- 2.8 The inherent inflation in both concessionary reimbursement and bus tendered services, along with pay and other contract inflation sees expenditure increasing even at a standstill in service provision. Taking into account the ambition and priorities of WYCA and its partners there is a continuing mismatch of income and expenditure over the next three years.
- 2.9 Whilst all areas of spend are being scrutinised there is a particular focus on how spending reductions can be achieved through the transformation of passenger transport provision. Options of how this could be achieved are being developed and will be further considered in conjunction with local authority officers to understand the specific transport need in each District. Any proposals developed will be subject to consultation and equality impact assessments. The initial thinking around this transformation are set out in paragraphs 2.11 onwards, with the target savings built into the draft three year financial strategy considered later in this item.
- 2.10 The three year proposal is based on an assumption of a levy cut of £1m in each of the next three years (£1m was cut from the levy in 2017/18). Targets to generate further income from WYCA buildings and infrastructure assets are being developed by exploiting the current commercial property market and by implementing invest to save schemes. A commercial asset strategy focussing on bus stations is under development.
- 2.11 At present 50% of the cost of WYCA's activity in providing travel information and supporting the sale of transport tickets and passes is funded by operators and MCard sales revenue. By increasing revenue from lower cost self-service, digital channels it is possible to reduce the net cost to local taxpayers by 2020/21 whilst modernising the service.
- 2.12 In order to make significant reductions in expenditure, and to better respond to the requirements of the travelling public there will be a need to change the way in which WYCA currently spends £19m procuring socially necessary bus services. A value for

money approach has enabled year on year savings in this provision however more fundamental changes are needed to ensure a reduced spend is targeted towards the Authority's and thereby the local authority's priorities. A plan has therefore been developed to reduce this cost to £15m by 2020/21 as follows:

- Currently 45% of this expenditure provides services to communities which would not otherwise have any public transport link, of which 10% is spent on AccessBus. It is proposed to focus this expenditure on supporting inclusive growth - those deprived communities currently isolated from the public transport network, by adopting customer focussed, innovative and lower cost ways of supporting their mobility. The AccessBus service will become more integrated with other forms of accessible transport provided by the social care, health and third sectors. By 2020/21 65% of the reduced budget will be spent on supporting mobility.
- 30% of the expenditure currently provides early morning, evening and weekend journeys on bus services to communities which currently enjoy a commercially funded bus service at peak times and during weekdays. Negotiations will be held with bus operators seeking alternative ways of supporting evening and Sunday services and taxi based solutions will be deployed where appropriate. By 2020/21 25% will be spent on this form of provision.
- Further economies will be made to reduce spend on providing school buses in line with the reduced budget working closely with District Council Children's Services teams.

2.13 **Appendix 2** sets out the draft three year revenue budget. The closing position for 2017/18 is in line with the original budget agreed and will utilise general reserves of £3.5m, leaving opening general reserves at £3.6m at 1 April 2018. This represents a minimum level of general reserves that are required to be retained over the period.

2.14 The savings available from transforming the current service offer to the model described above are reflected in Appendix 2. There is an element of lead time to move to this model with the savings starting slowly and increasing by the end of the period. This leaves a potential funding gap of £0.897m by 2020/21. It is proposed to close this gap by undertaking a number of actions, to include:

- specific savings targets and income targets for each directorate;
- a review of capitalisation policy (including consideration of whether any changes to this could be backdated to apply to previous years);
- a review of Enterprise Zone income and any actions that could accelerate this income;
- a review of treasury management arrangements and any opportunities to address borrowing costs and Minimum Revenue Provision (MRP) as part of debt management.

- 2.15 Work has started on this and the detail will be provided as part of the full budget paper to the 1 February meeting. In order to ease the transition to the reduced spending position it is proposed that a small proportion of the levy set aside to fund the local contribution to the West Yorkshire plus Transport Fund is utilised to close the funding gap in 2018/19 and 2019/20. This is only possible in the short term as expenditure on the Fund has been slower than anticipated to reach the levels that require us to undertake borrowing, although this should change by 2021. Members will recall that the City Deal that secured a £1bn Transport Fund provided government funding of £750m with West Yorkshire and York providing the balance. This was agreed to be through supported borrowing.
- 2.16 A detailed three year capital funding and expenditure programme will be presented alongside the revenue budget in February. At this stage **Appendix 3** sets out the forecast for this and the next two years. Forecast spend levels are being further scrutinised to ensure they reflect the most robust estimates from delivery partners and to ensure that they achieve best use of the funding available. The most significant funding stream is Growth Deal, after which there are a number of transport funding streams including Local Transport Plan Integrated Transport Block, Leeds Public Transport Investment Programme and NPIF. A number of funding streams are passported straight through to the local authorities on a pre-determined basis, such as highways maintenance and pothole action fund.
- 2.17 Capital funding is used to meet the direct delivery costs of projects approved through the assurance framework, which includes WYCA and partner authorities project managers/assistants and other directly attributable costs. It has also been previously agreed that there will be a capital recovery of the costs of the Portfolio Management Office that manage the assurance frameworks and project management and reporting and the feasibility and assurance team. A level of capital recovery has also been built into the revenue budgets to reflect the support given to the Delivery Directorate by the resources, policy, research and communications teams. This has initially been set at £1.5m for 2018/19 and is being reviewed to ensure it is representative and proportionate given the relative size of the capital programme and revenue budgets.

3 Financial Implications

- 3.1 As set out in the report.

4 Legal Implications

- 4.1 None arising directly from the report. Consultation and Equality Impact Assessments will be required as policy change proposals are progressed.

5 Staffing Implications

- 5.1 None arising directly from the report.

6 External Consultees

6.1 None.

7 Recommendations

7.1 That WYCA note the work underway on the medium term financial strategy, and business planning and budget for 2018/19.

8 Background Documents

8.1 None.

Appendix 1: WYCA 2018/19 Draft Business Plan Summary

DELIVERY DIRECTORATE	
Delivering the right projects whilst providing value for money	
Ensuring the delivery of a portfolio of projects and programmes within the agreed cost, time and quality framework, which meet our strategic priorities and derive maximum benefit for the region	
2018/19 Priorities	Resource Lead
<p>Delivery of projects and programmes in the West Yorkshire Transport Fund with the targets of:</p> <ul style="list-style-type: none"> • 15 projects/programmes approved at Outline Business Case stage • 10 projects/programmes approved at Full Business Case stage • 5 projects/programmes to be on site • CCAG phase 2 to be completed 	WYTF Implementation Team
Implementing other significant Transport Projects (such as Rail accessibility schemes, New Station Street in Leeds, Cycling schemes, Castleford Rail Station Gateway and Halifax Bus Station improvements), with a target of 8 projects on site in 2018/19	Transport Projects Team
<p>Implementing Economic Regeneration Projects (including skills capital & innovation, Broadband and Better Homes), with targets of:</p> <ul style="list-style-type: none"> • Completing phase 2a and 2b of skills capital (delivering 24,898 sqm of new build floorspace and 12,100 sqm of refurbished floorspace) • Enabling 200 new homes at Bolton Woods and Beech Hill • Enabling 8,000 sqm of commercial floorspace across York Central/York Guildhall • £3.2m LGF spend on tackling fuel poverty • Delivery of 524 CHS as part of the Warm Homes Fund • Broadband infrastructure to cumulatively deliver 43,086 Total Homes Passed of which 35,679 superfast (>24mb/s) • Enable a further 250 homes and 200 jobs through Growing Places Fund loans 	Economic Regeneration Team
Continued implementation of the Smartcard and information Programme (SCIP) with Phase 5 going live in March 2019	SCIP implementation Team
Providing Feasibility and Assurance services across all portfolio's work including overseeing further calls for projects and re-profiling of programmes	Feasibility and Assurance Team
Managing the Assurance process, monitoring and reporting of progress, further development of risk & cost management controls and embedding the Portfolio Information Management System (PIMS)	PMO Team
Leading the Head office Refurbishment project and supporting the flexible ways of working project	Staff from the PMO team
Further development of policies, processes and working practices to maximise staff retention and embed the culture of a high performing team	Led by Director and Heads of Service

Develop and implement a strategy for resourcing revenue funded projects and corporate projects	Led by Director in partnership with Director, Resources	
Further work with the Policy Directorate to better define the boundary between the Policy and Delivery Directorates and agreeing handover terms	Led by Director and Heads of Service in partnership with Policy Directorate	
Budget and Resources		
2017/18 Revenue Budget	Expenditure	£2.451m
	Income	(£2.450m)
	Net	£0.001m
2018/19 Revenue Budget	Expenditure	£3.488m
	Income	(£3.716m)
	Net	(£0.228m)
Net Revenue Budget change between years		(£0.229m)
Capital spend under the control of Delivery 2018/19		£186.405m
Financial Target(s) 2018/19		TBC
2018/19 FTE		71.72

ECONOMIC SERVICES DIRECTORATE

Delivering effective services to drive inclusive growth

To attract global investors, support businesses to be more productive and inspire people to gain relevant skills, working with partners across all sectors.

2018/19 Priorities	Resource Lead
<p>Continue to provide support to help businesses grow and become more productive through the LEP Growth Service, and embed a range of ESIF funded business support programmes, with the targets of:</p> <ul style="list-style-type: none"> • Supporting up to 2,750 businesses that want to grow • Providing intensive support to 900 growth businesses • Supporting the creation of 400 jobs in businesses receiving intensive growth support, investing £5m in capital projects with an average cost per job of £12.5k • Supporting 100 high growth businesses to develop strategic growth plans • Delivering 12 'Pop-Up' business advice events including 4 in more disadvantaged areas 	<p>Business Support Team including: Growth Service, Strategic Business Growth Programme and Business Grants Team plus those below, with support from Comms</p>
<p>Provide Resource Efficiency funding and advice to businesses with a target of supporting 80 businesses to reduce costs on energy, water and waste.</p>	<p>Resource Efficiency Team</p>
<p>Provide support and advice on accessing innovation services and funding with a target to support a further 70 businesses to undertake innovation activity.</p>	<p>Access Innovation Team</p>
<p>Deliver sustainable travel plan advice and services to businesses, recruiting 75 new businesses to the Travel Plan Network and generating over £8m in M-card sales.</p>	<p>Travel Plan Network Team</p>
<p>Work with schools and business leaders to deliver an enhanced model of employability, enterprise and careers education to reach over 160 schools and 12,000 disadvantaged students.</p>	<p>Enterprise in Education Team (+ new posts tbc subject to new funding)</p>
<p>Promote and advise on the benefits of apprenticeships to over 1,000 businesses (if funding is secured).</p>	<p>Skills Funding Manager and Apprenticeship Grants Team (at risk if funding not secured)</p>
<p>Continued skills support for businesses, sector skills initiatives which upskill 1250 individuals in shortage areas; and development & monitoring of delivery agreements with FE colleges in readiness for the proposed devolved Adult Education Budget, in order to secure the right kind of vocational education & training provision to meet the skills demands on our economy.</p>	<p>Skills Funding Manager, Sector Skills Manager plus Digital Skills Coordinator & Economic Intelligence Manager (in Policy & Comms Directorate)</p>

Attract global investors to the Region, undertake inward investment lead generation and deploy targeted grant funding, with the aim of creating 1,500 new jobs for the region and bringing 40 inward investment projects to the LCR.	Inward Investment Team and support from Comms team
Promote Leeds City Region investment propositions in the key sectors of advanced manufacturing; digital including fintech; healthcare and life sciences; and financial & professional services, with 180 investor meetings leading to 40 inbound visits hosted.	Sector leads in Advanced Manufacturing, Health & Life Sciences and Digital and support from wider Inward Investment Team above and Comms Team
Promote investor development, safeguard UK jobs and seek 'floating' investment opportunities within 120 internationally owned firms, in partnership with local authorities, seeking to identify 48 new investment projects from 240 meetings.	Key Account Managers <i>(new posts subject to funding)</i>
Inspire over 100 additional LCR businesses to export and 100 existing exporters to increase global trade, through the improved co-ordination of international trade services with partners, including through 10 new export initiatives.	International Trade Manager
Embed further the principles of inclusive growth into mainstream services through the targeting of employment & skills programmes towards low paid workers, focusing education support onto disadvantaged pupils, implementing employment brokerage to support employers to fulfil social value obligations within WYCA contracts, inspiring businesses to adopt leadership practices which support the progression of low paid workers, considering the application of specific grant conditions, adapting the inclusive growth narrative for inward investment and monitoring appropriate outputs.	To be led by the Executive Head of Economic Services and senior managers with support from PSC Directorate
Collaborate with Policy, Strategy & Comms colleagues on new digital and productivity-led services linked to the inclusive industrial strategy, including reviewing the application of sector prioritisation and considering productivity outputs alongside job outcomes.	To be led by the Executive Head of Economic Services and senior managers with support from the Head of Economic Policy
Refine the efficiency and effectiveness of our grant programmes and implement the recommendations from the grant review process, in line with the Assurance Framework, including a new partnership agreement for delivering support for smaller grants, as well as the inclusive growth principles above.	Head of Business Support & Business Grants Manager to lead with support from specific grant teams including T&I input
Accelerate digital careers activity and develop a digital talent offer as well as activity to address the future infrastructure skills needs linked to HS2 and other transport/regeneration investments, and replacement demand in manufacturing and engineering, including by securing and delivering additional ESIF programmes.	Head of Employment & Skills & Digital Skills Coordinator (in Comms) to lead with support from Enterprise in Education team to promote in schools and T&I team to connect to inward investors. Additional resources subject to ESIF & other bids.
Introduce/test activity to maximise local employment opportunities through major capital investments, including a business facing Gateway for local employment.	Head of Employment & Skills to lead, working with Delivery Directorate and Jobcentre Plus/Local Authority partners

Review the options for increasing the effectiveness of export support within the region, in collaboration with the Policy, Strategy and Communications Directorate, in order to help increase the region's export performance.	Head of T&I plus International Trade Manager to lead working with the network of trade partners.
Attract a greater number of transformational inward investments and assist to create a more resilient economy through strengthening links with existing foreign owned businesses.	Head of T&I plus Inward investment team to lead working closely with Comms & Marketing
Establish a specific KAM function within the Trade and Investment Team.	New KAM staff to be recruited (subject to funding being secured)
Work to develop a coordinated approach with local authorities to packaging investment opportunities more effectively in order to create more attractive offers for global investors.	To be led by Head of T&I with additional resource to be identified
Working with colleagues in Policy and Delivery to further develop the strategy for securing end user investment in Enterprise Zones.	To be led by Head of T&I with additional resource to be identified

Budget and Resources

2017/18 Revenue Budget	Expenditure	£9.901m
	Income	(£8.620m)
	Net	£1.281m
2018/19 Revenue Budget	Expenditure	£8.631m
	Income	(£7.342)m
	Net	£1.289m
Net Revenue Budget change between years		£0.008m
Financial Target(s) 2018/19		TBC
2018/19 FTE		62.53

TRANSPORT SERVICES DIRECTORATE

Connecting people to places

To transform, through strong relationships with local partners and transport providers, the services provided by the CA to be efficient, community led and customer focused.

2018/19 Priorities	Resource Lead
Information	
Providing direct customer contact services including Metroline	Metroline and Customer Services teams
Coordinating the production of passenger information	Service Development Team (inc real time information)
Timetable data and content preparation	Data Team
Increase the proportion of information interactions/enquiries that are online to 98%	All
Retail	
Ensuring robust financial process are in place for administering concessions and Integrated ticketing services	Financial Processes Team
Delivering direct customer sales and information through Travel Centres including back office	Travel Centres team
Managing WYCA offices	Office Facilities Team
Increase the proportion of MCard sales via self-service/travel centre alternatives to 75%	
Asset Management	
Managing our buildings, bus shelters and other on-street public transport infrastructure	Facilities and Assets team
Day to day running of our staffed and unstaffed bus station facilities	Bus Station Services team Cleaning staff
Bus Services	
Coordinating and delivering transport services for those with personalised travel needs through AccessBus and home to school transport services for children with Special Educational Needs	Door to Door Transport Team and SEN team
Monitoring performance of transport services against contracts and surveying quality	Monitoring and Survey team
Procuring bus services, coordinating bus network changes and highway liaison	Bus Network and Highways Liaison team
Coordinating education transport services	Education Transport Team
In 2018/9 the Directorate will also deliver a programme to transform Transport Services through:	
Information Devise and implement new strategy by June 2018 to move from a paper based information provision to a fully digital self service provision focused on live travel information “on the move” to drive efficiency and savings	Led by HoS and Information and Marketing Manager Policy Manager + assistant from PSC to support high level policy/horizon scan R&I analysis support

<p>Retail Devise and implement new strategy by June 2018 to grow market for MCard with WY Ticketing Company introducing new retail channels including mobile phone ticketing. Modernise the service offer at Travel Centres to streamline these and realise savings</p>	<p>Led by HoS and Service Delivery Manager and involving Retail Teams Policy Manager + assistant from PSC to support high level policy/horizon scan R&I analysis support Finance support to deliver changes</p>
<p>Asset Management Strategy Develop a five year plan to maximise rental income and cost effectively maintain the CA's portfolio of operational and non-operational property with an initial target to increase income generation from property rental by 10% in 2018/19</p>	<p>Led by HoS and Facilities and Assets Manager Involving Asset Development Team PSC support – to support strategic view Legal/Procurement and Finance support Delivery support – interface with Transport Fund teams</p>
<p>Bus Services Strategy Support the transformation of bus services in partnership with bus operators through Bus 18 and the Leeds PTIP Ensure the effectiveness of the young people's concessionary fare scheme seeking to increase patronage at a reduced cost to the taxpayer Devise and implement a new policy for bus service support which promotes inclusive growth at a reduced cost to the taxpayer Working with Policy and Strategy Directorate to develop a new delivery model for public transport services in the future</p>	<p>Led by Director HoS and involving Bus Services Team Support from PSC – Policy Manager input and Consultation team</p>
<p>Scope out/agree new delivery frameworks for operational services with transport operators/partners.</p> <ul style="list-style-type: none"> Improving management information to develop a more transparent approach to the unit costs of service provision Develop Bus 18 and LPTIP Bus Delivery Board into effective, strong customer focussed partnerships Scope out how the Joint Venture Company for ticketing can be developed into a means by which WYCA and operators share the cost of providing public transport infrastructure, information and ticketing products 	<p>Led by Director, HoS and Service Development Manager</p>
<p>Coordinating WYCA operational plans and liaison with bus operators to meet emerging local and national Air Quality requirements and Clean Air Zones</p>	<p>Led by Director, HoS and with input from other Directorates</p>

Budget and Resources

2017/18 Revenue Budget	Expenditure	£127.300m
	Income	(£44.969m)
	Net	£82.331m
2018/19 Revenue Budget	Expenditure	£129.756m
	Income	(£47.115m)
	Net	£82.641m
Net Revenue Budget change between years		£0.310m
Financial Target(s) 2018/19		TBC
2018/19 FTE		194.7

POLICY, STRATEGY & COMMUNICATIONS DIRECTORATE

Leading thinking, securing funding

To develop a leading, inclusive Industrial Strategy, a radically new economic policy framework for Leeds City Region; a new vision for the kind of place we want the City Region to be, and use this as part of our pitch for securing a devolution deal that covers the City Region; and to agree a long term funding settlement with Government

2018/19 Priorities	Resource Lead
POLICY, STRATEGY & RESEARCH	
<p>Strengthen our local powers and secure investment to maintain and enhance the CA's investment in the region (currently c.150m a year)</p> <ul style="list-style-type: none"> • Continue to make the case for an ambitious devolution deal. • Develop proposals for future local growth funding. • Be "bid ready" for opportunities that arise from Government where they support our priorities. • Deliver the current ESIF programme and influence the design and implementation of the successor national programme (shared prosperity fund). 	<p>Core function of all roles – all policy team input led by Director. With specific input on devolution and on future funding.</p> <p>Support from Delivery and Economic Services and in demonstrating the case for investing here through case studies</p>
<p>Development of a single, bold Local Inclusive Industrial Strategy</p>	<p>Led by HoS supported by policy managers and policy officers</p>
<p>Support Private Sector Growth through proposals to enhance the region's digital and innovation capabilities and through a focus on improving skills.</p> <ul style="list-style-type: none"> • Explore ways to lever private sector-led collaboration and mutual improvement to raise the productivity of firms • Develop a City Region wide digital framework recognising the importance of the development of a digital and technology strategy for the region • Develop proposals for an ambitious retraining programme • Develop the case for further enhancement of the Combined Authority's engagement with the education system 	<p>Led by HoS with input from policy managers/officers and input from Economic Services</p>
<p>Deliver improvements to Place to deliver inclusive and clean growth</p> <ul style="list-style-type: none"> • A web-based map product to transform our ability to align investments and use it to support identification of the pipeline of projects. • Deliver the EZ Programme to Outline Business Case stage • Support development and, as needed, the delivery of an LCR Housing Deal • Identify and develop opportunities from the Government's Clean Growth Strategy to the region's economy. • Support the move to cleaner air through cleaner buses 	<p>Led by HoS with input from policy managers/officers and input from Delivery on business case development and challenge of policy agenda.</p>

<ul style="list-style-type: none"> • Deliver the Energy Accelerator • Secure developer contributions for public transport from new developments 	
<p>Develop policies to transform our City Region connectivity</p> <ul style="list-style-type: none"> • Translate the LCR Connectivity Strategy into defined inclusive growth corridor plans. • Shape the development of Leeds Station, High Speed Two Northern Powerhouse Rail, Calder Valley improvements, Transpennine Route Upgrade and East Coast Mainline. • Influence and shape the regional and national rail policy and work with operators on the operational performance of the current franchises. • Develop and establish a new WYCA rail plan • Develop the policies within the Transport Strategy into actions • Support the delivery of the Leeds Public Transport Investment Programme • Support Transport Operations with their transformational programme including a review of tendered services and how ‘mobility as a service’ could support our objectives. • Develop Local Cycling and Walking Infrastructure plans. • Influence Highways England’s Road Investment Strategy • Shape Transport for the North’s investment programme. • Develop proposals for four new rail stations to OBC 	<p>Led by HoS with input from policy managers/officers and input from Delivery on business case development and challenge of policy agenda.</p>
<p>Develop a research programme to support our evidence-based decisions</p>	<p>Led by Research and Intelligence</p>
<p>Develop our approach to appraisal.</p> <ul style="list-style-type: none"> • Directly shape government business case guidance including the evolution of Webtag • Lead the economic appraisal and monitoring & evaluation of the West Yorkshire Transport Fund and support to appraisal of ESIF and ERDF 	<p>Led by Research and Intelligence</p>
<p>Provide a range of intelligence services to city region partners</p> <ul style="list-style-type: none"> • Develop an intelligence product portfolio • Build a research and economics function with the capacity and capability to undertake pan city region work • Drive improvements in data capture to inform service improvements and development an “Open Data” Strategy. 	<p>Led by Research and Intelligence</p>
<p>Provide evidence for policy-making</p> <ul style="list-style-type: none"> • New research mapping key LCR supply chains and their relationships to support development of the LIIS and ongoing Brexit Impact Assessment. • New primary research into firm characteristics and business culture • Finalise the HS2 Growth Strategy 	<p>Led by Research and Intelligence</p>
<p>Provide business case intelligence and scrutiny for projects through delivery</p>	<p>Led by Research and Intelligence</p>

<ul style="list-style-type: none"> • Market intelligence for route development to support bus operators in the development of the bus network. • SMART card transactional analysis • LPTIP Monitoring and Evaluation framework • Development of the CA's GIS tools to support project and program monitoring (within the context of formally agreed GIS strategy for the CA). • Impact assessment of the Growth Service, the LEP Capital Grants Programme, the Travel Plan Network, the large capital grant applications (over £100K). • Development of LCR Labour market information • Impact of Northern Powerhouse Rail, rail policy and CA interventions in the bus industry. 	
COMMUNICATIONS, ENGAGEMENT & MARKETING	
<p>Market services and delivery of CAs, initiatives and programmes</p> <ul style="list-style-type: none"> • Communications and Engagement support across all major programmes – Provide Agency value (over £1m) worth of advice and delivery. Providing a link between communities of interest and decision making internally and with partners. • Market Employment & Skills offerings delivering higher take up rates than comparable regions in the UK. • Market Leeds City region as the Digital centre of the UK driving increases in trade & inward investment opportunities. • Market Economic Services through the 'Growth Service' (14 different groups of offerings) and 'Invest Leeds City Region'. Target 66% in next 3 years from base of which is an agency value of over £0.5m worth of advice & delivery. • Market Transport Services and TravelCard offerings. Agency value (over £1m) worth of advice and delivery. • Policy & Strategy reports and analysis amplification – (over £0.3m) worth of advice & delivery. • Amplify the achievements of the CA and partners in delivering large scale transformative infrastructure projects establishing credibility with funders. • Establishment of single overarching place based narrative for the region. • Promotion, engagement and marketing of cycling and active travel and the required infrastructure 	<p>Head of Involvement, Communications & Engagement formerly Head of Communications</p> <p>Heads of Corporate Communications & Engagement</p> <p>Head of Marketing</p> <p>Marketing Team Design Team Corporate Communications Market Research CCAG team</p>
<p>Create a full service Digital engagement, marketing and communications function delivering efficient and valued engagement channels</p> <ul style="list-style-type: none"> • A single web presence £0.3m Investment to save £0.3m per annum. • A social media strategy delivered through fewer channels in a more targeted and measurable way. Double followers & Treble engagement scores. Cost of PR/Consultation transaction to be reduced by 50%. • Establish a modern intranet platform that enables true partnership working across WYCA/LEP but also across district partners and external third parties. Cost savings target £100k p.a. 	<p>Head of Involvement, Communications & Engagement – formerly Head of Communications</p> <p>Head of Digital</p> <p>Head of Marketing</p> <p>Digital Team Design Team</p>

<ul style="list-style-type: none"> • Create ICT / Communications strategy working group with savings target on planned expenditure equal to £250k p.a. • Establish a central and available Consultation & Engagement team offering advice and services to all partners and programmes to the value of £0.5m via Engagement Hub. 		
<p>Create a strategic communications and external affairs function promoting inclusive growth measures, policy choices & the region</p> <ul style="list-style-type: none"> • Overall Advertising Value Estimate measure target 2018/19 of £5m (2015/16 = £1m). • Establish real awareness and sense of presence in Whitehall & Westminster with MP partners and Officials. Devise and measure a metric. In addition minimum of 3 Westminster/London events a year and build a team WY/LCR/Yorkshire amongst MPs. • In region partnerships built upon and value delivered e.g. Welcome to Yorkshire, YEN, National Parks, IoD, CBI, Chambers, FSB, NPP and many more. Devise measure for value. • Establish an ongoing partnership programme with districts and other key delivery partners • Devolution – establish the support for and create conditions for a deal on a preferred geography with required powers. 	<p>Head of Involvement, Communications & Engagement– formerly Head of Communications</p> <p>Heads of Corporate Communications & Engagement</p> <p>Head of External Affairs</p> <p>External Affairs Team Design Team Corporate Communications</p>	
<p>Use internal communications to embed the organisation’s values & Enable Transformation</p> <ul style="list-style-type: none"> • Establish a professional, high value, service orientated values driven culture across the organisation. • Support and enable transformation programmes with internal communications, channel shift, external engagement assistance. Working with all Directorates especially Transport Services and Resources Directorates. 	<p>Head of Involvement, Communications & Engagement formerly Head of Communications</p> <p>Heads of Corporate Communications & Engagement</p> <p>Corporate Communications</p>	
Budget and Resources		
2017/18 Revenue Budget	Expenditure	£3.597m
	Income	(£0.134m)
	Net	£3.463m
2018/19 Revenue Budget	Expenditure	£6.046m
	Income	(£0.461m)
	Net	£5.585m
Net Revenue Budget change between years		£2.122m
Financial Target(s) 2018/19		TBC
2018/19 FTE		101.81

RESOURCES DIRECTORATE

Enabling the right solution

To transform our processes and support for the organisation around a business partner model ensuring that we have our own house in order as a champion for Inclusive Growth. We need to ensure high value for money, given the financial pressures we and our partners face.

2018/19 Priorities	Resource Lead
Embedding a new structure for Finance to enable more strategic focus and updating key processes to better meet customer needs and maximise efficiencies. Achieving a balanced financial outturn at year end, achieving 100% statutory compliance and paying all undisputed invoices within 30 days.	Finance Team
Embed the new procurement team and implement the procurement strategy with a specific focus on further embedding social value principles into procurement practices, ensuring there are no successful legal challenges to procurement decisions and on devising an efficiency savings programme for revenue budgets with a target of delivering 5 savings initiatives	Procurement Team
Embedding the new OD structure for the Legal Team and introducing new working practices to enable a greater customer focus. Fully implementing the GDPR action plan and new processes to ensure ongoing statutory compliance, including meeting 100% of FOI/EIR deadlines	Legal Team
Develop new process for delegations and more streamlined decision making across officers and committees, while ensuring 100% compliance with statutory requirements regarding committee agenda publication.	Governance Team
Implement year 1 of the Corporate Technology Strategy - including developing a customer service management system (ITIL), defining a flexible working technology strategy, security and compliance enhancements and review of mobile equipment. Ensuring that the core network and Microsoft cloud services are available for at least 99% of the time and limiting non-critical open service desk request to 100 or below	ICT Team
Embedding the new HR structure and implementing the new HR strategy, moving to a model of more strategic focus and greater efficiency.	HR Team
Updating and implementing new HR policies/strategies including the workforce development strategy and diversity strategy and initiatives to support the organisation in delivering STEM activities. Working with	HR Team

managers across the organisation to ensure that average recruitment times do not exceed 30 days, sickness absence does not exceed 6 days per annum and to achieve 11 apprentices in post across the organisation	
Implement year 1 of the 5 Year Health and Safety strategy and continue training of senior managers in Managing Safely	Health and Safety Team
Coordinate the delivery of the Phase 2 One Organisation programme to drive organisational change and further work to embed new risk and performance management processes across the organisation	Corporate Planning and Performance team
Carry out a programme of independent internal Audit reviews to enable an opinion on control environment and risk management arrangements, and to drive continuous improvement. Achieve at least 80% positive feedback through client feedback questionnaires	Internal Audit team
Moving to a partnering model across all Resources teams and embedding a customer service culture suited to the specific needs of the organisation	Led by Director with all teams
Updating corporate systems and processes to include the specification /implementation of new systems for Finance, budgeting, payroll, HR, procurement.	All teams
Improve transparency across data and information for all Resources functions	All teams
Driving culture change through embedding our values and behaviours in all of our corporate functions and rolling these out across the organisation	All teams
Ensuring statutory compliance across all Resources functions	All teams

Budget and Resources

2017/18 Revenue Budget	Expenditure	£14.629m
	Income	(£98.184m)
	Net	(£83.555m)
2018/19 Revenue Budget	Expenditure	£13.277
	Income	(£100.018m)
	Net	(£86.741m)
Net Revenue Budget change between years		(£3.186m)
Financial Target(s) 2018/19		TBC
2018/19 FTE		75.4

WYCA Summary - 2017/18 to 2018/19 (and 2019/20 - 2020/21)

	2017/18	2018/19					2019/20	2020/21
	Forecast	Salary & Pay Related	Salary Recovery	Other Expenditure	Other Income	Total	Total	Total
	£	£	£	£	£	£	£	£
Transport Services								
Subsidised Services	19,181,000	0	0	27,397,250	(8,710,000)	18,687,250	17,345,421	15,858,857
Bus Station & Services	4,917,328	3,649,676	0	6,349,153	(5,654,284)	4,344,546	4,417,539	4,491,993
Concessions + Integrated Ticketing	55,755,478	0	0	56,270,200	0	56,270,200	57,676,955	59,118,879
Prepaid Tickets Income	0	0	0	31,500,000	(31,500,000)	0	0	0
Passenger Information	1,303,055	1,478,349	0	323,024	(617,993)	1,183,380	1,212,947	1,243,105
Travel Centres	498,516	568,798	0	40,340	(80,000)	529,138	540,514	552,117
Telematics	810,118	200,382	0	833,050	(226,000)	807,432	811,440	815,527
Transport Services	82,465,495	5,897,205	0	122,713,017	(46,788,277)	81,821,945	82,004,816	82,080,478
Delivery	(145,262)	3,401,966	(3,716,346)	86,200	0	(228,180)	(234,468)	(240,881)
Economic Services	1,356,314	2,832,465	(617,510)	5,798,573	(6,724,677)	1,288,852	1,333,151	1,378,336
Policy, Strategy & Communications	4,210,592	5,109,201	(272,596)	936,771	(188,000)	5,585,376	5,682,108	5,780,775
Resources	5,219,319	3,117,038	0	2,058,338	0	5,175,376	5,237,717	5,301,304
Corporate	7,292,512	630,952	(800,000)	9,118,287	(2,379,520)	6,569,719	6,453,155	6,880,810
Other Directorates	17,933,475	15,091,622	(5,406,452)	17,998,169	(9,292,197)	18,391,143	18,471,663	19,100,344
Capitalisation	(1,000,000)	0	(1,500,000)	0	0	(1,500,000)	(1,530,000)	(1,560,600)
Enterprise Zone Receipts	(712,000)	0	0	0	(1,968,000)	(1,968,000)	(3,804,000)	(6,525,000)
Transport Levy	(95,198,000)	0	0	0	(94,198,000)	(94,198,000)	(93,198,000)	(92,198,000)
Other	(96,910,000)	20,988,827	(6,906,452)	140,711,186	(152,246,473)	(97,666,000)	(98,532,000)	(100,283,600)
Further Resources Required	3,488,971					2,547,088	1,944,479	897,222
Savings, income, other targeted actions	0					(1,000,000)	(1,000,000)	(897,222)
Transfer from Reserves	(3,488,971)					(1,547,088)	(944,479)	0
Balance Budget	0					0	0	0

	Balance at 31/3/17	2017/18	2018/19	2019/20	2020/21	Balance at 31/3/21
	£	£	£	£	£	£
Available Reserves						
General Reserve	(7,102,000)	3,488,971	0	0	0	(3,613,029)
Transport Fund Reserve	(7,751,000)		1,547,088	944,479	0	(5,259,434)
Total	(14,853,000)	3,488,971	1,547,088	944,479	0	(8,872,463)

Capital Budget

CAPITAL FUNDING	2017/18 £000
Local Growth Fund	72,228
Local Growth Fund C/Fwd	73,160
Leeds Public Transport Investment Programme	21,000
Local Transport Plan Integrated Transport	13,104
Local Transport Plan Integrated Transport C/Fwd	780
Highways Maintenance Block	25,971
Highways Maintenance Incentive Funding	2,432
Pothole Action Fund	2,230
National Productivity Investment fund	6,925
DfT Cycle City Ambition Fund	14,641
West Yorkshire Cycling and Walking Fund	1,500
Ultra Low Emission Vehicles	495
European Regional Development Fund	2,968
Broadband UK	2,968
Growing Places Fund	3,740
Capital Receipts	600
Carry forward from prior year	
WY+TF Borrowing	0
TOTAL	244,742

2018/19 £000	2019/20 £000	TOTAL £000
74,349	73,510	220,087
0	0	73,160
48,700	49,100	118,800
13,104	13,104	39,312
0	0	780
23,507	23,507	72,985
4,896	4,896	12,224
		2,230
		6,925
0	0	14,641
		1,500
495	990	1,980
1,823		4,791
1,823		4,791
4,426	4,929	13,095
		600
54,013	7,031	
	32,208	32,208
227,136	209,275	620,109

CAPITAL EXPENDITURE	2017/18 £000
Growth Deal	100,150
Leeds Public Transport Investment Programme	21,000
Local Transport Plan Integrated Transport	13,100
Ultra Low Emissions Vehicles	180
Highways Maintenance Block	25,970
Highways Maintenance Incentive Funding	2,432
Pothole Action Fund	2,230
National Productivity Incentive Fund	6,925
DfT Cycle City Ambition Fund	10,547
West Yorkshire Cycling and Walking Fund	1,019
WY Broadband Programme	5,936
Growing Places Fund	800
WYCA internal projects	440
TOTAL	190,729

2018/19 £000	2019/20 £000	TOTAL £000
112,000	114,140	326,290
48,700	49,100	118,800
13,104	13,104	39,308
1,027	1,028	2,235
23,507	23,507	72,984
4,896	4,896	12,224
0	0	2,230
0	0	6,925
4,094	0	14,641
481	0	1,500
3,646	0	9,582
4,550	2,000	7,350
4,100	1,500	6,040
220,105	209,275	620,109

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