

EMPLOYMENT AND SKILLS PANEL

**MEETING TO BE HELD AT 10.00 AM ON FRIDAY, 2 MARCH 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 DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION – EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING OF THE EMPLOYMENT AND SKILLS PANEL HELD ON 4 DECEMBER 2017**
Copy attached.
(Pages 1 - 8)
- 5. EMPLOYMENT AND SKILLS POLICY**
 - (a) LOCAL INCLUSIVE INDUSTRIAL STRATEGY**
(Pages 9 - 14)
 - (b) NATIONAL CAREERS STRATEGY**
(Pages 15 - 20)
 - (c) T-LEVEL CONSULTATION**
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- 6. FURTHER EDUCATION DEVELOPMENTS**
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7. REPORTS FROM ADVISORY PANELS ON EMPLOYMENT AND SKILLS PLAN THEMES

(a) CROSS-CUTTING THEMES

Led by: Emma Longbottom

- More and better apprenticeships
- Age evaluation
- Raising the bar on high level skills

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(b) GREAT EDUCATION CONNECTED TO BUSINESS

Led by: Karen Milner

- Enterprise on education
- Careers Campaign

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(c) BUILDING WORKFORCE SKILLS AND ATTRACTING TALENT

Led by Tom Keeney

- Labour Market Information update
- Career Learning Pilot
- Sector activity

(Pages 81 - 102)

(d) EMPLOYABILITY, ACCESSING JOBS AND REALISING POTENTIAL

Led by: Cllr Dan Sutherland

Social prescribing pilot
DWP Work and Health Green Paper
(Pages 103 - 106)

8. EMPLOYMENT AND SKILLS PANEL REVIEW

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9. BUSINESS PLANNING AND BUDGET 2018/19

(Pages 111 - 132)

10. DATE OF NEXT MEETING

Friday 01 June 2018, 10am – 12:30pm Committee Room A, Wellington House, Leeds

Signed:

A handwritten signature in black ink, appearing to read "A Taylor", enclosed within a rectangular box. The signature is written in a cursive style with a large initial "A" and a trailing dot.

Director of Resources

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**MINUTES OF THE MEETING OF THE
EMPLOYMENT AND SKILLS PANEL
HELD ON MONDAY, 4 DECEMBER 2017 AT COMMITTEE ROOM A,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Julie Colley	Avalon Group
Peter Duffy	Peter Duffy Limited
Councillor Susan Hinchcliffe	Bradford Council
Tom Keeney	BT
Councillor Cliff Lunn	North Yorkshire County Council
Karen Milner	Paths and Progress
Beverley Parrish	Parrish Environmental Consulting Ltd
Councillor Mohammed Rafique	Leeds City Council
Glynn Robinson	BJSS
Councillor Carol Runciman	City of York Council
Amanda Stainton	Portakabin
Councillor Daniel Sutherland	Calderdale Council
Professor Margaret House (Advisory Representative)	LCR Skills Network
Ian Billyard (Advisory Representative)	LCR Skills Network
Nick Bowen (Advisory Representative)	LCR Headteachers Network
Mark Roberts (Advisory Representative)	Beer Hawk Ltd
Diana Towler	Department of Work and Pensions
Mike Denby	Wakefield Council

In attendance:

Sue Cooke	WYCA
Peter Glover	WYCA
Emma Longbottom	WYCA
Jonathan Skinner	WYCA
Catherine Lunn	WYCA
Sonya Midgley	WYCA
Janette Woodcock	WYCA

1. Apologies for absence

Apologies for absence were received from Sue Soroczan and Merran McCrae.

2. Declarations of Disclosable Pecuniary Interests

Ian Billyard disclosed an other interest as he is a member of West Yorkshire Consortium of Colleges.

3. Notes of the cancelled meeting of the Employment and Skills Panel, 1 September 2017

This meeting was not quorate therefore these notes were not submitted.

4. Exempt information - Exclusion of the press and public

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

5. Chair's update

The Chair announced that this would be her final meeting of the Employment and Skills Panel. Rashik Parmar will take over as Chair of the Panel from January 2018.

The Panel thanked the Chair for her hard work and celebrated some of the achievements that have taken place during her tenure. In appreciation the Chair was presented with a gift.

The Chair informed the Panel of the sad death of Professor Mike Campbell, a former Panel member. The Chair and Panel members expressed their condolences and paid tribute to his commitment, achievements and tireless efforts whilst involved with the Panel. He will be sadly missed, the 2017 labour market information report has been dedicated to his memory.

The Chair also updated on other changes to the membership of the Panel. Don Brearley will be retiring at the end of the year and has therefore resigned from the Panel. The Skills Network will nominate a new Deputy Chair in due course who will join the Panel.

The Chair welcomed Mark Roberts, who following a recruitment campaign for new private sector membership, will be joining the Panel.

The Chair informed the Panel that following annual assessments of the financial health of colleges, which were published on 15 November, two major West Yorkshire colleges (Bradford and Kirklees) have been affected by Notices to improve. The FE Commissioner has met with both colleges but it is too early to assess the impact, further details will be provided at a future meeting.

The Chair provided an update on the progress of the Skills Capital programme. New or refurbished facilities have now been completed and opened in seven colleges, with construction now underway on the three remaining capital projects. The call for projects, which was announced at the last Panel, led to 17 submissions for Skills Capital, which totalled funding asks

of £81m to deliver £145m projects. At this time there is no further Skills Capital funding available, these projects will form a project pipeline for any future funding.

6. Employment and Skills policy

(a) Potential Impacts of Brexit on the Leeds City Region

Panel members were provided with an overview of the potential impact of Brexit on the Leeds City Region and a summary of the impact of Brexit on the local labour market. The analysis was based on qualitative research undertaken with 30 businesses in the City Region, together with results from the Leeds City Region Survey (a telephone survey of 2,368 businesses).

The LCR Business Survey found that among those businesses who employ migrant workers around two-fifths consider it a concern should the UK's departure from the EU affect their ability to recruit migrant workers from the EU.

Agricultural and manufacturing businesses were most likely to say they would be affected if access to EU migrant workers was reduced with sectors employing lower proportions of EU Migrants, such as education, digital and wholesale, much less likely to express concern.

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.

The Panel was asked to consider these issues and what should the main role of WYCA be in this area and the potential impact of Brexit on Leeds City Region labour market.

The Panel discussed what steps can be taken at this stage to develop a local strategic response to the labour market issues arising out of Brexit and how to ensure local businesses and individuals can access clear information and advice about the implications for their businesses including timescales for the continuation of EU funding.

Resolved: That the findings on the potential impact and issues of Brexit on the Leeds City Region were noted and once further information is available a paper will be brought to the Panel for consideration.

(b) Potential Impacts of Automation on the Leeds City Region

Members asked at the previous meeting for a discussion around the potential impacts of Automation on the Leeds City Region labour market

The Panel was provided with an overview of the potential impact of

Automation on the Leeds City Region Economy and views were sought regarding how the findings should be integrated into the work of WYCA including the potential devolution discussion.

The presentation contained analysis applied by Frey and Osbourne (The future of Employment: 'How susceptible are jobs to automation', 2013) to City Region employment data to assess the susceptibility to automation of local jobs. The work by Frey and Osborne and related analysis found that 35% of current jobs in the UK are at high risk of computerisation over the next 20 years.

Based on the Frey and Osbourne's analysis, employment in the City Region has a significant susceptibility to automation, in line with the level estimated for the UK. However, susceptibility is much higher in some sectors and occupations than in others. 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 – further decline of middle skilled clerical and manual roles narrows progression routes for those without a degree while negative impact on some service intensive roles with higher levels of employment could further reduce opportunities for low skilled.

The Panel discussed and raised the worrying outlook in terms of jobs, that the skills challenge is urgent and the Government need to invest in skills now. Education and life skills are important and it was felt the approach was to watch and understand trends, understanding how quickly technologies progress in some industries more than others and how to get people back into work.

Resolved: That the findings of the potential impact of Automation on the Leeds City Region beconsidered and noted.

(c) Budget and Devolution

The Panel was updated on Autumn Budget proposals the devolution asks for Employment and Skills. An oral update was provided on the Industrial Strategy. The Panel was asked to consider challenges outlined in the update and the potential responses on the following key questions:

- The main challenges to focus on
- What are the barriers in individual sectors/organisations that prevent action being taken?
- Are the potential responses realistic?
- How could these responses help unlock the growth potential of the region.

- Given the current situation in funding and devolution, should/could business be taking more of a lead in any of these areas.
- What action could be taken to help achieve this?

The Panel discussed the above and the confirmation from the Department of Education that they would like to work with the Leeds City Region to deliver a set of Career Learning Pilots which will be crucial to informing the development of a National Retraining Scheme, as announced by the Chancellor at his Autumn Budget to help realise the Government's ambitions for an adult education system that helps people upskill and reskill throughout their working lives.

The Department of Education also invited Leeds City Region to take part in a pilot to develop Skills Advisory Panels, these will complement the Employment and Skills Panel and current LMI processes

Resolved:

- (i) That the potential devolution asks were considered and noted.
- (ii) That future developments were noted.
- (iii) That details regarding the new Government Strategy be brought to the next meeting.
- (iv) That further information relating to the development of the Career Learning Pilot and Skills Advisory Panels be brought to the next meeting.

(d) HS2 and Supply Chain Growth Strategy

The Panel was provided with a summary of the HS2 Skills and Supply Chain Growth Strategy and was asked to give their views on how this should be progressed.

Funding was secured from Government to develop a Leeds City Region Growth Strategy. Arup have worked with colleagues at Leeds City Council to engage and consult with partners on the content of the strategy. The draft strategy was submitted to Government in October 2017 and feedback is awaited.

The LCR HS2 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.

The Panel was keen for opportunities to be shared across the wider region and for all colleges and training providers to have the opportunity

to be involved. They felt that it needed to be more explicit that all LCR was involved.

Resolved: That the update and Panel's views on HS2 Skills and Supply Chain Growth be noted.

7. Update on Employment and skills themes and advisory panels

(e) Cross-cutting themes: More and Better Apprenticeships and Raising the Bar on High Level Skills

The Panel was updated on the work to progress the priorities and actions in the cross-cutting themes in the Employment and Skills Plan: "More and Better Apprenticeships" and "Raising the Bar on High Level Skills" and was asked to comment on:

- The proposal from West Yorkshire Consortium of Colleges to develop an Institute of Technology linked to the development of digital skills.
- The outline grant criteria for a future proposed apprenticeship for employers, which will be used if additional funding is secured.
- The proposed next steps in relation to the Delivery Agreement Preparation for AEB activity.
- The progress of activity against the More and Better Apprenticeships and Raising the Bar on High Level Skills priorities.

Members commented that they would like a more detailed report regarding the progress of the Absolute Apprenticeships programme as they were concerned regarding the performance.

Resolved :

- (i) That the proposal for a West Yorkshire based Institute of Technology on Digital skills be endorsed.
- (ii) That the outline grant criteria for a future proposed apprenticeship grant for employers be endorsed.
- (iii) That the proposed next steps in relation to the Delivery Agreement and preparation for AEB Activity be noted and endorsed.
- (iv) That the progress against the More and Better Apprenticeships and Raising the Bar on High Level Skills priorities be noted.

(f) Great education connected to business

The Panel was provided with an update on the work to progress the priorities and actions in the "Great Education Connected to Businesses" priority of the Employment and Skills Plan.

The Panel was asked to note the update from the Advisory Group, support the progress of activity against the “Great Education Connected to Business” Priority and comment on the proposed Leeds City Region Careers Pledge. The Panel discussed the work to prioritise and the actions involved at length and concluded that consideration needed to be given to how the Careers Pledge synergises with local District ambitions.

Resolved:

- (i) That the update be noted.
- (ii) That the progress of activity against the “Great Education Connected to Business” and the proposed Leeds City Careers Pledge be noted and supported.

(g) Building workforce skills and attracting talent

The panel was presented with a report on the work to progress the priorities and actions in the “Building Workforce Skills and Attracting Talent” priority of the Employment and Skills Plan.

The Advisory Group welcomed the support being given to businesses to make the most of apprenticeships in the context of the levy and were interested in the development around degree level apprenticeships. They commented that the introduction of the apprenticeship levy has given an opportunity for businesses to re-consider their recruitment practices. The Panel commented that there were district differences regarding the number of businesses supported and shared some best practices.

A verbal update was provided regarding the evaluation of the LEP Skills Service.

Resolved:

- (i) That the update be noted.
- (ii) That the learning points from the Skills Service evaluation and how this could shape any future funding opportunities were considered and noted.
- (iii) That the progress of activity of activity against the “Building Workforce Skills and Attracting Talent” priority be noted.

(h) Employability, accessing jobs and realising potential

The Panel was consulted on the work to progress the priorities and actions in the “Employability. Accessing jobs and Realising Potential” priority of the Employment and Skills Plan.

The Panel was presented with the Advisory Group Report and Update

on the final phase of the Headstart project, which will focus on piloting a social prescribing model working with GP surgeries.

A pilot programme is being developed with City Of York Council and some York based GP's and will concentrate on encouraging clinical staff to 'socially prescribe' to non-clinical services, for example employment support and skills. The project is expected to launch in the New Year and an update will be provided on progress at the next Employment and Skills Panel Meeting in March 2018.

The Panel was also updated on the Work and Health Programme which forms part of the wider package of employment support for people with disabilities.

Resolved:

- (i) That the update be noted.
- (ii) That a report be presented to the Panel at the next meeting in March for discussion on Jobcentre Plus support programmes including Universal Credit.

8. Date of next meeting

Friday 2 March 2018 10:00 AM – Committee Room A, Wellington House, Leeds.

Report to: Employment and Skills Panel

Date: 2 March 2018

Subject: **Local Inclusive Industrial Strategy**

Director(s): Liz Hunter, Interim Director of Policy and Strategy

Author(s): Christian Denison

1 Purpose of this report

- 1.1 The purpose of this report is to update panel members on the development of the Local Inclusive Industrial Strategy (LIIS) and how the employment and skills agenda links to the development.

2 Information

Overview of Local Inclusive Industrial Strategy proposals

- 2.1 The Government's national Industrial Strategy White Paper set out five foundations for delivering the vision for a transformed economy – ideas, people, infrastructure, business environment and places. It also stated that Government would be agreeing Local Industrial Strategies with local enterprise partnership areas, starting with the mayoral combined authorities in March 2019.
- 2.2 At the Leeds City Region Enterprise Partnership (LEP) Board on 29 November 2017, it was agreed to begin the development of a LIIS as a replacement for the Strategic Economic Plan (SEP). This decision was endorsed by the West Yorkshire Combined Authority on 14 December 2017. Progress reports on the development of a LIIS have been discussed at the most recent LEP and Combined Authority Boards. Building on the SEP, the LIIS 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. The key points to note, taken from the board paper, are set out below.
- 2.3 There is an ambition to deliver the LIIS 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.

- 2.4 The diagram included as **Appendix 1** presents the proposed strategic framework for the City Region which was considered and welcomed by the LEP Board on 16 January 2018 and by the Combined Authority on 1 February 2018. Further development of the framework, including establishing a clear set of ambitions and associated outcome measures and targets, will be informed by the LEP Board, West Yorkshire Combined Authority and advisory committees (including the Employment and Skills Panel).

Emerging priorities for our Local Inclusive Industrial Strategy

- 2.5 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 LIIS.

- 2.6 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 City Region has significant private and public tech assets to extend its reputation for tech. Businesses invest relatively little in research & development (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 City Region Med-Tech Science and Innovation Audit (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.

- 2.7 These emerging ideas and proposals also recognise that our LIIS needs to unlock productivity. If the City Region's productivity were to be raised just to the national average level, its economy would be more than £10 billion larger.
- 2.8 This approach was endorsed at the Combined Authority Board, but it was noted that there is an important role for skills to play and that re-training will form a large aspect of it. The Board also noted that the language in the emerging proposals may need refining.

What does this mean for employment and skills?

- 2.9 To ensure that there is a strong employment and skills thread running through the LIIS the policy and strategy team are undertaking a review of the Employment and Skills Plan. This is not intended to be a re-write of the current plan but to make sure that the priorities are still correct, identify whether there are any gaps, and how it can influence and feed into the LIIS work. This review will have the aim of ensuring that we have a strong base from which to make recommendations.
- 2.10 The policy and strategy team will:
- Analyse the current priorities with reference to the latest evidence (including automation and Brexit), producing SWOT analyses to identify any gaps in our existing focus;
 - Look at the linkages with other policy areas, including those to be included in the LIIS such as the productivity gap, and identify any new areas for action;
 - Explore any new national initiatives that may result in changes to policy at a local level;
 - Examine how the analysis and gaps identified may change potential devolution proposals;
 - Consult internally and externally on the findings; and
 - Present final conclusions and recommendations to the Employment and Skills Panel.
- 2.11 An indicative timeline for the review is:
- Analysis and what this means for future policy, LIIS, Devolution asks – February - April
 - External consultation – May - June
 - Final Recommendations - August
- 2.12 Related to the LIIS and the review of the Employment and Skills Plan is the recently published Government response to the Matthew Taylor Review of

Modern Working Practices. Alongside the Government response are 4 consultations:

- Enforcement of employment rights recommendations.
- Agency worker recommendations.
- Measures to increase transparency in UK labour market.
- Employment status.

2.13 These themes directly link to people powered productivity and panel members will be kept informed of the development of any response from the Combined Authority.

3 Financial Implications

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

4 Legal Implications

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

5 Staffing Implications

5.1 There are no staffing implications directly arising from this report, work will be completed within current staffing structures.

6 External Consultees

6.1 No external consultations have been undertaken.

7 Recommendations

7.1 Panel members are asked to:

- note the update on the development of a Local Inclusive Industrial Strategy and feedback any thoughts on the strategic framework and emerging proposals;
- and comment on the proposals for a re-fresh of the Employment and Skills Plan.

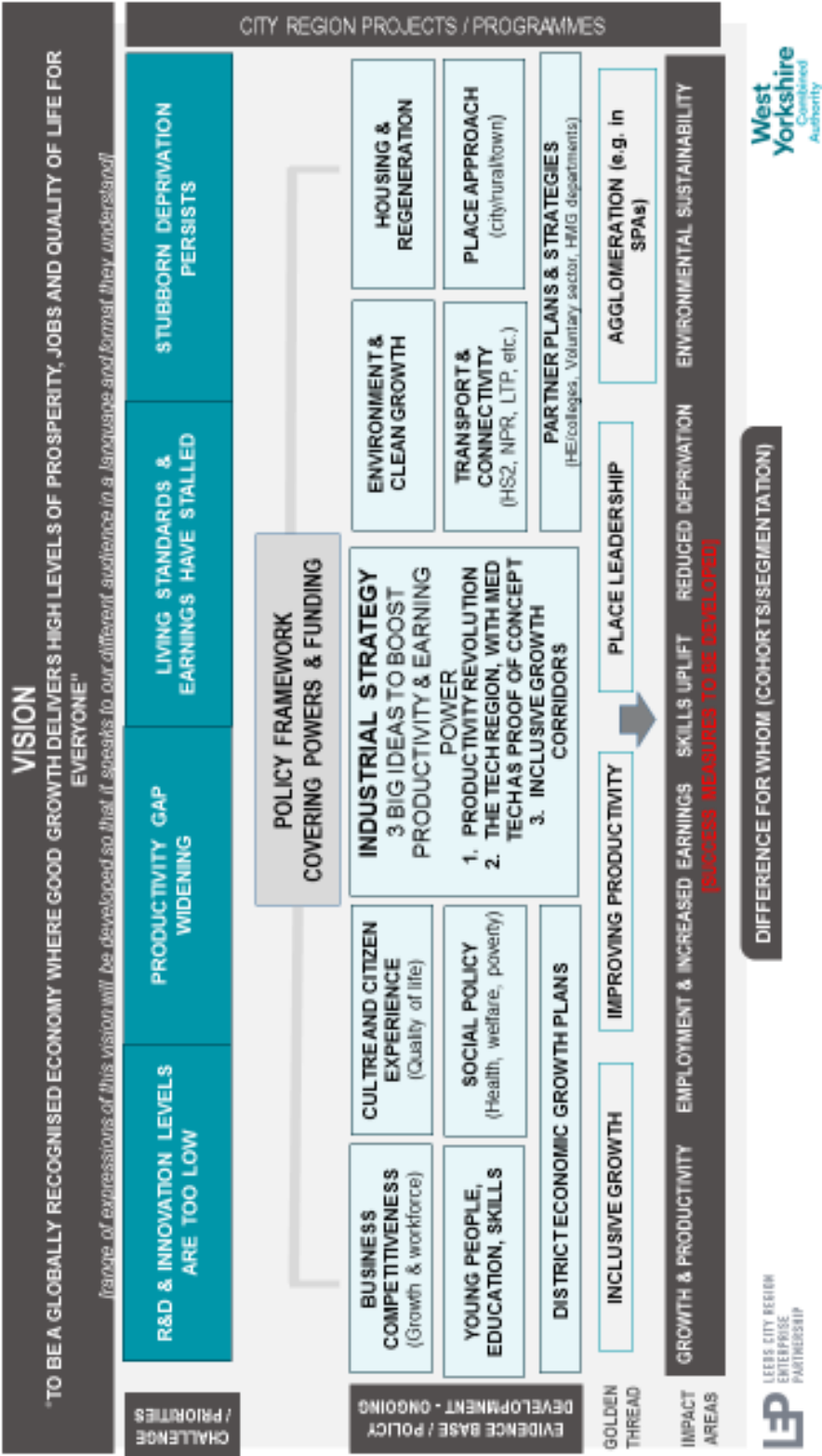
8 Background Documents

None.

9 Appendices

Appendix 1 – Leeds City Region Strategic Framework

Leeds City Region Strategic Framework



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Report to: Employment and Skills Panel

Date: 2 March 2018

Subject: **National Careers Strategy**

Director(s): Liz Hunter, Interim Director of Policy and Strategy

Author(s): Christian Denison

1 Purpose of this report

- 1.1 The purpose of this report is to update Panel members on the National Careers Strategy and what this means for the Leeds City Region and provide information regarding the Skills Advisory Panel pilot.

2 Information

- 2.1 The Government's Careers Strategy was published on 4 December 2017. The strategy stresses the important links to Industrial Strategy and the new technical routes, and that having clear routes and information (including labour market information) is vital to helping career choices and ensuring the country has the right skills for the future.
- 2.2 The strategy should be welcomed, as it seeks to put in place access to advice for all ages and backgrounds, bringing together all the different elements of the careers system. It sets out ambitions and plans to expand the quality and quantity of provision. Not everything will be in place straight away so it remains to be seen how successful implementation is.
- 2.3 The key aspect for many will be the adoption of the eight Gatsby Career Benchmarks of good practice¹. The Gatsby Foundation benchmarks play a central role in delivery of the careers and enterprise provision envisaged in the strategy. These have been widely endorsed and the Government expects all schools and colleges to use them, with Ofsted on hand to scrutinise.

¹ A stable careers programme; Learning from career and labour market information; Addressing the needs of each pupil; Linking curriculum learning to careers; Encounters with employers and employees; Experiences of workplaces; Encounters with further and higher education; Personal guidance.

- 2.4 The strategy includes £5 million for developing 20 career hubs in disadvantaged areas and £4 million for a careers leader in every school and college in the country. This will be led by the Careers and Enterprise Company (CEC) and launched by September 2018.
- 2.5 The 20 careers hubs will be developed in the areas of the country most in need and will link schools and colleges with local universities and employers to help broaden pupils' horizons. These will be supported by a coordinator from the CEC.
- 2.6 The £4 million is to ensure that every school and college has a dedicated careers leader in place by the start of the new academic year, who can give advice on the best training routes and up-to-date job information on the jobs market and help young people make decisions about their future. This emphasis on the importance and quality of labour market information is welcome, the Leeds City Region has long recognised the importance of labour market information in this area.
- 2.7 In addition £5 million will be available in the form of an investment fund launched by the CEC to support the most disadvantaged pupils. "To target more support on those who need it most, the government will invest £5 million during 2018 in a new round of the CEC's investment fund. This will help disadvantaged pupils to get the additional support they need to prepare for work, including opportunities for mentoring and guidance."
- 2.8 Schools and colleges will be expected to publish details of their careers programme for young people and their parents by September 2018 (School Information Regulations will be amended), when Ofsted will also have to comment in college inspection reports on the careers guidance provided to young people. A named careers leader should lead the careers programme in every school and college by September 2018.
- 2.9 Secondary schools should offer every young person at least seven encounters with employers during their education, with at least one each year from years 7-13.
- 2.10 Government will also be testing what careers activities are appropriate and work well in primary schools, providing £2 million for new programmes or expanding current ones.
- 2.11 The CEC will have an expanded role to support schools and colleges. The strategy outlines plans to allow all colleges to access an enterprise advisor by 2020.
- 2.12 The National Careers Service will provide specialist advice for adults who need it most, including the long-term unemployed and those with additional needs, and will also have an updated 'one-stop shop' website. This new website, to be launched by the National Careers Service this year, will bring together careers information to support people at the start of their careers or who want to retrain or upskill.

- 2.13 There will be a new strategy for the communication of T Levels for parents, teachers, students and careers professionals – the date for this has not been announced.

Key opportunities for the region

- 2.14 The potential key opportunities for the region are:
- Confirmation that schools must give providers of technical education and apprenticeships the opportunity to talk to all pupils about jobs and courses they offer.
 - The new investment fund of £5 million to support the most disadvantaged pupils
 - The 20 “careers hubs” to be funded by government and supported by a coordinator from the CEC. Hub activities will be focused on groups of young people and areas most in need of targeted support, to help deliver improvements in social mobility.
 - Careers Leaders training funded for 500 schools and colleges.
 - All schools and colleges will have access to an Enterprise Adviser.
 - The CEC will work with LEPs to help Enterprise Coordinators in those areas with lowest uptake of STEM qualifications to make sure that STEM encounters are built into careers and enterprise plans.
 - Government will work closely with combined authorities to trial approaches that ensure local priorities directly inform the provision of careers advice.
 - Analysis of skills needs from Skills Advisory Panels (Leeds City Region is included in the phase one roll out of Skills Advisory Panels) will be used to inform support provided by careers leaders in schools and colleges.
- 2.15 The Careers and Enterprise Company will be publishing a full implementation plan in March. The Combined Authority will monitor developments to ensure that we engage with emerging opportunities as soon as arrangements become clear.
- 2.16 At this moment, the area with the least clarity is what will the careers hubs look like and how will they operate. The Combined Authority is already working with DfE as a pilot area for the Career Learning Pilot and the Skills Advisory Panels. The careers hub could be the missing link in all of this, helping to put the information gained through Skills Advisory Panels into action and testing a fully joined up approach. The policy and strategy team and the employment and skills team think that local enterprise partnerships must be part of the design and want to lead delivery in the City Region and test the model – this is core Leeds City Region Enterprise Partnership territory in terms of labour market information being put to effective use.

Future Developments - Skills Advisory Panels

- 2.17 Skills Advisory Panels were first mentioned in the Conservative Manifesto and then further developed by Department for Education (DfE). They are being tested and rolled out in stages, the first seven areas are West Midlands,

Greater Manchester, Lancashire, Leeds City Region, Greater Lincolnshire, Thames Valley Berkshire, Cornwall & Isles of Scilly.

- 2.18 They 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, look at what works and the information that is used. The aim is for areas to produce analysis that both local areas, and central government can use.
- 2.19 DfE want the analysis to look at:
- Demand: What skills are in demand in the labour market now and in the future. This is to inform decisions locally (e.g. what courses providers offer or what careers advisors recommend) and to identify trends nationally.
 - Skills issues: Whether the skills system is adequately meeting local demand or whether there are persistent problems that may require a policy response – e.g. skills shortages, weak skills demand. This is to inform both local and national policy.
- 2.20 The City Region has an effective Employment and Skills Panel, and produces detailed labour market information – DfE recognises this. This presents an opportunity to raise our regional profile within DfE and further the case on how local labour market information can lead to local interventions to address skills shortages in key areas.
- 2.21 Officers are currently in discussion with DfE on the best way to design the process and analysis.

3 Financial Implications

- 3.1 There are no financial implications directly arising from this report.

4 Legal Implications

- 4.1 There are no legal implications directly arising from this report.

5 Staffing Implications

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

6 External Consultees

- 6.1 No external consultations have been undertaken.

7 Recommendations

- 7.1 That Panel members:

- note the key points from the Careers Strategy and the opportunities for the region;
- give their views on what would make a successful careers hub to enable officers to respond to any proposals put forward by the CEC;
- note the information regarding the Skills Advisory Panel and consider what additional labour market information would be beneficial.

8 Background Documents

None.

9 Appendices

None.

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Report to: Employment and Skills Panel

Date: 2 March 2018

Subject: T Level Consultation

Director(s): Liz Hunter, Interim Director of Policy and Strategy

Author(s): Christian Denison

1 Purpose of this report

- 1.1 The purpose of this report is to update panel members on the West Yorkshire Combined Authority's response to the Government's consultation on the implementation of T levels.

2 Information

Consultation Background

- 2.1 The Department for Education's consultation on the implementation of T levels closed on the 8 February 2018. The Combined Authority has responded, this response was shared with partner councils and with panel members for comment and clearance. The Combined Authority's response focuses on the high level principles behind T levels, whether the policy intention behind them will help to address local labour market needs and skills shortages. Technical questions on the design and practical delivery of the qualifications are best answered by the further education (FE) colleges within the region.
- 2.2 T levels are being developed as a result of commitments made in the Post-16 Skills Plan, which was a response to the Independent Panel on Technical Education (the widely quoted Sainsbury Report).
- 2.3 T levels are a classroom based technical study programme, available alongside apprenticeships, to form the technical education offer (A levels and Applied General Qualifications form the academic offer). They are designed to support entry to skilled employment in technical occupations at level 3 and above. T levels and apprenticeships will be based on the same set of employer designed standards. Students who complete T levels will be able to move into apprenticeships at level 4 and above, progress to further technical qualifications at higher levels, enter higher education, or join the labour market.

- 2.4 Each T level will follow the same broad framework and each programme will consist of 5 components:
- An approved technical qualification.
 - A work placement.
 - Maths, English and digital requirements.
 - Any other occupation-specific requirements/qualifications, as set out by the relevant T level panel as part of the institute for apprenticeships.
 - Any further employability, enrichment and pastoral (EEP) provision (as required in all study programmes).
- 2.5 T levels will be offered in 11 of the 15 technical routes (identified in the Post-16 Skills Plan – see **Appendix 1** for technical routes). The routes will be broken down into a number of occupations, and closely related occupations are grouped together into pathways. The expectation is that there will be one or a small number of T levels per pathway.
- 2.6 The consultation stated that all T levels should be made widely available to students around the country, and the funding flows should be designed to support this aim.
- 2.7 The key points in the Combined Authority's response were:
- The need to ensure that local T level provision takes account of local labour market needs. There is a balance to be struck in terms of ensuring young people have a wide choice but for technical/vocational provision to be successful it needs to match the labour market demands. Skills Advisory Panels could have an important role here along with delivery agreements. To illustrate this the Combined Authority suggested that funding incentives could be used to promote delivery in priority skills areas, ensuring that the course benefits the local economy.
 - The importance of joined up careers information and guidance – this is particularly important with the new Careers Strategy being launched. Clear information and guidance will need to be provided. The message has to be understood by students, parents and employers if the technical routes, and T levels, are to be a success. The parity of esteem with academic qualifications needs to be reinforced. There is a need to start building awareness at the earliest opportunity. All pupils will need access to the information, which has been a challenge in some schools – exposure to apprenticeships in some schools has been limited to certain pupils
 - The importance of appropriate funding levels to deliver the courses, both for equipment and staff. We need to ensure that provision is of sufficient quality to deliver the economically valuable skills that are required.
 - The need to ensure that T levels contain transferable skills to support future occupational mobility in a changing labour market.
 - That the work placement element is important and beneficial but needs employer buy-in. The length of work placement is a challenge for employers (between 45 – 60 days and a minimum of 315 hours), and ensuring that the right opportunities in terms of work placements are

available will be a challenge for providers. Also, there is the possibility that there are employers nearby who don't want to participate, some areas will have very thin economies so the range of opportunities would be very limited – it may mean there isn't a viable technical route in some localities. There needs to be a coordinated approach to employer engagement with providers, especially as T levels are not the only call on employers' time in terms of work placements.

3 Financial Implications

- 3.1 There are no financial implications directly arising from this report.

4 Legal Implications

- 4.1 There are no legal implications directly arising from this report.

5 Staffing Implications

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

6 External Consultees

- 6.1 No external consultations have been undertaken.

7 Recommendations

- 7.1 That panel members note the enclosed consultation response.

8 Background Documents

None.

9 Appendices

Appendix 1 – Technical routes and implementation timetable

Appendix 2 – Combined Authority consultation response

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Report to: Employment and Skills Panel

Date: 2 March 2018

Subject: **European Social Fund Overview**

Director(s): Liz Hunter, Interim Director of Policy and Strategy

Author(s): Heather Waddington

1 Purpose of this report

- 1.1 The purpose of this report is to provide an overview of the current position of the Leeds City Region European Social Fund programme and seek Panel members' views on future funding calls.

2 Information

- 2.1 A presentation will be given to the panel regarding European Social Fund, detailing progress to date and future plans.
- 2.2 There is currently £35 million unallocated relating to enhancing access to lifelong learning. This funding focuses on improving the skills of individuals to meet their goals and the needs of the local economy, primarily training, advising or supporting individuals, including those in work but at risk due to skills deficiencies or facing redundancy. The panel's views are sought regarding interventions which could be developed to meet the needs of employers and individuals currently in work.
- 2.3 The presentation attached at **Appendix 1**, gives an overview of the programme to date and the planned funding calls, the key questions for discussion are:
- Given the current funding still available (circa £35m) and the current range of interventions being or to be delivered – what is missing?
 - What key interventions do employees need to meet employer skills and employment needs?
 - Are there any other options for generating match funding?

3 Financial Implications

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

4 Legal Implications

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

5 Staffing Implications

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

6 External Consultees

6.1 No external consultations have been undertaken.

7 Recommendations

7.1 That Panel members note the content of the presentation and give their views on the future direction of uncommitted funds.

8 Background Documents

None.

9 Appendices

Appendix 1 – European Social Fund Overview

European Social Fund overview

2 March 2018

Heather Waddington

Head of ESIF & Future Funding Policy
Leeds City Region Enterprise Partnership

ESF progress so far in Leeds City Region

Total ESF allocation to Leeds City Region **£148,868,792** (@ £0.78p exchange rate)

Investment priority 1.1 – Access to employment

- Back to Work Programme (DWP Opt-in) (Work Routes: Reed & Leeds and Bradford) and Right Steps to Work: Pluss (Calderdale, Kirklees, Wakefield) £10.53m
- Construction Training Project (Step up into Construction: Leeds College of Building) £0.5m
- Local Flexibility for the Unemployed (STEP: Bradford Council (Bradford and Leeds) and Works Better: Kirklees (Calderdale, Kirklees, Wakefield) £7.82m. One in appraisal (£509,000)

ESF progress so far in Leeds City Region

Investment priority 1.2 – Sustainable integration of young people

- NEET programme (SFA Opt-in) (Life Goals: Bradford, Kirklees, Leeds – ESG Skills) and Improve your Prospects: Prospect Services (Calderdale, Wakefield and Overlap)
£3.29m
- Innovation and Young People (SFA Opt-in) (Aspire I-Gen)
£4.68m
- Apprenticeship Hubs (SFA Opt-in) (Absolute Apprenticeships : ESG Skills) £2.81m

ESF progress so far in Leeds City Region

Investment priority 1.4 – Active inclusion

- Big Lottery Opt-in £4.76m - Contracts awarded
 - Hopeful Families: Pluss (Calderdale, Wakefield, Leeds)
 - Stronger Families: Leeds City College (Leeds, Bradford)
 - Positive Progressions: Craven College (Overlap)
 - 31 ○ Connecting Opportunities: Leeds City College (Leeds City Region)
- Third Sector Infrastructure Programme - Call Delayed

ESF progress so far in Leeds City Region

Investment priority 1.5 – CLLD

- Community Led Local Development (CLLD) est. £5.85m (incl. Stage 1 funding)
 - Getting it Going – Bradford Council (Bradford Central - City, Great Horton and Manningham) £1.5m
 - 32 ○ Keighley CLLD – KIVCA (Keighley and Ilkley Voluntary and Community Action) (Keighley East, West and Central) £1.12m
 - People Enabling Area Transformation (PEAT) – Wakefield Council (Airedale, Castleford, Ferrybridge, Havercroft and Ryhill, Hemsworth, South Elmsall and South Kirby) £0.95m

ESF progress so far in Leeds City Region

Investment priority 1.5 – CLLD (cont)

- Community Led Local Development (CLLD) est. £5.85m (incl. Stage 1 funding)
 - Leeds West CLLD (The Heights, New Wortley, Armley, Hawksworth Wood, Wyther Park, Broadleas, Fairfield (within three districts of Armley, Bramley and Kirkstall) - Bacra £0.75m
 - Inner East Leeds CLLD (Killingbeck and Seacroft, Gipton and Harehills, Burmantofts and Richmond Hill, part of Chapel Allerton ward) – GIPSIL (Gipton Supported Independent Living) £0.75m
 - South Leeds CLLD (Beeston and Holbeck, City and Hunslet, Middleton Park) - Health for All £0.75m

ESF progress so far in Leeds City Region

Investment priority 2.1 – Enhancing equal access to lifelong learning

- Skills support for in work claimants (More Skills Better Jobs: WYCC) £2.0m
- ³⁴Widening participation (Higher Level Skills) (Reach Higher: WYCC) £ 3.5m
- Skills Support for Redundancy (SFA Opt-in) (Open Doors: ESG Skills) £1.0m
- Skills Service (WYCC) £7.0m

ESF progress so far in Leeds City Region

Investment priority 2.1 – Enhancing equal access to lifelong learning (cont)

- Outlines in development
 - Skills Support for Low Waged and Low Skilled (WYCC) £2.5m
 - Career Development Fund (Reboot: WYCA) £1.9m
 - High Performing Workplaces (WYCC) £1.5m

ESF progress so far in Leeds City Region

Investment priority 2.2 - Improving the labour market relevance of education and training systems

- Outline in development
 - Collaborating with business to develop skills provision
- £ (WYCC) £7.85m

Access to employment for job-seekers and inactive

Programme	Investment
ESF @ £0.78p for IP 1.1	£41,244,692
Round one	
LFU - Bradford/Leeds - STEP	£4,946,216
LFU - Kirklees/Calderdale/Wakefield - WORKS BETTER	£2,875,709
<i>Overlapping areas Repeat Call ASAP Poppy Factory (Still in appraisal)</i>	£509,892
DWP Opt-in Less Round 1 MA Application (incl fees)	£10,532,937
Round one total	£18,864,754
Starting Out Programme - Self Enterprise	£2,500,000
Health and Wellbeing Programme	£7,000,000
BALANCE LEFT	£12,879,938

Sustainable Integration of Young People

Programme	Investment
ESF @ £0.78p for IP 1.2	£19,140,925
NEET	£2,995,936
Innovation and Young People	£4,259,000
Apprenticeship hubs	£2,559,500
Additional 10% SFA Opt-in Fee	£981,444
BALANCE	£10,795,880
Routeways - YP Support	£4,500,000*
NEET - Bradford, Kirklees and Leeds	£2,500,000*
BALANCE LEFT	£1,345,045

*Money to go back in from SFA Opt-in underspend

Active Inclusion

Programme	Investment
ESF @ £0.78p for IP 1.2	£13,926,099
Less Big Lottery Fund Opt in	£4,760,000
BALANCE LEFT	£9,166,099
<i>Additional Big lottery opt in ROUND 2</i>	<i>£7,000,000</i>
BALANCE FOR 3RD SECTOR PROG	£2,166,099

CLLD

Programme	Investment
ESF @ £0.78p for IP 1.5	£9,085,352
Less Stage 1 money	£50,455
Full Applications Value	£5,800,455
⁴ BALANCE LEFT	£5,850,910
UNDERUSED - BALANCE	£3,234,442

Recommendation would be to move out of this and into 1.2

Enhancing Access to Lifelong learning

Programme	Investment
IP 2.1 Total	£57,118,532
Skills support for In Work Claimants (pilot) - More Skills Better Jobs	£2,000,000
Widening participation higher level skills	£3,500,000
Skills Service	£7,000,000
SFA Opt-in Skills Support for Redundancy (Incl. fees)	£1,014,695
Skills support for Low Paid Low waged (follow on) - Progression from Low Pay	£2,500,000
Career Development Fund - REBOOT	£1,973,310
High Performing Workplaces	£1,500,000
Total	£19,488,005
FUTURE CALLS AREAS	
Starting Out - for the employed	£2,000,000
BALANCE LEFT	£35,630,527

Improving the labour market relevance of education and training systems

Programme	Investment
IP 2.2 Total	£8,353,192
Round 1	
<i>Collaborating with Business - Lets Talk Real Skills (in appraisal)</i>	£7,852,000
BALANCE LEFT	£501,192

Planned calls

SEP priority programme two				
TO	PA IP	ESF programme activity areas	Call amount	Planned call date
8	1.2	NEET (open Calls due to SFA Opt-in no longer available) – Kirklees, Bradford and Leeds (1.2)	£2.5m	Spring 2018
8	1.2	NEET (open Calls due to SFA Opt-in no longer available) – Rest of Leeds City Region (1.2)	TBC	Subject to ESFA outcome
10	1.2	Apprenticeship Hub/ Innovation/Enterprise IAG in young people (Routeways) (open Calls due to SFA Opt-in no longer available) (1.2)	£4.5m	Spring 2018
8	1.1	Starting out – Unemployed (1.1)	£2.5m	Spring 2018
10	2.1	Starting out – Employed (2.1)	£2.0m	Spring 2018
8	1.1	Health and Wellbeing Programme – Unemployed (1.1)	£7.0m	Spring 2018
8	1.1	DWP Opt-in – Repeat Programme – NB. If Opt-in not available consideration will be given to viability of Open Call	TBC	TBC
10	2.1	Skills Support for the Employed – <i>nature of a further Call subject to further work</i>	TBC	TBC

Focus on 2.1 uncommitted funds

Priority Aim: Enhancing equal access to lifelong learning (2.1)

This focuses on improving the skills of individuals to meet their goals and the needs of the local economy, primarily training, advising or supporting individuals, including those in work but at risk due to skills deficiencies or facing redundancy:

- Used to tackle the need to improve skills in England at all levels including basic, intermediate and higher levels
- To drive and support productivity and growth.
- Must complement and not duplicate existing policies and provision.

Focus on 2.1 uncommitted funds (cont)

- Not displace the investment that employers and individuals make in training and ESF will not subsidise training that would otherwise be funded by business or Government
- Skills shortages or needs in particular sectors or local areas ⁴which are not currently being addressed by employers or individuals
- Leadership and management training in small and medium size enterprises (up to 250 employees)

Focus on 2.1 uncommitted funds (cont)

- Training and support for people at all levels, in particular addressing the needs of disadvantaged groups in and out of the workplace
- Access to learning; information about learning and skills
- 46
- Brokerage of opportunities between learners and employers

Questions to the Employment and Skills Panel

- ESF goes through ESFA, Big Lottery and DWP as Opt-ins (ie match funding provided) OR via Open Calls – 50% match funding required by applicants
- Given the current funding still available circa. £35m and the current range of interventions being or to be delivered – what is missing?
- What key interventions do employees (as focus on the employed) need to meet employer skills and employment needs?
- Are there any other options for generating match funding (seen as one of the key barriers at present) ?

Thank you

Report to: Employment and Skills Panel

Date: 2 March 2018

Subject: Further Education Developments

Director(s): Sue Cooke, Executive Head of Economic Services

Author(s): Emma Longbottom

1 Purpose of this report

- 1.1 The purpose of this report is to update the Panel on developments within further education (FE) in the Leeds City Region.

2 Information

Delivery Agreements/Preparation for Devolution

- 2.1 The reviews with the seven West Yorkshire FE colleges of Delivery Agreements have now been completed. A light touch review will take place during June and July 2018, when the headline measures will be reviewed. Outcomes of the review will feed into the refresh of current agreements following the formal review planned for the Autumn after a full academic year's activity.
- 2.2 Following from the review of college Delivery Agreements in Autumn 2017 meetings were also held with local authority community learning teams and independent training providers (as reported in December 2017). A workshop was held in partnership with Jobcentre Plus in January to bring together key delivery partners from across West Yorkshire to facilitate future joint working and planning of provision, which is supported by the Adult Education Budget (AEB) against the new requirements of Universal Credit clients.
- 2.3 DWP shared a new 'customer journey' with the 50 delegates who then discussed district level localised planning and delivery. All geographical areas agreed to continue to meet and work to progress a shared agenda and collaborative delivery programme. It is envisaged that this will provide a wider range of support for Jobcentre Plus clients and make better use of current and future AEB allocations.

FE Performance

- 2.4 Annual assessments of the financial health of colleges were published on 15 November, with two major West Yorkshire colleges, namely Bradford and Kirklees, affected by Notices to Improve.
- 2.5 Both colleges have met with the FE Commissioner and the reports are expected to be released by the end of the February.
- 2.6 Since November 2017, Ofsted inspections have taken place in the following FE colleges in the City Region:
- Bradford College - overall effectiveness graded as requires improvement
 - Selby College - overall effectiveness graded as good
 - Craven College - overall effectiveness graded as good
 - Leeds College of Building - overall effectiveness graded as requires improvement
 - Calderdale College - report yet to be published
 - Leeds City College - report yet to be published

Skills Capital Progress

- 2.7 Good progress is being made in completing the Skills Capital programme. New or refurbished facilities have now been completed and opened in the following colleges:
- Shipley College – refurbishment of two listed buildings at Saltaire
 - Kirklees College – new build of Process Manufacturing Centre
 - Selby College – extension of Aspiration Building
 - Wakefield College – new build of Advanced Skills & Innovation Centre
 - Leeds City College – refurbishment of Printworks III
 - Bradford College - dental equipment for Advanced Technology Centre (Nordec)
 - Calderdale College – refurbishment of Percival Whitley main campus building.
- 2.8 Construction is now underway on the three remaining capital projects at:
- Leeds College of Building – Hunslet Road Phase II
 - Kirklees College – Dewsbury Learning Quarter
 - Leeds City College – Quarry Hill campus

3 Financial Implications

- 3.1 There are no financial implications directly arising from this report.

4 Legal Implications

- 4.1 There are no legal implications directly arising from this report.

5 Staffing Implications

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

6 External Consultees

6.1 No external consultations have been undertaken.

7 Recommendations

7.1 The Panel is asked to note and comment on the developments within the FE sector.

8 Background Documents

None.

9 Appendices

None.

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Report to: Panel

Date: Date of meeting

Subject: **Cross Cutting Themes: More and Better Apprenticeships and Raising the Bar on High Level Skills**

Director(s): Sue Cooke, Executive Head of Economic Services

Author(s): Catherine Lunn

1 Purpose of this report

- 1.1 The purpose of this report is to update the Panel on work to progress the priorities and actions in the cross-cutting themes in the Employment and Skills Plan: “More and Better Apprenticeships” and “Raising the Bar on High Level Skills”.

2 Information

Apprenticeships Overview

- 2.1 Apprenticeship priorities and activities for 2018/19 have been identified as follows:
- Continue activity to engage the 80% of businesses across the Leeds City Region who have never offered apprenticeships before (see 2.2);
 - Continue to provide support to apprenticeship levy paying employers to plan the usage of their levy contribution, including the transfer of up to 10% of the annual value of levy funds from April 2018 (see 2.4);
 - Launch a new apprenticeship grant for employers (see 2.7);
 - Continue to raise awareness of apprenticeships within schools (see 3.9);
 - Continue to work with Higher Education Institutions (HEIs) to develop degree apprenticeship offer (see 2.19).

Marketing

- 2.2 Subject to resourcing it is anticipated that marketing activity will continue to non-engaged businesses through intermediary partners & stakeholders and a potential further telemarketing campaign with face to face visits.

- 2.3 A final poster will be produced in the suite of #Letstalkrealtraining focused on promoting degree apprenticeships. This will be used in social media during National Apprenticeship Week 18 (5 – 9 March) #NAW2018.

Transfer of Levy Funds

- 2.4 From April 2018 levy-paying employers will be able to transfer up to 10% of the annual value of the funds entering their apprenticeship service account. They can transfer funds to any employer who is not part of their group, including smaller employers in their supply chain and apprenticeship training agencies. Employers will need to be aware of 'state aid' rules when receiving funds from other organisations.
- 2.5 Levy-paying employers who wish to transfer funds will have to agree the apprenticeships they are funding with the employer receiving funds. The Education and Skills Funding Agency (ESFA) believe this approach will support both the transferring and receiving employers, as they can take a strategic view on how the funds will be used and focus on skills needs.
- 2.6 Employers receiving transferred funds will only be able to use the funding to pay for training and assessment for apprenticeship standards¹; employers will not be able to use transferred funds to pay for training for apprenticeship frameworks. As the ESFA phase out frameworks, and move towards employer-led standards, this will support the ESFA agenda for high quality apprenticeships.

Apprenticeship Grant for Employers - AGE

- 2.7 The original devolved Apprenticeship Grant for Employers (AGE) offered grants to employers for apprentices between 1 August 2015 and July 2017.
- 2.8 **Appendix 1** provides data on the achievements of the programme. In summary:
- 3,834 grants have been awarded to 2,924 SMEs to a value of £6,520,800;
 - For 2,204 (75%) businesses receiving the grant, it was their first apprentice;
 - Grants were awarded in relation to 2,633 (69%) 16 to 18 year olds and 1,201 (31%) 19 to 24 year olds.
- 2.9 An evaluation has been undertaken of the original programme and **Appendix 2** provides an Executive Summary.
- 2.10 Department for Communities and Local Government (DCLG) and Department for Education (DfE) have given approval to utilise any unallocated funds from the original programme to support a further apprenticeship grant programme.

¹ Apprenticeship Standards, developed by businesses, describe the job role that an apprentice will be doing and the skills required of them and are gradually replacing Apprenticeship Frameworks. Apprenticeship Framework, developed by sector bodies, are used to assess apprenticeships. Frameworks are primarily qualification-focused.

The new AGE programme, which has been developed in line with the views of Panel Members gathered at the December meeting, and has taken on board recommendations from the evaluation process, is attached in outline at **Appendix 3**. It is anticipated that the grant criteria and application process will be launched in summer 2018.

Apprenticeship Hub Programme

- 2.11 The ESFA European Social Fund contract for an Apprenticeship Hub programme is being delivered by Interserve through their Absolute Apprenticeships programme. A meeting with the ESFA, the Leeds City Region Enterprise Partnership (LEP) and Interserve was held in December to raise concerns and consider performance.
- 2.12 Due to underperformance and issues raised during the delivery period, the ESIF Sub-Committee has agreed not to continue with this programme and the contract will end in July 2018, subject to final sign off between the LEP and the ESFA
- 2.13 Officers therefore anticipate that there will be a gap in independent support to businesses and individuals from August 2018 due to delays with release of the bidding call (see 4.4 below). The Combined Authority is working with key partners and stakeholders to develop a bridging programme, as it is clear from feedback received that the current provision is not advancing the apprenticeship priorities of the City Region at a time of instability in the apprenticeship arena following government policy changes.
- 2.14 A new European Social Fund open call for this area of work is in development, approved by the ESF Sub-Committee but subject to final sign off by DWP as the Managing Authority. The expected call value will be approx. £4.5m. Bidders will need to provide a further £4.5m (50% match funding) over three years.

Apprenticeship Promotion in Schools

- 2.15 One of the Combined Authority's Enterprise Co-ordinators continues to be the conduit for raising awareness of and arranging apprenticeship activities in schools alongside the wider team of Enterprise Co-ordinators.
- 2.16 This work also includes supporting understanding and implementing the new schools duty, from 2 January 2018, for maintained schools and academies to provide pupils in years 8-13 with access to providers of post-14, post-16 and post-18 education and training.
- 2.17 In relation to apprenticeships, the duty requires that schools have in place the following arrangements:
 - **At age 16**, pupils must be provided with opportunities to hear from apprenticeship providers, FE colleges, sixth form colleges and work based training providers; and

- **At age 18**, pupils must be provided with opportunities to hear from apprenticeship and HE providers.
- 2.18 A provider access policy statement sets out how schools manage access requests from potential providers. All maintained schools and academies are required to have one, and, from 2 January 2018, to publish their policy statement on their school website.

Raising the Bar on High Level Skills

- 2.19 Go Higher West Yorkshire (the partnership of universities) is about to launch a campaign to promote their higher and degree apprenticeship offer. The campaign will be supported by a website for central information and contacts which will go live during National Apprenticeship Week 2018;
<https://www.apprenticesgohigher.co.uk/>.
- 2.20 The Employment and Skills Team continues to work with HEIs through Go Higher to ensure gaps in provision, particularly at Higher and Degree Apprenticeship level, are being addressed and that provision is accessible by businesses and individuals.

3 Financial Implications

- 3.1 There are no financial implications directly arising from this report.

4 Legal Implications

- 4.1 There are no legal implications directly arising from this report.

5 Staffing Implications

- 5.1 The Combined Authority will be recruiting new staff to work on the AGE programme.

6 External Consultees

- 6.1 No external consultations have been undertaken.

7 Recommendations

- 7.1 The panel is asked to note and comment on the progress of activity against the More and Better Apprenticeships and Raising the Bar on High Level Skills priorities.

8 Background Documents

None.

9 Appendices

Appendix 1 – AGE Whole Programme Summary
Appendix 2 – AGE Evaluation Executive Summary
Appendix 3 – New AGE Criteria

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Apprenticeship Grant for Employers (AGE) – Summary of Programme

Programme covered apprentice starts from 1 August 2015 to 31 July 2017

	Total	%
No of grants awarded	3,834	
Total value of grants awarded	£6,520,800	
No of businesses receiving the grant:	2,924	100%
• <50 employees	2,769	95%
• 51 – 249 employees	155	5%
Age breakdown of where grants have been awarded:		
• 16-18 year olds	2,633	69%
• 19 – 24 year olds	1,201	31%
Businesses receiving the grant by geography:		
• Bradford	586	20%
• Calderdale	351	12%
• Kirklees	619	21%
• Leeds	786	27%
• Wakefield	396	14%
• York	186	6%
Businesses receiving grant by sector:		
• Agriculture, forestry & fishing	57	2%
• Mining & quarrying	1	0%
• Manufacturing	281	10%
• Electricity, gas, steam & air conditioning supply	55	2%
• Water supply, sewerage, waste management & remediation activities	17	1%
• Construction	691	24%
• Wholesale & retail trade, repair of motor vehicles and motorcycles	315	11%
• Transportation and storage	28	1%
• Accommodation & food service activities	69	2%
• Information & communication	126	4%
• Financial & insurance activities	102	3%
• Real estate activities	49	2%
• Professional, scientific & technical activities	75	3%
• Administrative & support service activities	86	3%
• Public administration & defence; compulsory social security	5	0%
• Education	143	5%
• Human health & social work activities	199	7%
• Arts, entertainment & recreation	56	2%
• Other service activities	568	19%
• Unknown	1	0%
No of core grants paid	1,434	37%

No of grants paid with top up	2,400	63%
Breakdown of top up allocated by 3 areas: advanced/higher, sector frameworks and national minimum wage*:		
• Apprenticeship is at advanced level	995	41%
• Apprenticeship is at higher level	19	1%
• Apprenticeship framework falls under engineering & manufacturing technologies	836	35%
• Apprenticeship framework falls under construction planning & the built environment	528	22%
• Apprenticeship framework falls under information & communications technology	158	7%
• Apprenticeship framework falls under science & mathematics	2	0%
• Apprentice received the 'living wage' or national minimum wage relevant to their age	806	34%
Apprenticeships at Higher Level	19	
Level 4 accounting	2	
Level 4 Social media and digital marketing	2	
Level 4 Business and professional administration	1	
Level 5 Construction Management	7	
Care Leadership and Management	1	
IT, Software, Web and Telecoms Professionals	3	
Professional Services	2	
Manufacturing Engineering	1	
No of businesses who received the grant from the LEP have had an apprentice in the past	720	25%
No of businesses receiving grant for whom it was their first apprentice	2,204	75%
No of providers supporting LEP AGE	122	

*matched more than one criteria

Evaluation of the devolved Apprenticeship Grant for Employers (AGE) programme in Leeds City Region: Executive Summary

Background to the AGE programme

- Since August 2015, the LEP has managed the Apprenticeship Grant for Employers (AGE) on a devolved basis.
- The overall aim of the local AGE grant is to encourage small and medium-sized employers who would not otherwise be able to do so, to take on an apprentice. The LEP has also introduced incentive rates to encourage the take up of apprenticeships in line with economic priorities and to promote inclusive growth. Underlying AGE is an assumption that without public intervention, employers would not invest an economically optimal amount in apprenticeships.
- The benefits that the programme seeks to realise relate to improved skills and productivity within local businesses, whilst supporting inclusive growth by providing career opportunities for young people and promoting increased rates of pay for apprentices.
- Devolved AGE has operated in a local context of overall growth in apprenticeship take-up (until the latter part of 2016/17), although much of this growth has been for apprentices aged over-25. Nonetheless, it is still the case that only a small minority of local businesses currently have apprentices or offer apprenticeship opportunities.
- The grant delivery model involves a separation of responsibilities with training providers responsible for engaging with employers and registering apprentices and the LEP responsible for eligibility checks and for payment of the grant to employers.

Outputs of the programme

With over 3,800 apprentices supported through grant awards, the local AGE programme has operated on a significant scale. More than one-eighth of all apprenticeship starts for 16-24 year olds in the six eligible districts were supported by an AGE grant during the 2015/16 academic year.

The programme has been largely successful in achieving the measurable aspirations contained within the Employment and Skills Plan.

- It has been effective in supporting smaller firms to recruit apprentices for the first time. Ninety-five per cent of beneficiary firms employed fewer than 50 people and 75 per cent of beneficiaries were new to apprenticeships. The proportion of beneficiaries new to apprenticeships was reduced by a widening of the eligibility criteria in phase 3 of the programme.
- The programme has also been successful in the aspiration to support at least 1,000 SMEs each year to offer apprenticeships, at least in gross terms, with an average of close to 1,500 businesses supported through the grant programme in 2015/16 and 2016/17.
- The programme did not contribute to the third aspiration of supporting a year on year increase in new apprenticeship opportunities in economic priority subject areas. In 2015/16 a total of 858 grants (47 per cent of the total) were awarded to support apprenticeships in priority subjects, but this figure fell to 667 in 2016/17, although the proportion of total grants supporting priority subjects remained broadly similar at 44 per cent.

By contributing to an increase in recruitment into apprenticeships the programme has also provided a significant number of career opportunities for young people. We do not know to what extent the young people who were recruited were previously unemployed or inactive.

The LEP AGE grant attracted the support of a wide network of training providers, with more than one third of apprenticeship providers active in the City Region engaging with the programme.

With over 6,500 registrations from local businesses and 2,900 receiving the grant, AGE has been a major contributor to the LEP's business engagement efforts. It is estimated that around one-third of all businesses that have interacted with the LEP have been engaged through the AGE programme. This demonstrates the strong demand from employers for the grant.

Although the grant programme has involved engagement with a substantial number of employers, it is still the case that the vast majority of local employers have never offered apprenticeships. This means there remains significant potential to extend the reach of apprenticeships through a future grant programme.

The net effect of the grant on the take-up of apprenticeships depends on judgments made about its additionality. Evidence collected at national level suggests that the degree of deadweight associated with apprenticeship grants is significant. Around one in five of beneficiary firms say that the provision of a grant made no difference to their decision to take on an apprentice. If we apply this proportion to data relating to the local AGE grant this indicates that the grant contributed to around 3,100 additional apprenticeship starts, rather than 3,800.

An unpublished independent report on the impact of AGE flexibilities found some evidence of a positive effect on the number of apprenticeship starts in the 16-24 age group in West Yorkshire, when compared with the trend across the rest of England. However, this effect is not seen in Greater Manchester and Sheffield, the other areas with AGE flexibilities covered by the study.

Effect of top-up criteria

The extension of grant eligibility to businesses employing between 50 and 249 people has had a limited effect. Few businesses in this category have taken up the grant, suggesting a lack of need among businesses of this size. The award of an apprenticeship grant to medium sized businesses (50+ employees) is likely to be associated with limited additionality.

The grant appears to have had a modest influence on the take-up of advanced and higher apprenticeships by employers. The proportions of grants that are associated with higher and advanced apprenticeships are lower than the equivalent proportions of total apprenticeship starts in the eligible districts, although they are higher than the equivalent proportions for the national AGE programme (for which there is no top-up for advanced / higher levels). It is likely that there is less intrinsic demand for apprentices at these levels among the core group of businesses who take-up the grant – primarily smaller businesses who are new to apprenticeships - and that the top-up grant is having a marginal positive impact on take-up for this group.

The grant programme appears to be achieving its objective of driving increased take-up of apprenticeships in the priority subject areas of construction, engineering / manufacturing and digital. The proportion of grants associated with these subjects is higher than the proportion of total apprenticeship starts in these subject areas, although it seems likely that providers are proactively targeting the grant on employers who require skills related to these subject areas.

AGE makes a significant contribution to the inclusive growth agenda. A considerable proportion of beneficiary businesses are located in deprived areas (although this is not part of the eligibility criteria) whilst a large number of grants qualified for a top-up based on the employer committing to raise the pay level of the apprentice to the relevant National Minimum Wage rate or the Living Wage rate. In all instances this will have led to a significant uplift in the apprentice's pay.

There are notable differences between the eligibility criteria applied in Leeds City Region and those used in other devolved areas. For example, some areas make payment of the relevant Minimum Wage rate a requirement for all grants. Also, a number of the schemes apply less stringent criteria with regard to previous engagement with the apprenticeship programme.

Early evidence suggests that the implementation of the national apprenticeship reforms has had a negative impact on starts for young people aged under 25 with regard to intermediate and advanced apprenticeships, at least at national level. Starts in priority subjects areas have also declined. Should this kind of trend continue in future there may be a rationale for intervention through the grant programme.

Quality of service

Employer feedback regarding the quality of experience in respect of the grant programme is largely positive. Feedback is also positive with regard to the support provided by the LEP team in connection with the grant application and claims process. There is some evidence to suggest that the grant application form presented difficulties in phase 3 of the programme.

Apprenticeship outcomes

Survey evidence indicates that the award of AGE grants is associated with positive outcomes for the apprentice, with almost all respondents retaining their apprentice to the 13 week point (98 per cent) and large majorities of employers retaining their apprentice to completion (87 per cent) and into employment thereafter (81 per cent). The follow-up survey does not

Employers' experience of the LEP AGE programme has also left the vast majority of survey respondents positively disposed to the idea of taking up further apprentices in future.

Delivery model

There was a consensus among the LEP AGE team, supported by the views of training providers, that the quality of delivery of AGE had steadily improved during the lifetime of the programme. Lessons learnt and areas for improvement identified in the interim evaluation conducted at the end of phase 1 of the programme had largely been actioned. This provides a solid basis to build on with any future grant programme.

From a LEP team perspective this improvement was founded on the application of customer service skills, positive team working and making effective use of direct feedback from employers, as well as the development of effective information and communication systems. Training providers acknowledged that communication with the LEP had improved over time.

However, there are several issues, arising out of the delivery model, that present a risk of reputational damage to the LEP and can contribute to a poor standard of service for employers.

- The issue of unscrupulous employers not being committed to the spirit of the grant programme and not retaining apprentices beyond the minimum period required to qualify for the grant. It is

not clear how prevalent this problem is and employer feedback suggests that it may not be widespread.

- Misrepresentation / misselling of the LEP AGE grant to employers by training providers is a significant issue, highlighted both by the LEP team and by representatives of the provider community. This issue is flagged up by around one-fifth of respondents to the employer feedback survey. Therefore, although a minority of employers say they are affected it must be viewed as a serious risk to the credibility of the programme and to business perceptions of the LEP brand.
- Failure to meet employer expectations regarding the timing of grant payments. These issues generally arise out of a lack of knowledge on the part of employers regarding the published processes or misinterpretation of the available information.
- Failure to submit required information in a timely manner. Delays in providers registering employers for the grant or in registering apprentices with ESFA have sometimes meant that the employers have failed to qualify for the grant. Similarly, late submission of information following the 13 week milestone has led to delays in grant payments to employers.
- Issues with establishing employer eligibility. It has often proven difficult for providers to determine whether employers have previously had an apprentice prior to registering them for the grant. This was further complicated by the additional criteria introduced as part of phase 3. This issue has resulted in employers' expectations being raised prior to them being ruled ineligible for the grant.

Recommendations

The evidence presented above supports the case for implementing a further grant programme in future.

Eligibility criteria

The focus of a future grant should be on 19-24 year olds in order to complement the mainstream financial incentives for recruiting 16-18 year olds.

The LEP should develop its own register of employers who have had an apprentice, based on the national database of apprenticeship employers administered by Blue Sheep. This would enable training providers to verify the eligibility of employers at an early stage and prior to registering for the grant.

The criterion relating to employers who have offered a permanent contract of employment to apprentices should be scrapped. It is likely to generate deadweight rather than added value and has also brought extra complexity to the process of carrying out eligibility checks and has led to complaints from employers.

Grant eligibility should be limited to businesses with fewer than 50 employees in any future programme. Take up by businesses larger than this has been limited in any case and additionality is likely to be limited.

The subject-related criteria for the top-up grant have been successful in driving increased take-up in the relevant skill areas. Consideration should be given to extending sectoral criteria to the main grant. This has the potential to drive increased economic value from the apprenticeships supported through the grant.

Consideration should be given to offering an incentive to employers / providers to encourage the recruitment of disadvantaged individuals into apprenticeships, for example unemployed people or residents of disadvantaged neighbourhoods. Payment of the appropriate rate of the National Minimum Wage or National Living Wage should become a requirement for all grants.

The impact of the apprenticeship reforms on the level and pattern of take-up of apprenticeships in the City Region is not yet clear. The situation should be monitored on an ongoing basis since there may be an opportunity to offset or address any negative effects (such as a fall in take-up in a priority subject area) through the eligibility criteria for a future grant programme.

Delivery model

The pitfalls associated with the delivery model have already been given careful consideration by the LEP team.

In order to minimise mis-selling of the grant to employers a greater onus should be placed on the employer to complete the initial registration for the grant rather than leaving it as the responsibility of the provider.

Consideration should be given to paying the grant in instalments in order to maximise retention of the apprentice. It is acknowledged this may not be feasible due to the time bound nature of any future funding for apprenticeship grants and a desire to reduce complexity in the context of a small grant award.

It may be helpful from a customer service perspective to provide an indicative / aspirational timescale regarding the period that employers can expect to wait for payment of the grant once the 13 week point has been reached. This could be accompanied by suitable caveats about this being subject to required information being submitted in a timely manner etc. On the downside this would create a hostage to fortune in terms of meeting any timescale, however advisory.

Delays in providers submitting information have had a significant negative impact on the level of service provided to employers. Guidance relating to timescales is communicated to providers in the most emphatic manner possible.

Delivery of the grant programme could be improved with the adoption of a CRM system closely tailored to the needs of the programme and moving the grant application process fully online.

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Taking into account recommendations from the original AGE programme evaluation, one grant will be available to businesses meeting the new grant criteria as follows:

Core grant (£1,500 and must meet all of the core criteria)

- Businesses with 50 or fewer employees within local authority areas of West Yorkshire and York;
- Have never offered apprenticeships before;
- Are offering new employment as an apprenticeship opportunity to 19-24 year olds with associated apprenticeship training via a training provider approved by the Education Skills Funding Agency (ESFA)
- The Apprentices must be following a recognised Apprenticeship Standard or Framework relating to our key priority sectors/skills gaps (Construction, Planning & the Built Environment, Engineering & Manufacturing Technologies, Information & Communication Technology – including digital), and
- Are paying the national minimum wage for the age of the apprentice from day 1 of their apprenticeship training (above the apprenticeship wage of £3.50). This equates to £5.60 per hour for 18-20 year olds, £7.05 per hour for 21 – 24 year olds. (*note: rates change on 1 April 2018*)

Top up (additional £500)

- Businesses who meet the core criteria and are also offering their apprenticeship at higher or degree level.

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Report to: Employment and Skills Panel

Date: 2 March 2018

Subject: **Great Education Connected to Business**

Director(s): Sue Cooke, Executive Head of Economic Services

Author(s): Sonya Midgley

1 Purpose of this report

- 1.1 The purpose of this report is to update the Panel on work to progress the priorities and actions in the “Great Education Connection to Business” priority in the Employment and Skills Plan.

2 Information

Advisory Group Report

- 2.1 The group met on 29 January, where verbal updates were provided on the following activity:
- Careers campaign
 - Progress and activity of the Enterprise Adviser Network (EAN) & Careers Yorkshire and Humber
 - Apprenticeship support to businesses
 - Development of higher level skills provision
- 2.2 The group welcomed the Careers Strategy and Gatsby Foundation benchmarks for best practice. It was agreed that the benchmarks would offer a good progress measure for the Great Education Connected to Business strand.
- 2.3 The launch of the Leeds City Region Enterprise Partnership (LEP) Futuregoals careers campaign was welcomed (see section 4 for further details and **Appendix 1**).
- 2.4 The focussed work and additional activity in the Opportunity Area of Bradford could usefully inform a regional model for the Combined Authority’s ambitions.

Enterprise Adviser Network

- 2.5 A team of nine Enterprise Coordinators and a Lead Enterprise Coordinator, employed by the Combined Authority and co-located with partner councils, are in place. Each Enterprise Coordinator has a specialist remit including Apprenticeships, Jobcentre Plus School Advisors (2 in West Yorkshire), higher education, further education and employer engagement.
- 2.6 The team is currently working with 150 secondary schools and colleges and 136 Enterprise Advisors (senior leader from business), who are matched on a 1:1 basis with senior leaders in secondary schools and colleges to build employer engagement plans.
- 2.7 Over 16,836 employer encounters have been delivered this year through the EAN against an annual target of 16,000. In addition, 6,361 disadvantaged students have received one employer encounter, and 2,408 have had two employer encounters against a target of 6,000. In total 23,197 employer encounters have been delivered through the EAN this year.
- 2.8 The “Compass” tool¹, which was launched in January, is now available to all schools and colleges and is being used by Enterprise Coordinators to support secondary schools and colleges to assess how they are meeting the Gatsby benchmarks.
- 2.9 Further information about the Gatsby Foundation benchmarks can be found [here](#). The eight benchmarks of good careers education are:
- A stable careers programme
 - Learning from career and labour market information
 - Addressing the needs of each pupil
 - Linking curriculum learning to careers
 - Encounters with employers and employees
 - Experiences of workplaces
 - Encounters with further and higher education
 - Personal guidance
- 2.10 The Government’s Careers Strategy expects that all secondary schools and colleges are expected to start working towards the benchmarks, with all schools expected to meet the eight benchmarks by 2020. Currently only 0.5% of schools fully achieve all eight benchmarks, although the majority of schools partially achieve all.
- 2.11 Secondary schools and colleges within the EAN are exclusively able to access a tracker tool which supports them to plan careers and enterprise activity for students, supported by their Enterprise Coordinator, after they have completed Compass.

¹ The Compass tool is a self-evaluation tool for schools to support schools in having a greater understanding of their provision of career education and guidance against best practice benchmarks. Information remains confidential to the school.

Bradford Opportunity Area

- 2.12 The Bradford Opportunity Area plan was published in January. There are 12 Opportunity Areas nationally which aim to boost social mobility.
- 2.13 Through the 'Improving access to rewarding careers' priority the Careers and Enterprise Company and the LEP have funded three FTE Enterprise Coordinators are working in Bradford with 44 secondary schools and colleges, including special and pupil referral unit provision to complete Compass, match with Enterprise Advisers and coordinate activity in the Bradford Opportunity Area plan
- 2.14 The national CEC funded Investment Fund has shortlisted 12 applicants to deliver activities in Bradford, with notification of awardees to be published on 2 March. Once the provision is in place, Enterprise Coordinators will support schools to access the Investment Fund providers in line with their Compass self-assessment and Tracker tools.

Futuregoals - careers campaign

- 2.15 A high profile careers campaign targeted at young people and their key influencers will be launched week commencing 26 February, a week before National Careers & Apprenticeship weeks.
- 2.16 The campaign delivers one of the key ambitions of the Employment and Skills Plan to make labour market information readily available and useable for young people and their key influencers (parents, carers and teachers) and builds upon the work of the widely used Careers Yorkshire and Humber resource Shape Your Future.
- 2.17 Futuregoals aims to be inspirational; building a sense of pride in the place our young people live and learn, and directional; bringing together the best of careers and enterprise learning tools based on the economy of Leeds City Region.
- 2.18 The campaign is designed around a series of six inspirational images and messaging (see **Appendix 1**). The development of these assets has been in full consultation with a range of young people of different ages, social economic backgrounds and ethnicity.
- 2.19 The campaign will be visible in each local area of the City Region and at locations and within 500 metres of secondary schools and colleges including bus stops, poster pillar and social media pop up advertising where fixed advertising is not available.
- 2.20 A microsite www.the-lep.com.futuregoals will also host further information for individuals, teachers and other practitioners including 'Top 10' guides, assembly, video and teaching and learning resources.

- 2.21 The campaign is forecasted to reach 940,000 individuals through the poster advertising and further tracking will be undertaken to measure the effectiveness of the supporting microsite.
- 2.22 A communications pack will be disseminated to local authority partners with digital assets to be cascaded to schools, libraries, children's and other community centres. School poster packs will be distributed to secondary schools and colleges. A social media pack will be available to stakeholders.
- 2.23 The campaign will also feature an assembly / training resource focussed on the City Regions three key priority sectors that will be delivered in secondary schools by Enterprise Advisers and Young Apprenticeship Ambassadors throughout March.
- 2.24 The Futuregoals campaign has been welcomed and commended by a range of stakeholders including national Careers and Enterprise Company and the LEP's Headteacher Advisory Network.

Careers & Enterprise Company (CEC)

- 2.25 The national Careers & Enterprise Company has offered the Combined Authority a grant for the next five years to create a teacher toolkit and coordinate teacher inspiration days for the creative sector as well as increase our activities through the EAN.
- 2.26 The grant offer is welcomed and will support the ongoing development of Futuregoals as well as the EAN.
- 2.27 The CEC have secured a number of places for employers at the next national Association of School and College Leaders Conference on 9 March, ICC Birmingham. This is the first time that the conference is open to employers and for employers that are part of the EAN are invited to attend, please respond to enterpriseadvisers@the-lep.com.
- 2.28 A [national provider directory](#) has been published by the CEC.

Headteacher Advisory Network

- 2.29 The Headteacher Advisory Network met on 7 February 2018, chaired by Ray Henshaw, Headteacher of Minsthorpe Community College, Wakefield and Leeds City Region nominated Headteacher to the national Careers & Enterprise Company Headteacher group.
- 2.30 The group is keen to support Leeds City Region in securing pilots for Careers Hubs, Careers Pilots (see paper 6b).

3 Financial Implications

- 3.1 There are no financial implications directly arising from this report.

4 Legal Implications

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

5 Staffing Implications

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

6 External Consultees

6.1 No external consultations have been undertaken.

7 Recommendations

7.1 The Panel is asked to note and comment on the progress of activity against the “Great Education Connected to Business” priorities.

8 Background Documents

None.

9 Appendices

Appendix 1 – Futuregoals Campaign Images / Assets

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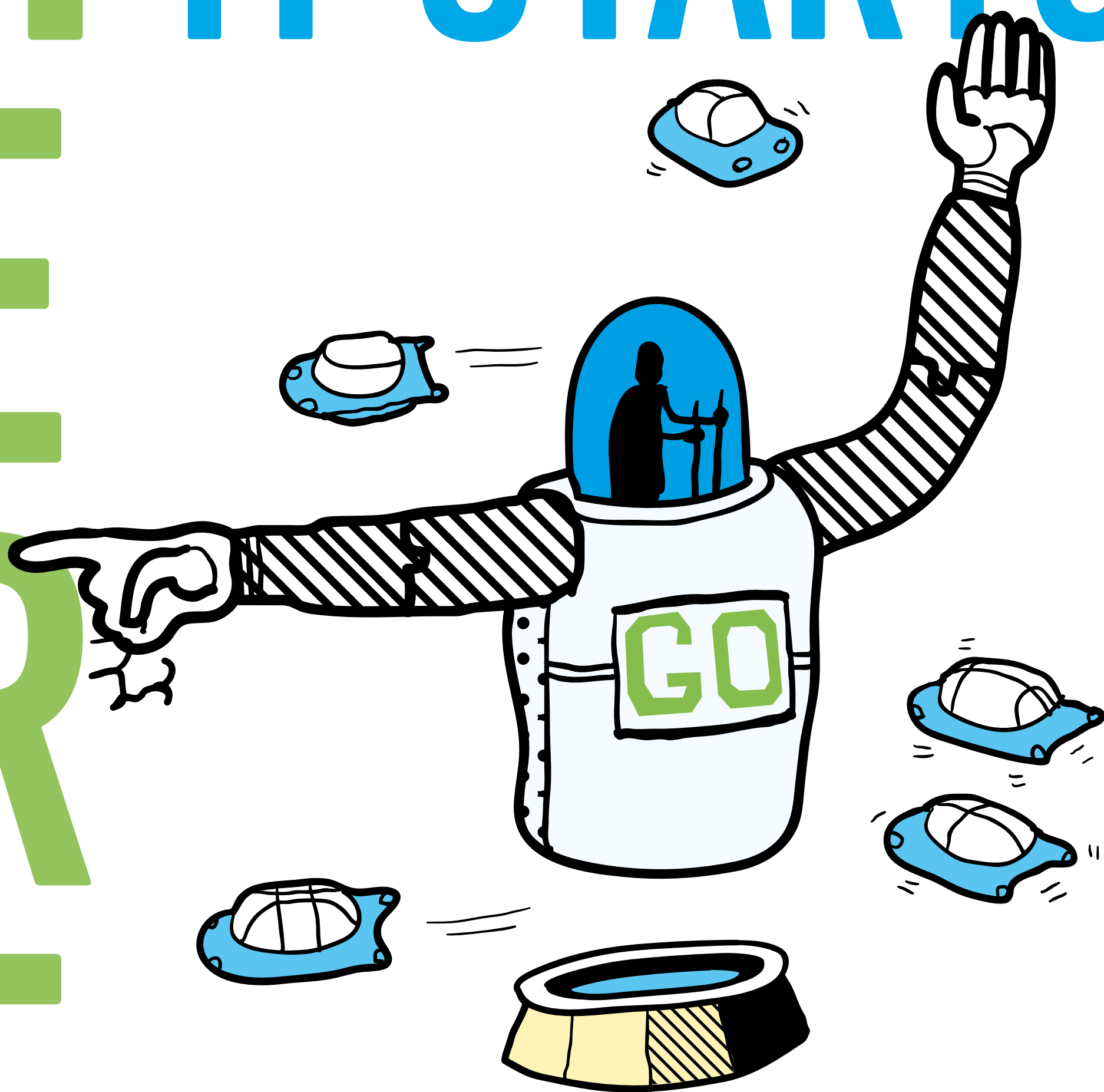


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Report to: Employment and Skills Panel

Date: 2 March 2018

Subject: **Building Workforce Skills and Attracting Talent**

Director(s): Liz Hunter, Director of Policy and Strategy
Sue Cooke, Executive Head of Economic Services

Author(s): Peter Glover and Emma Longbottom

1 Purpose of this report

- 1.1 To consult the Panel on the work to progress the priorities and actions in the “Building Workforce Skills and Attracting Talent” priority of the Employment and Skills Plan.
- 1.2 To present for the consideration of the Panel, a proposed approach to monitoring trends in local labour demand, focusing specifically on the City Regions three priority skill areas of construction / infrastructure, engineering and manufacturing and digital.

2 Information

Advisory Group Report

- 2.1 The group met on 2 February. Verbal updates were provided on the following activity:
 - Apprenticeship support to businesses
 - Development of higher level skills provision
 - Sector activity
 - Labour market information
- 2.2 The group discussed the opportunities available for businesses regarding degree level apprenticeships and how local opportunities can be increased. The Apprenticeship Ambassador network and the Career Learning Pilot, which the Combined Authority is taking part in, were also considered.
- 2.3 Discussion also took place about the difficulty some businesses have in recruiting suitably skilled people for higher level jobs and how to get people to

the right level for these jobs, particularly with the experience requirements of many of them.

Labour Market Information

- 2.4 The Leeds City Region Enterprise Partnership (LEP) and Combined Authority produce a labour market analysis to an annual cycle, with an initial overview provided to Employment and Skills Panel in June and a full report published in September. The purpose of the analysis is to inform strategy and policy development within the LEP / Combined Authority but also to contribute to a better informed local labour market by, for example, helping individuals to make appropriate, well-informed choices about future learning and career opportunities and to assist education and training providers to develop curriculum strategies that reflect the needs of the labour market.
- 2.5 Much of the data that inform the report are produced on an annual basis or less frequently. However, there is demand for more timely analysis that will enable us to assess aspects of local trends on a more regular basis. This is of particular importance as we enter a likely period of economic volatility during which labour market conditions could change abruptly. Moreover, priority areas are dynamic and fast-moving, in particular the digital field.
- 2.6 The availability of “real-time” data relating to online job postings offers the opportunity to review on a continuous basis detailed trends in the level and profile of demand in the local labour market. The attached slide pack in **Appendix 1** provides an example of the kind of analysis that could be provided to the panel on a quarterly frequency.
- 2.7 This kind of analysis can be used in a range of contexts – for example, to inform the direction of careers campaigns or to inform dialogue with education and training providers. It is likely to be an important evidence source for the emerging Skills Advisory Panel.

Career Learning Pilot

- 2.8 The Leeds City Region is one of five areas that have been selected by DfE to be part of the Career Learning Pilot, the outcomes of which will be used to design the national retraining scheme. The pilot will be two stage testing: what engagement activity will encourage adults currently in employment or re-entering employment who have a level 2 qualification, to consider their next career/learning steps at level 3 and above; and what level of funding subsidy (25%, 75% or 100%) will encourage individuals to pay for their learning. The subsidy will be passed by the ESFA directly to local providers.
- 2.9 As part of the pilot, a list has been provided from central government of the courses that will be eligible for a subsidy as part of the programme of which 15-25 can be chosen for the area. Eligible qualifications must be available for funding through Advanced Learner Loans, delivered by a provider who has the facility to administer these loans and must take less than 12 months to complete.

- 2.10 For the pilot in Leeds City Region qualifications proposed link to key growth sectors (manufacturing and engineering, construction and digital), along with leadership and management qualifications and progression opportunities for health and social care. For example;
- Level 3 diploma in engineering technology
 - Level 5 diploma in management and leadership
 - Level 3 diploma computer aided design
 - Level 3 certificate in web design and development
- 2.11 Officers are working to develop a costed delivery plan for the pilot, which will be submitted to DfE at the end of February. It is envisaged that outreach work will commence in March 2018 and subsidised training in September 2018.

Sector Activity

- 2.12 To support the promotion of digital careers in the region the Combined Authority has held workshops across the region to discuss how opportunities within the sector could be promoted to encourage individuals to apply for roles and re-train where appropriate. The findings of these workshops will be used to shape a campaign aimed at promoting the opportunities in the digital sector within the City Region. The campaign will be launched in spring 2018.
- 2.13 A full application has been submitted by the Combined Authority for the ESIF Career Development Fund to develop “[re]boot”, a scheme to support individuals to retrain and move into digital and engineering careers. Assessment by the managing authority is awaited and following this delivery is expected to begin in spring/summer 2018.
- 2.14 The West Yorkshire Consortium of Colleges has now received a contract from the managing authority to deliver the continuation of the Skills Service, which will be funded through European Social Fund until 2020. It is envisaged that delivery will commence in May 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.

3 Financial Implications

- 3.1 There are no financial implications directly arising from this report.

4 Legal Implications

- 4.1 There are no legal implications directly arising from this report.

5 Staffing Implications

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

6 External Consultees

6.1 No external consultations have been undertaken.

7 Recommendations

7.1 Panel members are asked to:

- consider and provide feedback on the usefulness of the attached analysis in terms of content and format and highlight any further information requirements that could be addressed through this data source;
- comment on the qualifications proposed to be delivered through the Career Learning Pilot; and
- note and comment on the progress against the building workforce skills and attracting talent priorities.

8 Background Documents

None.

9 Appendices

Appendix 1 - Labour Market Update slide pack

**LABOUR MARKET UPDATE
EMPLOYMENT AND SKILLS PANEL, 2 MARCH 2018**

Overview

- The “real-time” nature of online job postings data means that we can review local trends in labour demand on an ongoing basis.
- The following analysis focuses on our three priority skill areas of digital, engineering / manufacturing and construction skills.
- It uses job postings data to understand which occupations / jobs are in greatest demand within each broad skill area and which types of skill are most commonly required.

8

Context

- Local prosperity is hampered by under-performance on productivity, which in turn is linked to a skills deficit
- There is a high prevalence of skill shortages, more acute than the national average
- Shortages are most acute for skilled trades and higher level technical roles within our three priority skill area (engineers, digital professionals, technicians)
- Labour market conditions remain robust with growth in employment and reducing unemployment, suggesting a continuing tightening in some segments of the market
- The economy is entering an uncertain period as Brexit nears.

A note on the data

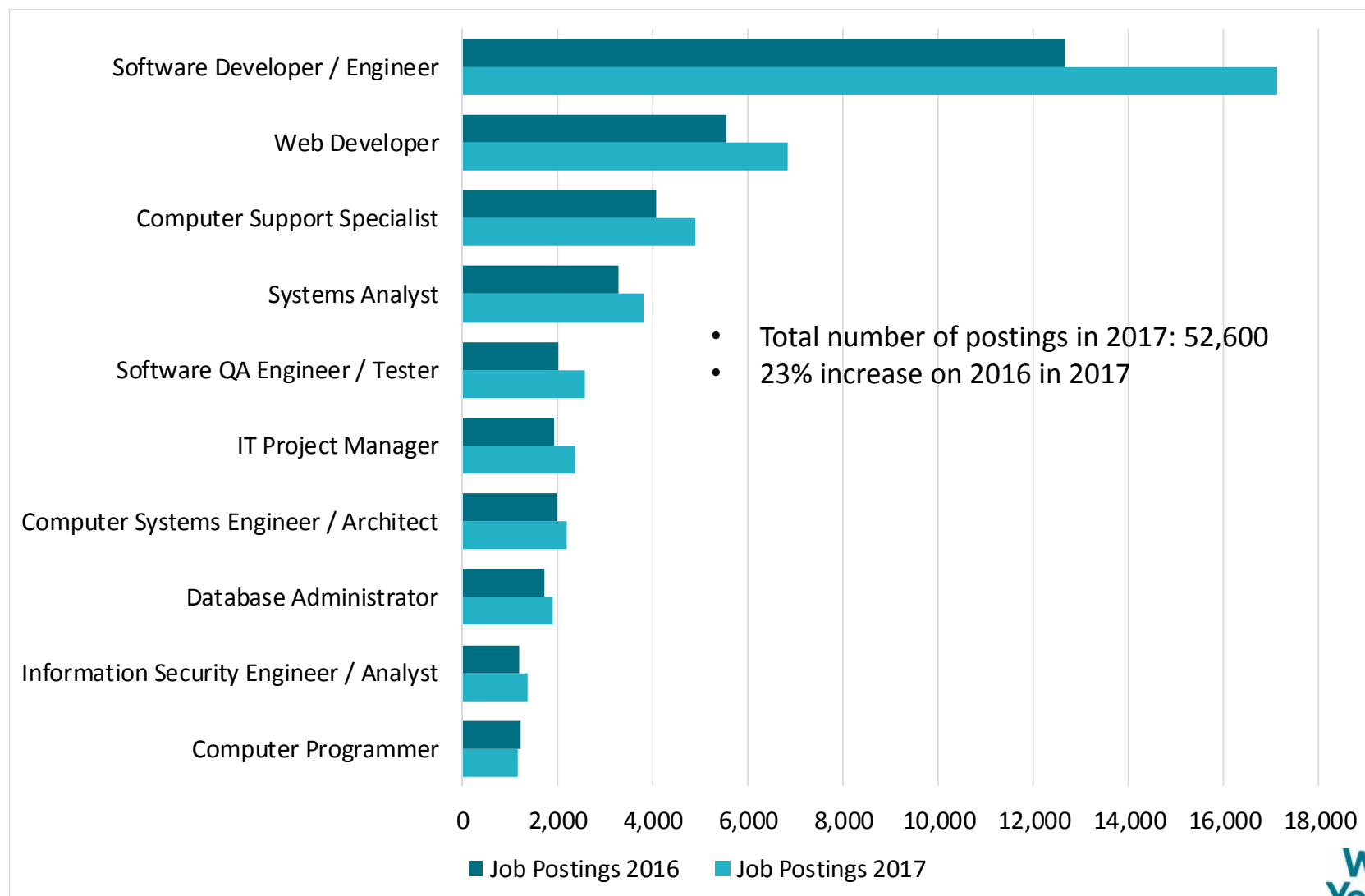
- The following analysis is based on data drawn from Burning Glass' Labour Insight tool. This is widely recognised to be a market leader in the job postings analytics field.
- The three skill areas are defined in terms of occupations that fall within the specialist disciplines of engineering / manufacturing, construction and digital, rather than vertical industry sectors that encapsulate non-specialist roles (e.g. cleaners working in the manufacturing sector)
- The focus of the analysis is on higher level occupations in each of the priority areas: management, professional and associate professional / technical level occupations. This is because vacancies for lower skilled occupations are much less likely to be advertised online and are therefore under-represented in this data source.
- In spite of ongoing improvements in the parsing approach data from Labour Insight are known to contain a quantity of duplicate postings (multiple postings of the same job opening).

Digital skills



Strongest area of demand for digital occupations continues to be for developers

Figure: Top 10 digital occupations with greatest number of online job postings

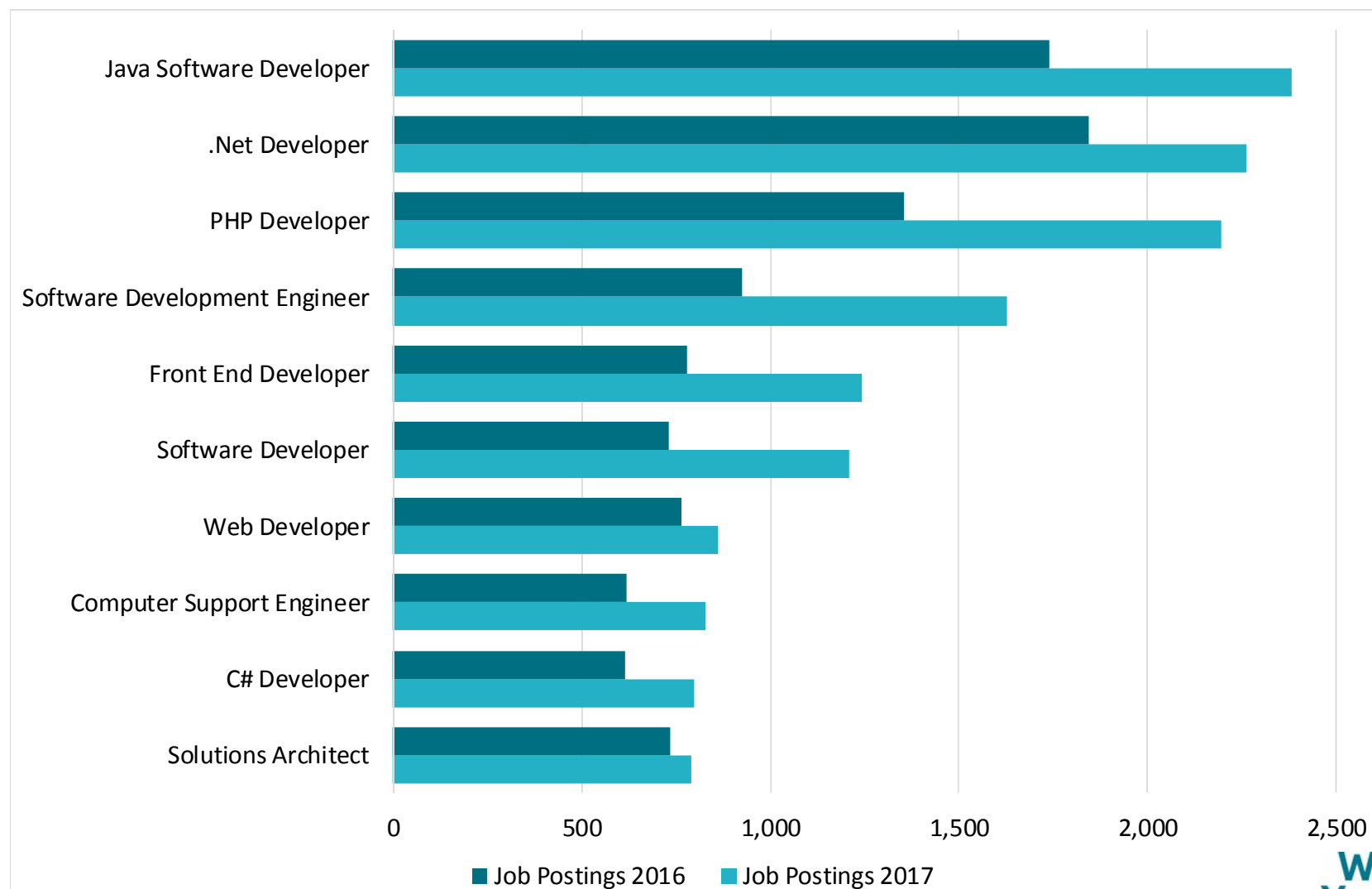


Source: Labour Insight, job openings posted Jan – Dec 2016, 2017

Note: Analysis limited to management, professional and associate professional occupations

Within developer occupation many of postings are for specialist job titles

Figure: Top 10 digital job titles with greatest number of online job postings

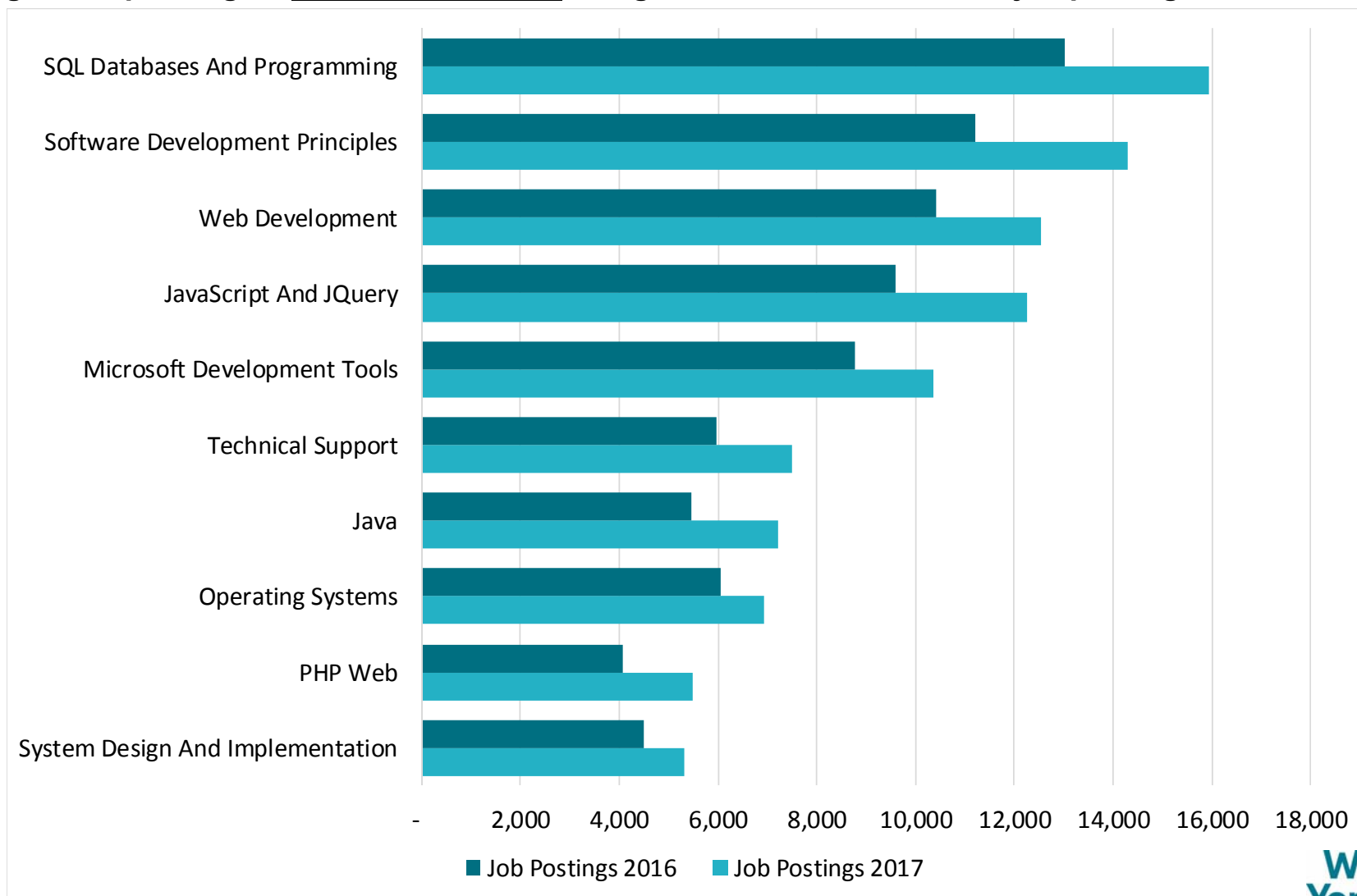


Source: Labour Insight, job openings posted Jan – Dec 2016, 2017

Note: Analysis limited to management, professional and associate professional occupations

Strong requirement for developer skills relating to specific languages and platforms

Figure: Top 10 digital skill requirements with greatest number of online job postings



Source: Labour Insight, job openings posted Jan – Dec 2016, 2017

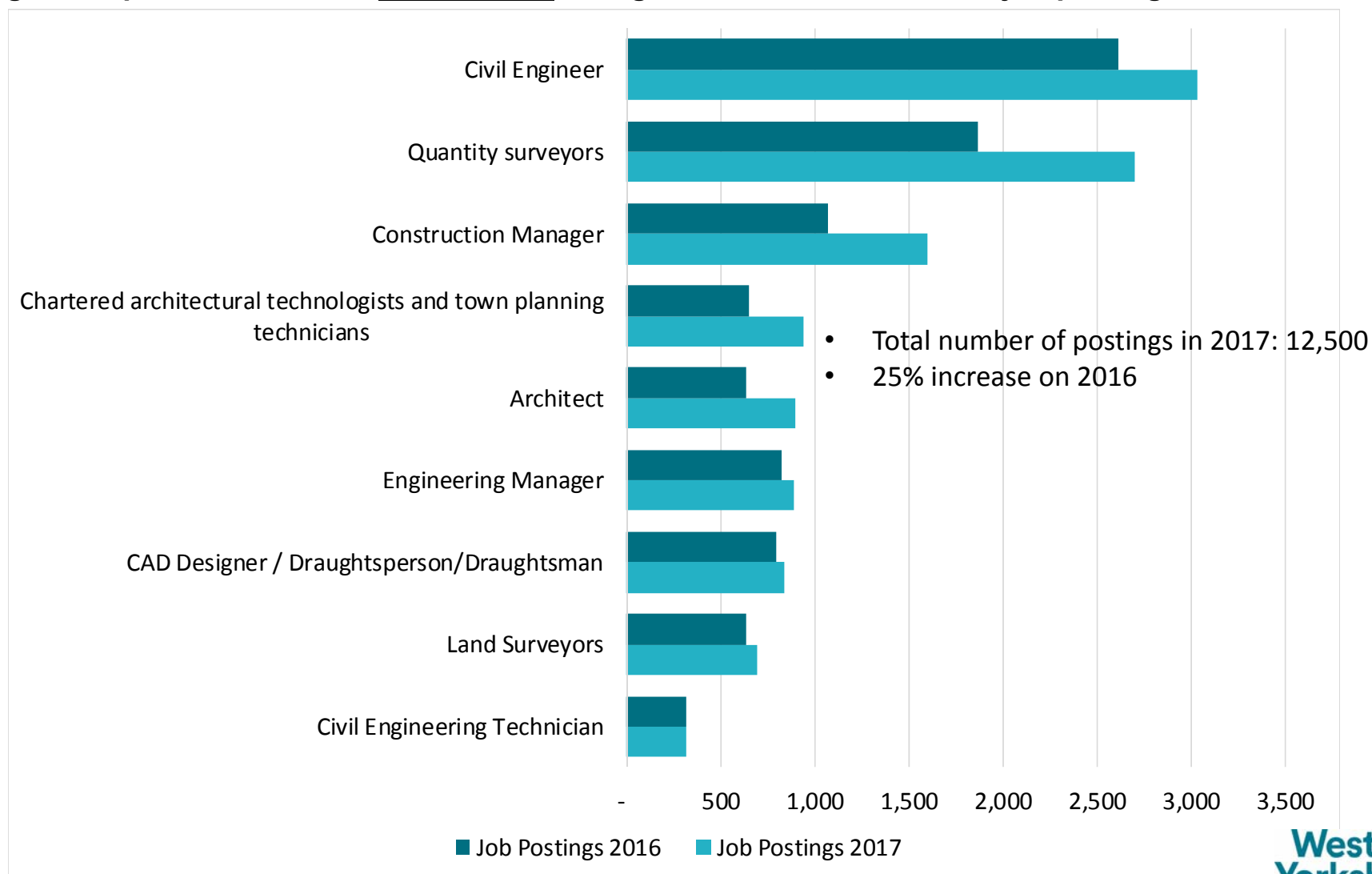
Note: Analysis limited to management, professional and associate professional occupations

Construction skills



Civil engineer most in-demand occupation in construction

Figure: Top 10 construction occupations with greatest number of online job postings

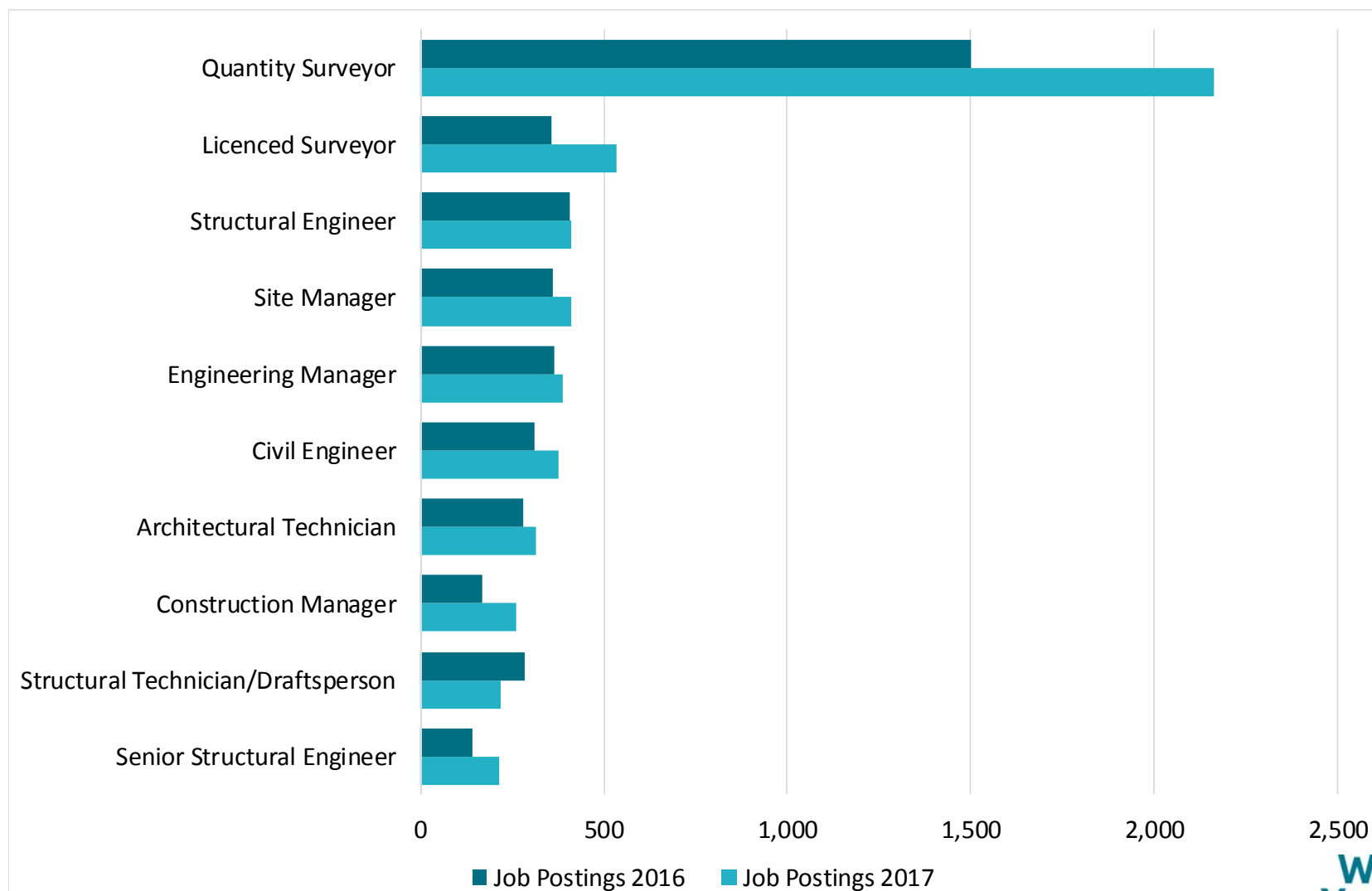


Source: Labour Insight, job openings posted Jan – Dec 2016, 2017

Note: Analysis limited to management, professional and associate professional occupations

Quantity surveyor most in-demand job title

Figure: Top 10 construction job titles with greatest number of online job postings

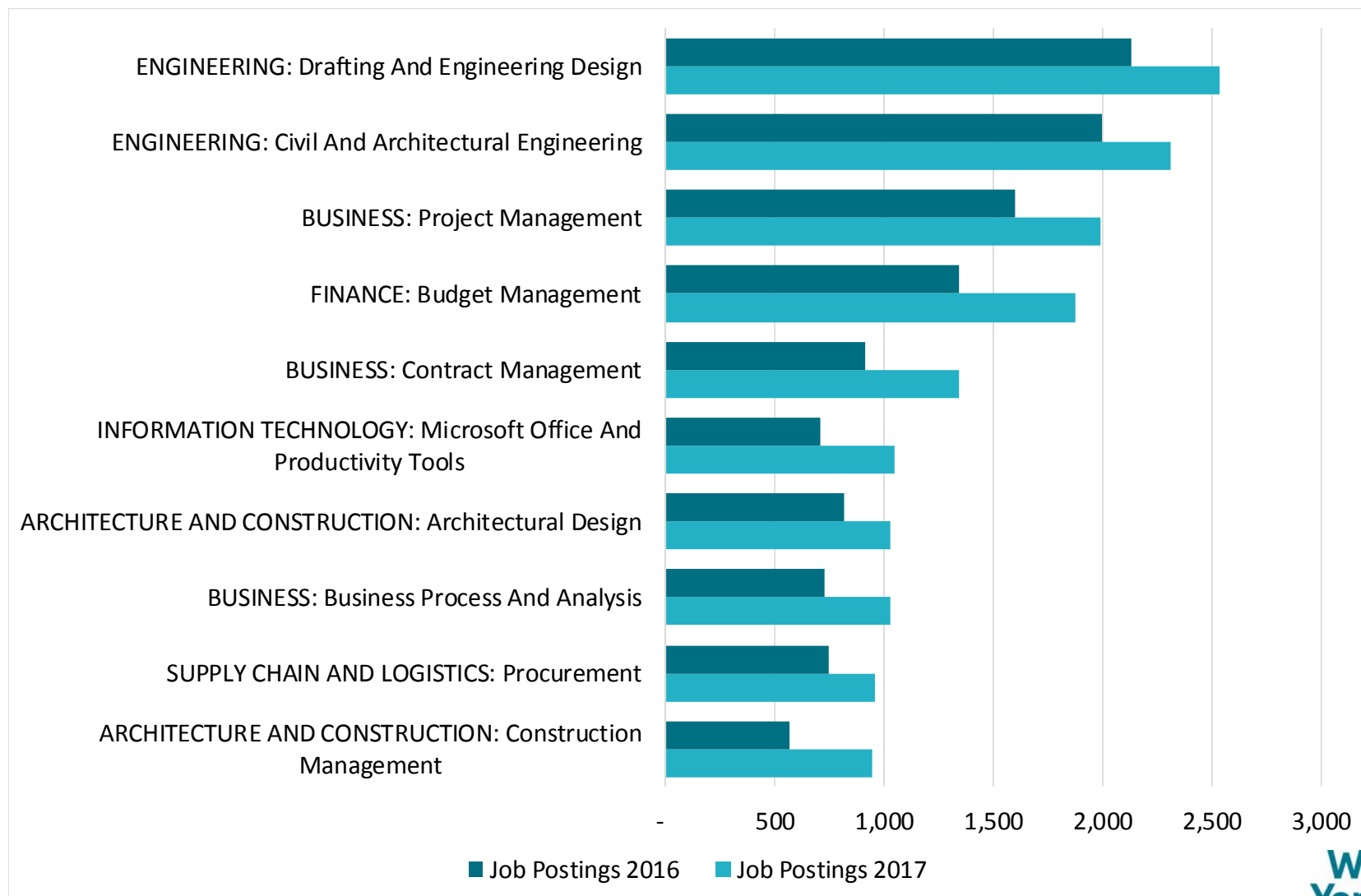


Source: Labour Insight, job openings posted Jan – Dec 2016, 2017

Note: Analysis limited to management, professional and associate professional occupations

Engineering and business skills of key importance to high level construction roles

Figure: Top 10 construction skill requirements with greatest number online job postings



Source: Labour Insight, job openings posted Jan – Dec 2016, 2017

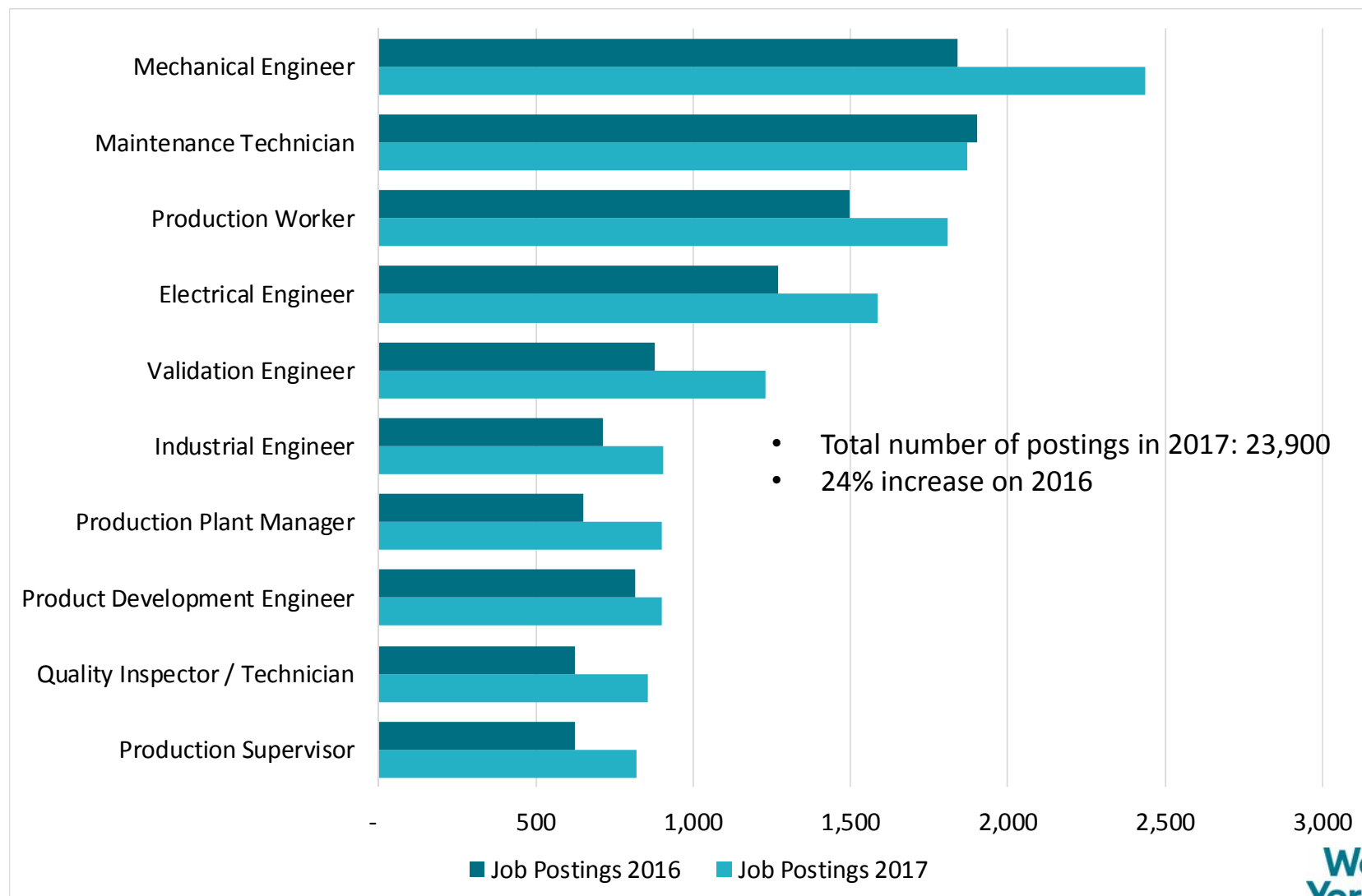
Note: Analysis limited to management, professional and associate professional occupations



**Engineering and manufacturing
skills**

Mechanical engineers most in-demand occupation

Figure: Top 10 engineering / manufacturing occupations with greatest number of online job postings

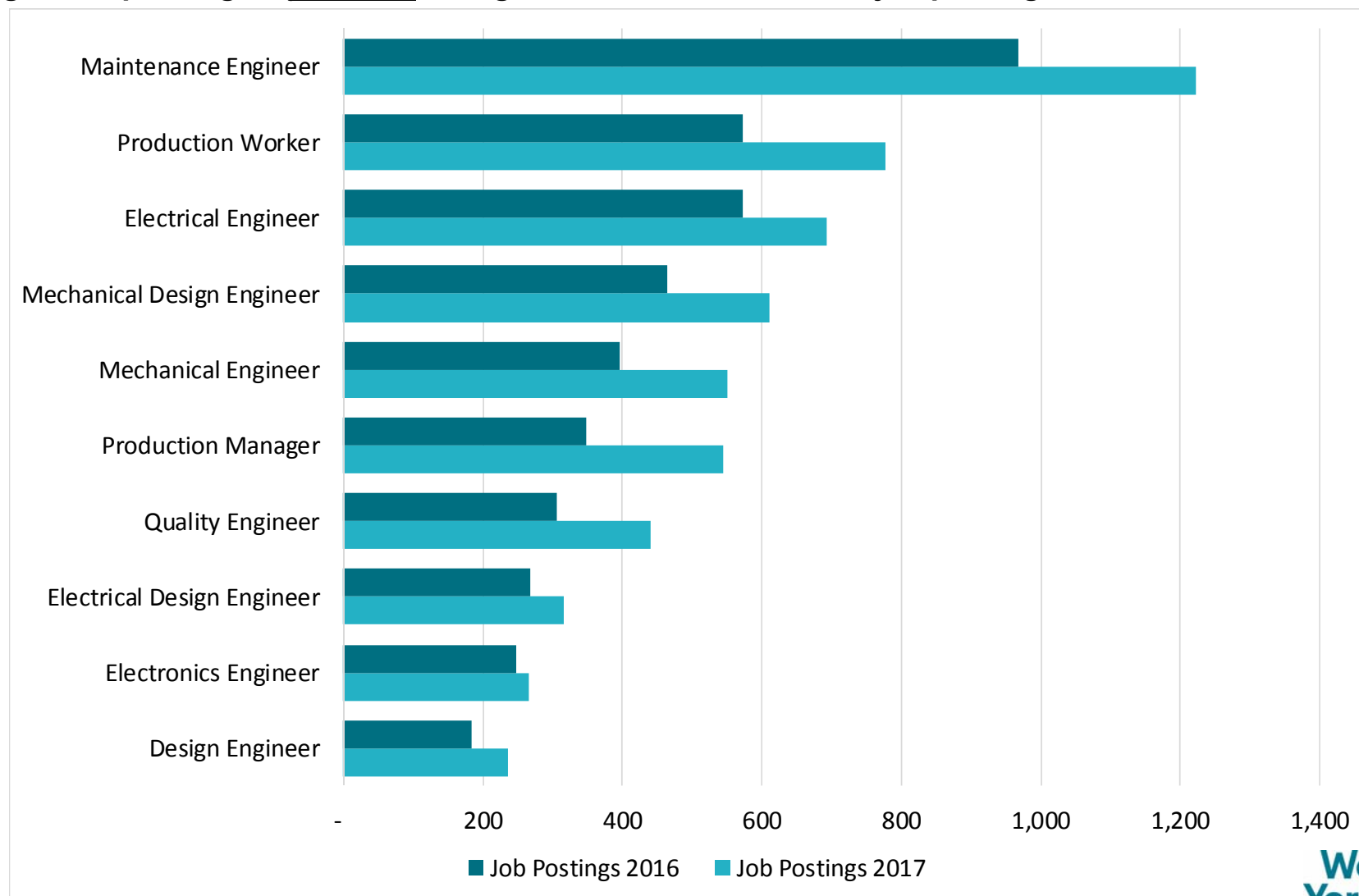


Source: Labour Insight, job openings posted Jan – Dec 2016, 2017

Note: Analysis limited to management, professional and associate professional occupations

Virtually all top job titles relate to engineer roles

Figure: Top 10 digital job titles with greatest number of online job postings

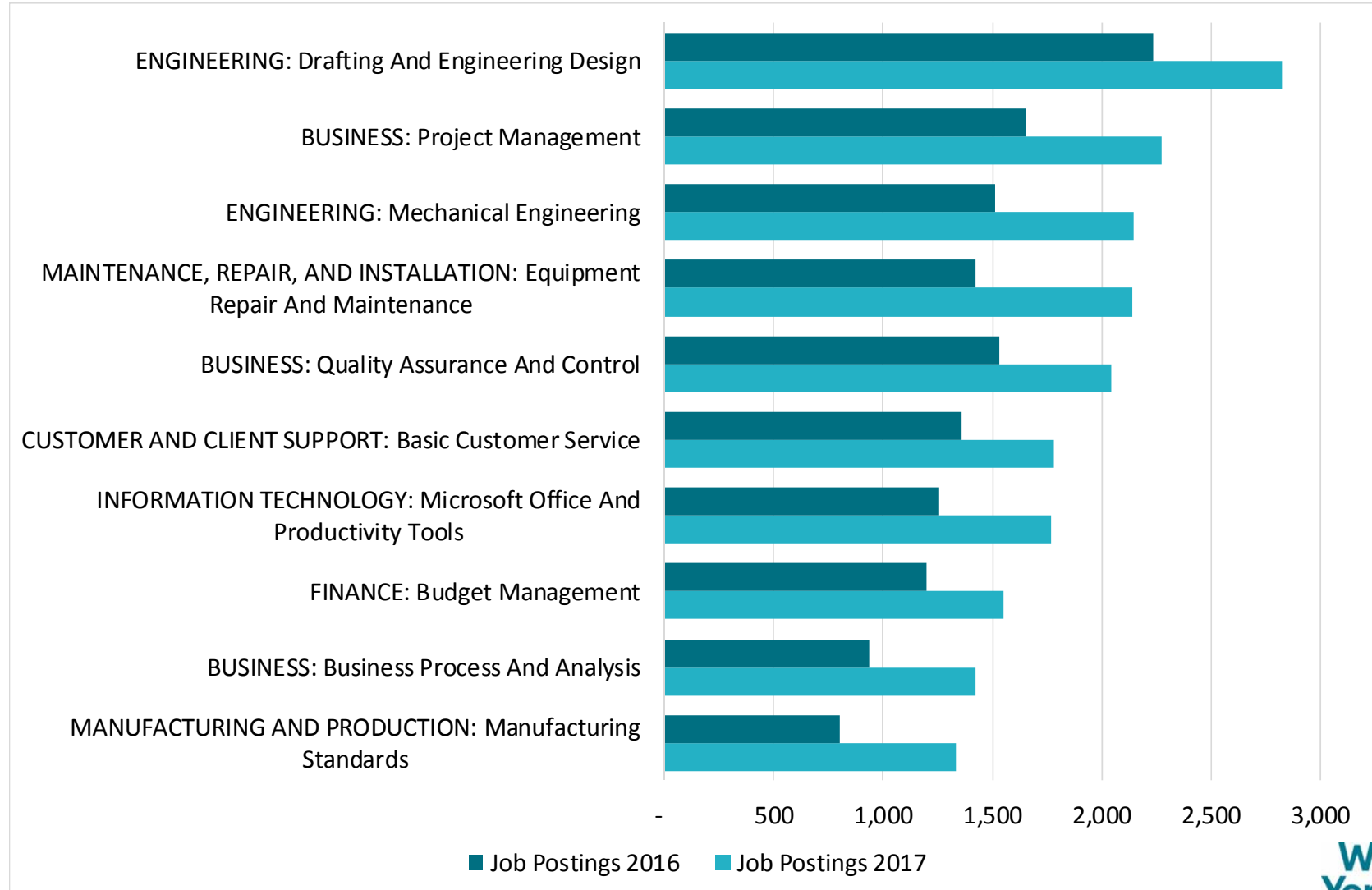


Source: Labour Insight, job openings posted Jan – Dec 2016, 2017

Note: Analysis limited to management, professional and associate professional occupations

Clear demand for business skills as well as technical disciplines

Figure: Top 10 engineering / manufacturing skill requirements with greatest number online job postings



Source: Labour Insight, job openings posted Jan – Dec 2016, 2017

Note: Analysis limited to management, professional and associate professional occupations

Conclusions

- Demand for labour is consistently strong across priority skill areas and occupational areas contained within them
- Digital demand is dominated by developer jobs and a requirement for a range of core digital technical skills, mostly developer-related – reflects division of labour and specialised nature of developer roles?
- Strong demand for candidates familiar with specific programming languages but also for individuals who understand broader principles
- Profile of construction demand shows important cross-over with engineering – civil engineers most in-demand occupation and engineering skills key within skill requirements
- Mechanical engineer is foremost occupation within engineering and manufacturing
- In contrast to digital construction and engineering employers are both looking for a combination of core technical skills plus business and other more generic skills.

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Report to: Employment and Skills Panel

Date: 2 March 2018

Subject: **Employability, Accessing Jobs and Realising Potential**

Director(s): Sue Cooke, Executive Head of Economic Services
Liz Hunter, Interim Director of Policy and Strategy

Author(s): Emma Longbottom and Christian Denison

1 Purpose of this report

- 1.1 To consult the Panel on the work to progress the priorities and actions in the “Employability, Accessing Jobs and Realising Potential” priority of the Employment and Skills Plan.

2 Information

Advisory Group Report

- 2.1 The group met on 7 February. Verbal updates were provided on the following activity:
- Social prescribing pilot
 - DWP work and health green paper
 - Apprenticeship levy
 - Development of higher level skills provision
- 2.2 The group welcomed the commencement of the social prescribing pilot and discussed the issues faced by individuals who are on sick leave from work along with positive changes that employers could make.
- 2.3 Discussion took place about the apprenticeship levy, how businesses can be supported to use this money and the role of the public sector.

Social Prescribing Pilot – Work Wellness Service

- 2.4 The Social Prescribing Pilot – The Work Wellness Service, officially launched in February 2018 within two GP surgeries in York. The 2 surgeries are located within adjoining Holgate and Guildhall wards. The pilot will run for one year.

- 2.5 The service is being delivered by a Work Wellness Advisor who receives referrals directly from GPs. The surgeries involved have demonstrated their commitment by integrating this post fully into their practice, including room space and access to patient records. Reception staff are also proactively supporting the pilot by recommending a review of 'Fit Notes' issued to consider any potential referrals.
- 2.6 The aim of the project is to see a minimum of 10 people in target demographics (50+ and in-work) and to enable them to remain in work or return to the workplace, if already within a period of sickness absence. Support will also be provided to individuals, where appropriate, to find suitable alternative employment.
- 2.7 In addition, it is envisaged that the pilot will demonstrate a range of benefits such as:
- 2.8 To patients
- Improved health and wellbeing
 - Health and lifestyle changes
 - Improved self-esteem and confidence
- 2.9 To GP practices
- Reducing frequent practice attendance
 - More appropriate use of GP time
 - Easy referral
 - Provides links between the VCS and primary care
 - Increased range of practical services
- 2.10 Cost savings overall
- Decreased reliance on GP's
 - Decrease in clinical prescribing
 - Decreased need for acute services
- 2.11 A thorough evaluation of the pilot will be undertaken in real-time with a narrative outcome expected for each case. Case studies and a range of statistics will be developed throughout the duration of the project.

DWP Work and Health Green Paper: Improving Lives – The future of work, health and disability

- 2.12 Published in November – the report sets out the Government response to the Green Paper consultation (Improving Lives Green Paper – October 2016) and actions, focussed on:
- A sustainable welfare and employment support system
 - Workplace setting: the important roles of employers, managers and supervisors

- The role of health services.
- 2.13 The actions in these areas focus on activity over the next 2-3 years. This is important as ill health among working age people costs the economy around £100 billion a year.
- 2.14 The report includes a vision for a society in which all disabled people and people with long-term health conditions are able to go as far as their talents will take them.
- 2.15 A key part of this is the partnership approach – this will require a concerted focus and effort from local authorities, LEPs, health services, patient and peer support groups, education and training bodies, voluntary, community and social enterprise organisations, and businesses.
- 2.16 The Government’s ambition is to see one million more disabled people in work over the next ten years. This replaces the previous pledge to halve the disability employment gap – reason being it is more quantifiable.

3 Financial Implications

- 3.1 There are no financial implications directly arising from this report.

4 Legal Implications

- 4.1 There are no legal implications directly arising from this report.

5 Staffing Implications

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

6 External Consultees

- 6.1 No external consultations have been undertaken.

7 Recommendations

- 7.1 The Panel is asked to note and comment on the progress of the Work Wellness Service and the progress made against the “Employability, Accessing Jobs and Realising Potential” priority of the Employment and Skills Plan.

8 Background Documents

None.

9 Appendices

None.

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Report to: Employment and Skills Panel

Date: 2 March 2018

Subject: **Employment and Skills Panel Review**

Director(s): Sue Cooke, Executive Head of Economic Services

Author(s): Emma Longbottom

1 Purpose of this report

- 1.1 The purpose of this report is, following the appointment of the new chair in January 2018, to seek Panel members' views on the future shaping of the Employment and Skills Panel (ESP).

2 Information

- 2.1 The current ESP structure has been in place since the Leeds City Region Employment and Skills Plan was published in 2016. ESP meetings were made public in September 2017. The current structure is provided in **Appendix 1**.
- 2.2 Discussion points:
- What works well and what do find useful?
 - What does not work well and does not add value?
 - What future agenda items would you find useful?

3 Financial Implications

- 3.1 There are no financial implications directly arising from this report.

4 Legal Implications

- 4.1 There are no legal implications directly arising from this report.

5 Staffing Implications

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

6 External Consultees

6.1 No external consultations have been undertaken.

7 Recommendations

7.1 That members provide feedback on how they would like to develop the Panel and give consideration to the discussion points provided.

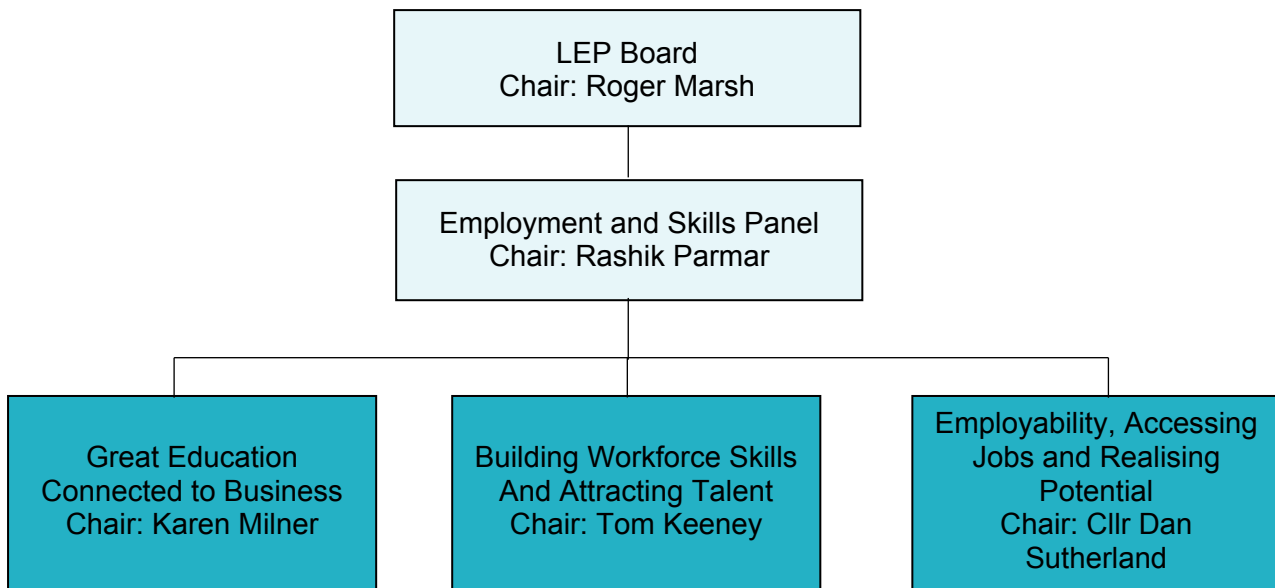
8 Background Documents

None.

9 Appendices

Appendix 1 - Employment and Skills Panel Structure

Employment and Skills Panel Structure



Great Education Connected to Business	
Head Teacher Advisory Network Representative	Nick Bowen
Skills Network Representatives	Margaret House
	Nav Chohan
Business Representative/s (from ESP)	Beverley Parrish
	Glynn Robinson
	Simon Gott
Apprenticeship rep	Frank Clayton
Local Authority Representative/s	Cllr Runciman
National Careers Service Representative	Michelle Hunter-Fee

Building Workforce Skills and attracting Talent	
Local Authority Representative/s	Merran McRae
Skills Network Representatives	Joanne Patrickson
	Ian Billyard
	Tim Thornton
Business Representative/s (from ESP)	Peter Duffy
	Simon Barratt
Apprenticeships rep	Julie Wray
Business Intermediary Representative	Martin Hathaway

Employability, Accessing Jobs and Realising Potential	
Skills Network Representative/s	Alex Miles
	Sam Wright
Business Representative/s (from ESP)	Julie Colley
Apprenticeship rep	Helen Grantham
DWP Representative	Diana Towler
National Careers Service Representative	Michelle Hunter-Fee

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Report to: Employment and Skills Panel

Date: 2 March 2018

Subject: **Business Planning and Budget 2018/19**

Director(s): Angela Taylor, Director of Resources

Author(s): Angela Taylor, Director of Resources and Sue Cooke, Executive Head of Economic Services

1 Purpose of this report

- 1.1 To advise the Panel of the work underway to progress business and budget planning for 2018/19.

2 Information

- 2.1 At the last meeting of the Combined Authority in February, the budget and outline business plan for 2018/19 were agreed, following consultation with the LEP Board in January.
- 2.2 Further work will take place to work up more detailed business plans and associated key performance indicators in more detail, which will form the corporate plan due for approval in April.
- 2.3 A number of measures to align revenue income and expenditure over the three year period have been examined. The 2018/19 revenue budget is attached as **Appendix 1**.
- 2.4 The business plan is shown at **Appendix 2**, by directorate. Members will see that work to support the Panel is provided by all Combined Authority directorates, particularly with policy priorities developed by Policy, Strategy & Communications, and the delivery of business support, skills and inward investment services led by Economic Services and capital projects by Delivery directorates respectively.

Budget overview

- 2.5 The budget will not remain static over the financial year, as bids for funding will be progressed throughout the year and any new resources will be adopted into the Combined Authority budget accordingly. Some new and continuation services are, therefore, still subject to confirmation of such funding. Key

elements of the budget affecting the LEP/Combined Authority Panels are set out below.

- 2.6 LEP subscriptions/government funding: the Leeds City Region local authorities pay subscriptions to support the activities of the Leeds City Region Enterprise Partnership. These continue unchanged at £0.7m and will be supplemented by government funding of £0.5m. This level of government funding has also remained unchanged for a number of years and it should be noted that the same amount is paid to each LEP irrespective of the size and shape of each region.
- 2.7 Enterprise Zone (EZ) receipts: The Combined Authority took on the inward investment function of the former Leeds and Partners in April 2015. The costs of this function (circa £1.5m) were to be met through business rates income from the two EZs in our region – Leeds Aire Valley and the multi-site M62 corridor – as this income accrues to the Combined Authority as the accountable body for the LEP.
- 2.8 The timing of new businesses opening on the EZs as well as the formal valuation of them has been slower than anticipated and to date actual income has not met forecast levels. This has resulted in a funding timing difference in previous years, necessitating the Combined Authority funding the costs of the inward investment team through the use of reserves.
- 2.9 The latest forecasts are included in the figures at **Appendix 1** and demonstrate that the income is now almost on track to meet the in-year costs of the inward investment activity. Work is continuing to fully understand the timing of the payment of EZ business rates to the Local Authorities and the risk of appeals to rateable values and this may result in the actual income in 2018/19 exceeding that assumed in the budget. There is also a need to consider how to encourage further businesses to locate to the two EZs in the region and to recognise that further upfront investment, potentially through capital budgets, may be required to achieve this.
- 2.10 Business skills and employment: this income funds the work of the Economic Services team in providing support to businesses, skills programmes and business growth grants. These funding streams are awarded to the Combined Authority usually on a fixed term basis with a requirement to spend in that time period. This gives no certainty to being able to continue with these workstreams in future years – the 2018/19 budget reflects the awards made for that year.
- 2.11 Funding streams secured previously include Apprenticeship Grants for Employers, Enterprise in Education funding, the Skills Service and Business Growth Service. The Combined Authority will continue to pursue opportunities to secure further funding streams in these work areas, including bids for EU funding.
- 2.12 New developments in the 2018/19 business plan include the following:

- Introduction of a key account management team to support investor development with larger foreign-owned firms based in Leeds City Region, with the objective of supporting them to safeguard jobs and stay in the region and attract any further floating global investment opportunities.
- Redesign of the locally delivered Apprentice Grant for Employers (AGE) to maximise uncommitted funds by targeting priority sectors, where employers have had no previous apprentices and pay the minimum wage.
- Consideration of 'grant conditions' to link inclusive growth commitments to the award of capital grants over £50,000 to businesses in the city region.
- Launch of the new digital soft-landing scheme and development of further measures to address the digital skills shortage and attract more 'tech talent.'
- Expanding the work of the Enterprise in Education team to extend further support to schools in the Bradford Opportunity Area and other employer-led initiatives, with a strong focus on improving social mobility for disadvantaged pupils.

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 No external consultations have been undertaken.

7 Recommendations

7.1 That the Panel notes the business plan and budget for 2018/19.

8 Background Documents

None.

9 Appendices

Appendix 1 - West Yorkshire Combined Authority Summary
Appendix 2 - Draft Business Plan Summary

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WYCA Summary - 2017/18 to 2018/19 (and 2019/20 - 2020/21)

	2017/18 Forecast	2018/19					2019/20	2020/21
	Total £	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	15,851,650
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	763,050	(226,000)	737,432	741,440	745,527
Transport Services	82,465,495	5,897,205	0	122,643,017	(46,788,277)	81,751,945	81,934,816	82,003,271
Delivery	(145,262)	3,401,966	(3,740,650)	56,200	0	(282,484)	(289,258)	(296,167)
Economic Services	1,356,314	2,657,421	(576,725)	5,738,783	(6,958,932)	860,548	1,092,161	1,134,608
Policy, Strategy & Communications	4,210,592	5,219,803	(317,596)	855,771	(254,224)	5,503,754	5,515,798	5,545,803
Resources	5,219,319	3,107,347	0	2,088,408	0	5,195,755	5,213,902	5,277,292
Corporate	7,292,512	830,952	(1,355,000)	8,992,287	(2,379,520)	6,088,719	6,263,226	6,618,793
Other Directorates	17,933,475	15,217,489	(5,989,971)	17,731,449	(9,592,676)	17,366,292	17,795,830	18,280,329
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)	0	(1,500,000)	0	(96,166,000)	(97,666,000)	(98,532,000)	(100,283,600)
Further Resources Required	3,488,971					1,452,237	1,198,646	0
Transfer from Reserves	(3,488,971)					(1,452,237)	(1,198,646)	(0)
Balanced Budget	0					0	0	0

		Table 3			
CAPITAL FUNDING	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	TOTAL £000
Local Growth Fund	72,228	74,349	73,510	100,338	320,425
Local Growth Fund C/Fwd	73,160				73,160
Leeds Public Transport Investment Programme	21,000	48,700	49,100	54,700	173,500
Local Transport Plan Integrated Transport	13,104	13,104	13,104	13,104	52,416
Local Transport Plan Integrated Transport C/Fwd	780				780
Highways Maintenance Block	25,971	23,507	23,507	23,507	96,492
Highways Maintenance Incentive Funding	2,432	4,896	4,896	4,896	17,120
Pothole Action Fund	3,857	2,231			6,088
National Productivity Investment fund	6,925				6,925
DfT Cycle City Ambition Grant	14,641				14,641
West Yorkshire Cycling and Walking Fund	2,140				2,140
Ultra Low Emission Vehicles	495	495	990		1,980
European Regional Development Fund	2,968	1,823			4,791
Broadband UK (BDUK)	2,968	1,823			4,791
Growing Places Fund	3,740	4,426	4,929	2,365	15,460
HS2	1,079				1,079
One Public Estate	385	160			545
Capital Receipts	600				600
Carry forward from prior year		73,653	59,469	7,500	
WY+TF Borrowing	0	5,300	13,537	103,369	122,206
TOTAL	248,473	254,467	243,042	309,779	915,139

		Table 5			
CAPITAL EXPENDITURE	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	TOTAL £000
Growth Deal	100,150	102,080	105,960	129,350	437,540
Call For Projects	0	14,282	42,847	85,693	142,822
Leeds Public Transport Investment Programme	2,000	15,000	40,000	50,000	107,000
Local Transport Plan Integrated Transport	13,100	13,104	13,104	13,633	52,941
Ultra Low Emissions Vehicles	180	1,027	1,028	0	2,235
Highways Maintenance Block	25,970	23,507	23,507	23,507	96,491
Highways Maintenance Incentive Funding	2,432	4,896	4,896	4,896	17,120
Pothole Action Fund	3,857	2,231	0	0	6,088
National Productivity Incentive Fund	6,925	0	0	0	6,925
DfT Cycle City Ambition Grant	10,547	4,094	0	0	14,641
West Yorkshire Cycling and Walking Fund	1,019	1,121	0	0	2,140
WY Broadband Programme	5,936	3,646	0	0	9,582
Growing Places Fund	800	4,550	2,000	2,000	9,350
HS2	1,079				1,079
One Public Estate	385	160			545
WYCA Corporate Projects	440	5,300	2,200	700	8,640
TOTAL	174,820	194,998	235,542	309,779	915,139

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WYCA 2018/19 Draft Business Plan Summary

DELIVERY DIRECTORATE	
<p>Delivering the right projects whilst providing value for money</p> <p>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</p>	
2018/19 Priorities	Resource Lead
<p>Facilitating partner delivery of 57 No. projects, value c£72.971m in the West Yorkshire Transport Fund (WYTF), Leeds Public Transport Infrastructure Programme and City Connect Ambition Grant (CCAG) programme:</p> <ul style="list-style-type: none"> • Provision of new and enhanced cycle routes from the completion of CCAG phase 2 projects at: Castleford to Wakefield phase 2&3; Canals projects; York Scarborough Bridge; Bradford Canal Road; & Leeds City Centre. • Completion of the WY+TF schemes at Kirkgate, Wakefield and A629 (1a) Halifax • Progression of the following schemes through the Assurance Framework to OBC stage: LBIA Link road; Tong Street; Bradford to Shipley Corridor; M2D2L (A653); A62/A644 Cooper Bridge; Halifax Station Gateway; A629 Phase 5; Corridor Improvement Programme junction improvements across West Yorkshire. • Progression of the following schemes through the Assurance Framework to FBC stage: Ings Road Wakefield; York Outer Ring Road (further junctions); ELOR; A629 Phase 1b; A629 Phase 2; Bradford Forster Square; Hard Ings Road, Bradford; UTMIC Phases 1 & 2; Corridor Improvement Programme junction improvements across West Yorkshire • Provision of direct project manager and transport planner expertise (x8 FTE) to West Yorkshire & York partners to support delivery of WY+TF projects. • Contract management of consultancy support commission to West Yorkshire & York partners to support delivery of WY+TF projects. 	<p>Transport Partnerships Team (including x8 FTE supporting direct delivery for WY districts)</p>
<p>Leading the implementation of other significant Transport Projects (46 No.; value c£15.762m) in 2018/19 including:</p> <ul style="list-style-type: none"> • Completion of Bradford Interchange Accessibility & Upgrade Works to provide H&S improvements with improved operational practices. • Progress preferred option for Halifax Bus Station to outline business case and full business case approval to achieve operational, economic and social benefits. • Start on site for first phase of West Yorkshire's ULEV (taxis) project with aim to achieve 5.1% ULEV taxis by 2020 positively contributing to improvements in air quality. • Completion of detailed design, GRIP5 and start on site for Castleford Rail Station Gateway to provide enhanced passenger facilities. 	<p>Transport Projects Team (direct delivery)</p>

<ul style="list-style-type: none"> • Implementation of the New Station Street scheme in Leeds to improve the public realm, pedestrian experience and public safety. • Provide funding contract management support to facilitate completion of 10 bus hotspot schemes to reduce congestion impacts & improve the customer experience • Progress preferred option for a Rail accessibility scheme at Horsforth Rail station whilst coordinating proposals at Cross Gates and Morley with Network Rail's TRU Programme. • Commencement on-site of 3 rail station car park extensions as part of a +2000 parking spaces programme. • Develop outline designs for four new West Yorkshire rail stations. Achieving Approval in Principle for the preferred option from Network Rail, and Outline Business Case approval under WYCA's Assurance Framework. • Closing final accounts for rail legacy projects at Kirkstall Forge, Apperley Bridge, Low Moor and LSSE. • Completion of Real Time Information installations at Morley and South Elmsall Hubs. 	
<p>Facilitating Economic Regeneration 61 No. Projects with a value of c£45.166m (including skills capital & innovation, Housing & Regeneration, Broadband and Better Homes), with targets of:</p> <ul style="list-style-type: none"> • Completing phase 2a and 2b of skills capital & Innovation projects (delivering 6,684 sqm of new build floorspace and 2,500 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 • £4m GD spend on Leeds District Heat; £20m total project spend (total contract value £21.3m, Heat On via gas Q1 1920, Heat On via RERF Q2 1920) • 1,000 homes improved through Better Homes Yorkshire Programme • Finding innovative ways to unlock further housing and economic growth with partners to enhance viability, improve developer confidence and deliver essential upfront infrastructure. 	<p>Economic Regeneration Team (currently non-direct delivery, but may adapt during year to assist partner delivery)</p>
<p>Completion of the current Smartcard and information Programme (SCIP) projects (5 No., £1m value) with significant improvements to our customer offer and Phase 5 going live in March 2019, including:</p> <ul style="list-style-type: none"> • Handover of 5 new Mcard ticket machines to Transport Services directorate, enabling customer self-serve • "Hotlisting" capability launch to block lost, stolen, damaged smartcards and improve the customer refund offer • Launch operator only bus products on the Mcard smartcard platform 	<p>Smart Card Implementation Programme Team (direct delivery)</p>

<ul style="list-style-type: none"> • Launch of the “travly” journey planning and mobile ticketing app • Launch of blind/ disabled, personal annuals and corporate annuals on the online card management system for self-serve functionality • Review future programme potential with Policy directorate and future resource requirement 	
To monitor and manage delivery efficiency through robust governance procedures and resource planning. Explore innovative ways to minimise delivery constraints such as skills shortages and district capacity constraints and to stimulate land owner & market interest to achieve jobs and homes targets	Director and Heads of Service in partnership with Policy and Economic Services Directorate
Providing Feasibility and Assurance services across all portfolio's work including overseeing further calls for projects and re-profiling of programmes. The estimated value of the call projects for 2018/19 is £14.2m	Feasibility and Assurance Team
Managing the Assurance process, monitoring and reporting of progress, spend and benefits, (including the oversight of the £30.6m Highways Maintenance block) further development of project management controls, including risk & cost management and embedding the Portfolio Information Management System (PIMS).	PMO Team
Leading the head office refurbishment project (£3.5m) 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 with ambition to become the 'Go To' source of project/programme management expertise for the organisation and partners	Led by Director and Heads of Service
Develop and implement a strategy for resourcing corporate projects and revenue funded projects, through further workforce resource planning and cross-directorate liaison on pipeline requirements	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	£3.458m
	Income	(£3.741m)
	Net	(£0.283m)
Net Revenue Budget change between years		(£0.284m)
Capital spend under the direct control of Delivery 2018/19		£183m (of the total £195m for 2018/19)
2018/19 FTE		71.72

ECONOMIC SERVICES DIRECTORATE	
<p align="center">Delivering effective services to drive inclusive growth</p> <p align="center">To attract global investors, support businesses to be more productive and inspire people to gain relevant skills, working with partners across all sectors.</p>	
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 500 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 6 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 £7m 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 (smaller funding envelope for 2018/19).</p>	<p>Skills Funding Manager and Apprenticeship Grants Team</p>
<p>Continued skills support for businesses, sector skills initiatives which upskill 1400 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>
<p>Attract global investors to the Region, undertake inward investment lead generation and deploy targeted grant funding,</p>	<p>Inward Investment Team and support from Comms team</p>

with the aim of creating 1,500 new jobs for the region and bringing 40 inward investment projects to the LCR.	
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,	Head of T&I plus International Trade Manager to lead working with the network of trade partners.

Strategy and Communications Directorate, in order to help increase the region's export performance.	
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	£8.396m
	Income	(£7.536)m
	Net	£0.860m
Net Revenue Budget change between years		£0.421m
2018/19 FTE		60.53

TRANSPORT SERVICES DIRECTORATE	
<p style="text-align: center;">Connecting people to places</p> <p style="text-align: center;">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.</p>	
2018/19 Priorities	Resource Lead
Information	
Providing direct customer contact services including Metroline and driving efficiencies in running costs	Metroline and Customer Services teams
Coordinating the efficient production of passenger information and considering a range of alternative formats	Service Development Team (inc real time information)
Timetable data and content preparation and working with operators to drive a step change in the quality of raw data to increase efficiency	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 and reshaping the customer sales and information offer	Travel Centres team
Managing WYCA offices including the provision of a reception services and high levels of customer care for staff, partner organisations and visitors	Office Facilities Team
Increase the proportion of MCard sales via self-service/travel centre alternatives to 75% and increase the % of concessionary permits online to 70%	
Asset Management	
Managing our buildings, bus shelters and other on-street public transport infrastructure, aiming to increase income from property rental by 10%	Facilities and Assets team
Day to day running of our staffed and unstaffed bus station facilities continuing to seek efficiencies in running costs while delivering a quality customer experience	Bus Station Services team Cleaning staff
Bus Services	
Cost effectively 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, seeking to reduce cost per passenger	Door to Door Transport Team and SEN team
Monitoring performance of local transport against contract specifications with the aim of increasing the quality of service.	Monitoring and Survey team
Procuring bus services, coordinating bus network changes and highway liaison, aiming to reduce overall expenditure by a net figure of 5% (taking account of inflation)	Bus Network and Highways Liaison team
Coordinating education transport services on behalf of District Councils to meet educational needs.	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
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	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
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	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
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	Led by Director HoS and involving Bus Services Team Support from PSC – Policy Manager input and Consultation team
Scope out/agree new delivery frameworks for operational services with transport operators/partners. <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 	Led by Director, HoS and Service Development Manager
Coordinating WYCA operational plans and liaison with bus operators to meet emerging local and national Air Quality requirements and Clean Air Zones	Led by Director, HoS and with input from other Directorates

Budget and Resources		
2017/18 Revenue Budget	Expenditure	£127.300m
	Income	(£44.969m)
	Net	£82.331m
2018/19 Revenue Budget	Expenditure	£128.540m
	Income	(£46.788m)
	Net	£81.752m
Net Revenue Budget change between years		£0.579m
2018/19 FTE		194.7

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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	
Strengthen our local powers and secure investment to maintain and enhance the CA's investment in the region (currently c.150m a year) <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). 	Core function of all roles – all policy team input led by Director. With specific input on devolution and on future funding. Support from Delivery and Economic Services and in demonstrating the case for investing here through case studies
Development over the course of 2018 of a single, bold Local Inclusive Industrial Strategy which will be owned by both the LEP and CA with inclusive growth at its core <ul style="list-style-type: none"> This will be an agile, long-term framework aimed at driving growth, boosting productivity and earning power for a post 2030 economy. This will be produced in partnership with key stakeholders including Districts, Universities, and business representative groups. 	Led by HoS supported by policy managers and policy officers
Support Private Sector Growth through proposals to enhance the region's digital and innovation capabilities and through a focus on improving skills. <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 covering the 5 pillars of "every business a digital business", digital skills and inclusion, digital as a sector digital infrastructure/connectivity and a smarter city region,. Work with University partners and other stakeholders to take forward the Leeds City Region Med-tech Science & Innovation Audit, supporting the development of investible propositions. Develop proposals for an ambitious retraining programme Develop the case for further enhancement of the Combined Authority's engagement with the education system 	Led by HoS with input from policy managers/officers and input from Economic Services
Deliver improvements to Place to deliver inclusive and clean growth	Led by HoS with input from policy managers/officers and input from

<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 of housing growth, including through supporting development of an LCR Housing Deal, working with districts to identify the resources needed to deliver sites, and making the case for investment in strategically important sites. • Identify and capture opportunities from the Government's Clean Growth Strategy, including through the Green/Blue Infrastructure Delivery Plan and LCR Energy Strategy. • Support a refreshed corporate approach to clean growth, through the CA's Accommodation Strategy and embedding Environmental Impact Assessment into the Assurance Framework. • Support the move to cleaner air through cleaner buses through taking opportunities to bid for funding and working with bus operators to test new technology here. • Deliver the Energy Accelerator to create a pipeline of innovative projects in districts. • Secure developer contributions for public transport from new developments 	<p>Delivery on business case development and challenge of policy agenda.</p>
<p>Develop policies to transform our City Region connectivity</p> <ul style="list-style-type: none"> • Integrated Local Transport Develop the policies within the Transport Strategy into actions • Lead engagement on the LCR Connectivity Strategy and develop defined inclusive growth corridor plans. • Develop Local Cycling and Walking Infrastructure plans. <p>Developing our approach to rail</p> <ul style="list-style-type: none"> • 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 proposals for four new rail stations to OBC <p>Developing our approach to bus services</p> <ul style="list-style-type: none"> • Support the delivery of the Leeds Public Transport Investment Programme • Support Transport Operations with their transformational programme including a review of tendered bus services and how 'mobility as a service' could benefit passengers. <p>Influencing the regional and national agenda</p> <ul style="list-style-type: none"> • Influence Highways England's Road Investment Strategy • Shape Transport for the North's investment programme. 	<p>Led by HoS with input from policy managers/officers and input from Delivery on business case development and challenge of policy agenda.</p>

Develop a research programme to support our evidence-based decisions	Led by Research and Intelligence
Develop our approach to appraisal. <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 	Led by Research and Intelligence
Provide a range of intelligence services to city region partners <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. 	Led by Research and Intelligence
Provide evidence for policy-making <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 • Employment Land Review (to ensure we are planning for the new jobs and transformed economy we need. 	Led by Research and Intelligence
Provide business case intelligence and scrutiny for projects through delivery <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. 	Led by Research and Intelligence
COMMUNICATIONS, ENGAGEMENT & MARKETING	
Market services and delivery of CAs, initiatives and programmes <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’. 	Head of Involvement, Communications & Engagement formerly Head of Communications Heads of Corporate Communications & Engagement Head of Marketing Marketing Team Design Team Corporate Communications

<p>Target 66% in next 3 years from base of which is an agency value of over £0.5m worth of advice & delivery.</p> <ul style="list-style-type: none"> • 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>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. • 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>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>
<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>	<p>Head of Involvement, Communications & Engagement formerly Head of Communications</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. 		Heads of Corporate Communications & Engagement Corporate Communications
Budget and Resources		
2017/18 Revenue Budget	Expenditure	£3.597m
	Income	(£0.134m)
	Net	£3.463m
2018/19 Revenue Budget	Expenditure	£6.076m
	Income	(£0.572m)
	Net	£5.504m
Net Revenue Budget change between years		£2.041m
2018/19 FTE		105.15

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 to drive efficiencies, while ensuring 100% compliance with statutory requirements regarding committee agenda publication.	Governance Team
Implement year 1 of the Corporate Technology Strategy to improve the service offer and ensure efficiency - 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 managers across the organisation to ensure that average recruitment times do not exceed 30 days,	HR Team

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, creating a seamless customer service offer for corporate functions and embedding a customer service culture suited to the specific needs of the organisation	Led by Director with all teams
Further developing a seamless corporate team which provides high quality strategic advice and supporting services to the organisation in an efficient manner	All
Updating corporate systems and processes to include the specification /implementation of integrated new systems for Finance, budgeting, payroll, HR, procurement, offering a seamless resource planning offer for internal customers	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	£15.019m
	Income	(£100.401m)
	Net	(£86.382m)
Net Revenue Budget change between years		(£2.827m)
2018/19 FTE		75.41