

## **BUSINESS INNOVATION AND GROWTH PANEL**

**MEETING TO BE HELD AT 2.00 PM ON THURSDAY, 25 FEBRUARY  
2021**

**DUE TO COVID-19, THIS MEETING WILL BE HELD REMOTELY AND  
WILL BE LIVESTREAMED HERE:**

**<https://www.youtube.com/channel/UCazjNSGpqZZT41Vibn2ZK9A/live> (COPY  
AND PASTE THE LINK IN YOUR BROWSER)**

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

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING OF THE BUSINESS INNOVATION AND GROWTH PANEL HELD ON 24 NOVEMBER 2020**  
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- 6. ECONOMIC REPORTING**  
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**14. TRADE AND INVESTMENT**

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**Signed:**

A handwritten signature in black ink, consisting of the letters 'BGM' in a stylized, cursive font. A horizontal line is drawn underneath the signature, extending to the right.

**Managing Director  
West Yorkshire Combined Authority**



## MINUTES OF THE MEETING OF THE BUSINESS INNOVATION AND GROWTH PANEL HELD ON TUESDAY, 24 NOVEMBER 2020

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### Present:

Andrew Wright (Chair)  
Martin Booth  
Mike Danby  
Amir Hussain  
Will Roebuck  
Simon Wright  
Andy Peterson  
David Sidlow  
Richard Paxman  
Councillor Naheed Mather  
Councillor Alex Ross-Shaw  
Councillor Jane Scullion

Reliance Precision  
Witt UK Gp  
Advanced Supply Chain Lead  
Yeme Architects  
E-Radar  
Yorkshire Bank  
Communis  
BorgWarner Ltd  
Paxman Coolers Ltd  
Kirklees Council  
Bradford Council  
Calderdale Council

### In attendance:

Kersten England  
Brian Archer  
Alexander Clarke  
James Hopton  
Henry Rigg  
Ian Smyth  
Natalie Allen  
Mark Temple  
Louise Birmingham  
Jennifer Isles  
Ollie Jones

Bradford Council  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
Leeds Beckett University  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
West Yorkshire Combined Authority  
Leeds Beckett University

### 47. Apologies for Absence

Apologies for absence had been received from Stephen Baker, Councillor Byford, Mark Robson and Marie Gilluley.

### 48. Declarations of Disclosable Pecuniary Interests

Andrew Wight and Martin Booth wished to disclose that they had been approached by the University of Huddersfield to be manufacturing champions.

### 49. Exempt Information - Possible Exclusion of the Press and Public

There were no items that required the exemption of the press and public.

**50. Minutes of the Meeting of the Business Innovation and Growth Panel held on 8 September**

**Resolved:** That the minutes of the meeting held on 8 September be approved.

**51. Chair's Update**

As it was Liz Town-Andrews last meeting the Chair wished to thank her for all her hard work and contributions to the Panel.

It was noted that the Combined Authority had created a devolution booklet which would be circulated to members.

An application had been made for Leeds City Region to become a Space Hub.

**52. Economic Reporting**

The Panel considered a report which provided an update on the latest economic and business intelligence in the region.

Panel members made the following comments:

- Whether the new bank account metric was a good measure of start-up businesses. Given the difficulty in opening new accounts during the pandemic may mean that some business activity in the region was not being captured.
- If it were possible to find the tax code for new businesses as well as the sectors which the new business are in. Members noted that it was possible to provide a breakdown of the sectoral make up of new start-ups in the region and this would be circulated after the meeting.
- That banks had been focusing on existing customers and working through the bounce-back loans.
- That the closure of hospitality and the knock-on effect on their supply chain was a significant concern especially given that the discretionary grant was set not to be renewed by Government
- That the closure of hospitality sector disproportionately hit younger workers.
- The Panel wished that the discretionary grant be renewed and for the tiers to be renewed as quickly as possible.

**Resolved:** That the report be noted.

**53. Business Productivity and Resilience Plan**

The Panel considered a report that set out proposals to develop a Leeds City Region Business and Productivity Plan.



That mental health and wellbeing should be factored into organisational resilience as it could have a significant adverse impact on productivity.

The status of the Local Industrial strategy with Government was unclear and there was a gap in the strategic economic framework regarding the Combined Authority's approach to productivity.

Members wanted to ensure that the Plan built on and aligned with other frameworks.

Members endorsed the work and felt that productivity was essential to economic growth and it was vital that the region addressed its productivity gap. Members asked for a focus on measurable outcomes.

The Business and Productivity Plan would be brought back to the Panel at its meeting in February.

**Resolved:**

(i) That the Panel support the timetables set out in the report.

(ii) That the Panel's feedback be noted.

**54. Business Support (Including COVID-19 Response) and Productivity Pilot**

The Panel considered a report which provided an update on business support activities.

The Panel noted the continued high demand for business during the pandemic as well as the ongoing delivery of the Covid-19 recovery grants.

Members noted that £80000 had been allocated to the City Region to help prepare businesses for Brexit. Additional resource had been requested from Government as it was felt that £80000 would not be sufficient given the amount of enquires from businesses relating to Brexit.

Members discussed the array of business support on offer but wondered if more could be done to promote the services available to businesses. The Panel considered the possibility to create a platform for intermediaries to signpost the offer.

Natalie Allen and Olly Jones from Leeds Beckett University and Steve Gregory from the University of Huddersfield were in attendance and gave a presentation regarding the evaluation of the first productivity pilot.

**Resolved:** That the report be noted.

**55. Trade and Investment**

The Panel considered a report that provided an update on the Trade and Investment activity since the last meeting.

Members welcomed the news that several inward investment opportunities had materialised and were being pursued.

It was noted that there was a desire for a technical support line to help businesses prepare for Brexit, but this was dependant on further Government funding.

**Resolved:** That the report be noted.

#### **56. Innovation Framework**

The Panel considered a report which provided an update on the development of a new Leeds City Region Innovation Strategy.

Members noted the eleven draft priorities set out in the submitted report and in particular the focus on Health tech as a sector priority. As a result of the work on the local industrial strategy health tech had been identified as a significant opportunity for growth within the region.

**Resolved:** That the priorities be noted, and the public consultation from the 25 November be supported.

#### **57. Connecting Innovation and the West Yorkshire Innovation Network**

The Panel considered a report that set out the new Connecting Innovation programme.

Members welcomed the new programme noting that innovation ecosystems were difficult for many SMEs to navigate and the Connecting Innovation scheme would prove vital.

**Resolved:** That the introduction of the new Connecting Innovation programme and its role in facilitating the Devolution Deal ambition to establish a West Yorkshire Innovation Network to expand and deepen the impact of innovation support across the City Region be noted.

#### **58. Employment and skills plan**

The Panel considered a report that provided an update on the Employment and Skills plan.

Members notes the key findings from the public consultation and engagement as set out in paragraph 2.7 of the submitted report.

Further engagement with stakeholders was underway and a working group between the Business Innovation and Growth Panel and the Employment and Skills Panel would be arranged in the new year.

**Resolved:** That the report be noted.

#### **59. Local Digital Skills Partnership**

Members considered a report which set out the development of the Local Digital Skills Partnership.

Members noted the development of the Local Digital Skills Partnership board and the plan of actions and timescales.

**Resolved:** That the work to date be noted.

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**Report to:** Business, Innovation and Growth Panel

**Date:** 25 February 2021

**Subject:** **Economic Reporting**

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**Director:** Alan Reiss, Director of Policy, Strategy and Communications

**Author:** James Hopton, Economic & Transport Analysis Manager

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## 1. Purpose of this report

- 1.1 To provide an update on the latest economic and business intelligence for the Panel, and to update the Panel on the latest activity and intelligence around understanding the impact of COVID-19 and EU Exit.

## 2. Information

### Recent local developments

- 2.1 UK GDP fell by 9.9% across 2020, according to the first estimate of annual output from Office of National Statistics (ONS). The economy grew by 1% in Q4 2020 despite lockdown in November and further restrictions in December in some parts of the country. This follows growth of 16.1% in Q3. Across 2020 as a whole, the accommodation & food sector saw the greatest decline in output, down 44%. The sector accounts for 2.2% of West Yorkshire's economic output. The next largest fall was arts, entertainment & other services (-25.2%) which accounts for 3% of local output.
- 2.2 The latest data on business liquidations suggests this was rising again at the start of 2021, with 2,000 failures in January 2021 - 45% higher than in January 2020. However, Companies House announced a hold on processing liquidations for a month from January 21st, so no updated date will be available until late February at the earliest.
- 2.3 Meanwhile separate data from the ONS on business births and deaths, which is more limited in that it focuses more narrowly on businesses registered for VAT or PAYE and has different conditions for removing businesses from the register (such as for reasons of inactivity), suggests business deaths were around 10% higher in Yorkshire & Humber and 13% higher nationally in 2020 when compared to 2019.

- 2.4 35% of businesses in West Yorkshire had less than three months cash reserves in the fortnight to January 10th according to the BICS. This is similar to England as a whole, and although there has been some fluctuation this number has been relatively consistent since mid-November. It is however an increase from 28% in early October.
- 2.5 In Q4 2020 there were 4,396 new business bank accounts being opened which is a growth rate of 6% when compared to 2019 Q4. Bradford in Q4 2020 has grown the most out of the districts in LCR at 23%, from 785 to 969.
- 2.6 Data from HMRC shows that 112,800 people in West Yorkshire were on furlough at the end of December – 11% of eligible jobs. This is down slightly from 12% in November, and is slightly below the 12% for England in December. ONS survey data suggests furlough use is increasing in January's lockdown, with the latest national estimate suggesting 17% of jobs on furlough.
- 2.7 The claimant count in West Yorkshire has remained relatively stable, with a 0.7% increase between November and December. There were 106,300 claimants in December, up 86% on pre-pandemic levels. All local authorities in West Yorkshire saw small increases in December but all below 1%.
- 2.8 The number of vacancies for jobs in West Yorkshire posted online during week ending 30 January grew by 13% compared with the previous week (based on a 4-week moving average). Nationally, the number of vacancies also grew by 13%. All local authorities and occupational categories saw increases, with activity still slightly below pre-pandemic levels but more positive than in the first lockdown. The weekly vacancy count for West Yorkshire is around 10% below its recent peak in mid-October
- 2.9 Activity in West Yorkshire's main urban centres fell sharply in late December and has remained low throughout January. Although there has been a slight increase in activity in late January in some areas, most notably Huddersfield and Halifax, activity in these centres remains similar to levels seen in the spring 2020 lockdown.
- 2.10 Data on transport activity suggests that more people are using the transport network than in the first lockdown, but not to the extent seen during November's restrictions.
- 2.11 Both the LEP's interactions with businesses and national survey data highlight issues facing exporters at the outset of the post-transition trading arrangements with the EU. Almost half of exporters nationally experienced some difficulties in the first two weeks of the new arrangements, with a slight increase since then. Anecdotal evidence in Leeds City Region supports this. Businesses report delays at ports and increased costs, with some customers unwilling to consider increased prices and some businesses are seeking new suppliers as a result.

2.12 The 2021 Leeds City Region Business Survey is currently underway, with the focus of this on understanding businesses' views and experiences in relation to the pandemic and the end of EU transitions. The findings of the survey will be reported to a future meeting of the Panel.

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

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

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

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

### **5. Financial Implications**

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

### **6. Legal Implications**

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

### **7. Staffing Implications**

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

### **8. External Consultees**

8.1 No external consultations have been undertaken.

### **9. Recommendations**

9.1 The Panel are asked to note the latest intelligence around the economic impacts of COVID-19 and EU Exit and consider how this relates to their work and future work plans.

### **10. Background Documents**

10.1 None.

### **11. Appendices**

11.1 Appendix 1 - Leeds City Region COVID-19 Insights Report – 5 February 2021

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**COVID-19**  
<sup>11</sup> **Fortnightly**  
**Insights Report**

Research & Intelligence  
5<sup>th</sup> February 2021

# Executive Summary – social and economic

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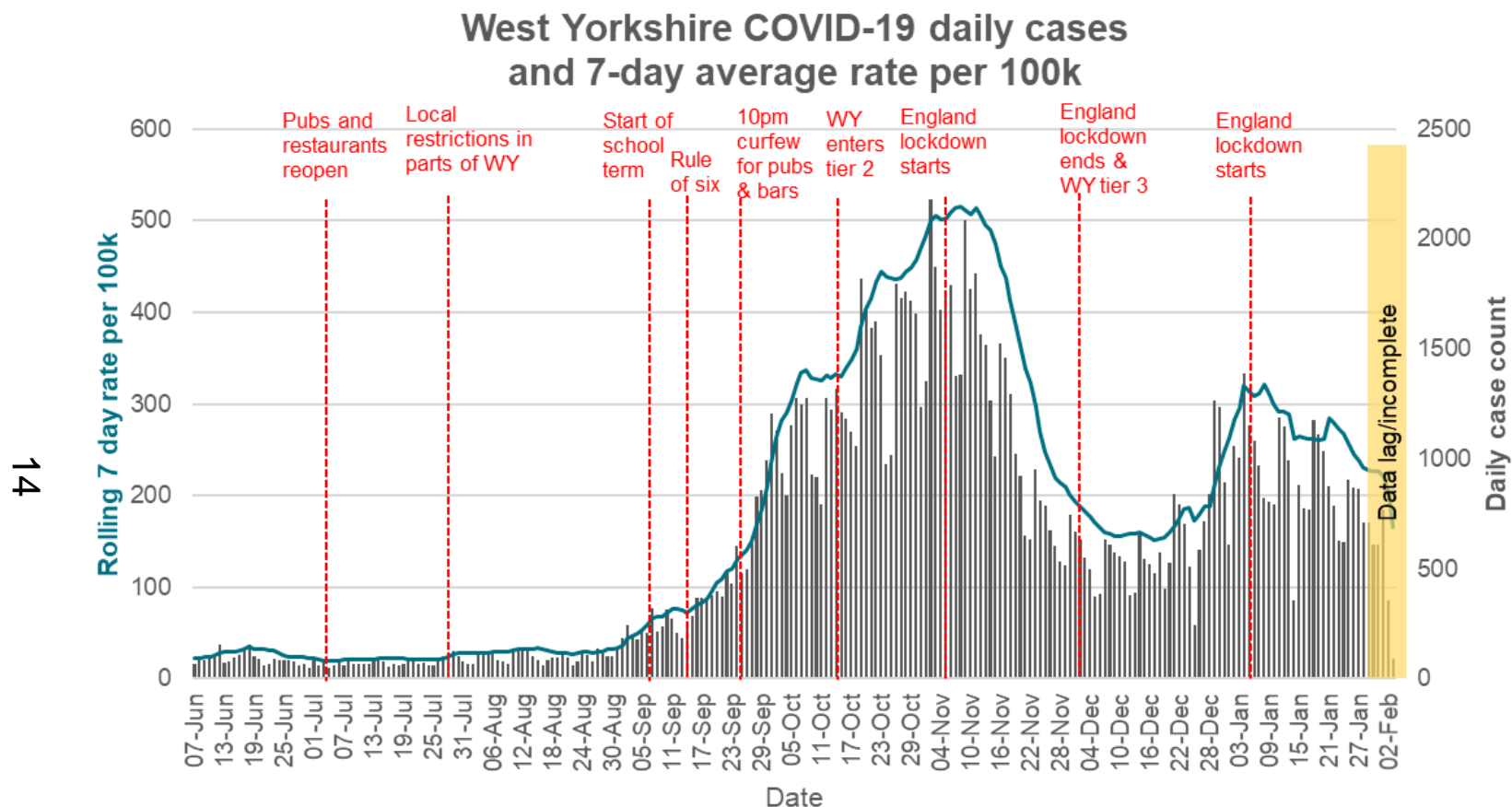
- There were some signs of increased activity in the economy in mid- to late-January, with three of West Yorkshire's five urban centres seeing small increases in activity. Leeds and Wakefield were the exceptions, with activity stable.
- Alongside this, vacancies increased by 13% in the latest four week period, suggesting a more stable picture in this lockdown when compared to March last year.
- Less positively, business liquidations have increased at the start of the new year, with the latest four week moving average showing a 22% increase. Liquidations are higher than in January 2020, and at their highest level since October 2020.
- <sup>12</sup> The proportion of people on furlough in West Yorkshire stood at 11%, equating to 113,000 jobs, in December. This was down slightly from November but higher than in October.
- Both the LEP's interactions with businesses and national survey data highlight issues facing exporters at the outset of the post-transition trading arrangements with the EU. Almost half of exporters nationally experienced some difficulties in the first two weeks of the new arrangements.
- Anecdotal evidence in Leeds City Region supports this. Businesses report delays at ports and increased costs, with some customers unwilling to consider increased prices some businesses are seeking new suppliers as a result. Workforce and recruitment issues are also high on the agenda for many businesses following these changes.

# Executive Summary – transport

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- Nationally, motor vehicle, bus and rail travel remained consistently higher than the levels seen in the first weeks of the 1<sup>st</sup> lockdown, but lower than the second lockdown in November - a common theme amongst other mobility/activity data sources. Locally the picture is similar.
- Apple mobility levels for driving and transit in all UK cities are considerably higher during lockdown 3 than lockdown one in all cities where data is available. Locally, Bradford appears to have the greatest driving activity difference between lockdowns 3 & 1.
- Google workplace activity data indicates that levels of activity in West Yorkshire were slightly above the UK average, but not considerably different to other Northern conurbations such as Greater Manchester or Merseyside.
- In the week commencing 25<sup>th</sup> January 2021 24-hour weekday traffic levels in Leeds were down 31% on the same week in 2019, with little change from the previous week.
- Data from bus ticket machines reveals that bus use by Under 19s, Senior and Disabled cohorts is similar to late June; higher than the lockdown 1, but lower than lockdown 2.
- In terms of bus ticket preference, longer validity tickets were used slightly more & day tickets slightly less in the latest week compared to summer when total use was similar.
- Leeds City Centre footfall – all camera sites reveal footfall is currently lower than during the 2<sup>nd</sup> lockdown, but higher than the first.

# Virus prevalence – West Yorkshire trend

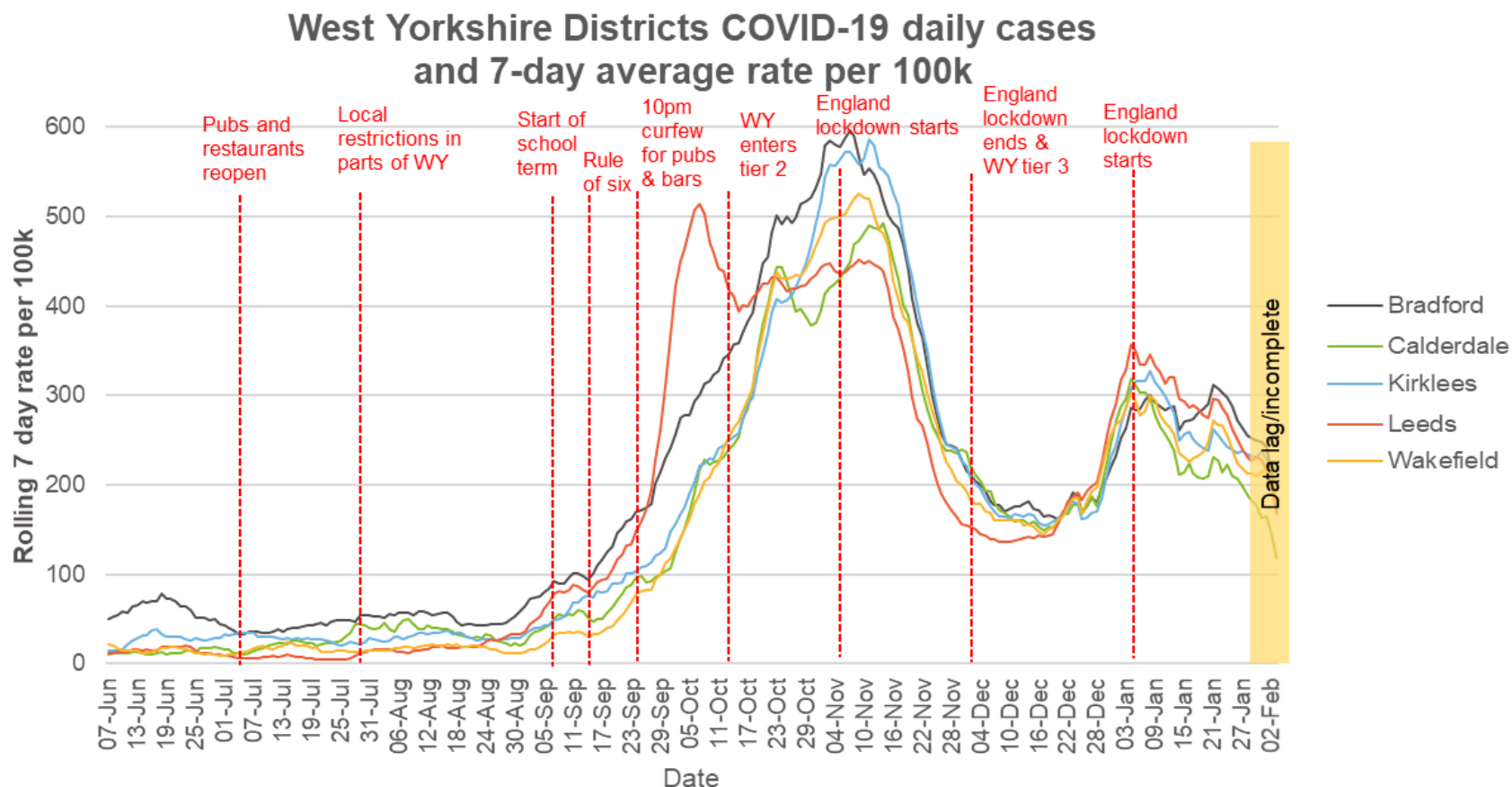


The chart above reveals the trend in the number of daily COVID-19 cases in West Yorkshire and the 7-day rolling rate per 100k population. As of the 30<sup>th</sup> January 2021, the 7-day moving average **West Yorkshire COVID-19 rate was 227.2 cases per 100k, down from 273.7 per 100k the week before.** This is above the Yorkshire and the Humber rate (202.8 per 100k), but below the England rate (260.6 per 100k).

Source: Secure COVID-19 PHE data portal. Note there is a lag in the very latest data PHE COVID-19 data to account for all test results to be processed and recorded.

# Virus prevalence – District overall trend

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The chart shows the trends in the 7-day rolling COVID-19 rate per 100k population at district level. Within West Yorkshire, as of the 30<sup>th</sup> January rates are lowest in Calderdale (177.8 per 100k) and highest in Bradford (249.5 per 100k). The dip and peak around the 15<sup>th</sup> January likely relates to delays and subsequent backlogs in testing due to heavy snow in some parts of the country.

Source: Secure COVID-19 PHE data portal. Note there is a lag in the very latest data PHE COVID-19 data to account for all test results to be processed and recorded.

# Virus prevalence – West Yorkshire

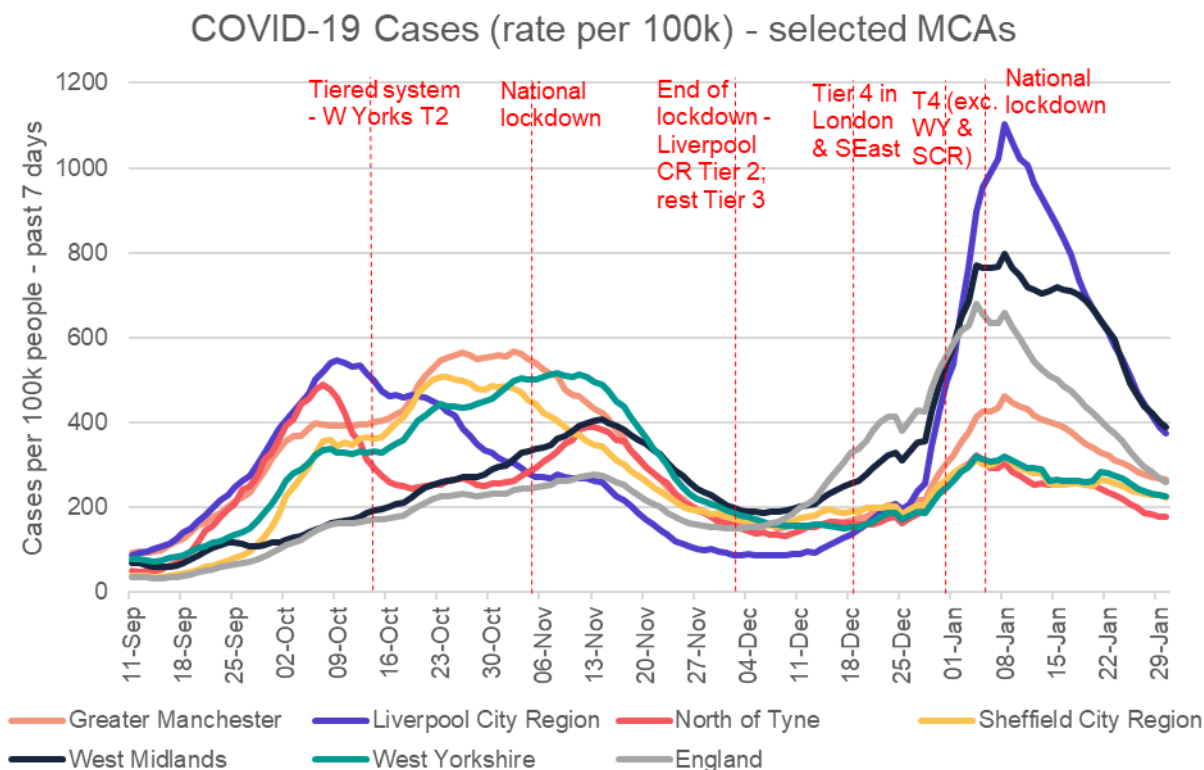
Table shows the most recent COVID-19 case data from Public Health England's (PHE) secure data portal. Note due to reporting delays for comparison between Local Authorities the most recent 4 days are excluded from the calculations of rates and moving averages.

	Area	Total cases per 100k people (24 Jan – 30 Jan)	Total cases per 100k people (17 Jan – 23 Jan)	Absolute Difference
	Most recent data week	Previous week		
16	Bradford	249.5	302.9	-53.4 
	Calderdale	177.8	214.2	-36.4 
	Kirklees	230.8	249.2	-18.4 
	Leeds	230.7	286.5	-55.7 
	Wakefield	209.9	266.1	-56.3 
	West Yorkshire	227.2	273.7	-46.5 
	Yorkshire & the Humber	202.8	242.6	-39.8 
	England	260.6	373.9	-113.3 

# All MCAs seeing cases fall, rates beginning to converge

All MCAs analysed here have seen rates falling following a plateau in some areas in mid-January. The pace of decline continues to be much sharper in the areas where rates remain highest, namely Liverpool City Region and West Midlands. Whilst infection rates remain higher than the average for England in these areas, the England rate of 261 cases per 100k is now in line with Greater Manchester and the gap to the other MCAs is closing. West Yorkshire, North of Tyne and Sheffield City Region have all seen case rates begin to fall again, albeit at a lower pace than nationally.

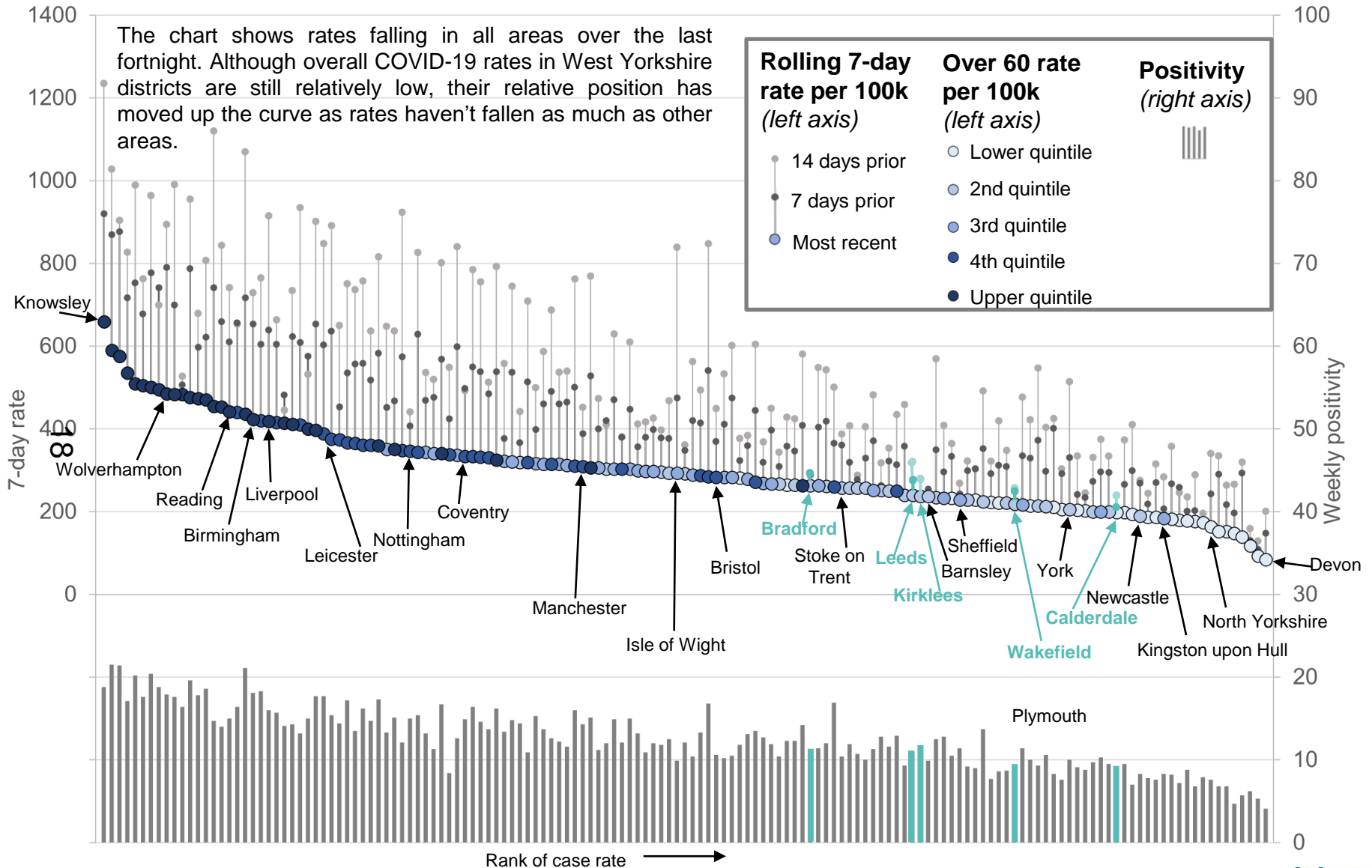
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# COVID-19 Rates for Upper Tier Local Authorities

7-day average COVID-19 rate per 100k population, change compared to the previous week, over 60 rate & positivity

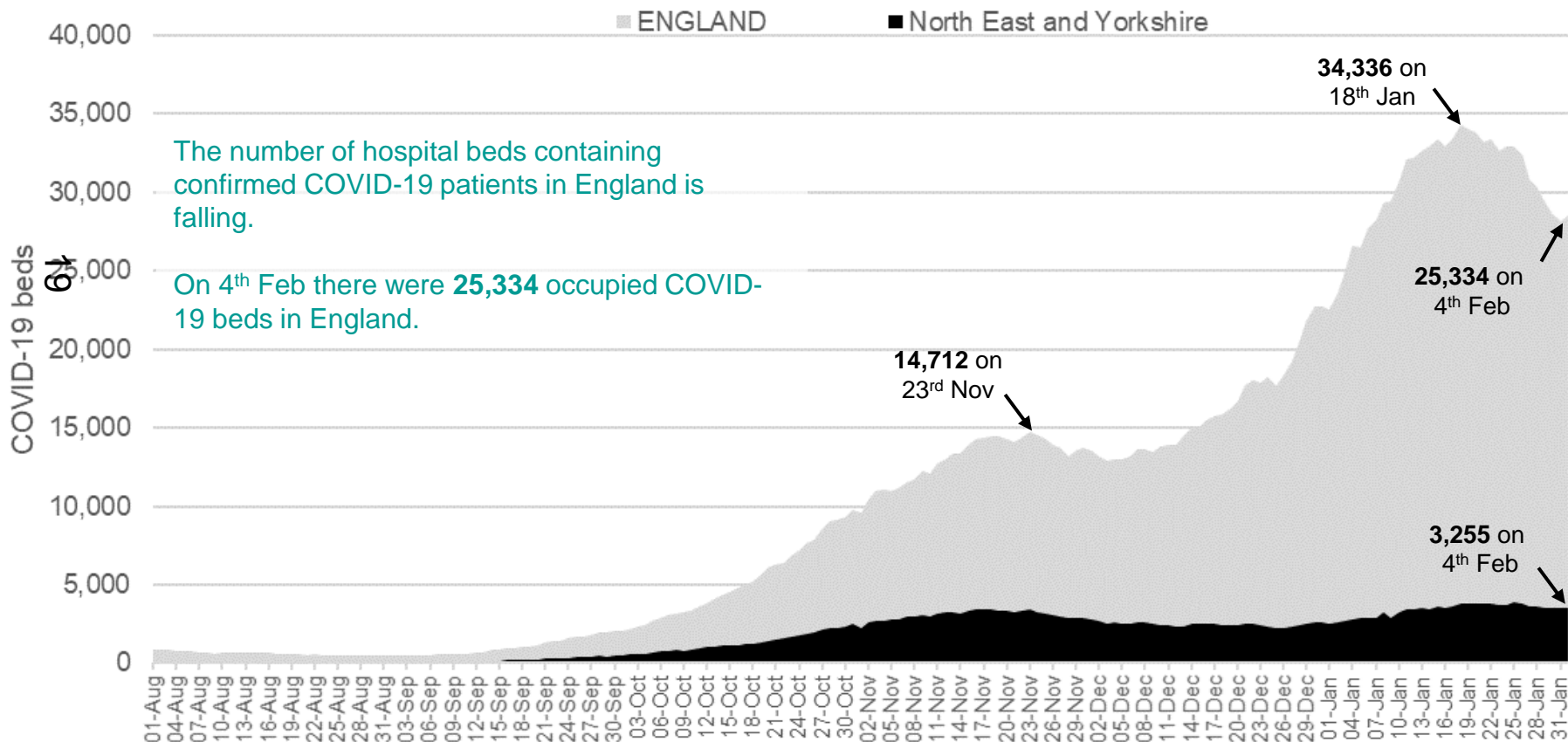


Blue points show latest COVID-19 case rate per 100k across UTLAs as of the 27th January (left Y-axis). Vertical bars connected to these points denote rate last week (dark grey) and the week before (light grey). Point colour denotes the COVID-19 rate per 100k in the over 60s. Grey bars at the bottom denote positivity (%) up to the 27th Jan (right Y-axis).



# COVID-19 Hospital beds – England

Total hospital beds occupied by COVID-19 patients - England and Yorkshire & NE region



Source: NHS England - The number of hospital beds containing confirmed COVID-19 patients

# Economic Insights

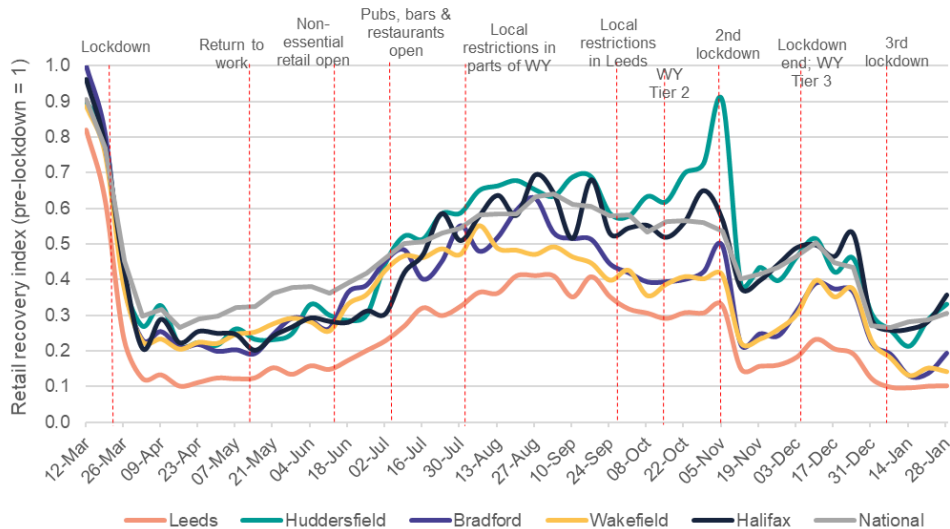


# Slight increase in activity in some urban centres

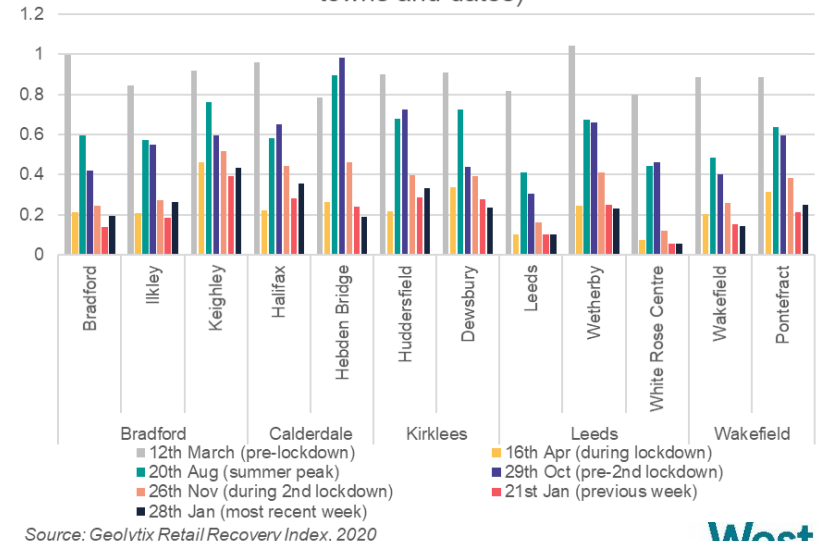
Activity increased in three of West Yorkshire's main urban centres in the week to January 28th, according to data from Geolytix. Activity increased by between 4 and 7 percentage points in Bradford, Halifax and Huddersfield but was unchanged in Leeds and Wakefield. This data suggests activity is currently slightly higher than lockdown 1 in Halifax and Huddersfield, slightly lower in Wakefield and unchanged in Leeds and Bradford. Although there has been more fluctuation locally than nationally, they have broadly followed similar patterns over the pandemic. The latest topline data is similar to Huddersfield and Halifax at the higher end of the West Yorkshire urban centres.

Looking at more local centres, Pontefract and Ilkley saw slight increases in the past week, with Dewsbury and Hebden Bridge seeing slight falls.

Retail recovery index - main urban centres



Retail recovery index - West Yorkshire (selected towns and dates)



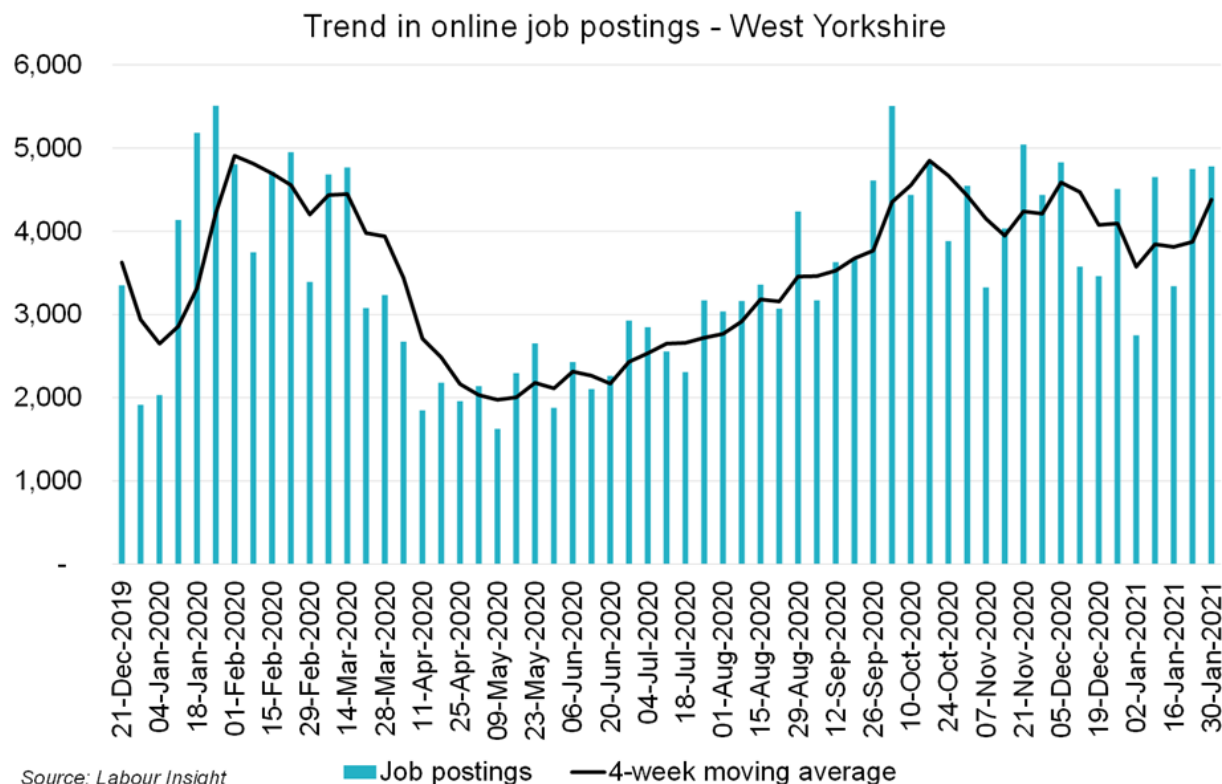
Source: Geolytix Retail Recovery Index, 2020

Source: Geolytix Retail Recovery Index

# Vacancy postings stabilising; higher than first lockdown

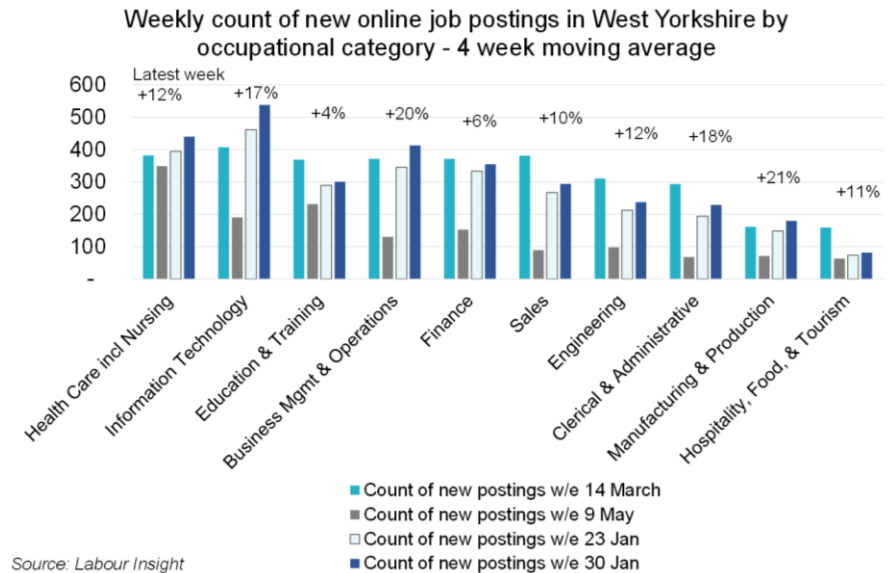
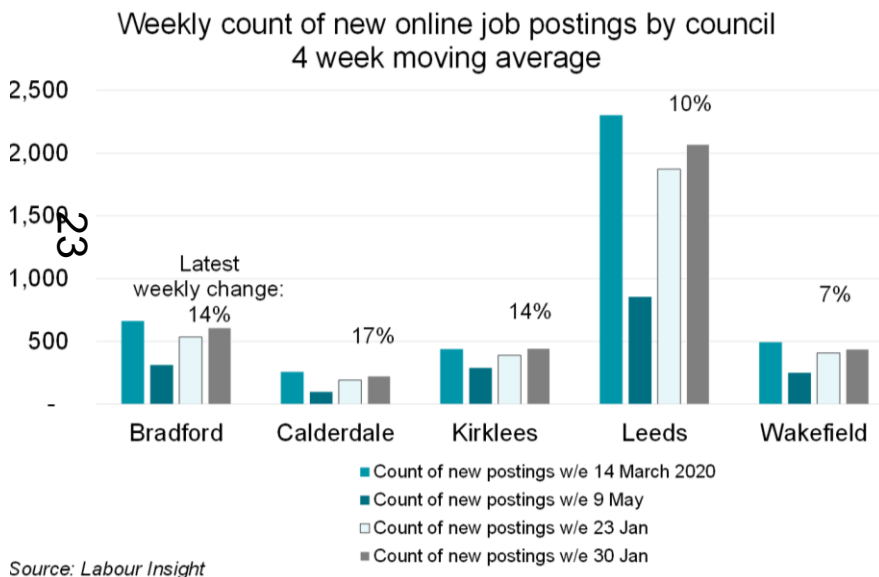
The number of vacancies for jobs in West Yorkshire posted online during week ending 30 January grew by 13% compared with the previous week (based on a 4-week moving average). Nationally, the number of vacancies also grew by 13%. The weekly vacancy count for West Yorkshire is around 10% below its recent peak in mid-October, which was achieved prior to the imposition of the second lockdown in November, and is 2% below its pre-crisis level (week ending March 14). However, the latest count is more than twice the level seen in the depths of the first lockdown in early May. There are some signs that the vacancy count has stabilised during recent weeks despite the third lockdown.

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# Increase in vacancies for all local authorities and occupational categories

All local authority areas also saw increases in postings in the latest week. Kirklees has now recovered to its pre-crisis position but all others still have ground to make up. However, the latest vacancy counts for all local authorities are well above the levels of early May (the lowest point of the first lockdown) and all have seen a relatively stable trend over recent weeks.

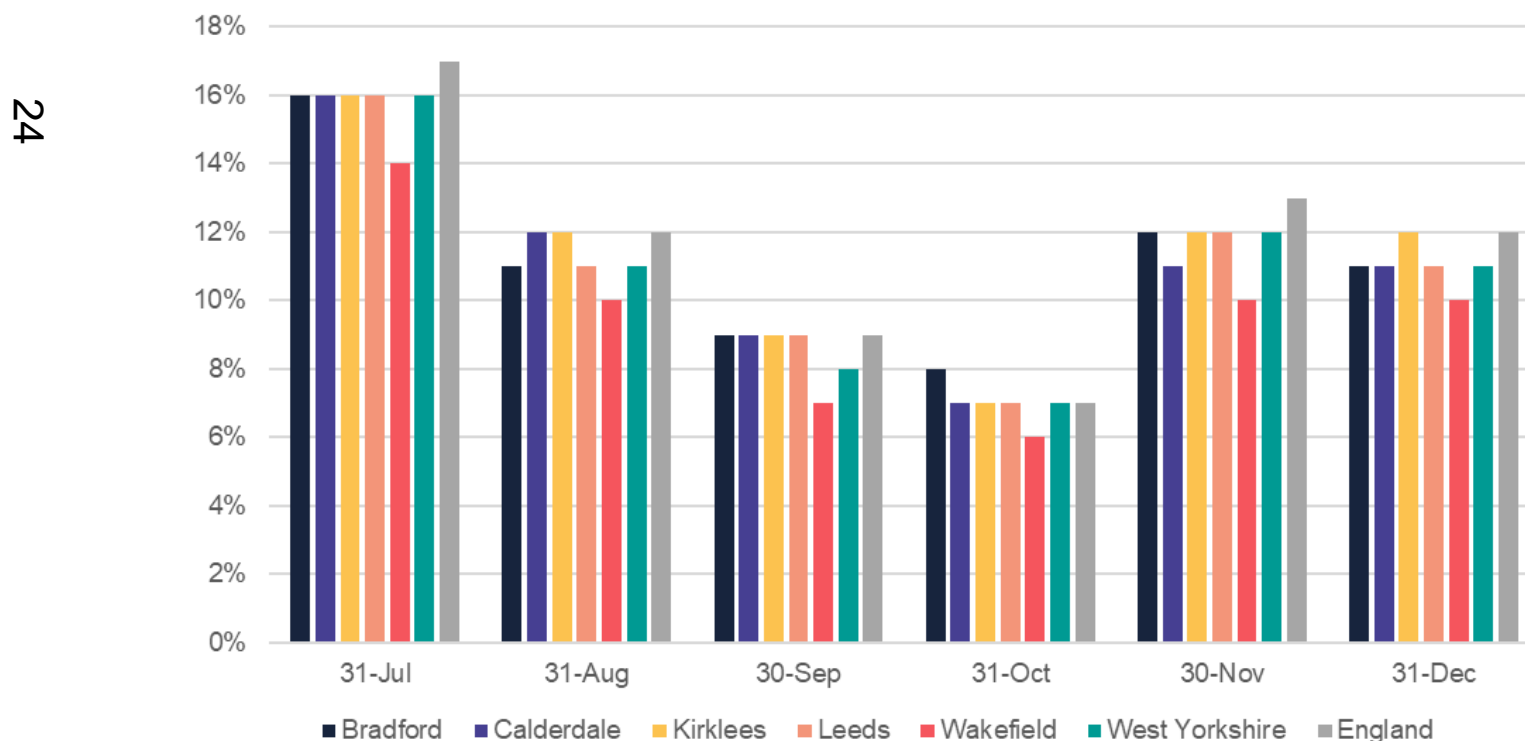


All occupational categories saw an increase in postings for the most recent week, based on a 4-week moving average. A number of categories have now surpassed their pre-crisis vacancy levels (week ending 14 March) including IT, Health, Business management and Manufacturing. Hospitality, food and tourism, Sales and Clerical and administrative have the most ground to make up in terms of their pre-crisis positions.

# More than 1 in 10 jobs still furloughed in December according to HMRC

Data from HMRC shows that 112,800 people in West Yorkshire were on furlough at the end of December – 11% of eligible jobs. This is down slightly from 12% in November, and is slightly below the 12% for England in December. Furlough take up has been similar across West Yorkshire districts though has been generally lower 1 or 2 percentage points lower in Wakefield. Although furlough take up is below the 16% recorded in July, it remains significantly higher than the 7% seen in October. Although local restrictions have been in place in some or all of West Yorkshire since July, this data would suggest that this hasn't led to increased use of the furlough scheme compared to England as a whole.

Proportion of jobs furloughed

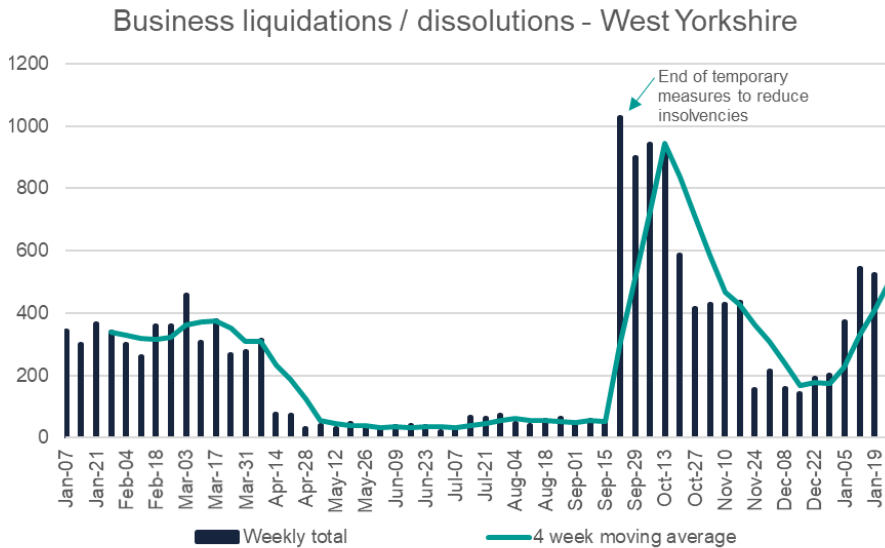


\*Source: ONS Business Impacts of Coronavirus Survey

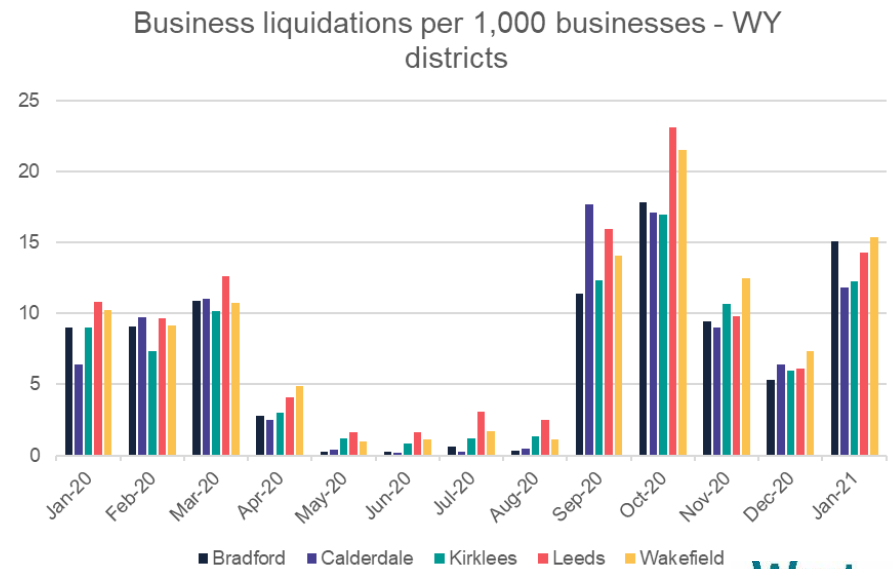
# Business liquidations / dissolutions increase throughout January

There were 559 business liquidations / dissolutions in the week to January 26<sup>th</sup>, according to data from Bureau van Dijk's Fame database. Based on a four week moving average, this is up 22% on the previous week across West Yorkshire, and up 23% nationally. At local authority level, increases were lowest in Calderdale (15%) and Kirklees (17%) and highest in Bradford (28%) and Leeds (23%). In the week to January 26<sup>th</sup>, liquidations / dissolutions per 1,000 businesses remained slightly below the average for England (3.9 compared to 4.8).

So far, 13.9 businesses per 1,000 have been dissolved / liquidated in January 2021 in West Yorkshire, up from 9.6 in 2020. This is highest in Wakefield (15.4) and Bradford (15.1). All districts have seen higher failure rates than in January 2020.



Source: FAME, Bureau van Dijk, 2021



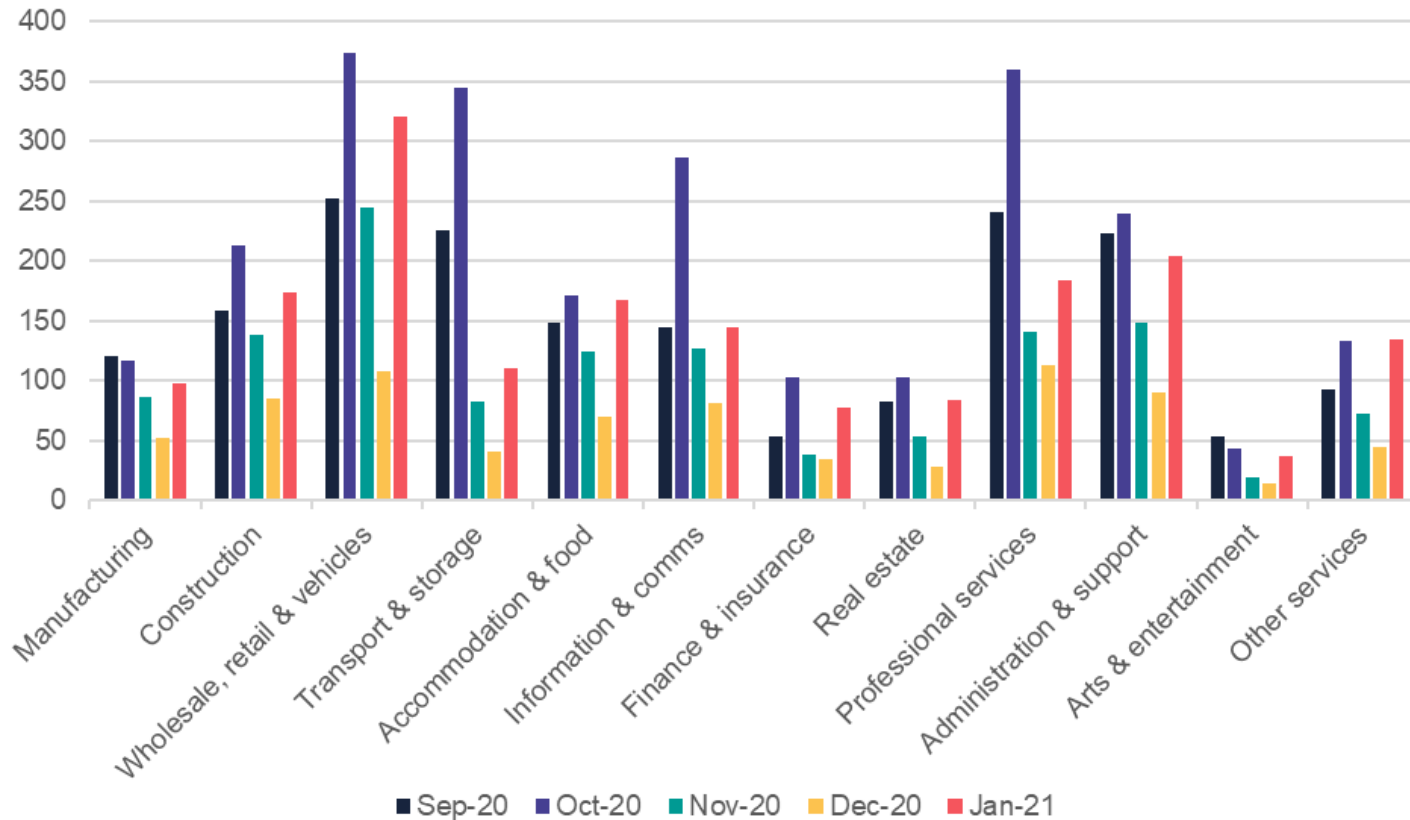


# Increases in business liquidations across industries, but highest in consumer sectors

The wholesale and retail sector has seen the highest number of liquidations / dissolutions in January, at 320, up 196% on December, All sectors saw increases in dissolutions / liquidations in January compared to December. Business administration saw the next highest total (200 liquidations) up 127%. Other sectors to see significant increases from December include other services (198%), transport & storage (171%), arts & entertainment (164%) and accommodation & food (139%).

Business liquidations / dissolutions by sector - West Yorks

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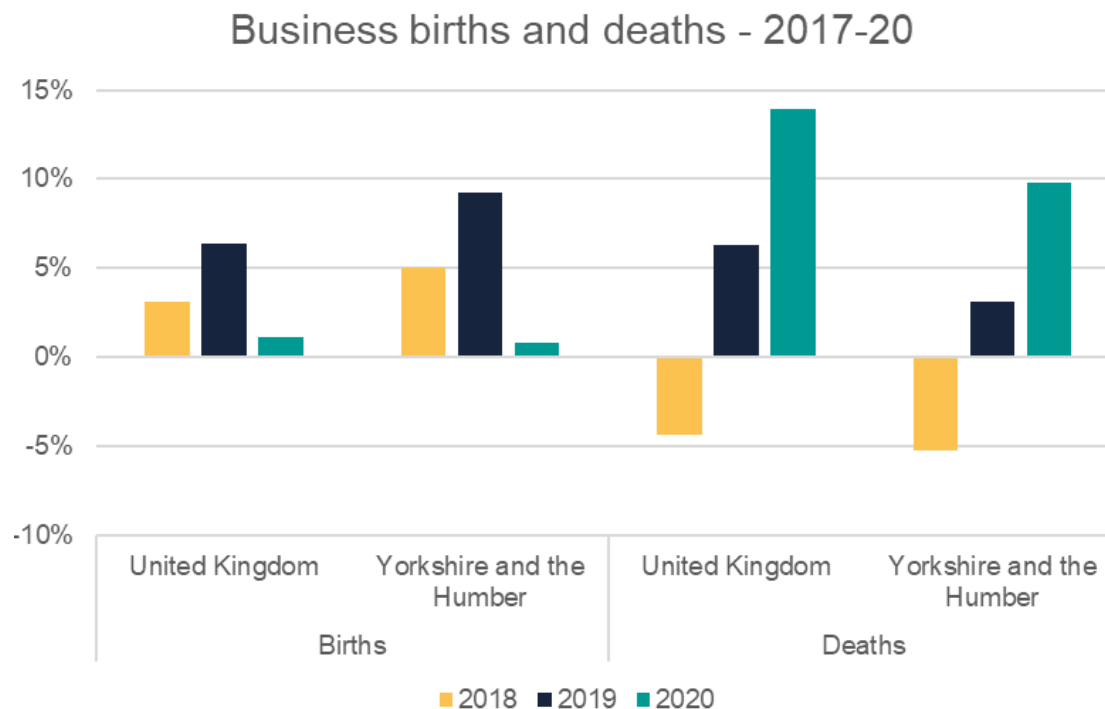




# ONS data suggests increased business deaths and starts in 2020

ONS have published new quarterly, regional data on the number of new business “births” and “deaths” through to the end of 2020. This shows 24,670 business deaths and 25,270 births in Yorkshire & Humber in 2020, suggesting a small net increase in business stock in 2020. The number of business starts was largely unchanged from 2019, up 0.8%, though the number of deaths increased by 9.8% compared to 2019. The trends were similar in the country as a whole, but the business death figure was higher at 13.9% at UK level.

It should be noted that these trends vary from the Fame data, which draws on Companies House. The source data is similar, though the ONS data only covers businesses registered for VAT or PAYE, so is a smaller overall sample and the criteria for, and timing of removing businesses is also different with more lag in the ONS data.



# Issues around Workforce & People was the most reported so far this year

This week we have started to see a small number of business making a small number of redundancies due to COVID-19 restriction impacting demand. Another company has seen growth and are looking to hire new staff, EU exit transition has made the process more difficult due to the increase in duty charges which customers do not want to accept.

This week we also have an increase in companies providing feedback specific to issues they are facing around the EU Exit transition. Most of the issue's companies are having are around the increase cost and delays around importing and exporting. For many businesses, their customers are refusing to pay for these increases so the business themselves are having to absorb as operating costs. Which is hurting their cash reserves and viability as a business.

Many of the delays in the supply chain has come about due the time it takes for paperwork to be processed or for seemingly correct paperwork being rejected without proper explanations. This has all led to much higher admin overheads and an issue around just in time delivery of goods. Due to these delays some companies have had to switch suppliers in order to keep the supply chain moving, which has increased operating costs again.

Out of over 200 business responses the most reported issue was Workforce & People. There were two main themes in the feedback of businesses that have reported this issue. First is companies looking to hire but are having difficulty accessing the labour market. The other issue is mentioned was some companies are having difficulties facilitating homeworking or social distancing in the workplace. Issues around Importing & Export, with delays at the border due to EU exit transition having an impact on operating costs for many businesses.



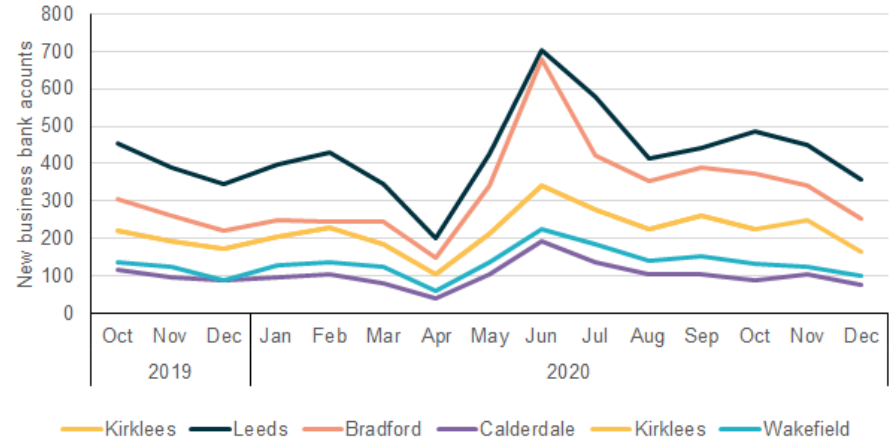
# Small increase in new business bank accounts in the Leeds City Region

In December there were 1,182 new business bank accounts opened. This represents a seasonally expected decline from November where 1,589 new bank accounts were opened. When comparing to December 2019, the number of new bank accounts opened grew by 3.1% from 1147 to 1182.

Leeds has the highest number of new bank accounts with 356. A growth rate of 3% from last year. While Bradford is not too far behind with 254 accounts being opened. Which is a growth of 14% when compared to the December of 2019.

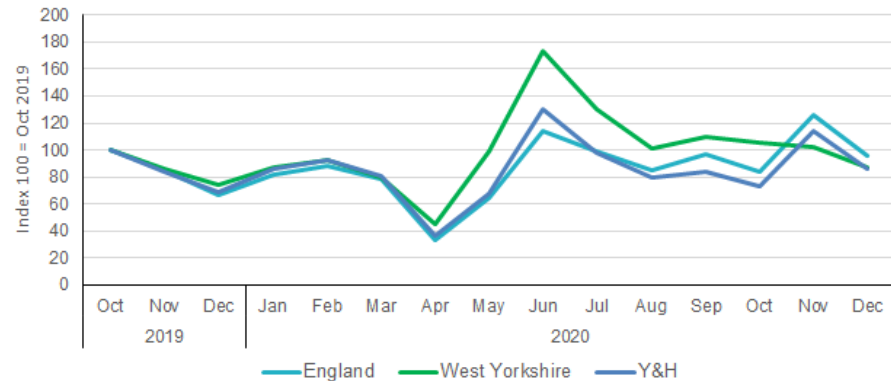
In Q4 2020 there were 4,396 new accounts being opened which is a growth rate of 6% when compared to 2019 Q4. Bradford in Q4 2020 has grown the most out of the districts in LCR at 23%, from 785 to 969. While Harrogate has fallen by 21% from 254 to 201.

New business bank accounts 2019 - 2020



Source: Banksearch, 2020

Index of new business bank accounts - Y&H, WY and England, 2019 - 2020



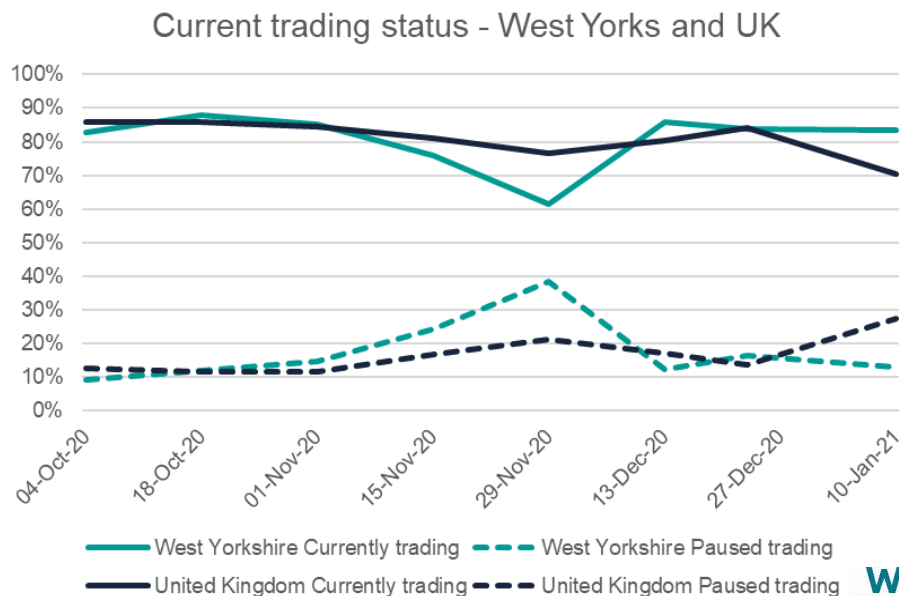
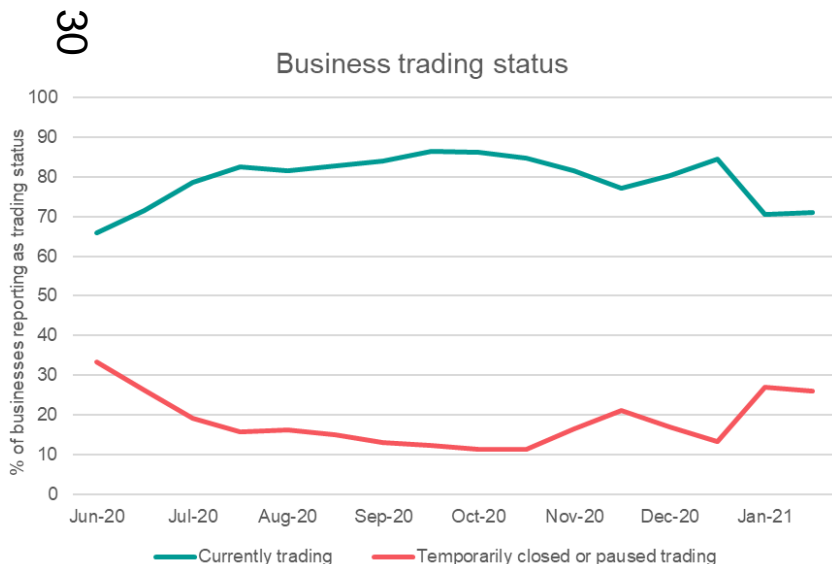
Source: Banksearch, 2020

# A quarter of businesses closed temporarily

## – picture stabilised

The proportion of businesses currently trading nationally stabilised at around 71% in the fortnight to January 24th, whilst 26% were closed temporarily according to the ONS Business Impacts of Coronavirus Survey (BICS). Whilst this is relatively unchanged on the previous fortnight, it represents the highest proportion of temporary closures since June/July. There was also little significant change by sector, though the proportion currently trading in the other services sector fell from 43% to 21%. This sector includes hair & beauty and other personal services.

ONS have also published local results from the BICS for the first time, up to wave 21 (to 10<sup>th</sup> January). This shows patterns in West Yorkshire have largely followed a similar trend, though the data suggests that more businesses were closed in West Yorkshire during November's lockdown. This could however just be a fluctuation in the data.

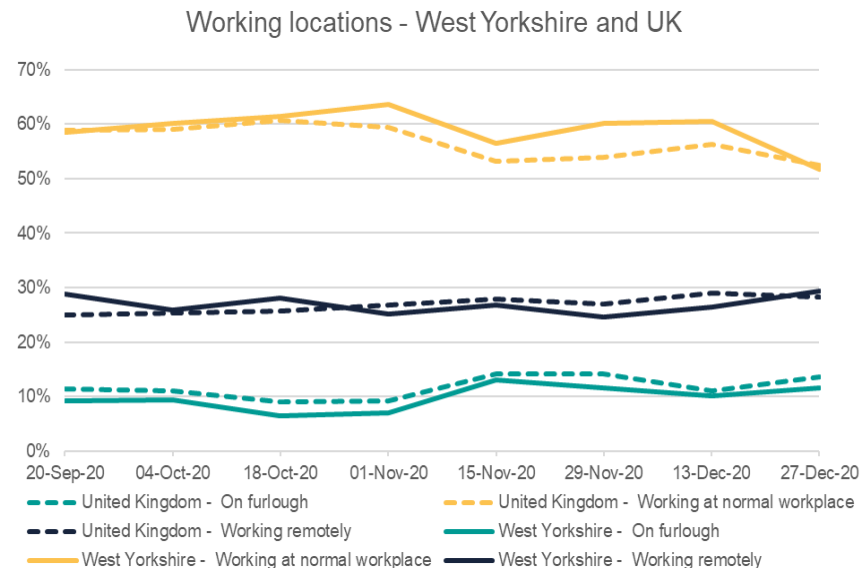
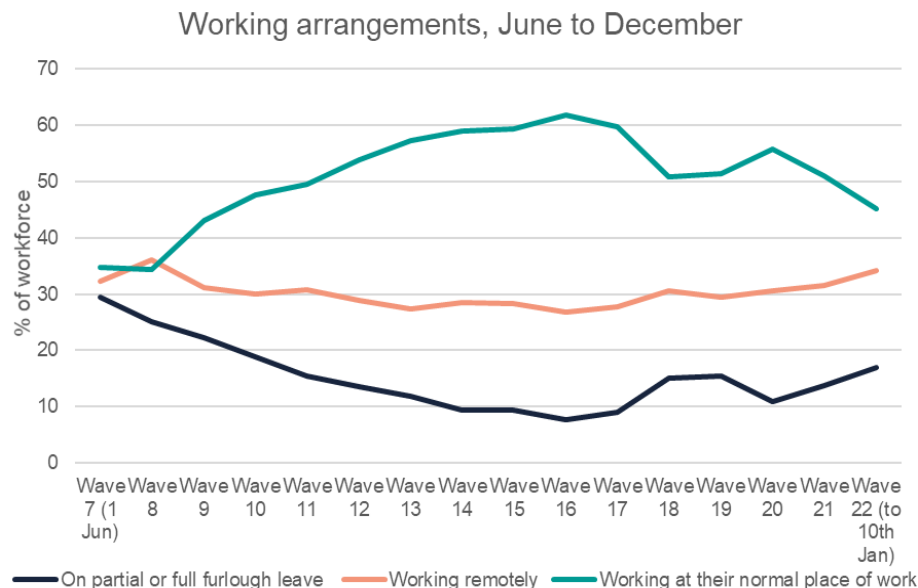


\*Source: ONS Business Impacts of Coronavirus Survey

# ONS survey suggests changes in working patterns in January lockdown

Data from ONS's BICS survey broadly supports the trajectory and take up of furlough data published by HMRC. More recent data is also available in the BICS, and suggests that there has been an increase in furlough use through January's national lockdown. The proportion of jobs furloughed nationally increased from 11% in mid-December to 17% in the fortnight to January 10<sup>th</sup>. The proportion working at their usual place of work also fell over that period, from 56% to 45%, whilst remote working increased from 30% to 34%.

ONS have also published local data on working patterns for the first time. Again this shows a very similar pattern to the UK, though slightly lower use of furlough locally and slightly higher proportions working in their usual place (until mid-December). If these patterns held, it would suggest furlough use in West Yorkshire increasing to in the region of 16% of eligible jobs in January – around 160,000 jobs.



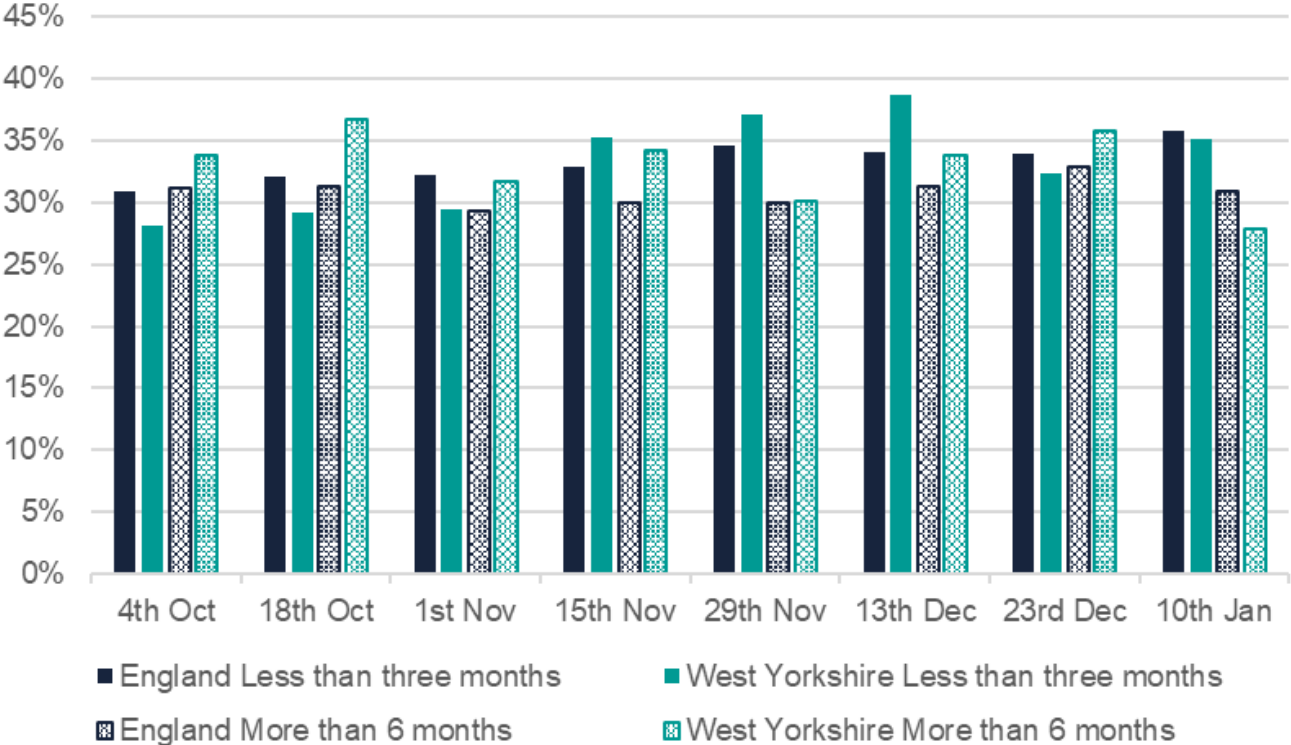
\*Source: ONS Business Impacts of Coronavirus Survey

# 35% of West Yorkshire businesses have less than three months cash in reserve

35% of businesses in West Yorkshire had less than three months cash reserves in the fortnight to January 10<sup>th</sup> according to the BICS. This is similar to England as a whole, and although there has been some fluctuation this number has been relatively consistent since mid-November. It is however an increase from 28% in early October. The England figure has increased from 31% over that period, suggesting the two lockdowns since then may be having some impact on businesses' cash position.

Cash reserves - West Yorkshire and UK

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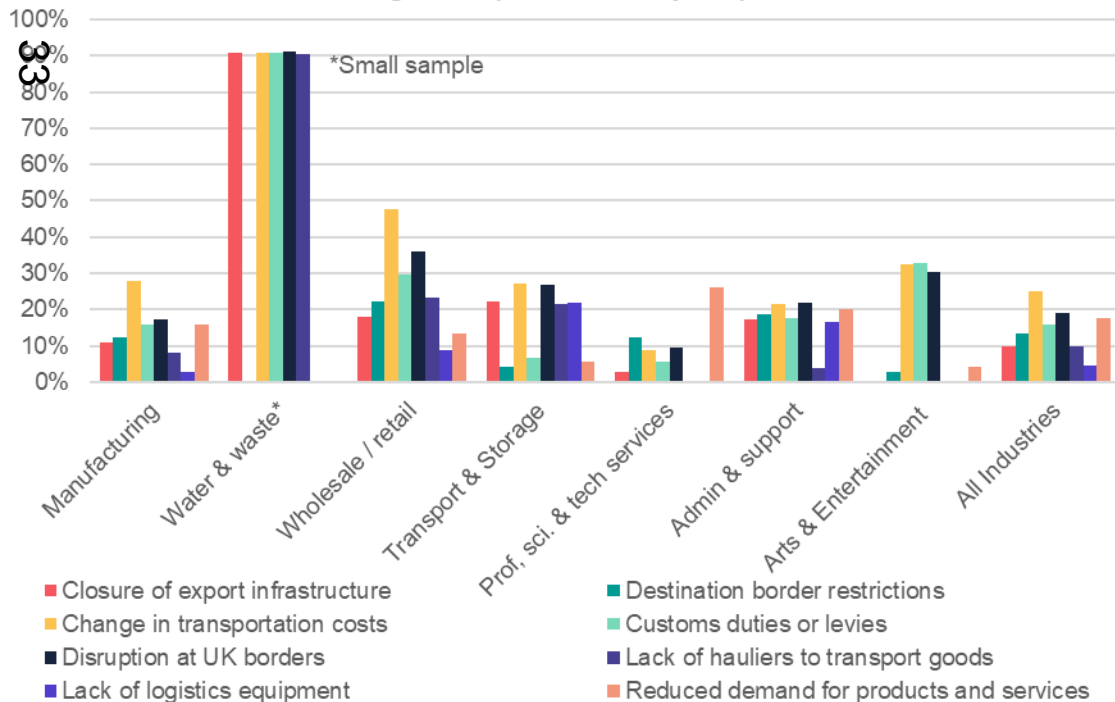
\*Source: ONS Business Impacts of Coronavirus Survey



# Almost half of importers and exporters experience challenges post-transition

Amongst businesses who export, almost half experienced some challenges whilst exporting (47%) and/or importing (44.3%) in the fortnight to January 10th, covering the period immediately before and after the end of the transition arrangements with the EU. Compared to two weeks earlier this is up from 39.5% for exporters and 37.3% for importers. Of those who experienced these challenges, 38% said they were the result of the end of the transition period, 24% said they were driven by the pandemic, and 32% said both issues were a factor. Among manufacturers, two thirds said EU exit issues were the main factor.

Challenges experience by exporters



Changes in transportation costs were the most frequently mentioned challenge overall, mentioned by 25% of businesses followed by disruption at UK borders (19%) and reduced demand (17.5%). As would be expected, borders and transportation were bigger issues for those who move physical goods, including 47% of wholesale/retail exporters, but reduced demand was a bigger issue for service sectors (26% of professional services firms).

\*Source: ONS Business Impacts of Coronavirus Survey

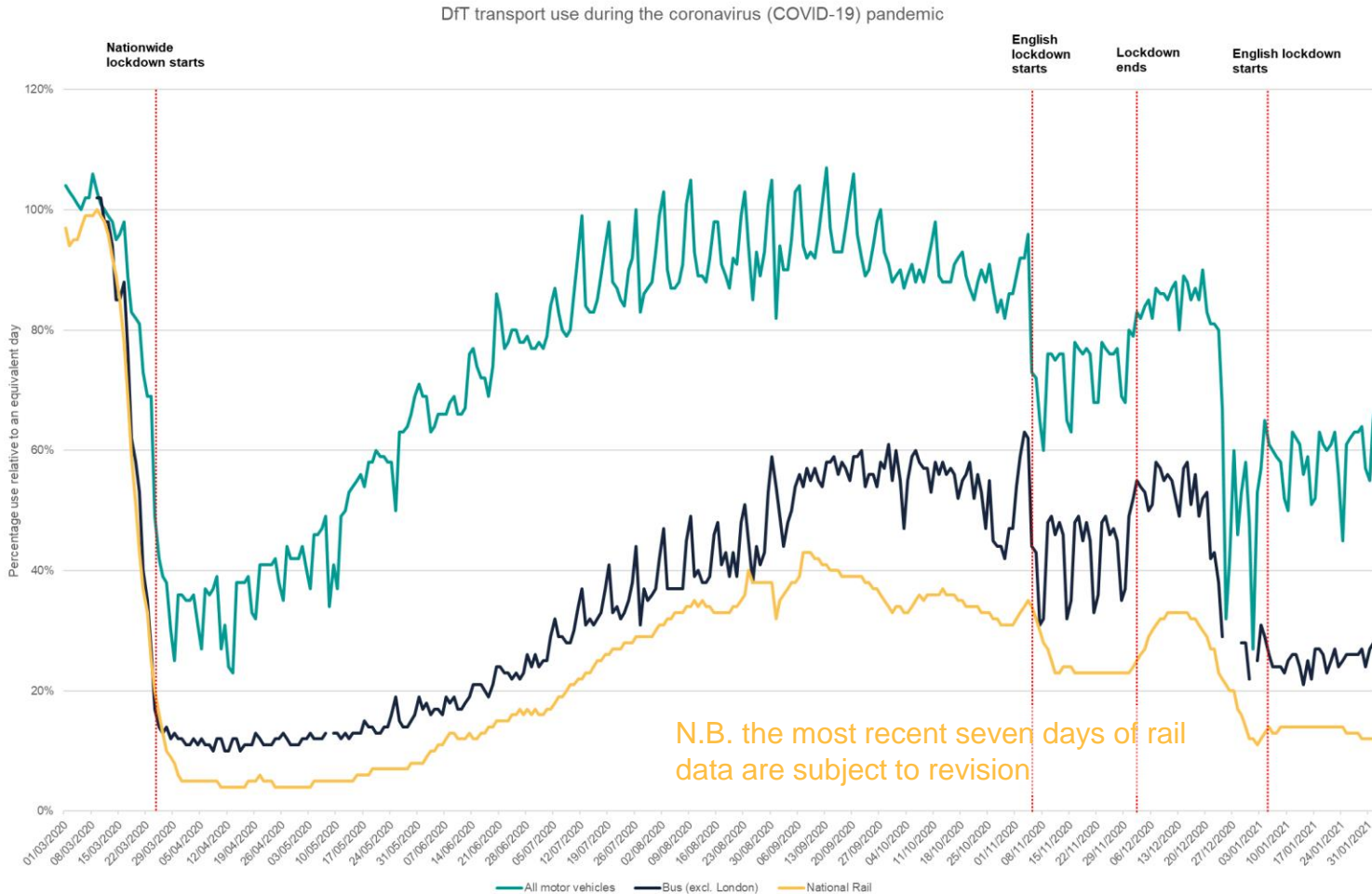
# Transport Insights



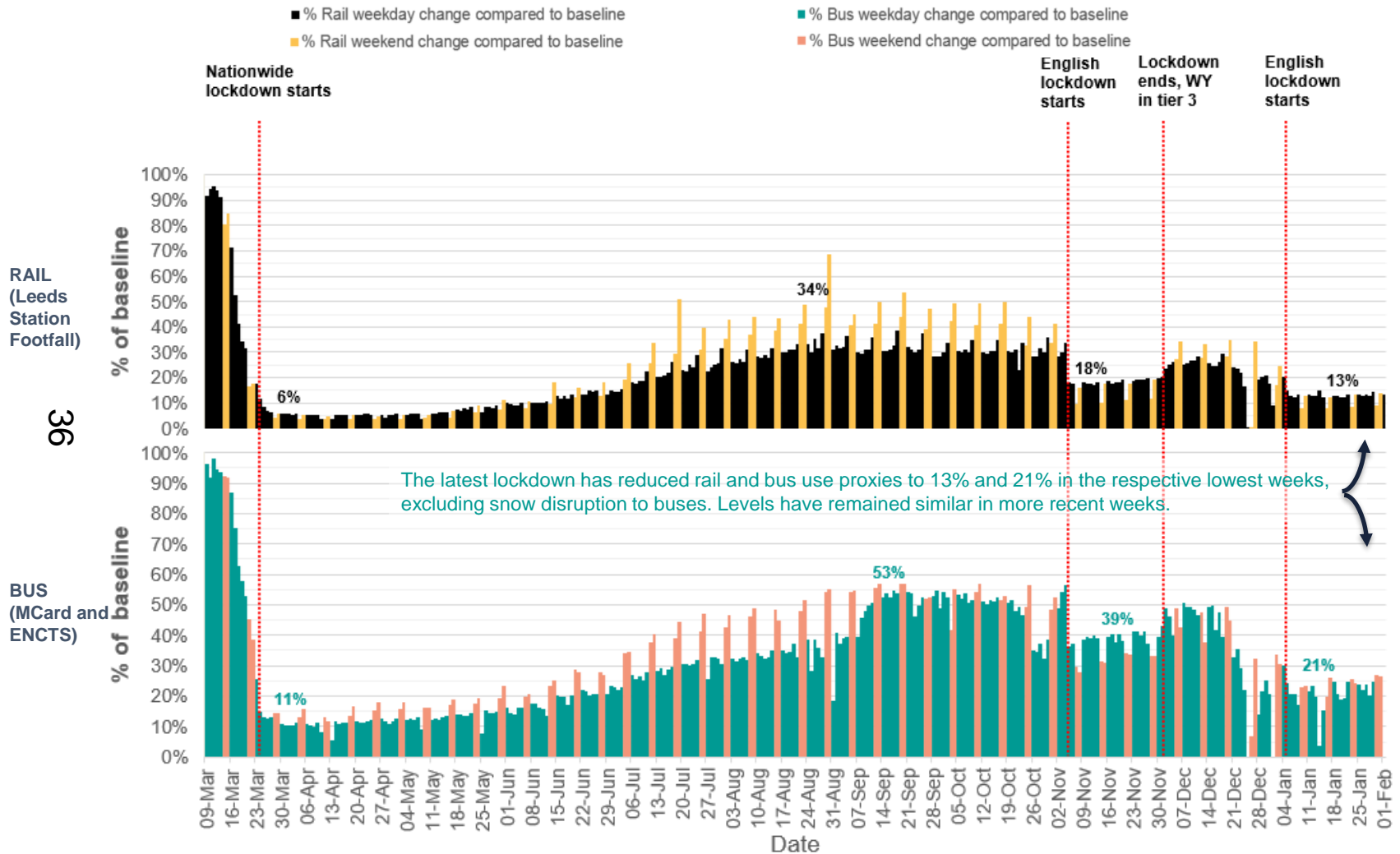


# National travel levels remain consistently higher than in the March 2020 lockdown

Data for Great Britain shows that, over the first weeks of the latest lockdown, motor vehicle, bus and rail travel remained consistently higher than the levels seen in the first weeks of the March 2020 lockdown, but lower than the second lockdown in November. Similar trends occur locally.



# Local rail and bus proxies remain at consistently higher levels than March 2020



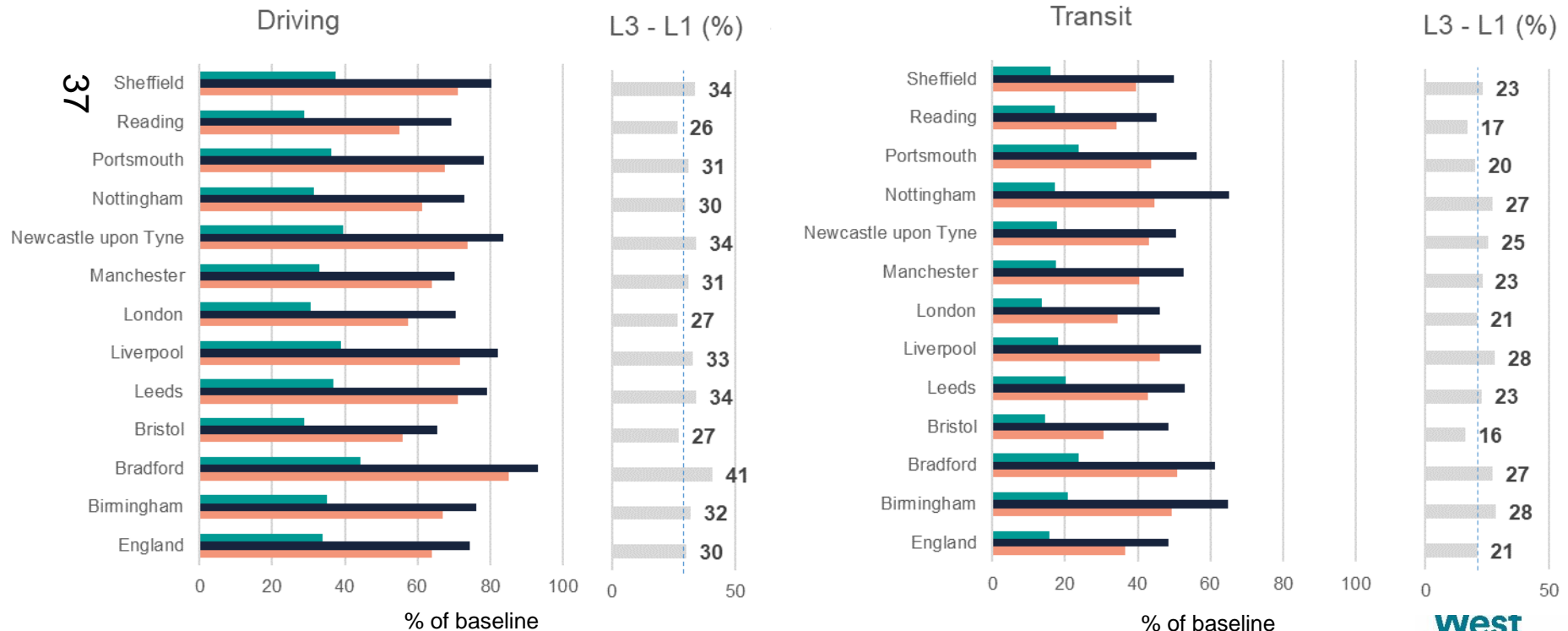
Baseline period is Monday 2nd - Friday 6th March 2020 (weekdays) and 29th Feb -1st March and 6th-7th March (weekends)

Source: Leeds Rail Station Footfall - Network Rail (top) and MCard and English National Concessionary Travel Scheme (ENCTS)

# Apple Mobility Trends – Lockdown Comparison (first month)

Charts below reveal Apple mobility data (requests for directions in Apple Maps for driving and public transport) during the first month of each lockdown in a variety of English cities (and England average). Grey bars (and corresponding number) to the right of each chart indicates the difference between current lockdown and the first lockdown. Notably, both activity levels for driving and transit are considerably higher during lockdown 3 than lockdown one in all cities where data is available. Locally, Bradford appears to have the greatest driving activity difference between lockdowns 3 & 1, but Leeds is in a similar range to other cities.

■ Lockdown 1 ■ Lockdown 2 ■ Lockdown 3

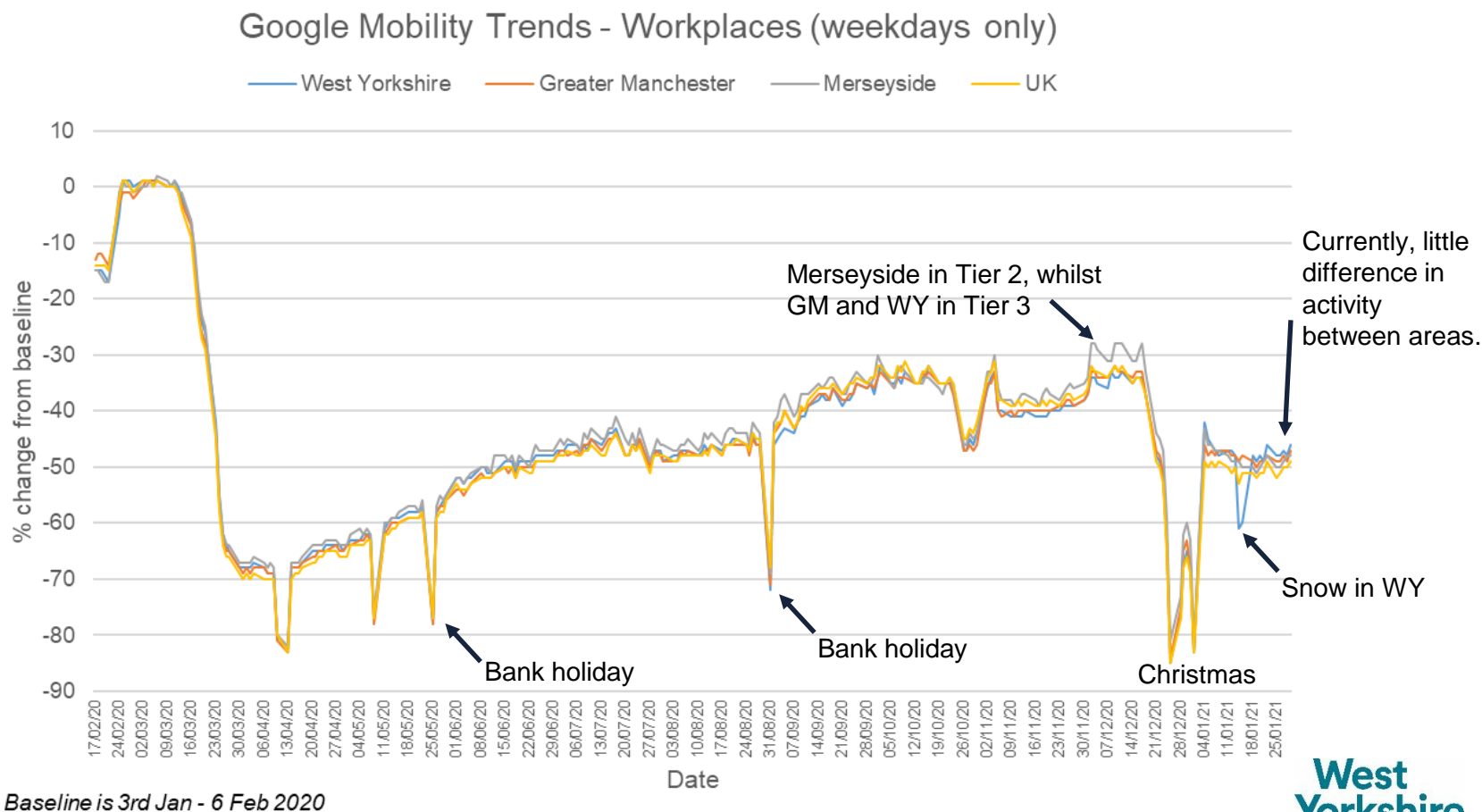


Source: Apple mobility data. The data shows relative volume of directions requests per country/region or city compared to a baseline volume on January 13th, 2020. Note that data that is sent from users' devices to the Maps service is associated with random, rotating identifiers so Apple doesn't have a profile of individual's movements and searches.

# Google Mobility Trends – West Yorkshire follows a similar pattern to other areas

The chart below reveals the trend workplace activity (from Google mobility data) in West Yorkshire (blue) compared to other areas and the UK average. Note activity is expressed as a percentage variation from a baseline period (the 5-week period between 3 Jan and 6 Feb 2020). Currently workplace activity in West Yorkshire is slightly above the UK average, but not considerably different to Greater Manchester or Merseyside.

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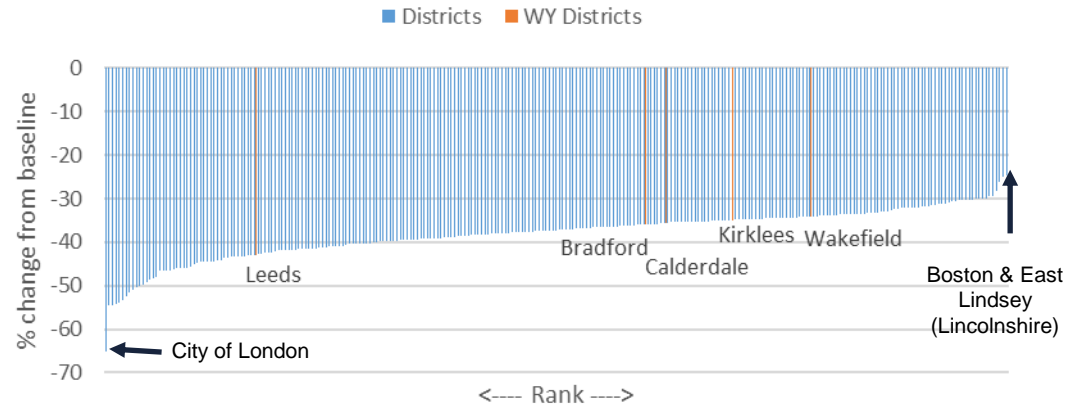
Source: Google mobility data.

# Google Mobility Trends – district level variation in January 2021 (relative to Jan 2020 baseline)

The charts to the right use Google mobility data to illustrate the relative average changes in activity (from baseline) for all districts throughout January 2021 (1<sup>st</sup>-29<sup>th</sup> Jan), ranked from areas of high change (left) to low change (right). West Yorkshire districts are highlighted in red. Top chart shows activity at workplace locations and bottom shows activity at residential locations.

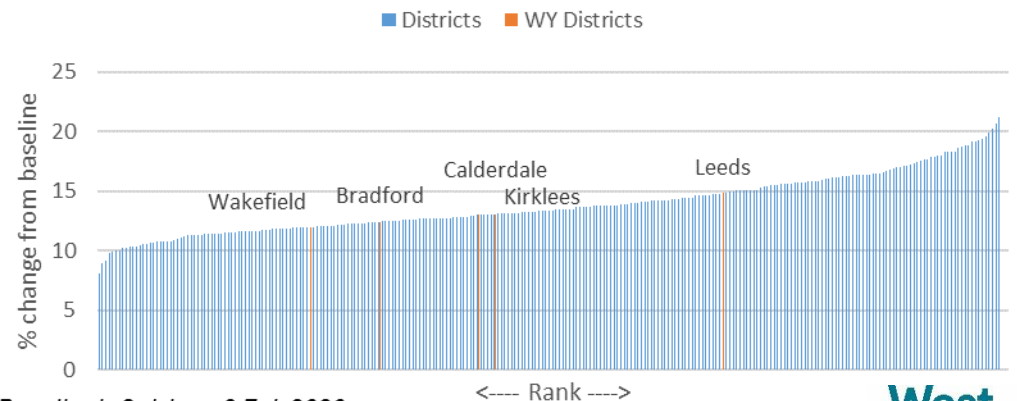
The data indicates that generally speaking activity levels in districts within West Yorkshire aren't considerably different to the England average (mid-point). Leeds still has very low (relative) activity in workplace locations and high (relative) activity in residential locations and notably its set apart from other areas in West Yorkshire, and likely reflects the economic /workforce differences of Leeds compared to other West Yorkshire districts (i.e. more office based jobs which are being done remotely from home).

Google mobility relative change Jan 2021 average - Workplace locations



Baseline is 3rd Jan - 6 Feb 2020

Google mobility relative change Jan 2021 average - Residential locations



Baseline is 3rd Jan - 6 Feb 2020

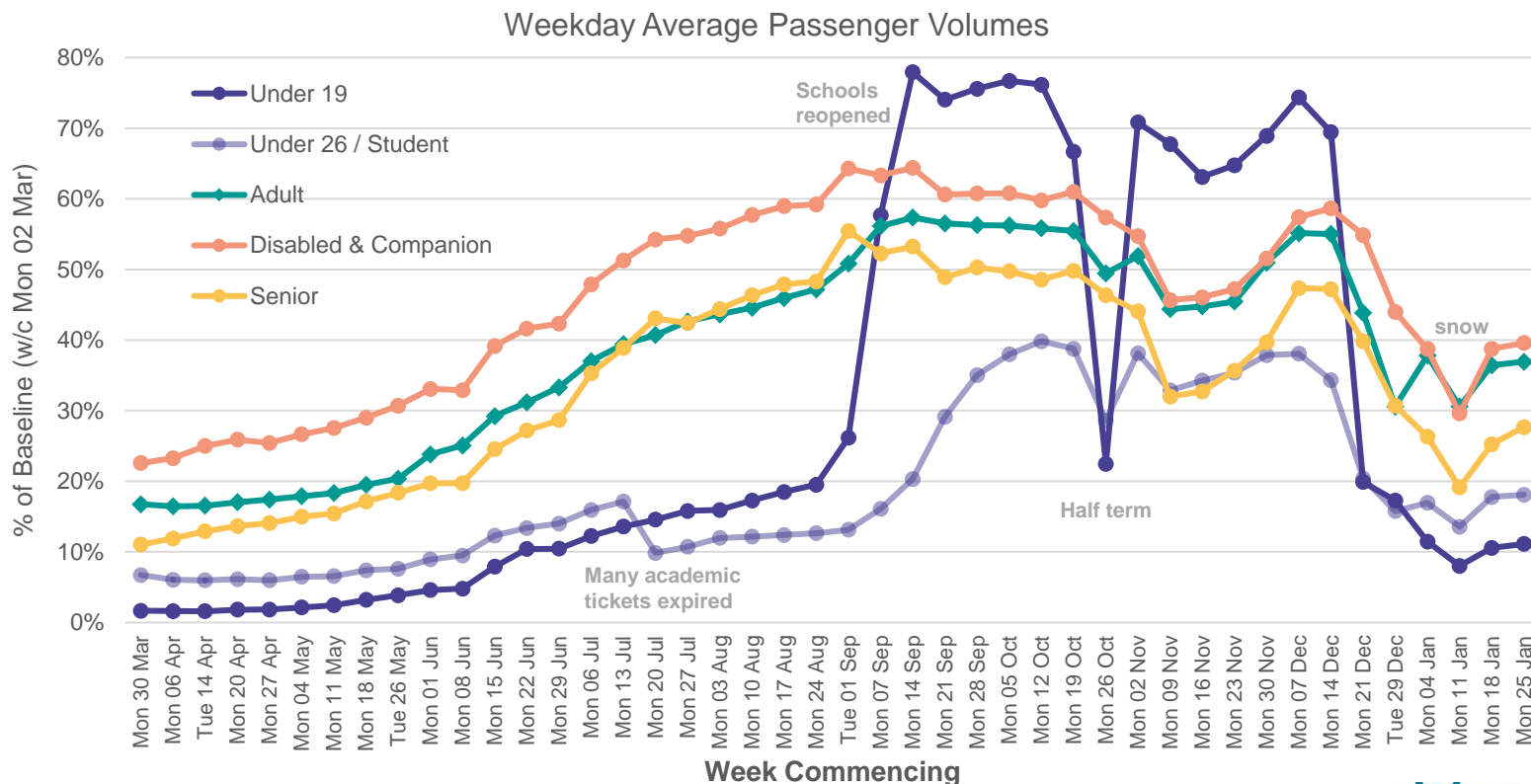
Source: Google mobility data. Based on visits and length of stay in different places using mobile phone data from users who have opted in to location history on their Google accounts.

# Bus use in the third lockdown is more similar to levels seen in June / July than to the start of the first lockdown

Data from bus ticket machines reveals that bus by Under 19s, Senior and Disabled cohorts is similar to late June and use by Under 26 / Students and Adults is more like early July. This is higher than the start of the first lockdown. Even the week commencing 11<sup>th</sup> January with snow disruption had higher average weekday patronage than the start of first lockdown. Data is for weekdays excluding bank holidays, with ticket types assigned to broad cohorts.

Thousand passengers per weekday before COVID	
Adult	221,000
Under 19	101,000
Senior	74,000
Under 26 / Student	34,000
Disabled & Companion	29,000
Miscellaneous	9,000

Data from First, Arriva, Yorkshire Tiger and Transdev



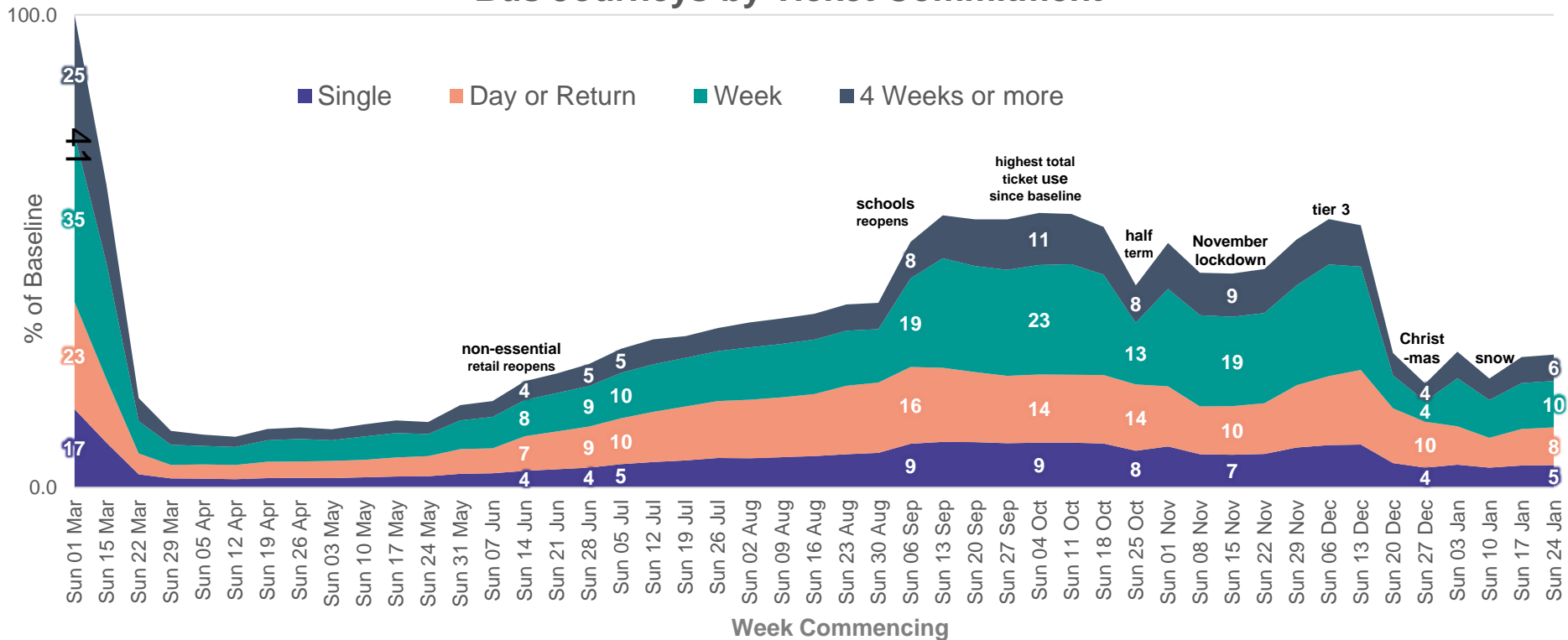
Baseline period is w/c Mon 02 Mar. Source: Bus operators electronic ticket machine data, passenger boarding locations in West Yorkshire. First, Arriva, Yorkshire Tiger and Transdev account for over 90% of bus services in West Yorkshire. Graph shows First and Transdev.



# Longer validity tickets were used slightly more & day tickets slightly less in the latest week compared to summer when total use was similar

The total level of fare paying passengers in the latest data is similar that seen at the end of June / beginning of July. The use of tickets valid for a week or more was higher in the latest data while the use of day or return tickets was lower.

## Bus Journeys by Ticket Commitment

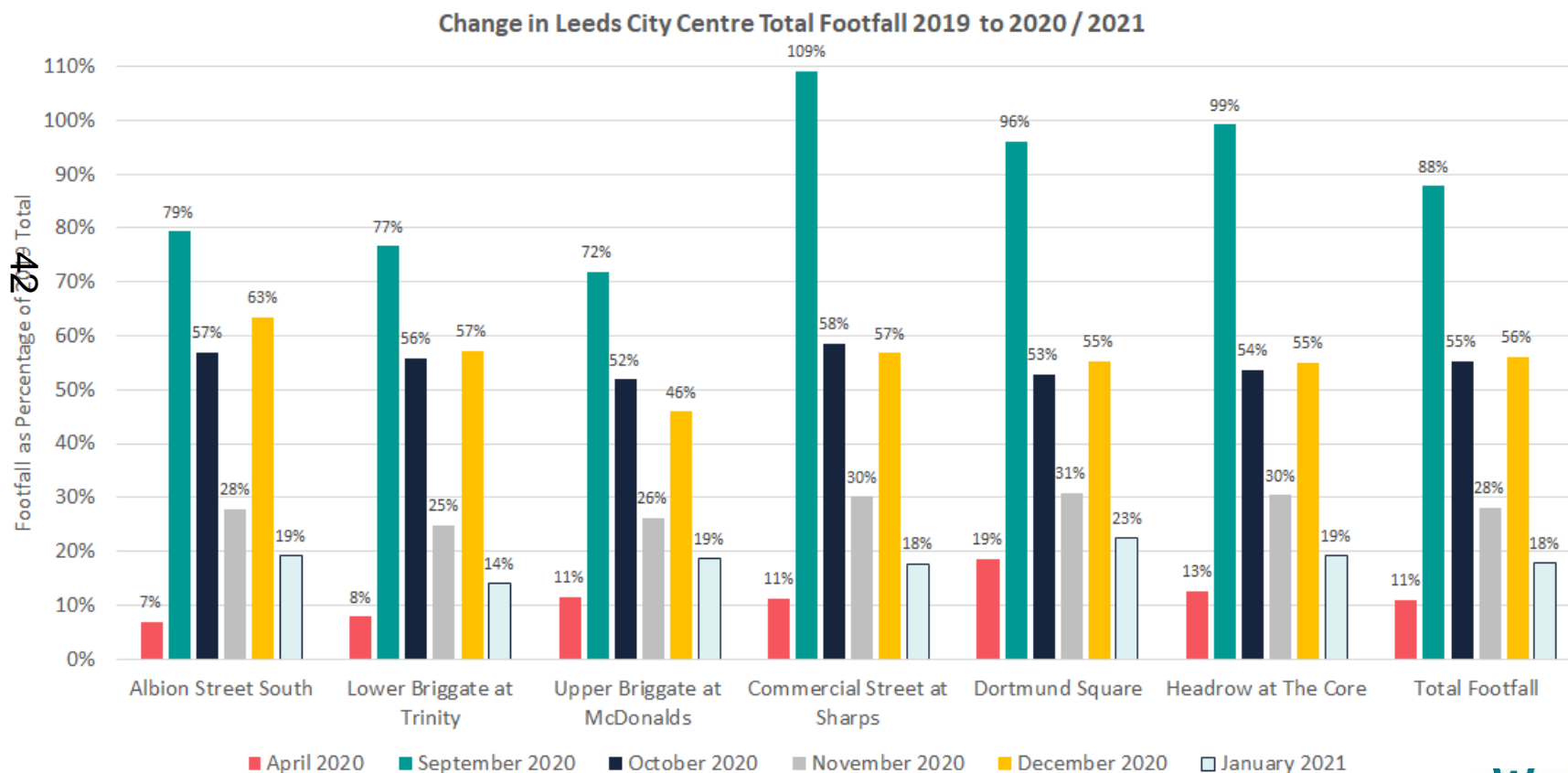


(Data from First and Transdev. Baseline period is w/c Mon 02 Mar)

Baseline period is w/c Mon 02 Mar. Source: Bus operators electronic ticket machine data, passenger boarding locations in West Yorkshire. Graph shows First and Transdev.

# Leeds City Centre footfall – all camera sites show footfall is lower during the 2<sup>nd</sup> lockdown, but higher than the first

The chart below illustrates footfall data from 6 fixed cameras sites in Leeds City Centre expressed as a percentage difference from the same period in 2019. The data reveals that during lockdown 3 (to-date), footfall at every site is above levels seen during lockdown 1, but is lower than in lockdown 2 (November 2020).



Source: Leeds City Council Footfall data (6 fixed camera sites).



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**Report to:** Business, Innovation and Growth Panel

**Date:** 25 February 2021

**Subject:** **EU Exit and future trade policy**

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**Director:** Alan Reiss, Director Policy Strategy and Communications

**Author:** Alex Clarke, Policy Manager, Business Growth and Resilience

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## 1. Purpose of this report

- 1.1 To provide an update on EU exit, covering three main sections: current intelligence on the implications of the EU-UK Trade and Cooperation Agreement (TCA), relevant business support available through the Leeds City Region Enterprise Partnership (LEP), and emerging areas for discussion related to future EU-UK relations and trade policy.
- 1.2 The BIG Panel are asked to consider the content of the report and provide their input particularly to future prioritisation of activity.

## 2. Information

### Implications of EU exit and EU-UK Trade and Cooperation Agreement (TCA)

- 2.1 The transition period of the UK's exit from the European Union ended on 31 December 2020 and the two parties agreed a Trade and Cooperation Agreement (alongside several separate agreements on individual topics). A paper outlining the key implications of the Agreement was presented to the LEP Board on 21 January 2021 (see background documents).
- 2.2 The LEP and West Yorkshire Combined Authority have been engaging with businesses and partners across the region to understand the immediate implications the Agreement. Key feedback has been:
  - The full impacts will take time to come through - with many businesses making arrangements before the New Year to conduct business before the changes at borders, or delaying trade to understand new procedures from 1 January.
  - Requests for support being received by business membership bodies are complex, and often refer to specific challenges in relation to

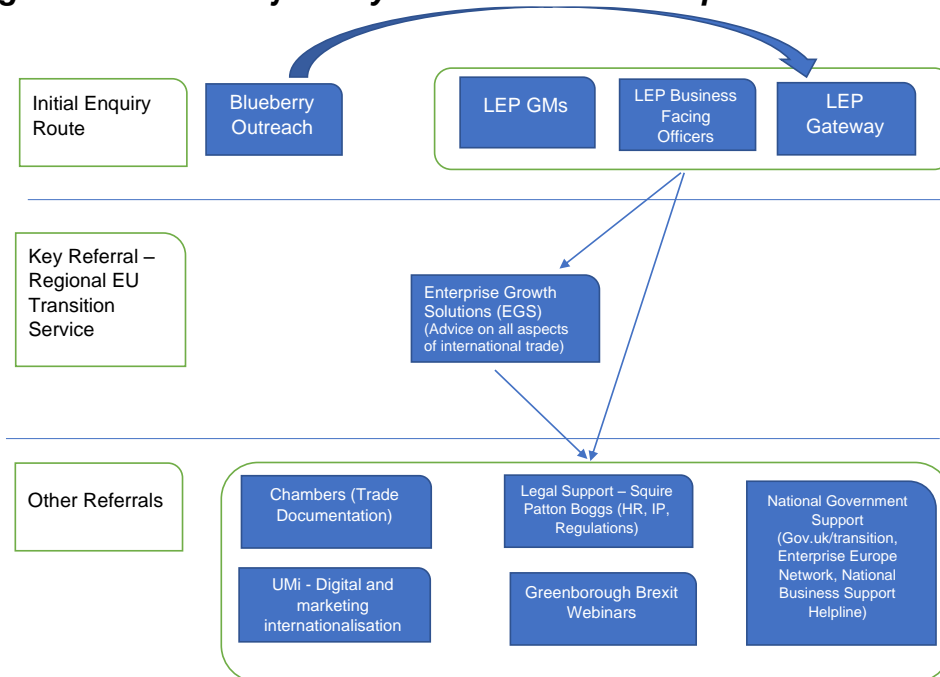
compliance, certifications and financial arrangements for products being traded with the EU.

- Rules of Origin issues and VAT compliance are reported most frequently as issues that businesses require support with.
- The impact of increased compliance paperwork and delays in movements of goods are impacting particularly (but not exclusively) on trade in fresh produce.
- There are issues in relation to the availability of skilled trade advisors and freight forwarders, which, anecdotally, is feeding through into increased costs for these services.
- There is a large amount of detail and support being made available, but it is not straightforward to navigate, and the LEP has a clear role to play, particularly through communication and signposting.

### Business Support for EU Exit

2.3 The LEP, in its role as the region’s business support hub, is seeking to be the key co-ordinating body for all EU-exit related business issues. To ensure that businesses can access the most relevant advice and support available, the Combined Authority and LEP are working with partners at national, regional and sub-regional level, including the Department for Business, Energy and Industrial Strategy (BEIS), the Department for International Trade (DIT), Innovate UK (EDGE), West Yorkshire Consortium of Colleges and business representative groups. The diagram below demonstrates the approach being used through the Business Support Service of the LEP to signpost and triage businesses. The following sections provide additional detail on some of the support that is being made available through that process.

**Figure 1: Customer journey on EU transition enquiries**



### National support

- 2.4 The LEP is signposting to relevant national initiatives that support businesses in transition:
- **National Business Support Helpline** - offers free advice and guidance to new and existing businesses.
  - **Innovate UK Edge** - support for businesses with information about the regulatory and procedural changes
  - **Online webinars** – being run by departments such as HMRC, DEFRA and DIT on key topics for EU transition

### LEP/Combined Authority support

- 2.5 A number of critical business support activities have been mobilised by the Combined Authority. At a regional level, the LEP is playing a central role as the lead for the Yorkshire and Humber Growth Hub Cluster and has commissioned additional activity following the provisional allocation of c£250,000 from BEIS in late December 2020.
- 2.6 **EU Transition Support Service** being delivered by Enterprise Growth Solutions (EGS), providing one-to-one advice and support for businesses, via a dedicated team of experts, on any issues related to the impact of the TCA. The service will initially be in place until the end of March 2021 and will complement the export support activities already being delivered by EGS (through its contract with DIT), and the broader support available from the Business Support Service. 115 businesses have been supported to date, with 27% of these receiving under an hour of support, 42% receiving 1-2 hours, with the remaining 31% receiving more than 2 hours of support.
- 2.7 **Telemarketing outreach service** being delivered by Blueberry. This will complement and guide businesses towards the Support Service. Partnering with York and North Yorkshire LEP, it commenced in January 2021 and involves proactive targeting of businesses to offer help and advice. There have been 198 business referrals to date, 72 of which are EU exit referrals (46 of the 72 are interested in both EU exit support and wider Growth Hub support)
- 2.8 **EU Exit Legal Clinic** being delivered by Squire Patton Boggs. This will provide advice and support to businesses on issues related to contracts and terms (with customers, suppliers, employees and landlords), intellectual property rights, data protection, data storage and retrieval, and any other relevant matters in need of legal advice. There have been three enquiries since the service started on 22 January 2021. More promotion is being done.
- 2.9 **Support to internationalise web and social media presence**, being delivered by UMi Commercial. This is to help businesses access new customers and markets. Delivery begins 23 February 2021 with the first webinar, then two webinars a week to end of March. Target of 150 businesses

- 2.10 **Assessing the impact of EU exit on international trade (funded by DIT)** being delivered by KADA research and due to be completed by March 2021, it focusses on two key areas of work; a programme of business engagement to understand impacts on the ability of businesses to trade internationally, and a series of workshops bringing together relevant experts with local businesses to address the key issues identified. Interviews with both businesses and stakeholders are currently underway.

Chamber / business representative group support

- 2.11 In addition to the commissioned regional activity, the LEP is supporting the City Region's two Chambers of Commerce (West & North Yorkshire via its trading arm for international trade, Chamber International, and the Mid-Yorkshire Chamber of Commerce) to build capacity to provide specialist support for traders on the new import and export documentation, and regulatory requirements, responding to ongoing high demand.
- 2.12 The support provided by the Chambers, available to both members and non-members, will complement that of EGS via the regional service, which will handle the less intensive and more transactional enquiries from businesses, referring more detailed and resource-intensive ones to the Chambers.

Chamber International Businesses supported to date: 121

Mid-Yorkshire Chamber of Commerce Business supported to date: 53

(delivery began 22 January 2021, figures backdated to December 2020)

Future EU-UK relationship and trade policy – developing a Leeds City Region perspective on what next.

- 2.13 This section covers a number of areas of developing thinking regarding what the implications and opportunities of EU exit mean for the Leeds City Region. Other parts of the UK are already developing their own strategies for trade, including The Scottish Government Vision for Trade published in January<sup>1</sup>, and there could be value in exploring priorities at the Leeds City Region level. The first part of this is to consider the short-term support needs of businesses, and how this can be provided by the LEP. The second part considers the UK's future trade targets and what priorities might be from a Leeds City Region perspective. The third part then turns to the domestic trade support infrastructure to support a future UK trade policy.

Short term business support needs

- 2.14 As was highlighted at the start of this report, at a Leeds City Region level we are already gathering significant intelligence on the immediate implications for businesses of the changes to the UK's trading relationships with the EU. Whilst some implications are likely to be resolved through one-off actions (re-negotiation of a contract, acquiring a license, applying the right commodity code), others could potentially require much more complex decisions, impacting on supply chains, business locations or subsidiaries and in some

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<sup>1</sup> <https://www.gov.scot/publications/scottish-government-vision-trade/>

cases even underlying business models.

- 2.15 From evidence collected to date, it is thought that the following areas are likely to continue to require business support at least to the end of Q2 2021:
- Trade documentation on existing imports and exports with the EU (and ongoing related to new products) and on customs compliance
  - VAT, tariffs and other accounting matters as a result of trading in goods and services with the EU
  - Legal advice related to contracts, terms, data and intellectual property
  - Support to find trade advisors and freight forwarders
  - In depth support related to major business decisions – including onshoring production and supply chains or establishing EU subsidiaries.
- 2.16 Whilst much of the support referenced in the second section of this report is intended to meet the demand in these areas, the current Government funding only runs to the end of March 2021. The LEP is exploring how the available support could be extended beyond March, however this is dependent on securing funding and agreeing extensions or new supplier contracts.

#### UK future trade targets

- 2.17 Although no written policy has been produced by Government on future trade targets, the recent 'Global Britain' debate in the House of Commons and announcements in relation to renewing existing deals secured as EU members and future deal priorities provide some idea of where future policy might lead. For Leeds City Region, it is important that we look to develop a clear perspective on our own trade targets to feed into Government negotiations. For simplicity we might think of this in three questions: what, where and how.

#### ***What?***

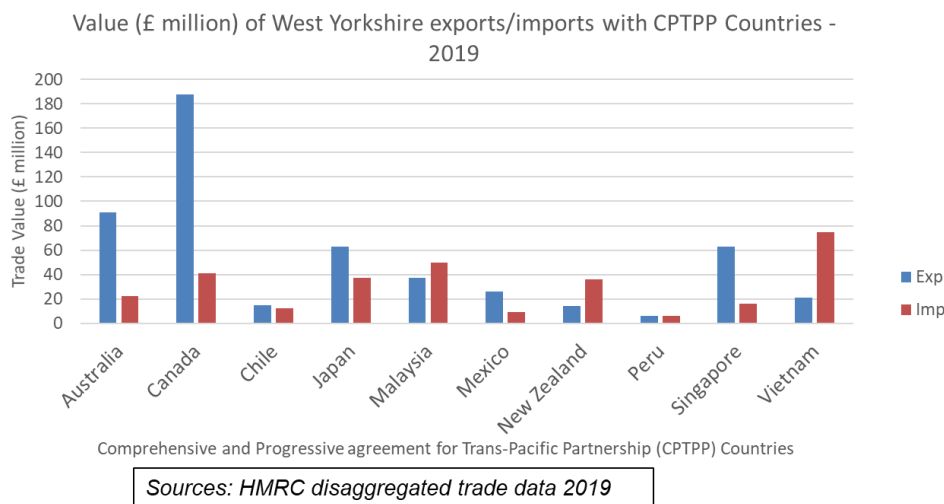
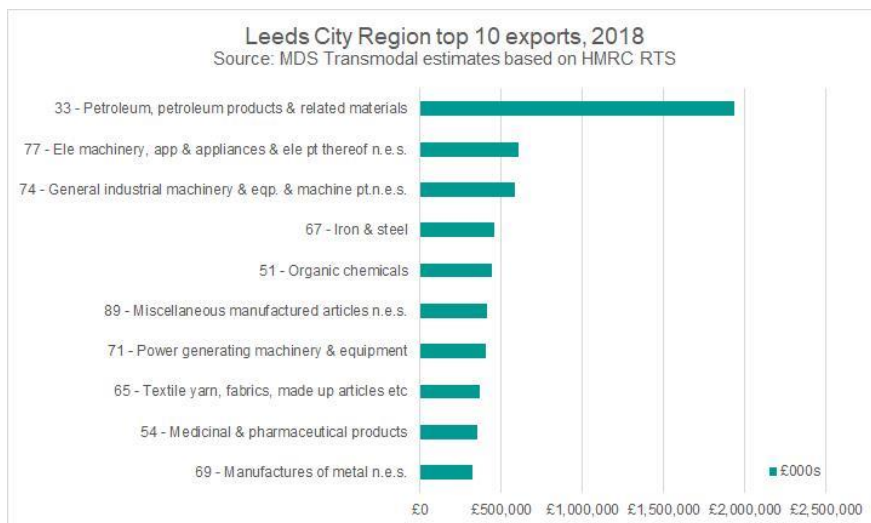
- 2.18 The Secretary of State for the Department for International Trade made reference to “championing exports in our key industries” in their Global Britain speech. From a Leeds City Region perspective, we have an opportunity to identify key industries for growing exports, building on areas where the region has world-leading businesses delivering high productivity jobs.
- 2.19 Existing trade data can help give an early indication of what should be prioritised. In terms of exports, petrochemicals accounts for 20%, followed by electrical and industrial machinery, with textiles and medicinal & pharmaceutical products also in the top 10 commodities. This to some degree reflects the region’s industrial specialisms, and aligns closely with the main import commodities.

#### ***Where?***

- 2.20 The Government now have trade deals in place covering 71% of current West Yorkshire trade (58% with the EU). While none of these deals provide greater access than the UK had previously as a member of the EU, it does provide a

strong basis for the further deepening of relationships.

2.21 The UK Government have also begun the formal application for joining the Comprehensive and Progressive agreement for Trans-Pacific Partnership (CPTPP), which includes 11 nations. No formal Government modelling has yet been produced on what the expected impact of this may be, but current West Yorkshire trade with the nations within the CPTPP totals around £524m, equating to 9% of exports (based on HMRC disaggregated trade data). If the UK Government’s desire is to increase these levels of trade, it will be important for Leeds City Region to be able to articulate existing and future opportunities in these markets, as well as any potential threats.



2.22 The future relationships with the European Union must also form part of the UK’s trade policy, and although the TCA forms the start of this, it should not be seen as the end. Based on feedback received so far from businesses, West Yorkshire priorities for the future EU relationship might include:

- Increasing the provisions for mutual recognition and equivalence to reduce non-tariff barriers on goods trade – including prioritising veterinary checks for food and drink and on medical devices

- Securing data adequacy and financial service equivalence – both decisions currently sit with the EU for a decision
- Accelerating the new process for mutual recognition of professional qualifications or re-establish mutual recognition
- Maximising opportunities for high productivity businesses to be able to invest in the region, and to be able to access EU markets

2.23 There are also a number of key markets for the Leeds City Region not covered by a trade deal. Priorities on future deals therefore might begin with the biggest markets for West Yorkshire trade currently like the US, China, India and Brazil, but also consider areas of recent market growth, such as the Philippines, Nigeria or Israel.

### ***How?***

2.24 In ensuring the best outcome for key sectors in West Yorkshire, it is essential that the detail of any new deal or extended relationships provides the right opportunities that bring benefits to businesses and consumers. High environmental and labour standards and positive contributions to our net zero carbon target might be two areas that we could consider to be priorities for West Yorkshire. We might also place a premium on reducing the potential for negative displacement of high-quality jobs or businesses from the City Region.

### Domestic Trade Support Infrastructure

2.25 Government has already recognised that a change in trading status requires the creation of new process supporting infrastructure, including for customs, regulations and on migration. Three structures in particular should be seen as important developments for the Leeds City Region: the Office for Investment, Freeports and the UK Subsidy Control regime.

### Office for Investment

2.26 Announced in November, the Office is described as being a ‘single front door’ to all corners of the UK for high value investment opportunities. For Leeds City Region it will be important to work with the office to understand the strengths and opportunities in the region that could be suitable for investment.

### Freeports

2.27 Reinstating freeports is another area that the UK Government have promoted as a key element of their post-EU exit infrastructure. The Combined Authority and LEP responded to the first consultation on freeports in 2020, highlighting in particular the need for freeports to avoid displacement of existing businesses and to be built on genuine added value within locations. The process of bidding for sites closed on 5 February, and whilst the Leeds City Region did not put forward a bid, it should be a priority that the region is adequately connected to freeports across the North in a way that adds value to the region’s economy.

## Subsidy Control

- 2.28 The EU's state aid rules have been a particularly important feature on the delivery of projects and programmes of the LEP, determining limits such as de minimis, determining assisted areas for investments and providing provisions for investments in things such as Research and Development, transport and energy. Outside of the EU, the UK must determine its own subsidy regime within the parameters of provisions made within trade agreements, and the UK Government has recently launched a public consultation on this issue<sup>2</sup>.
- 2.29 For the Leeds City Region, it will be important to seek to influence this work, setting out principles that the regime should look to achieve from the perspective of our region and our views on the mechanisms under which it will operate. The closing date for the consultation is 31 March 2021.

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

- 3.1 The TCA covers a wide range of factors that have implications for clean growth, including on energy cooperation and a separate agreement on nuclear energy. The environmental commitments are more extensive than in other EU trade agreements. The UK and the EU will maintain independent energy policies, although they have committed to continued cooperation. As the UK develops its independent trade policy, it is possible that climate emergency could play a much bigger role in trade decisions, and the UK's role in the World Trade Organisation, and chairing the G7 and hosting the 2021 United Nations Climate Change Conference (COP26) are opportunities to promote this further.

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

- 4.1 The TCA will have significant impacts on the region's economy and therefore on inclusive growth. In particular, the agreement commits to non-regression on labour and social standards, an important basis for good work.
- 4.2 In terms of the business support response of the LEP, all tendered and commissioned activity will be delivered in a manner that contributes positively to the Inclusive Growth Framework, and this will form part of ongoing monitoring and evaluations.
- 4.3 In developing the Leeds City Region's trade priorities, it will be important to consider the implications they have on inclusive growth, in particular on labour standards and the potential for displacement or growth in jobs.

### **5. Financial Implications**

- 5.1 The LEP received an allocation of circa £250,000 from BEIS in December 2020 to support the delivery of business support up to the 31 March 2021. Further financial resources may be required to support businesses in

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<sup>2</sup>[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/957958/subsidy-control-consultation-document.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/957958/subsidy-control-consultation-document.pdf)



maximising the opportunities and minimising any potential negative impacts of the TCA beyond this point, and this is being actively considered.

## **6. Legal Implications**

- 6.1 The EU-UK Trade and Cooperation Agreement has legal implications for the UK and for the LEP in terms of commercial or cooperation activity with the European Union or individual member states.

## **7. Staffing Implications**

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

## **8. External Consultees**

- 8.1 No external consultations have been undertaken.

## **9. Recommendations**

- 9.1 That the BIG Panel note the updates provided both on the intelligence of the impacts of EU exit and on the support available, providing any relevant feedback from their own experience.
- 9.2 The Panel are also asked to provide feedback on the issues highlighted in the third section and in particular on the following questions:
1. Do the Panel agree with the areas of short-term focus to support businesses in the next quarter to deal with the implications of EU exit?
  2. How should the Leeds City Region develop its position on future trade policy priorities – including on future trade targets?
  3. What do the Panel think should be the priorities on trade for Leeds City Region going forward, and how should that be supported regionally?

## **10. Background Documents**

- 10.1 EU Exit LEP Board Paper 21 January 2021:  
<https://westyorkshire.moderngov.co.uk/documents/s18425/Item%206%20-%20EU%20Exit.pdf>

## **11. Appendices**

- 11.1 None.

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<b>Report to:</b>	Business, Innovation and Growth Panel
<b>Date:</b>	25 February 2021
<b>Subject:</b>	<b>COVID-19 Economic Recovery – Entrepreneurship</b>

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<b>Director:</b>	Alan Reiss, Director Policy Strategy and Communications
<b>Author:</b>	Sarah Bowes, Policy Manager, Innovation and Digital

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## 1. Purpose of this report

- 1.1 To inform a discussion on how to realise our Economic Recovery Plan ambitions around Entrepreneurship.

## 2. Information

- 2.1 Central to the West Yorkshire Economic Recovery Plan is the priority for good jobs and resilient businesses. As the impact of COVID-19 on the economy has developed, Government programmes such as the Coronavirus Job Retention Scheme and local authority administered grants have been critical in ensuring the survival of jobs and businesses, but nonetheless we will enter recovery with higher levels of unemployment and with a difficult environment for businesses to offer new job opportunities.
- 2.2 It is therefore vital that our regional recovery plan includes ambitious proposals to grow businesses and create jobs. One of the distinct propositions within the Economic Recovery Plan focuses on Entrepreneurship<sup>1</sup>, seeking to encourage individuals from all our diverse communities to explore establishing their own enterprise, and providing the right opportunity and support if they decide to do so. From experience of previous programmes and interventions, for this to be successful there needs to be a 'ladder of support', available for all potential entrepreneurs, even those who may have never considered it, and no matter where they are on their journeys or what type of new venture they plan to start.

### An Entrepreneurship Proposition

- 2.3 Our Entrepreneurship proposition, endorsed previously, sets out our ambition and proposed approach, which was balanced between the need to support

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<sup>1</sup> The full proposition document is available here: <https://www.westyorks-ca.gov.uk/media/4419/recovery-proposition-innovation-driven-entrepreneurship-20200826.pdf>

individuals in immediate economic recovery, and the opportunities through re-imagining and resilience to strengthen a lasting culture of entrepreneurship that helps to drive the regional economy and deliver inclusive growth:

- We are focussed on increasing the diversity of entrepreneurship in the region (building for example on the one in nine (11%) West Yorkshire business owners/directors from an ethnic minority background)
- We must also look to increase the volume of entrepreneurs, supporting survival beyond year one as a key measure (the business birth rate of 12.3% is a little lower than the UK rate, meaning there is further potential)
- We want entrepreneurs who will tackle some of the key post-Covid challenges identified for the City Region (building on the 69% of businesses in the 2020 Leeds City Region Business Survey who said they had undertaken some form of innovation in the past three years)
- Central to our strategy is building on existing ecosystem infrastructure, particularly as they extend into particular communities, and to focus on where additional coordination or capacity can add real value.

2.4 The Entrepreneurship proposition in the Economic Recovery Plan asks Government for £340m over the next five years. In the absence of this full funding, the Combined Authority and LEP have been working on what can be done with initial local investment that still focusses on ensuring a full 'ladder of enterprise support'. To develop these proposals, a workshop was held in January with key stakeholders in the ecosystem for support, chaired by the Chair of this Panel, drawing on learning from past programmes and current best practice. Contributors included Local Authority officers, and members of the BIG Panel, ES Panel, IGPP Panel and LEP Board.

2.5 The following three areas were proposed as elements of the ecosystem that would benefit from further investment now:

#### **Community based entrepreneur development**

- Regional campaign to raise awareness of enterprise opportunities, particularly targeting demographics that may be less likely to consider starting their own business or seeking external support to do so
- A free "exploring enterprise" course
- A series of free workshops on key entrepreneurship topics
- A young people's enterprise awareness programme

#### **New business start-up programme**

- Complement the already well-established and successful Ad:Venture programme (supporting new-starts and early-years firms up to three years of trading), and local community based interventions
- A rolling workshop / webinar programme to provide practical advice and guidance sessions to people setting up businesses

- Outreach at community level with Local Authorities to engage underrepresented groups
- Development fund to support innovative pilot projects targeting specific groups and/or business models
- One-to-one coaching and mentoring

### **High growth innovation driven start-ups programme**

- A pre start accelerator-type model (with or without a sector focus), based on low volume, high intensity, with maximum impact
- Linked to, but not at this stage providing, seed funding opportunities and investment readiness
- Focussed on supporting entrepreneurs to tackle some of the key post-Covid challenges identified for our city region – including especially health inequalities and the climate emergency
- There is the potential for this programme to be aligned to the BUILD pilot accelerator programme being run currently through an external provider.

2.6 Building on the successful workshop (see 2.4) we would welcome the Panel's input to the further development of this entrepreneurship programme and to consider the following questions:

- To what extent do the Panel agree with the three areas proposed for intervention and the principle of building a 'ladder of enterprise support'?
- How do we ensure support reaches into all of our communities, to develop a genuine pipeline of entrepreneurs that reflects our city region?
- How can we best utilise connection to existing provision, connectors and intermediaries – particularly within communities?
- What role can and should the LEP play as a coordinator across the entrepreneurship ecosystem? And how might the business support service of the LEP act as a gateway for this?

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

3.1 There are no direct implications as a result of this report. However, in the development of support for Entrepreneurs, especially those with high growth potential, there will be particular emphasis on supporting businesses that can make a positive contribution to climate related challenges.

## **4. Inclusive Growth Implications**

4.1 Central to the Entrepreneurship proposition is the emphasis on encouraging individuals from all our diverse communities to explore establishing their own enterprise. As we know that some communities are less represented in business ownership currently, in designing interventions there will be a strong focus on adopting best practice to reach those communities and ensure

support is accessible to them.

## **5. Financial Implications**

- 5.1 New recovery products will require either increased flexibility on the use of current funding streams (e.g., grants awarded for capital investment to be used for working capital, or the procurement of professional advice with recovery/contingency planning), or new funding altogether.

## **6. Legal Implications**

- 6.1 Delivery of some of the proposed products will require contractual approvals from Government, and/or new funding allocations that would result in new contractual obligations for the Combined Authority.

## **7. Staffing Implications**

- 7.1 Delivery of the products included in the Economic Recovery Plan may require changes to current staff roles and/or additional staff to be recruited, which will be considered through the detailed development of individual proposals.

## **8. External Consultees**

- 8.1 No specific or official external consultations have been undertaken in relation to this report. However, it has been informed by ongoing dialogue and consultation with LEP Panels and wide range of partners, including a workshop chaired by the Chair of the Business Innovation and Growth Panel.

## **9. Recommendations**

- 9.1 That the Panel provides feedback on the questions raised at 2.6 as to how to progress with the development of Entrepreneurship support as part of our West Yorkshire Economic Recovery Plan.

## **10. Background Documents**

- 10.1 There are no background documents referenced in this report.

## **11. Appendices**

- 11.1 None

**Report to:** Business Innovation and Growth Panel

**Date:** 25 February 2021

**Subject:** **Business Productivity and Resilience Plan**

**Director(s):** Alan Reiss, Director Policy, Strategy and Communications

**Author(s):** Alex Clarke, Business Growth and Resilience Policy Manager

## 1 Purpose of this report

- 1.1 To seek feedback from Panel members on the further development of draft priorities for the Leeds City Region Business Productivity and Resilience plan, and endorsement for the draft priorities to progress to a public consultation.

## 2 Information

### Background and rationale

- 2.1 At the November 2020 meeting, the BIG Panel endorsed the development of a Business Productivity and Resilience Plan, which will form part of the Strategic Economic Framework<sup>1</sup> (see below). This plan will be central to the regional priority of Boosting Productivity, and recognises that closing the gap to the UK average in Leeds City Region would be worth £8.5bn to the UK economy.

**Our Vision**  
To be recognised globally as a place with a strong, successful economy where everyone can build great businesses, careers and lives supported by a superb environment and world-class infrastructure.

**Our Priorities**

- Boosting productivity
- Enabling inclusive growth
- Tackling the climate emergency
- Delivering 21st century transport
- Securing money and powers

**Our Partnerships**

**Our Policies and Strategies**

Bus	Connectivity	Culture
Digital	Economic and Transport Recovery	Employment and Skills
Energy	Flood Risk Management	Future Mobility
Green and Blue Infrastructure	Housing, Heritage and Regeneration	Innovation
Local Industrial Strategy	Spatial Planning	Business Productivity and Resilience

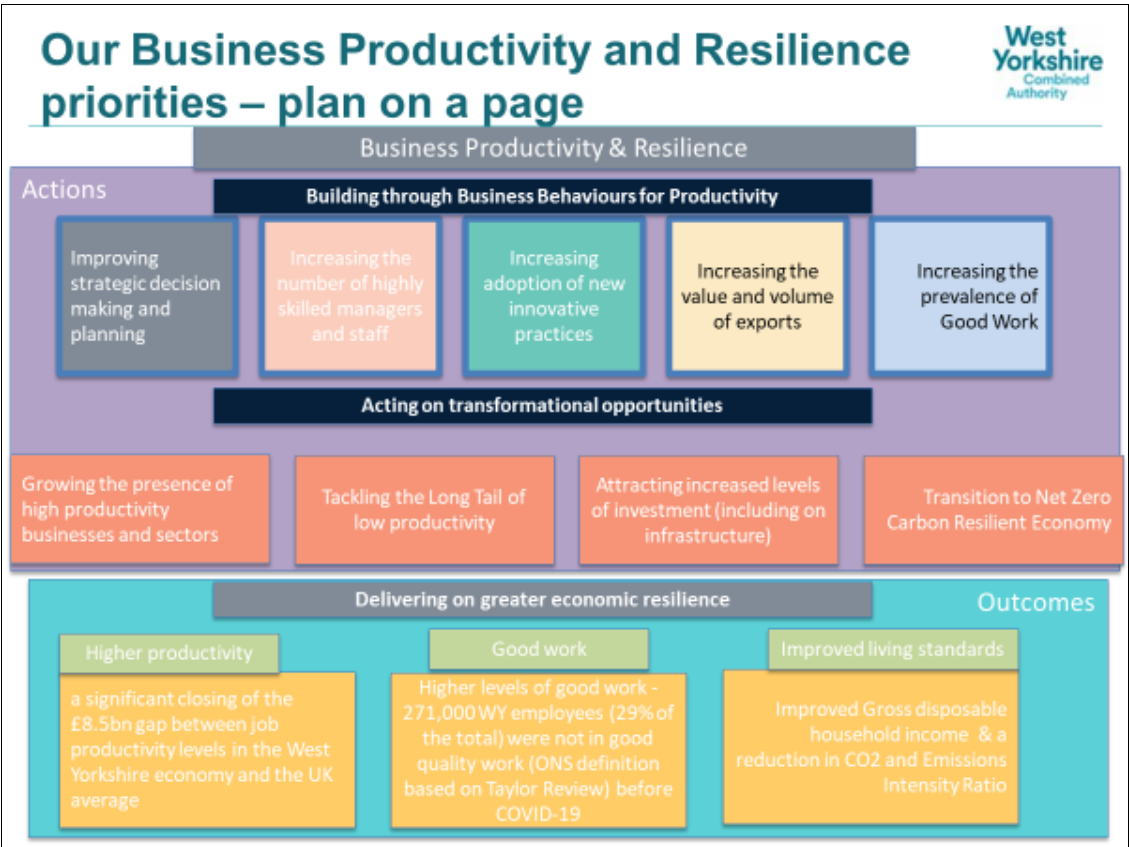
**Evidence Base**

<sup>1</sup> <https://www.westyorks-ca.gov.uk/growing-the-economy/strategic-economic-framework/>

2.2 The Panel also provided feedback on a number of issues, which has been taken onboard in the development of the draft priorities laid out in this report:

- The need to reflect issues of mental health and good working practices in the business behaviours
- The need to demonstrate clear alignment to other strategies, particularly on innovation and skills
- Demonstrating the links to inclusive growth and tackling the climate emergency
- That the plan should set out what delivery looks like, including building on the experiences of the productivity pilot.

2.3 The draft priorities for the Plan are built on nine action areas (five behavioural and four transformational opportunities), contributing to three high level outcomes related to our regional priorities of Boosting Productivity, Enabling Inclusive Growth and Tackling the Climate Emergency.



**Diagram:** Draft plan on a page for Business Productivity and Resilience

2.4 In responding to the feedback received, the business behaviours include a specific behaviour on good work, which captures important linkages to inclusive growth particularly around pay and wellbeing. Whilst there is no specific behaviour linked uniquely to tackling the climate emergency, it is recognised as a unique transformational opportunity through the transition to a net zero economy where positive and negative trade-offs with productivity will need to be managed. The behaviours in relation to skills and innovation map



across to the respective Employment and Skills and Innovation Frameworks. In total, the draft plan identifies five groups of behaviours:

1. Improving strategic decision making and planning
2. Increasing the number of highly skilled managers and staff
3. Increasing adoption of new innovative practices
4. Increasing the value and volume of exports
5. Increasing the prevalence of Good Work

2.5 In response to the feedback regarding setting out what delivery looks like, the plan is further developed to focus on what could be delivered across the action areas. As the focus is centrally on matters of **firm level** productivity and resilience, the plan sets out what this could look like in relation to three key groups of business, each with specific needs and opportunities:

- Pre-starts and start-ups
- Productivity Growth
- High growth and scale-ups

	Pre starts and start-ups	Productivity Growth	High growth and scale-up
<b>Definition</b>	Pre-starts, entrepreneurs, freelancers and those entering self-employment on the first steps of a productivity journey	Established businesses with low productivity, who may have only limited ambition to grow	Established businesses and entrepreneurs with high potential productivity and substantial growth potential
<b>Behaviour focus:</b> [Strategic decision making and planning (SDM) Skills (S) Innovation (I) Exporting (E) Good work (GW)]	writing a first business plan (SDM), seeking investment (SDM), openness to external support (SDM) entrepreneurship skills (S) commercialisation of an idea (I) start-up models that make a positive social impact (GW), increasing the diversity of entrepreneurs (GW)	productivity plans (SDM), openness to external support (SDM), leadership & management (S), increased basic skills (S) digital technology adoption (I) exploring new markets (E), living wage (GW), mental health support (GW), encourage employee engagement (GW)	Scale up plans (SDM) openness to external support (SDM), seeking equity investment (SDM) leadership & management (S), high performing workplaces (S), engaging with research institutions (I), mission based innovation (I), reaching global markets (E), all elements of a good work standard (GW)
Transformation opportunity	Attracting increased levels of investment, transition to net zero	Tackling the long tail of low productivity, transition to net zero	Growing the presence of high productivity businesses and sectors, transition to net zero

**Diagram:** *Draft targeting objectives for Business Productivity and Resilience*

2.6 Individual outputs will be added to the plan for each action areas and the three target business groups once agreement has been reached on the headline priorities of the plan. However it will be important that across these there is a strong emphasis on approaches that will increase the levels of engagement from groups and communities that are currently less likely to reach out to business or entrepreneurship support.

2.7 The four transformational opportunities recognise that there are some broader structural changes to the regional economy that could provide a significant additional boost beyond the five individual business behaviours. These involve

actions to grow the region’s economy, through investment, attraction of new businesses, start-up enterprises and talented individuals. They also involve actions to work with existing businesses to improve the productivity and resilience of sectors that are more likely to be characterised by low productivity, but where employment may be high (such as health and care, retail, hospitality and leisure). The four transformational opportunities in the draft plan are:

1. Growing the presence of high productivity businesses and sectors
2. Tackling the Long Tail of low productivity
3. Attracting increased levels of investment (including on infrastructure)
4. Transition to a Net Zero Carbon Resilient Economy

2.8 The views of the panel are welcome on all elements of the draft plan. Once these have been considered, in order to progress to the next stage, it is proposed that an external consultation and engagement exercise begin, taking place between now and the next meeting of the Panel. Collated feedback would then be presented alongside any revision to the priorities. It is also proposed that a stakeholder workshop be held, similar to events for the Employment and Skills Plan, to discuss the draft priorities. Feedback from the Panel on this proposal is welcome.

2.9 It is proposed that the following timeline of activity be endorsed by BIG Panel:

<b>Actions</b>	<b>Timescale</b>
External consultation exercise	February – March 2021
Priorities workshop	TBC March 2021
BIG Panel endorses Plan	May 2021
Formal sign off by LEP and CA	June 2021

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

3.1 There are no immediate implications directly arising, however business behaviours play a key role in tackling the climate emergency, and are recognised within the draft outcomes of the plan.

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

4.1 There are no immediate implications directly arising from this report, however the business productivity and resilience plan is aligned to the inclusive growth framework, particularly on the draft outcomes of good work and improved living standards.

4.2 In further development of the plan and specific outputs, it is proposed that the Good Work Standard being developed as part of the Inclusive Growth Framework is embedded within the plan. This is being discussed in more detail under agenda item 11.

4.3 A focus on promoting productive and resilient businesses at all stages of the business lifecycle will provide opportunities to develop and prioritise

interventions that target increasing engagement and support for both established and potential entrepreneurs in under-represented groups and communities.

## **5 Financial Implications**

5.1 There are no immediate financial implications directly arising from this report.

## **6 Legal Implications**

6.1 There are no immediate legal implications directly arising from this report.

## **7 Staffing Implications**

7.1 There are no immediate staffing implications directly arising from this report.

## **8 External Consultees**

8.1 No external consultations have been undertaken specifically on this report.

## **9 Recommendations**

9.1 That the Panel provides feedback on the proposal and supports the timescales set out.

## **10 Background Documents**

10.1 None

## **11 Appendices**

11.1 None

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**Report to:** Business Innovation and Growth Panel

**Date:** 25 February 2021

**Subject:** **Inclusive Growth Framework**

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**Director:** Alan Reiss, Director of Strategy, Policy and Communications

**Author(s):** James Flanagan, Head of Public Sector Reform

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## 1. Purpose of this report

- 1.1 To seek the Panel's views in relation to the Inclusive Growth Framework, and to seek a nomination to undertake the role of the Panel's Inclusive Growth Champion.

## 2. Information

### Definition

- 2.1 Inclusive Growth, that is, enabling as many people as possible to contribute to, and benefit from, economic growth, is a key LEP and Combined Authority priority.

### Background

- 2.2 The Inclusive Growth Framework - shown at Appendix 1 - was endorsed by the LEP Board in January following its development by the Inclusive Growth and Public Policy Panel, involving discussion and engagement with public, private and third sector<sup>1</sup> stakeholders, and supported by an officers' group. Once endorsed by the Combined Authority, it will form part of the Strategic Economic Framework (SEF).

### Framework

- 2.3 The Framework includes the following key elements:
- **Environment/context** comprises driving more inclusive policies and programmes, including the range of regional strategies and plans encompassed in the SEF;

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<sup>1</sup> The third sector is also known as the voluntary, community and social enterprise, or VCSE, sector.

- **Asset Based Community Development (ABCD)** creating thriving and inclusive communities, as defined either by place, identity, or interest, and noting the partnership role of the VCSE sector in working with the public and private sectors in supporting our most disadvantaged communities, including during the response to the pandemic.
- **Goals** or themes, i.e.:
  - Wellbeing;
  - Connectivity and Accessibility;
  - Relevant and Transferable Skills; and
  - Good Work.
- **Mission/ambitions** for our:
  - Individuals and communities to become Socially Mobile;
  - Employers to provide everyone with Good Work; and
  - Region to deliver an Inclusive Economic Recovery.
- **Measurement:**
  - Assessing the overall ‘prize’ of inclusive growth is a significant issue. For example, OECD analysis<sup>2</sup> concludes that income inequality has a sizeable and statistically significant negative impact on growth. This means that a relatively modest increase in income equality (or ‘levelling up’), specifically of the lowest 40% of earners (eg through more employers paying at least the Real Living Wage), would deliver over 30 years a cumulative GDP gain of nearly 9%. In West Yorkshire, this would translate to an Inclusive Growth ‘dividend’ of almost £7bn. Additional benefits would also likely be accrued from reduced income inequality in terms of reduced benefits payments, and health and social care savings (‘fiscal spillovers’).
  - A Dashboard is included measuring delivery of the Framework. A more comprehensive set of indicators is included at Appendix 2, and incorporates views expressed by the LEP Board.

### Challenges

- 2.4 The OECD (Economic Outlook June 2020) has noted that the COVID-19 pandemic “... has triggered the most severe economic recession in nearly a century and is causing enormous damage to people’s health, jobs and well-being.”
- 2.5 In terms of some of the specific groups most affected, the Resolution Foundation (Low Pay Britain, September 2020) has identified that the lowest paid (especially young people and women) have borne the brunt of the crisis:

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<sup>2</sup> Trends in Income Inequality and its Impact on Economic Growth, OECD, 2014

- They are around twice as likely as higher-paid earners to have lost their job, been furloughed, or lost hours and pay because of the crisis.
  - They have faced greater health risks – they are a third less likely than higher-paid ones (44 per cent, compared to 83 per cent) to have been working from home at the peak of the first lockdown in May 2020.
- 2.6 There are specific inclusive growth challenges relating to the work of this Panel which the Framework is seeking to address, including around the Good Work agenda.
- 2.7 In order to promote Good Work, several challenges need to be addressed address including:
- There are significant employment gaps for disadvantaged groups. For example, the employment rate for people with disabilities is 55% and those without is 78% - a 23% gap. And the gap for ethnic minorities is 18 points compared with 11 points nationally.
  - People in under-represented groups are more likely to experience a pay gap and a fifth of jobs in West Yorkshire pay below the Living Wage.
  - There is evidence that firms do not invest enough in occupational health that mediates between employers and employees (Health Partnership Round Table workshop, October 2019) and which has a negative impact on days lost to sickness.
  - Few people in the region have access to flexible working arrangements. Where employers do not offer part-time opportunities, including those combined with higher skilled jobs, they are missing out on talented, qualified and motivated potential employees that can only work on a part-time basis.

### Opportunities

- 2.8 There is a correlation between more diversity (specifically gender and ethnicity) in the workforce and an opportunity for business to promote this - conversely there a productivity penalty for a workforce that is not diverse (McKinsey - Delivering through Diversity, 2018). The more diverse the workforce with different perspectives, the more innovation and better decision-making (because there is a lower risk of 'group think').
- 2.9 There is evidence of increased productivity through a healthier workforce, for example through improved occupational health, as well as encouraging physical activity at work, in-work training and job security. Physical activity programmes at work have been found to reduce absenteeism by up to 20% and physically active workers take 27% fewer sick days (Working for a Healthier Tomorrow, Independent report for DWP, 2008).

2.10 Civil society, i.e. the third sector which unlocks untapped community-based assets and capabilities, and brings local insights, connectivity and holds the trust of communities, eg by acting as community builders and connectors with the passion, energy, self-sufficiency to support our most disadvantaged individuals to:

- acquire relevant and transferable skills;
- regain and retain robust physical and mental wellbeing; and
- enter a pathway into Good Work, eg through paid employment within the third sector, volunteering, or building sustainable social enterprises.

#### Issues for discussion and next steps

2.11 The Panel is asked to consider the following questions:

- **To what extent are the Framework’s Goals and Ambitions considered relevant to the work of the Panel?**
- **Have the key Inclusive Growth challenges and opportunities relevant to the work of the Panel been correctly identified?**
- **Are the proposed Indicators, including those in Appendix 2, considered useful, and are others needed?** For example, would it be useful to monitor business birth and survival rates?
- **What actions does the Panel consider would contribute the most to (a) building on the region’s assets and opportunities and (b) addressing the region’s challenges and inequalities?** Much work has already been done across the Combined Authority and LEP to further inclusive business growth, eg business grants conditionality, the Digital Framework, and the Innovation Framework. What more could be done, including building on mainstream/ existing activity (eg specialist business support for start-up and growing social enterprises) and developing fresh approaches, eg support for, and investment in, the third sector and in social capital/infrastructure<sup>3</sup>? A pipeline of possible interventions is included at Appendix 3 as worked up logic models for consideration under each Inclusive Growth Goal, plus a number of cross-cutting interventions. This includes a proposal for a Good Work Standard for the region, which is considered in agenda item 11.

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<sup>3</sup> “What is missing in our current model is community power: the role of local people, acting together spontaneously or through enduring institutions, to design and deliver the kind of neighbourhood they want to be part of. The economic and social model we need for the future has community power, and the civil society that enables it, at its heart. This is the way to level up the country - to make great places ‘from within’ rather than by outside interventions.”, Report for Government by Danny Kruger MP, September 2020.



2.12 To fully achieve its overall ambitions, the Framework will need to influence and inform the ongoing work of the other Panels beyond the Inclusive Growth Panel, including within the Business Innovation and Growth Panel. The Inclusive Growth Panel has therefore proposed the nomination of an Inclusive Growth Champion in each Panel. It is therefore requested that the Panel identifies a nominee to undertake this role.

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

3.1 It is anticipated that the Framework will directly influence and shape an inclusive approach to delivering a net zero economy.

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

4.1 The report focuses on securing the Panel's support for the implementation of the region's Inclusive Growth Framework and nominating an Inclusive Growth Champion to promote inclusive growth within the work of the Panel.

### **5. Financial Implications**

5.1 None directly as a result of this report.

### **6. Legal Implications**

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

### **7. Staffing Implications**

7.1 None as a direct result of this report.

### **8. External Consultees**

8.1 None as a direct result of this report.

### **9. Recommendations**

9.1 The Panel is requested to:

- Discuss the questions outlined at 2.11.
- Nominate a Panel member to undertake the role of Inclusive Growth Champion as set out at 2.12.

### **10. Background Documents**

10.1 None.

## **11. Appendices**

11.1 Appendix 1 - Inclusive Growth Framework

11.2 Appendix 2 - Working draft Indicator Set

11.3 Appendix 3 - Indicative Inclusive Growth Programme

# Appendix 1

## Leeds City Region

### Draft Inclusive Growth Framework

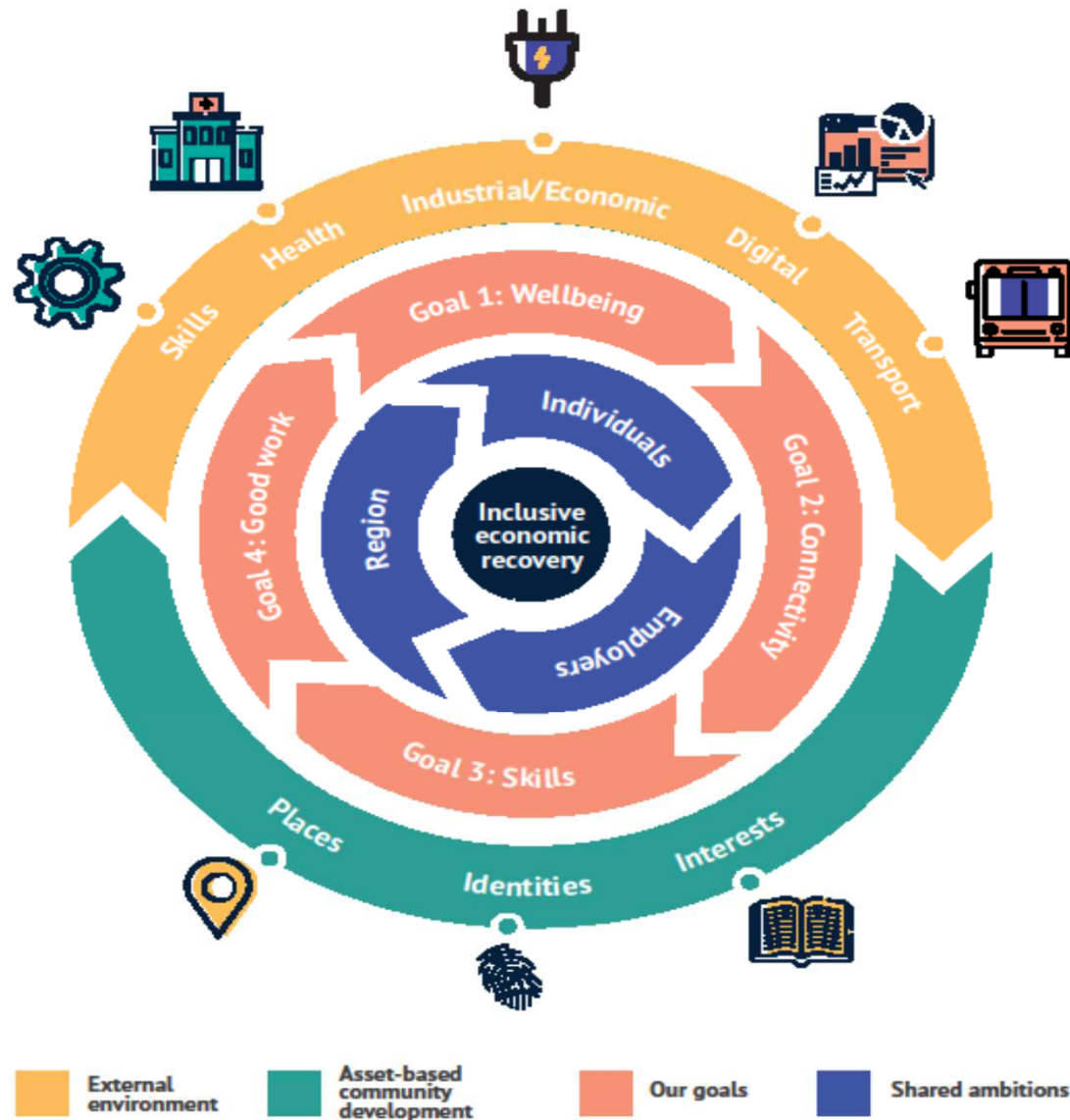
# Definition

The widely recognised RSA definition of inclusive growth is applied throughout:

- *Enabling as many people as possible **to contribute to, and benefit from,** economic growth.*
- This definition of inclusive growth embeds the following key perspectives:
  - of individuals that face barriers to securing good work, including those with protected characteristics (see below); and
  - of our communities facing deprivation, inequality, and exclusion, as defined by *either **specific places***, or groups through their **shared interests**, or **collective identities**.

Protected Characteristics are defined as: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief and sex.

# Leeds City Region framework for an inclusive economic recovery



# An inclusive External environment

***A framework which directly shapes and influences national, regional, and local context and policies and funding programmes*** – covering e.g.:

- Industrial/economic policy such as a WY Economic Recovery Plan which supports the third sector, including social enterprise, to deliver an inclusive economic recovery
- Ambitions for a net zero WY economy and related good work opportunities which will be created
- Healthcare strategies and systems as drivers and enablers of an inclusive economy
- Skills and employment policy providing our most excluded communities with relevant and transferable skills
- Digital eg the LCR Digital Framework addressing digital exclusion as a barrier to accessing good work and skills
- All feeding into and supporting...

# Asset Based Community Development (ABCD)

- **Thriving and inclusive Communities** - as defined either by:
  - **Place** - with a focus on our most disadvantaged communities;
  - **Identity** - such as BAME or faith groups; or
  - **Collective interests** - such as regeneration, sport, learning etc.
- **Third Sector Organisations (TSOs)** and public sector organisations located on the ground are pivotal to:
  - Empowering and enabling communities to understand, connect and utilise their innate skills, gifts, and knowledge of local people, indoor and outdoor physical spaces/assets, and local networks and relationships to deliver social change and improvements.
  - The often hidden value of TSOs was recently seen in their flexible, enabling and rapid response to the first Lockdown
  - Trusted delivery arm of key sectors eg Local Authorities and Healthcare

# Inclusive Growth Goals

To deliver inclusive growth, and eliminate inequalities, the external environment of policies and thriving communities must be focussed around delivering the following, broadly sequential, Strategic Goals:

- **Wellbeing** - where an individual faces multiple barriers such as poverty, poor health and inequality, their journey to good work starts with foundational steps such as building confidence and trust as a route to robust physical and mental health.
- **Connectivity and Accessibility** – building on personal wellbeing, an individual currently not in work, eg recently made unemployed, may face barriers in accessing employment or learning/retraining opportunities through a lack of reliable and affordable public transport and digital exclusion.
- **Transferable and Relevant Skills** - where the individual is closer to the labour market (eg because they have good physical and mental health and connectivity to opportunities) or is in work and looking to progress in their career, the journey may then focus on developing and acquiring specific skills, eg foundational digital skills.
- **Good Work** - the healthy, connected, and skilled individual enters sustainable high-quality employment that enables career progression and increases income levels as well as providing a fair and inclusive working environment. This in turn further promotes wellbeing and good health outcomes, creating a virtuous cycle.



# Mission/ambitions

- ***Our Individuals and communities become Socially Mobile*** because they are inspired, confident, and engaged
- ***Our Employers provide Good Work*** because they: value and benefit from diversity (at all levels); actively promote employee welfare; and invest in their workforce.
- ***The region delivers an Inclusive Economic Recovery, for both regional and national benefit*** because delivery of our IG Goals (Wellbeing, Connectivity, Skills and Good Work for all) ensures that economic and social disparities are not just reduced, but eliminated.

# Performance Measurement - Issues

- Better understanding needed of the value of our communities' Assets (“what’s strong not what’s wrong”), eg value of volunteer time, and overall contribution of the third sector in WY.
- Measuring progress against our IG Goals – a draft dashboard of Indicators has informed both the WY ERP and SEF monitoring framework (see Appendix 2).
- Each proposed indicator is (as far as possible) WY level and needs be developed further to compare (a) the most and least deprived areas and (b) protected characteristics with the general population.
- Over time, indicators also need to become more asset (vs deficit) focused.
- Evaluating project and programme level impacts and effectiveness is a challenge – to understand specific contributions to IG – ie the overall ‘prize’ in economic terms. Early assessments suggest a modest reduction in income inequality would deliver a significant GDP uplift over a period of time.

# Working Draft IG Dashboard

## Dashboard of Possible LCR Inclusive Growth Indicators

### Goal 1: Wellbeing

1. Years of Healthy Life
2. Personal wellbeing
3. Early years development
4. Number of days lost to sickness
5. Number of households in fuel poverty
6. Physical activity levels (>30 minutes per week)

### Goal 3: Transferable & Relevant Skills

1. Working age population without any qualifications
2. Economic activity rate
3. NEET rate
4. Social mobility - Attainment at KS4 by FSM eligibility and access to HE by social status
5. Employers engaging with schools

### Goal 2: Connectivity & Accessibility

1. Hard to fill vacancies
2. Proportion of jobs accessible by bus within 30 minutes
3. Access to internet and ICT (basic digital skills, broadband coverage)
4. Air quality (poor air quality indicates low active travel/ public transport use/ high car usage)
5. Number of households in transport poverty

### Goal 4: Good Work

1. % Employees in Good Work
2. Pay ratios (CEO/director to median employee)
3. Pay gaps (gender, etc)
4. Workforce diversity (at all levels)
5. % employers providing flexible working – eg incidence of home-based working

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# Appendix 2

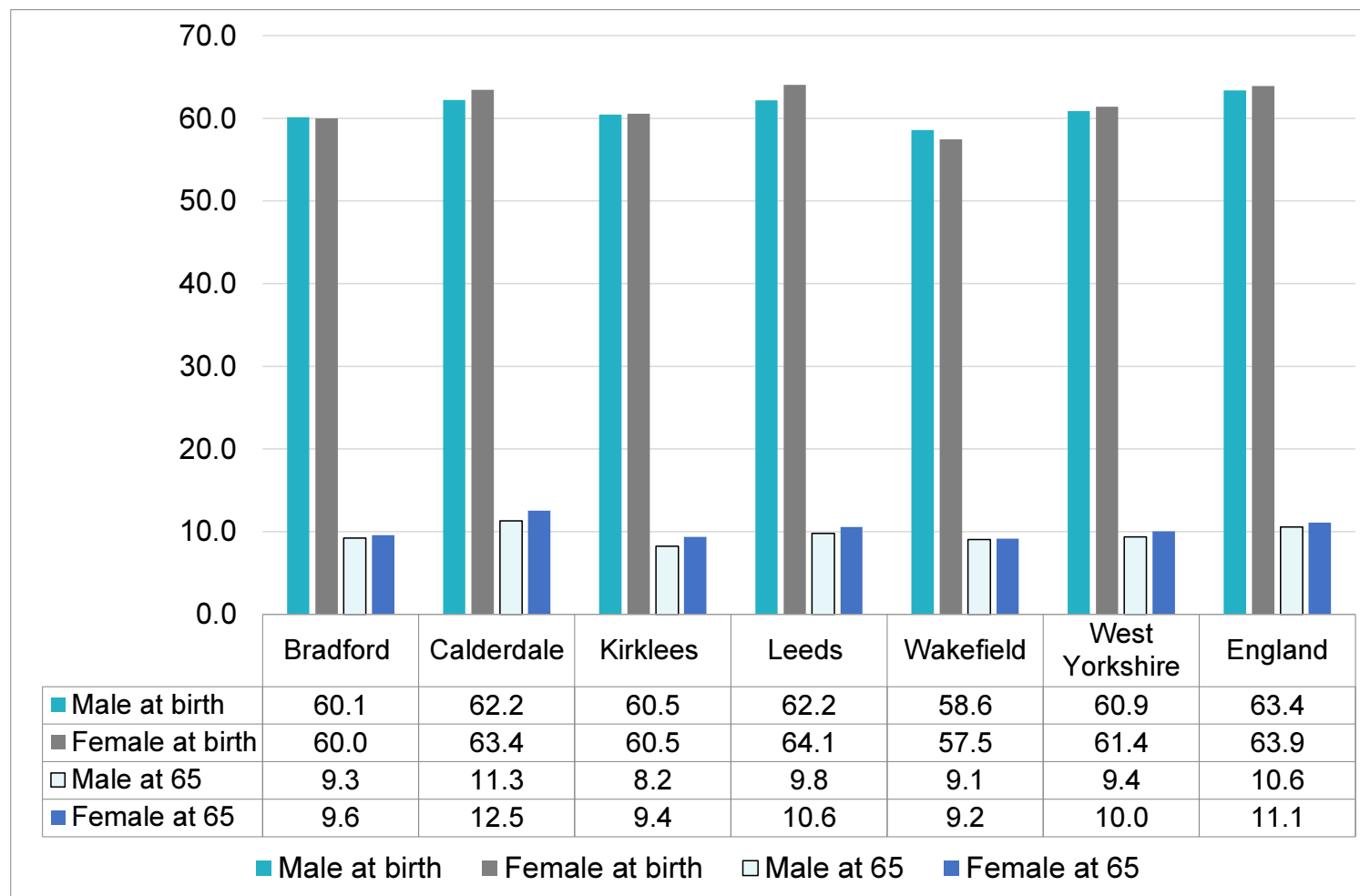
## Inclusive Growth Framework

**Working Draft Indicators Tracking**

# Goal 1 - Wellbeing

# West Yorkshire underperforms national average on healthy life expectancy

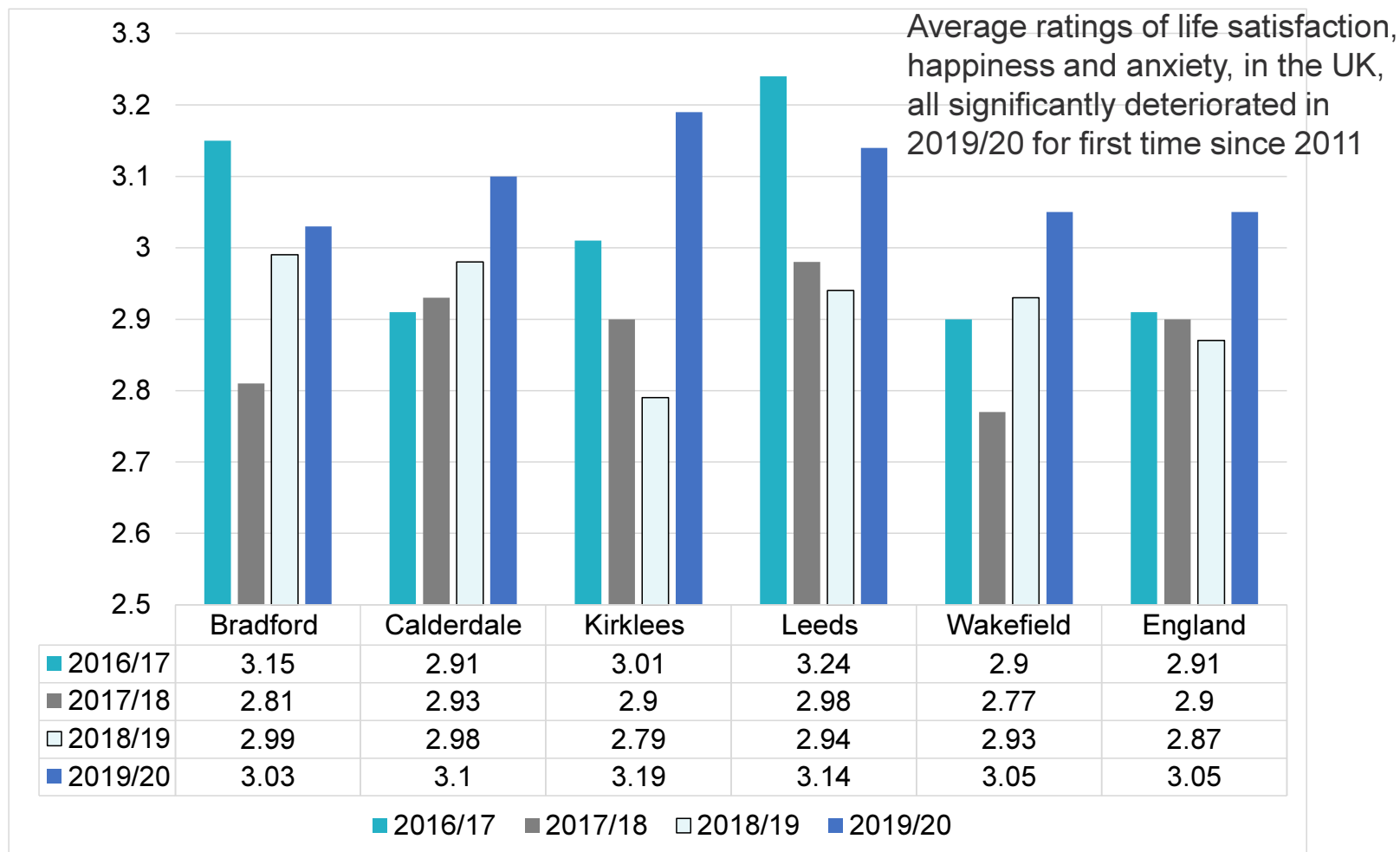
Figure: Healthy life expectancy at birth and at age 65 by gender



81

# Average ratings of anxiety increased across England and West Yorkshire in latest data

Figure: Average personal well-being ratings (out of 10) - Anxiety



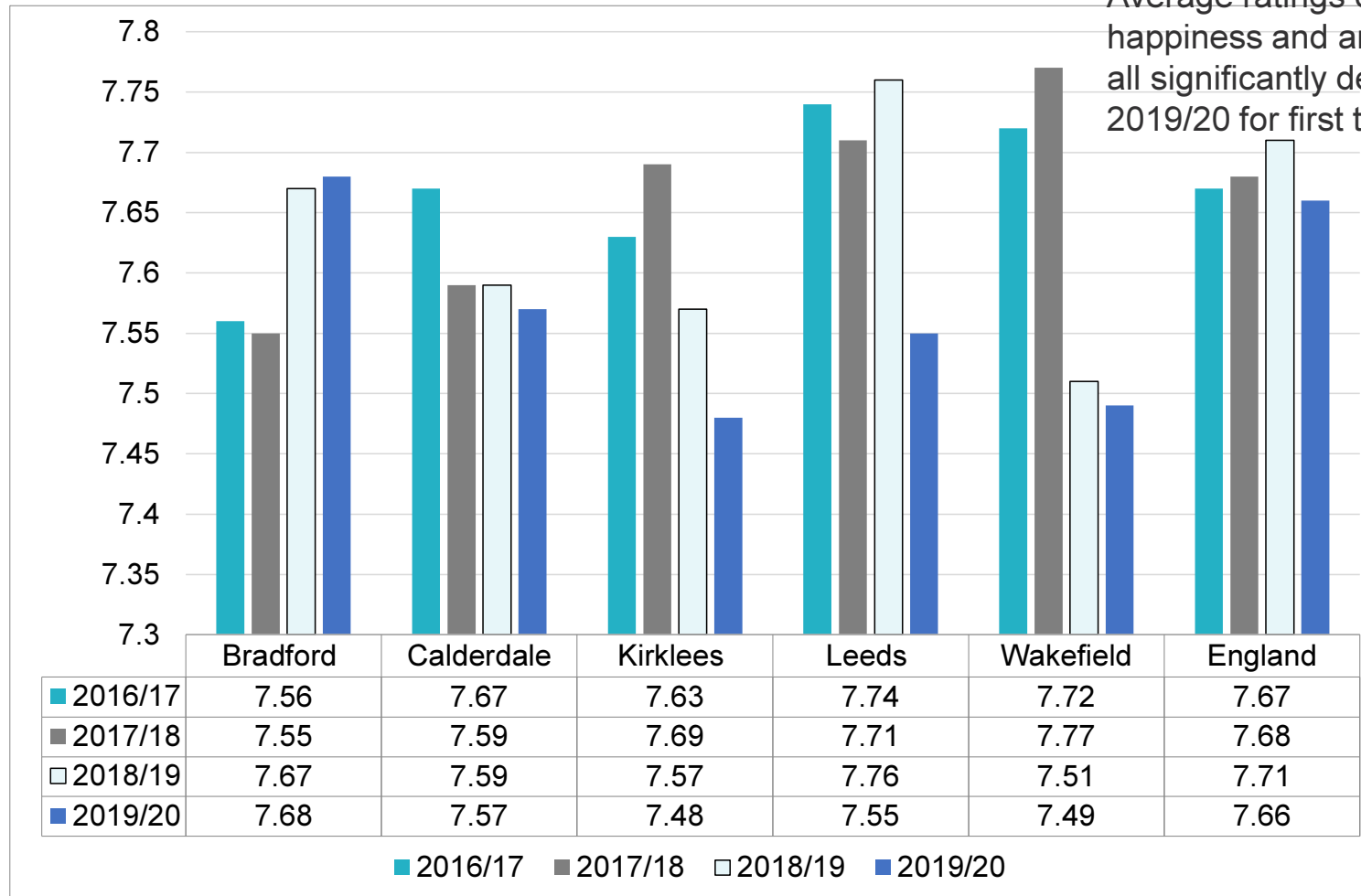
82



# Average ratings of Life Satisfaction fell in latest data

**Figure: Average personal well-being ratings (out of 10) – Life Satisfaction**

Average ratings of life satisfaction, happiness and anxiety, in the UK, all significantly deteriorated in 2019/20 for first time since 2011

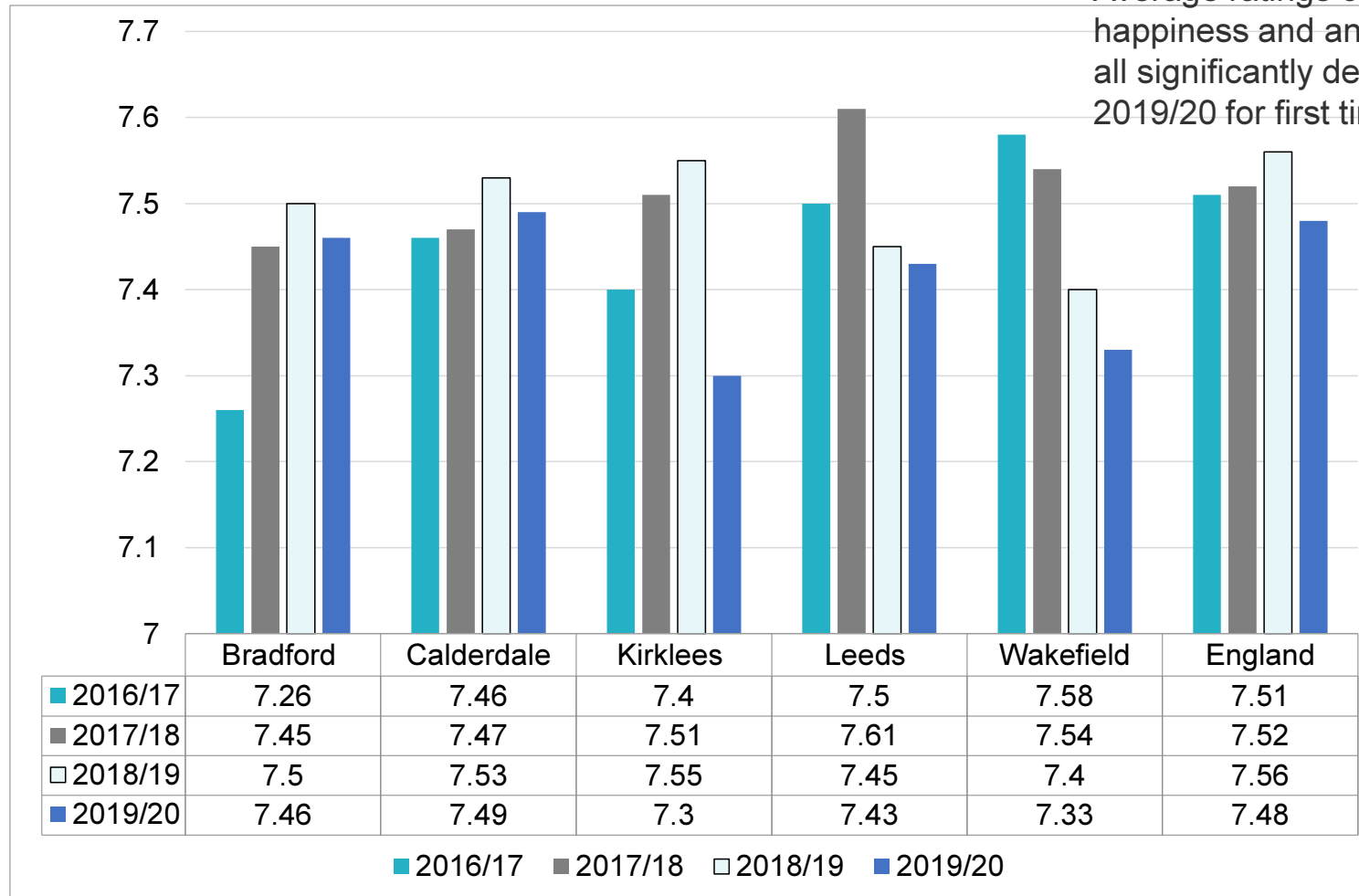


83

# Average ratings of Happiness fell in latest data

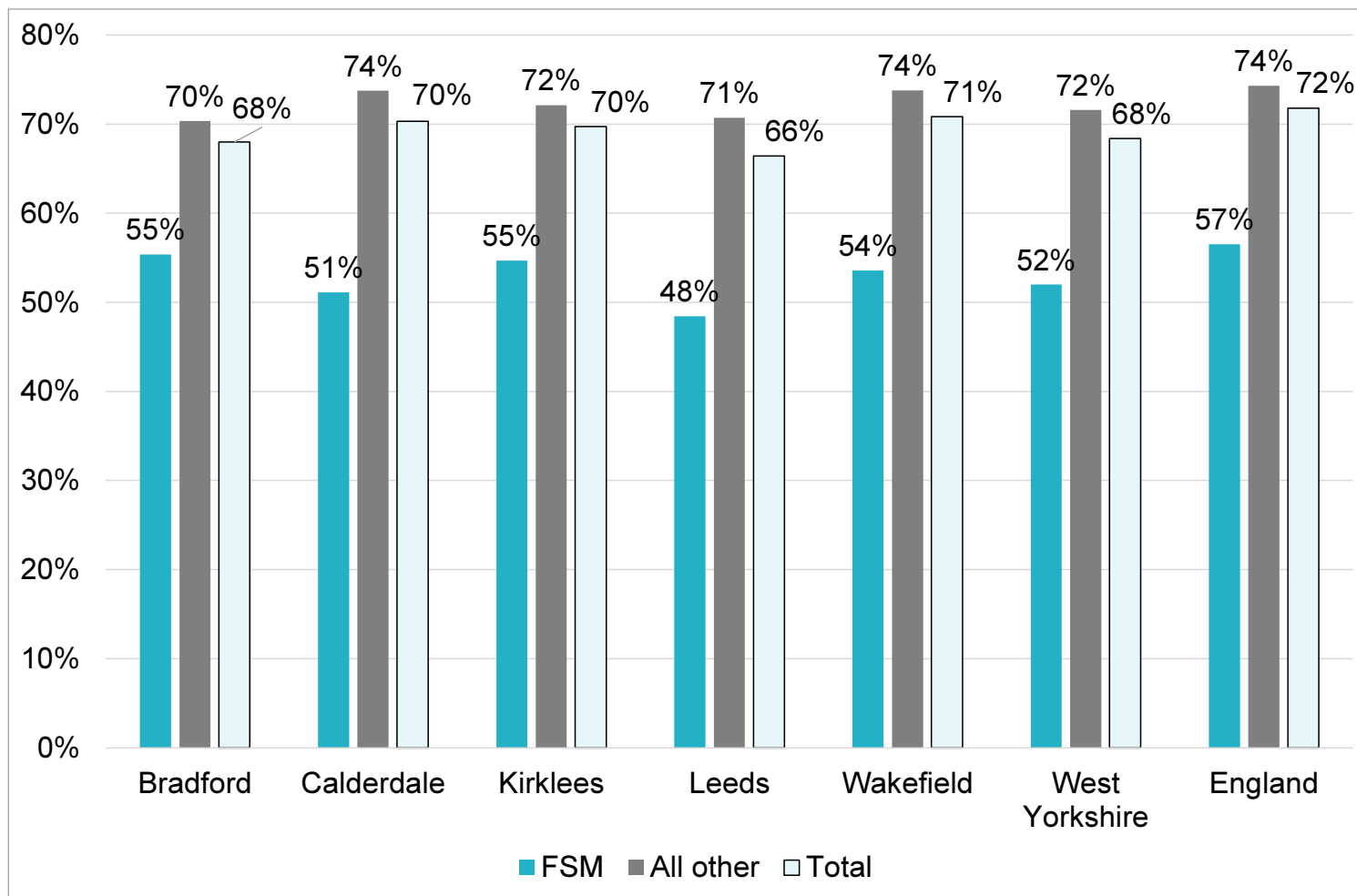
Figure: Average personal well-being ratings (out of 10) – Happiness

Average ratings of life satisfaction, happiness and anxiety, in the UK, all significantly deteriorated in 2019/20 for first time since 2011



# 20-point gap between FSM and other Early Years pupils in terms of % achieving a good level of development

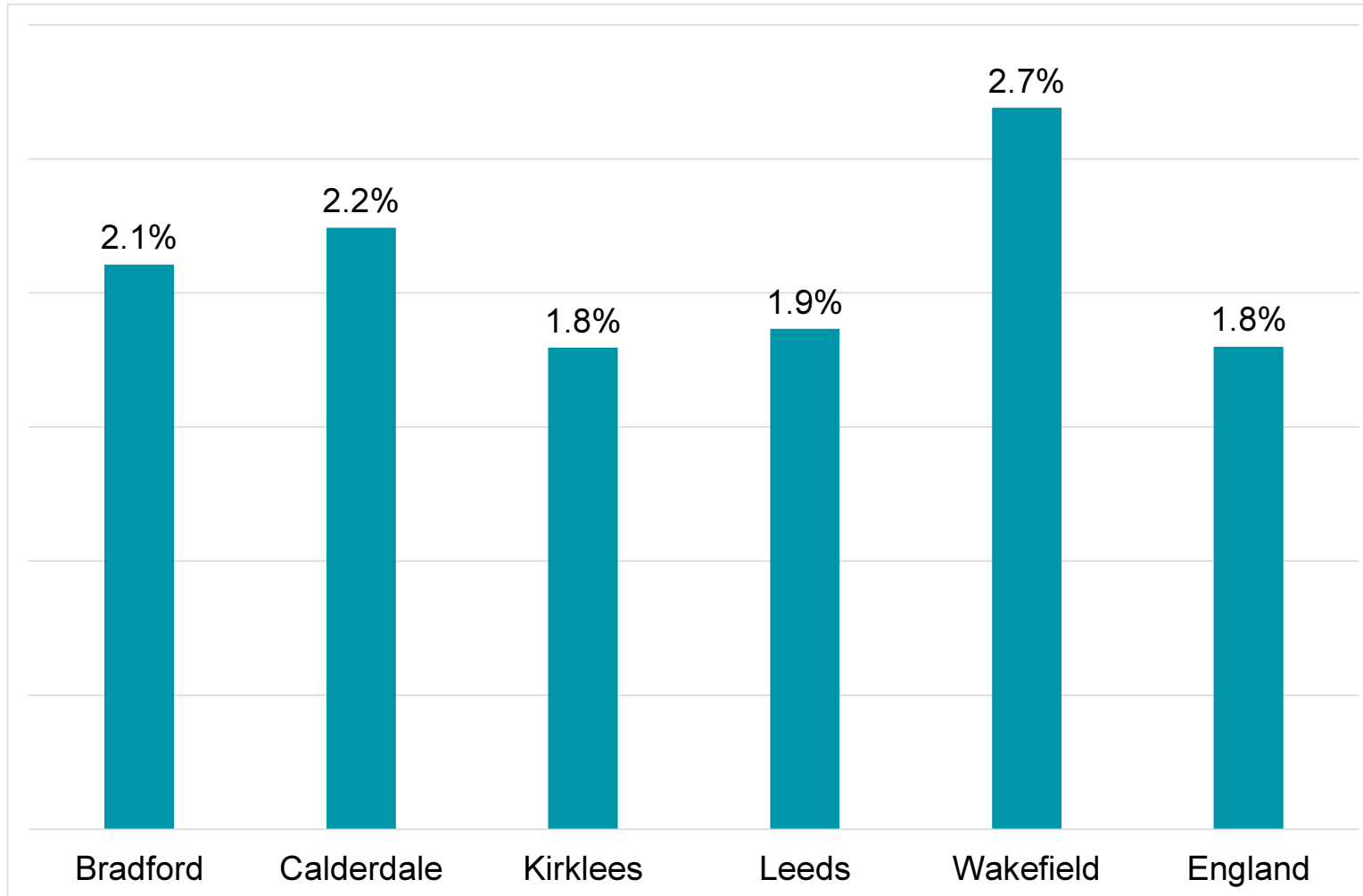
Figure: Early years foundation stage profile: % achieving a good level of development



85

# Sickness absence levels are broadly similar to national average

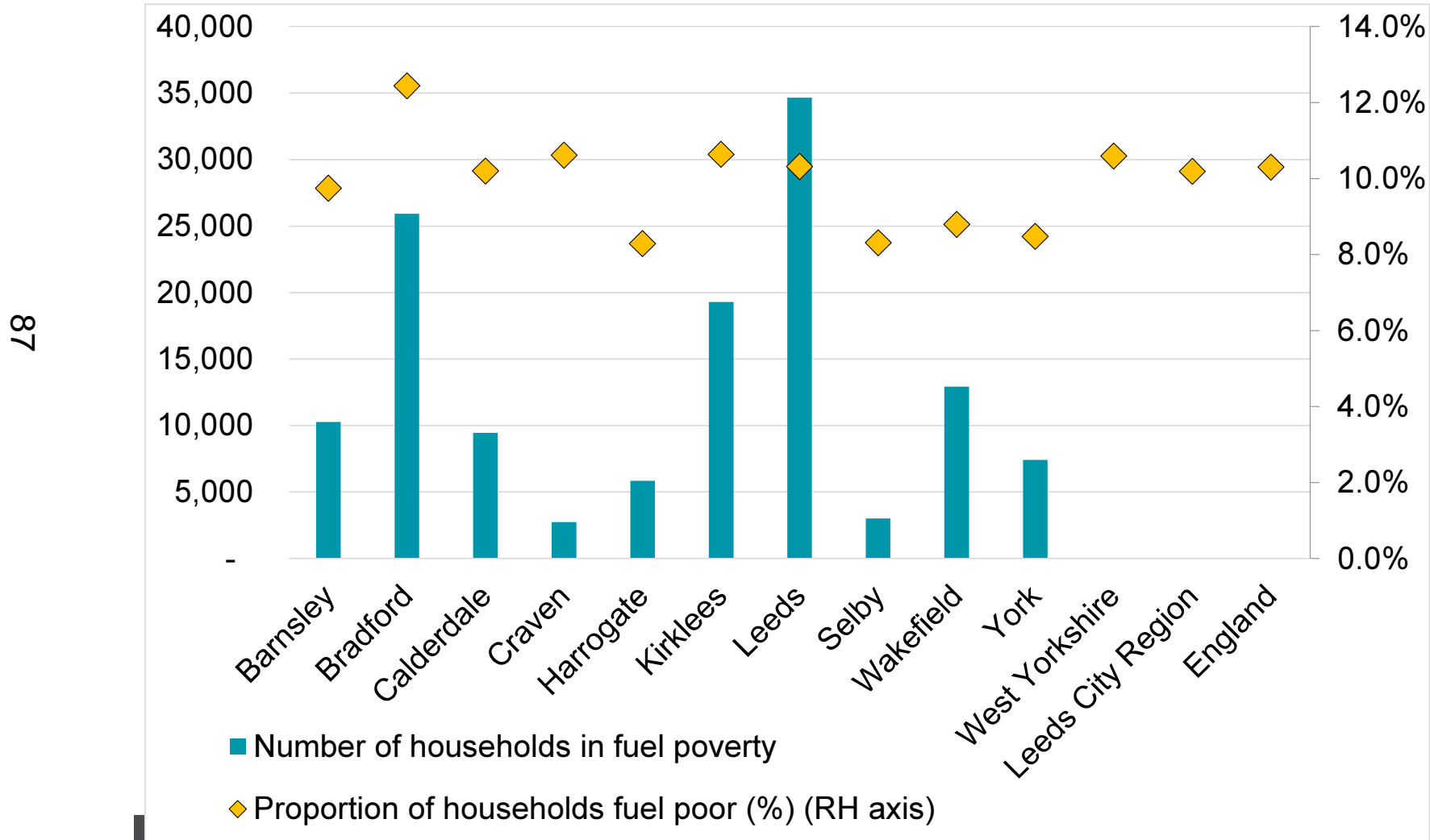
Figure: Sickness absence rate by local authority, 2018



98

# 10% of households in the City Region are in fuel poverty

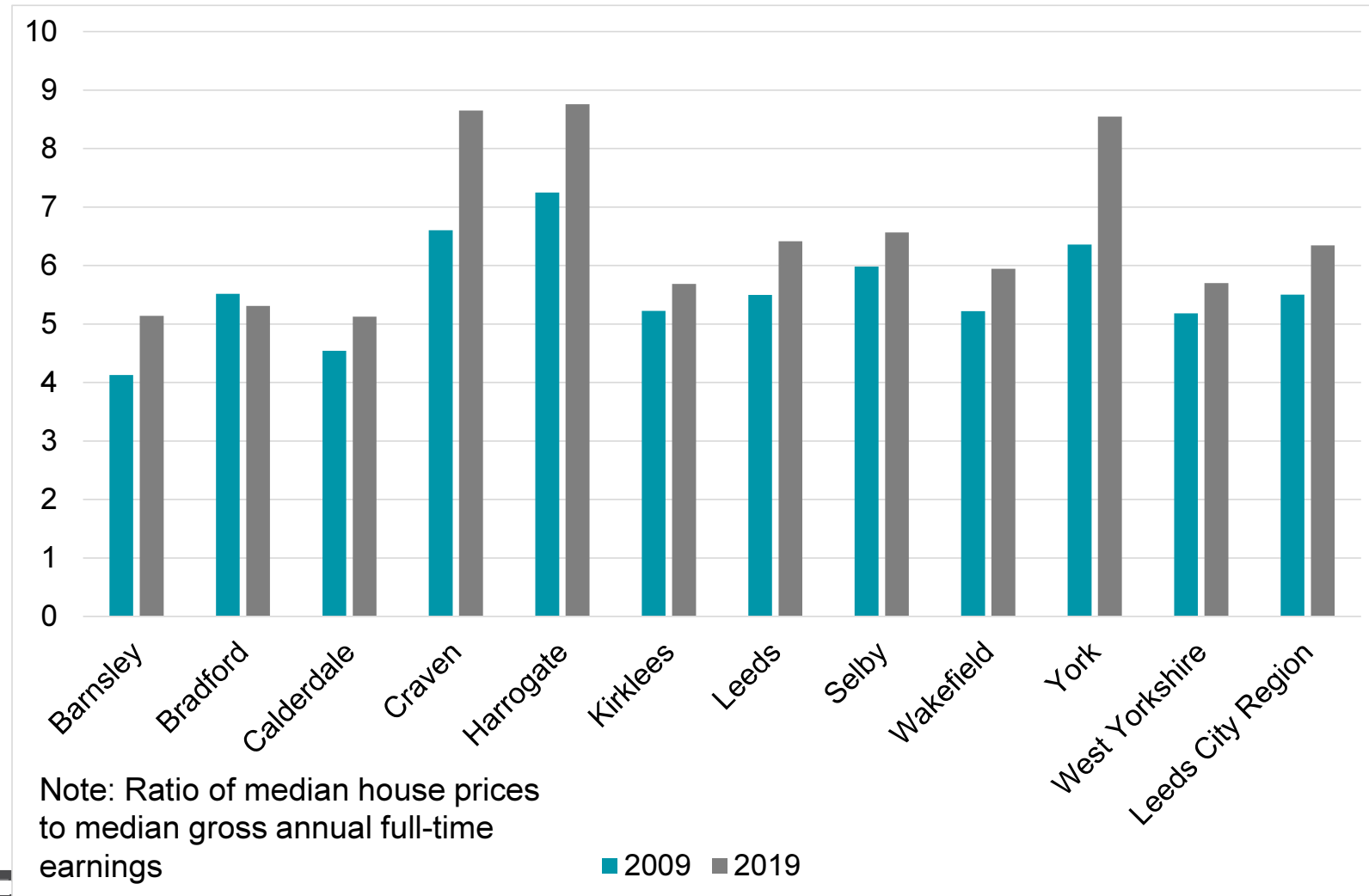
Figure: Number and % of households in fuel poverty, 2018



87

# Housing affordability is a growing challenge in some parts of the City Region

Figure: Housing affordability ratio by district, 2019



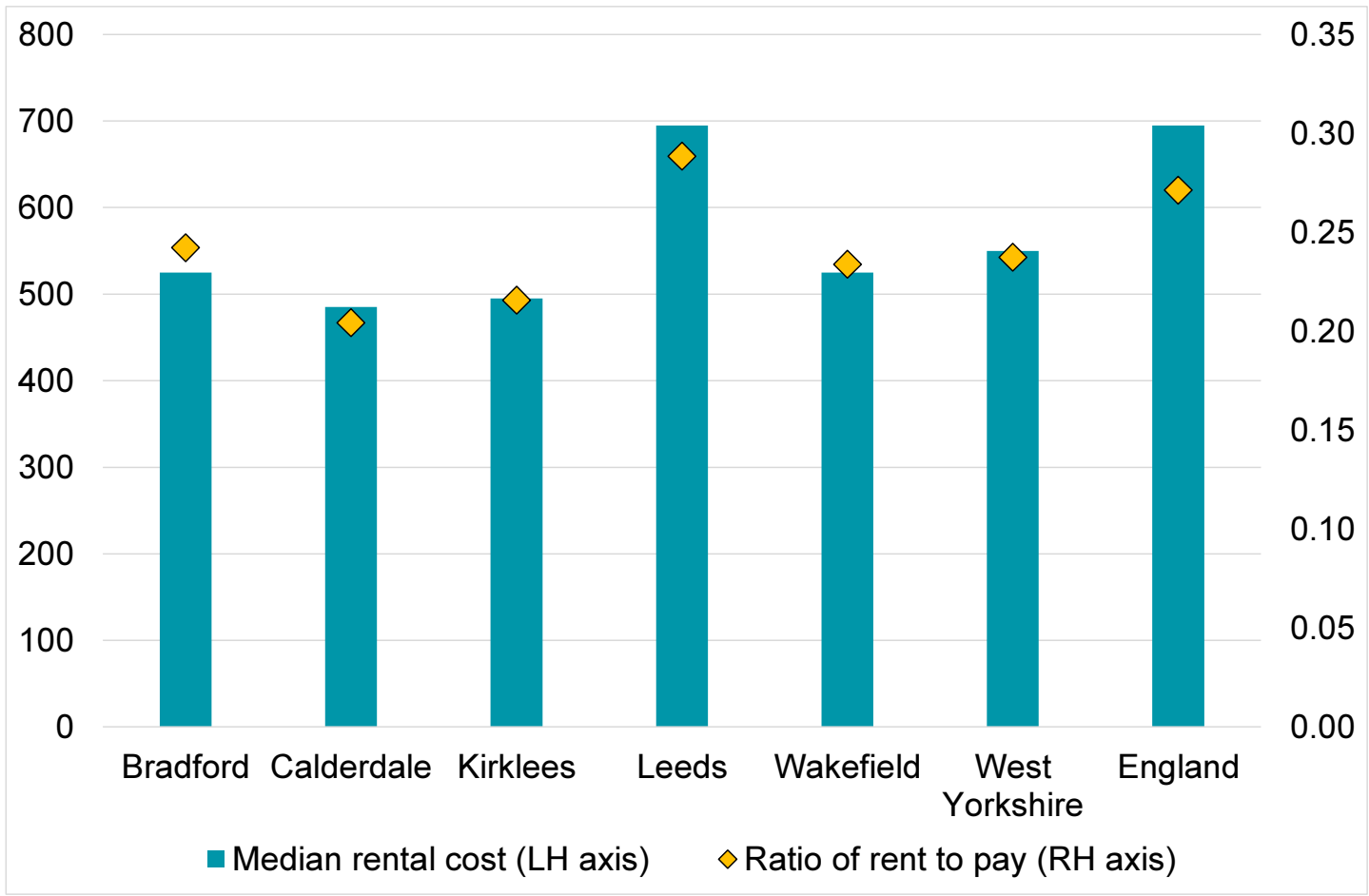
Note: Ratio of median house prices to median gross annual full-time earnings

■ 2009 ■ 2019

88

# Rental costs are high relative to pay in Leeds

Figure: 'Two Bedrooms' monthly rents recorded between 1 April 2019 to 31 March 2020



68

Note: Ratio = 2 bedroom monthly rents versus gross median monthly pay

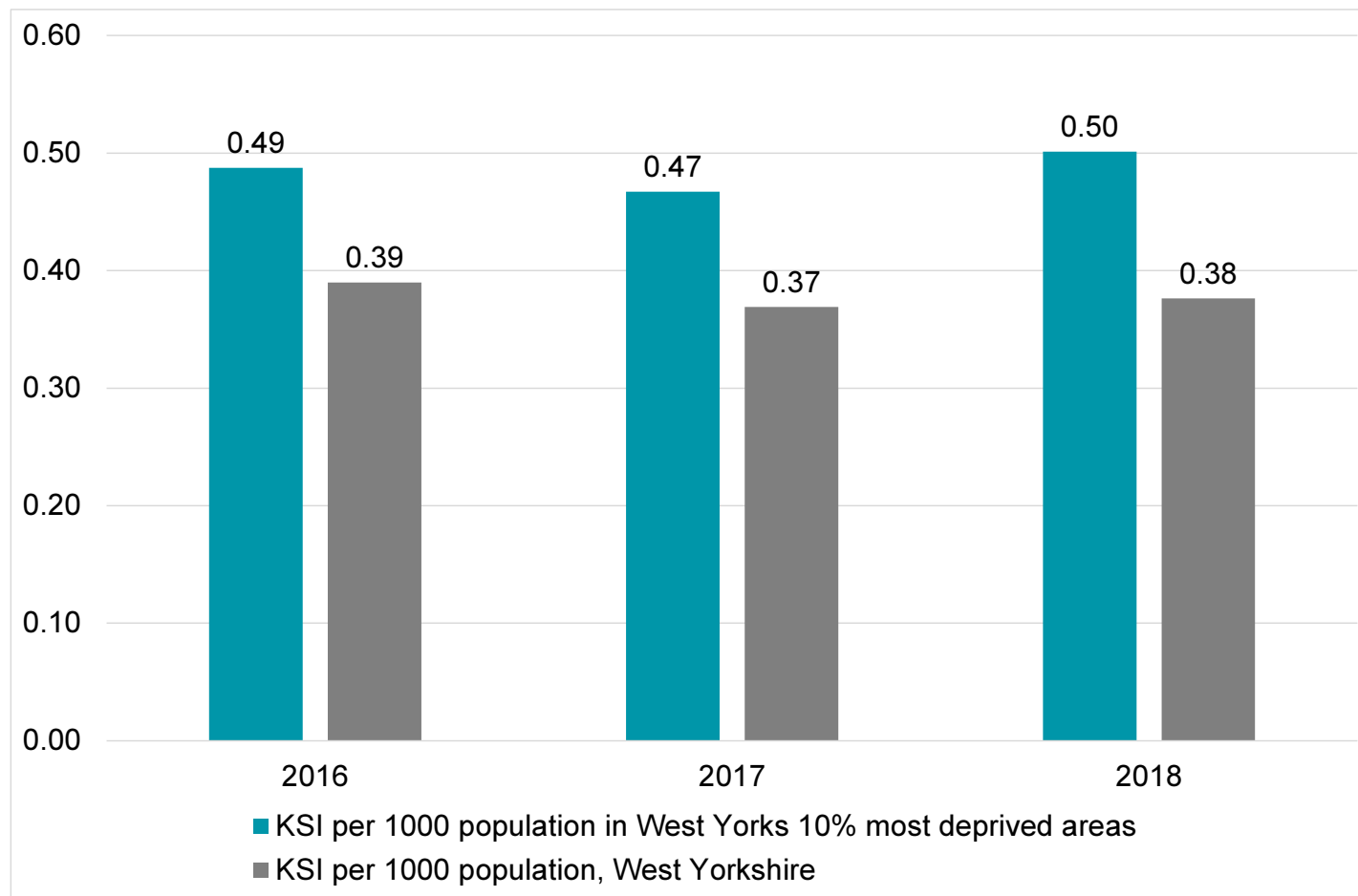
Source: Private Rental Market Statistics, Annual Survey of Hours and Earnings, Office for National Statistics

# Goal 2 – Connectivity & Accessibility



# Residents of deprived areas are at greater risk of death or serious injury as a result of road traffic accidents

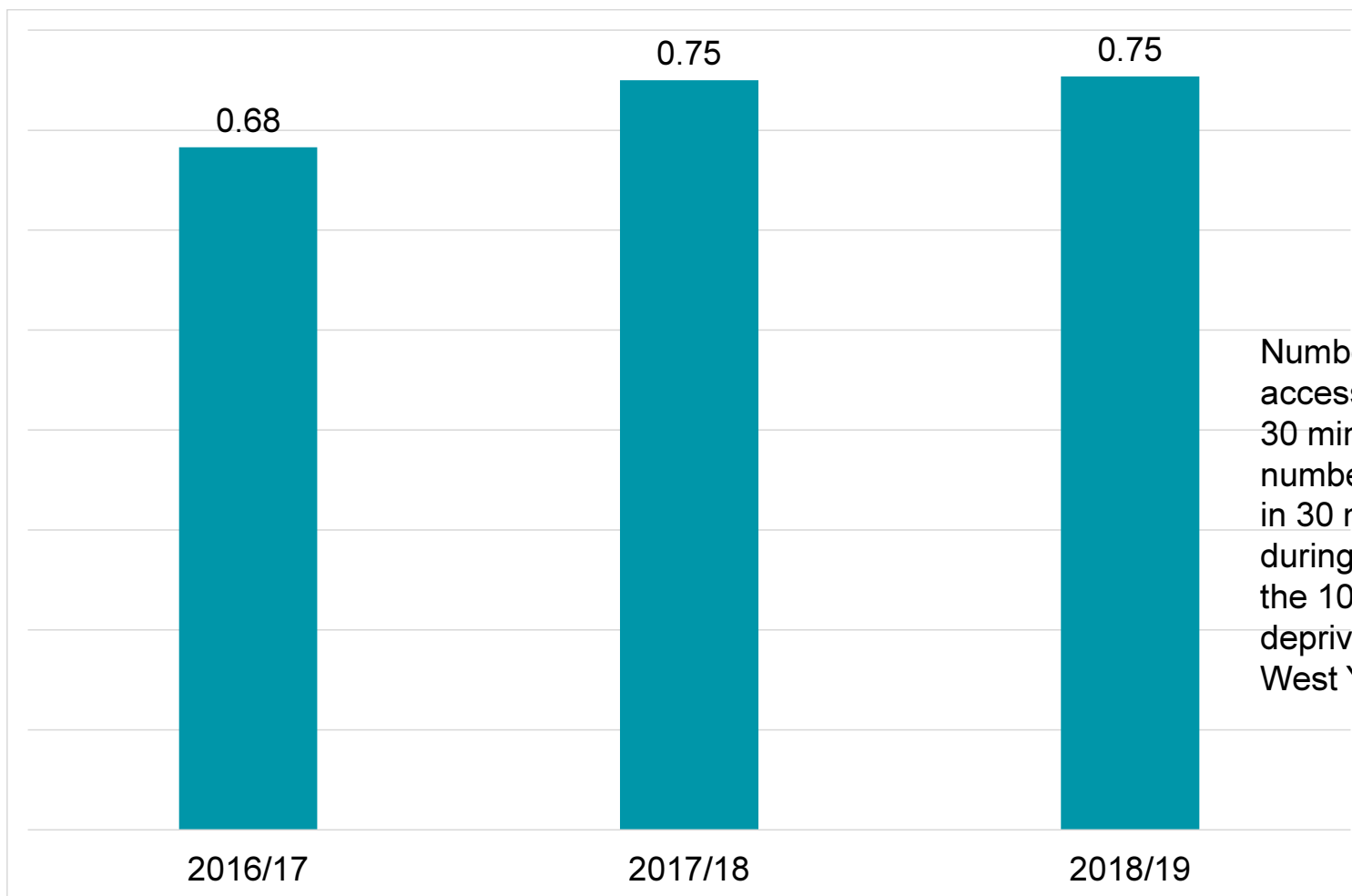
Figure Ratio of annual KSI road casualties and total resident population



91

# 75% of jobs accessible by car from deprived areas are accessible by bus within 30 mins

Figure: Access inequality ratio (employment), West Yorks

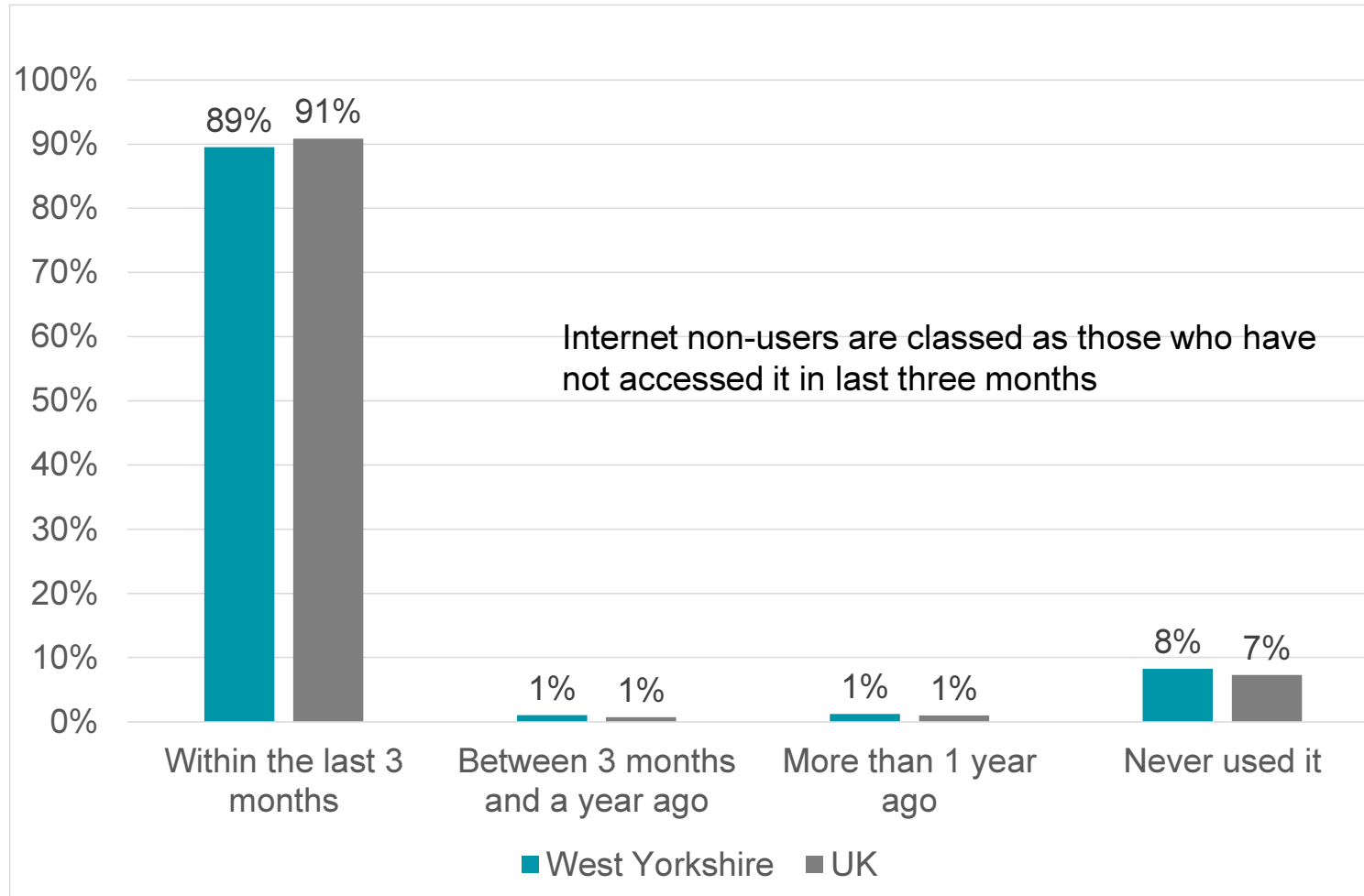


Number of jobs accessible within 30 mins by bus vs number accessible in 30 mins by car, during am peak, for the 10% most deprived areas in West Yorks

92

# 11% of adults do not use the internet

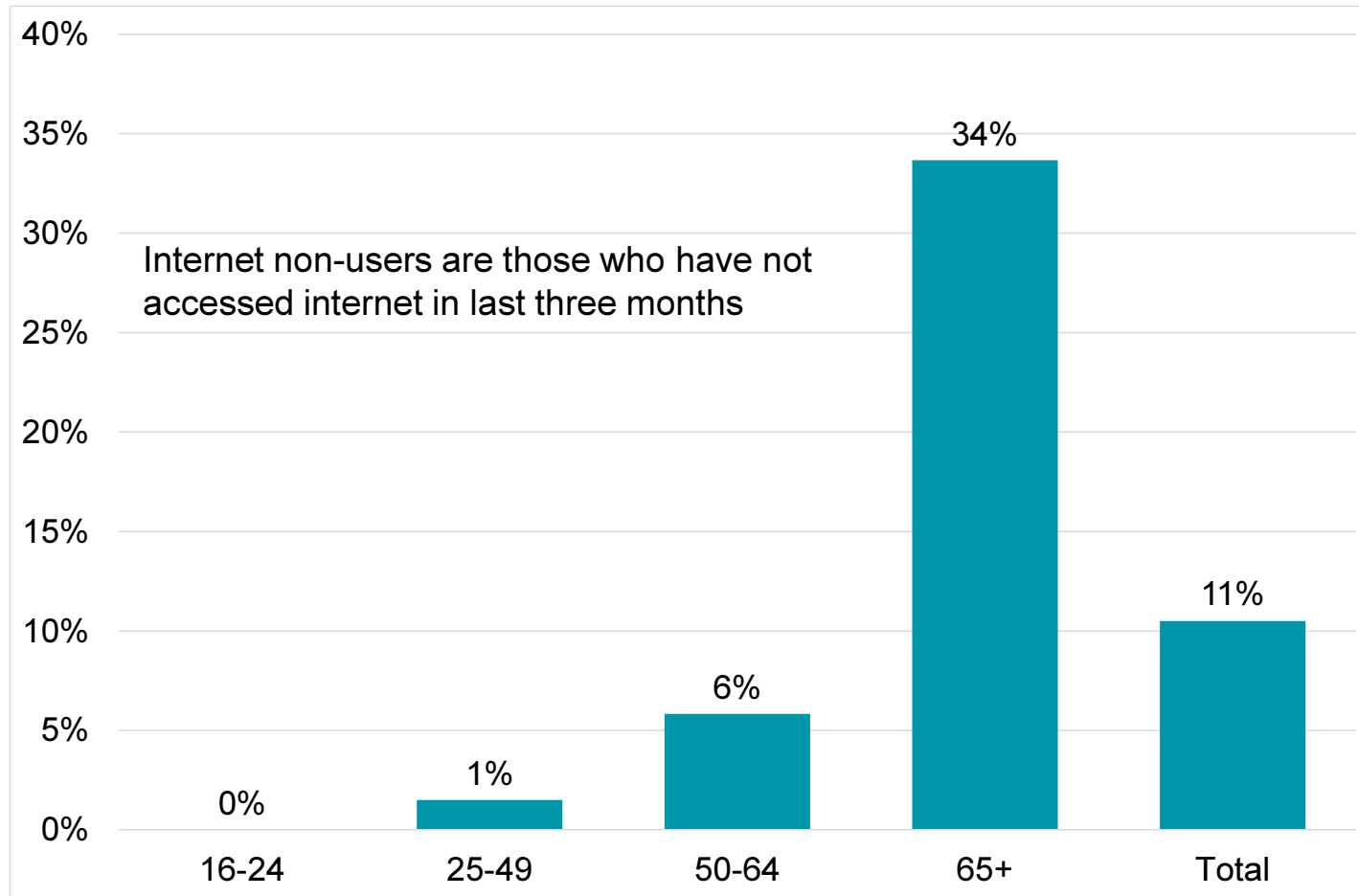
Figure: Period within which last used internet



93

# One third of people over 65+ are internet non-users

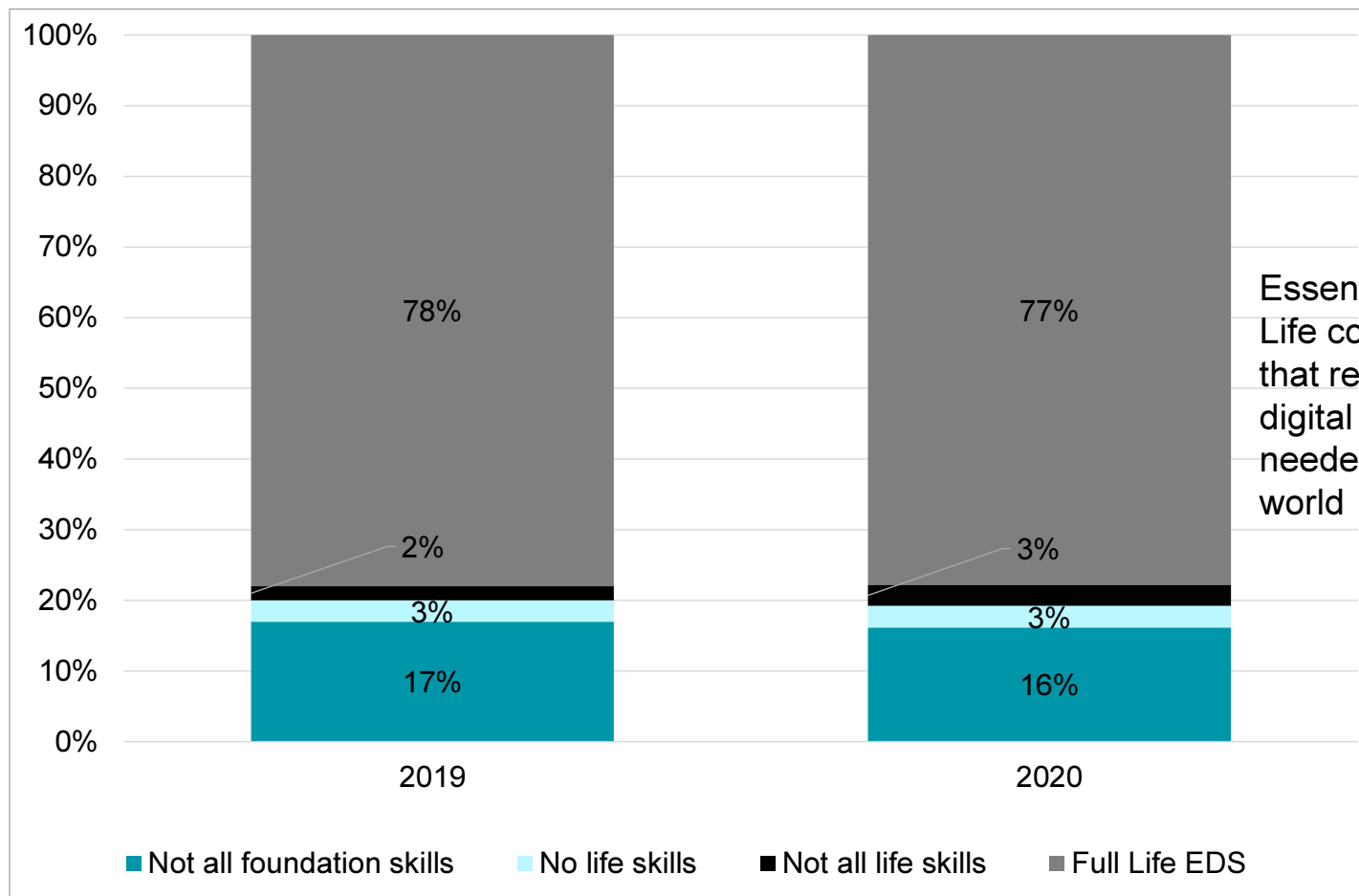
Figure: Proportion of population who are internet non-users by age band, West Yorkshire



94

# 23% of adults in Yorkshire lack the full range of Essential Digital Skills for Life

**Figure: Proportion of people aged 15+ and their level of EDS for Life, Yorkshire and the Humber**

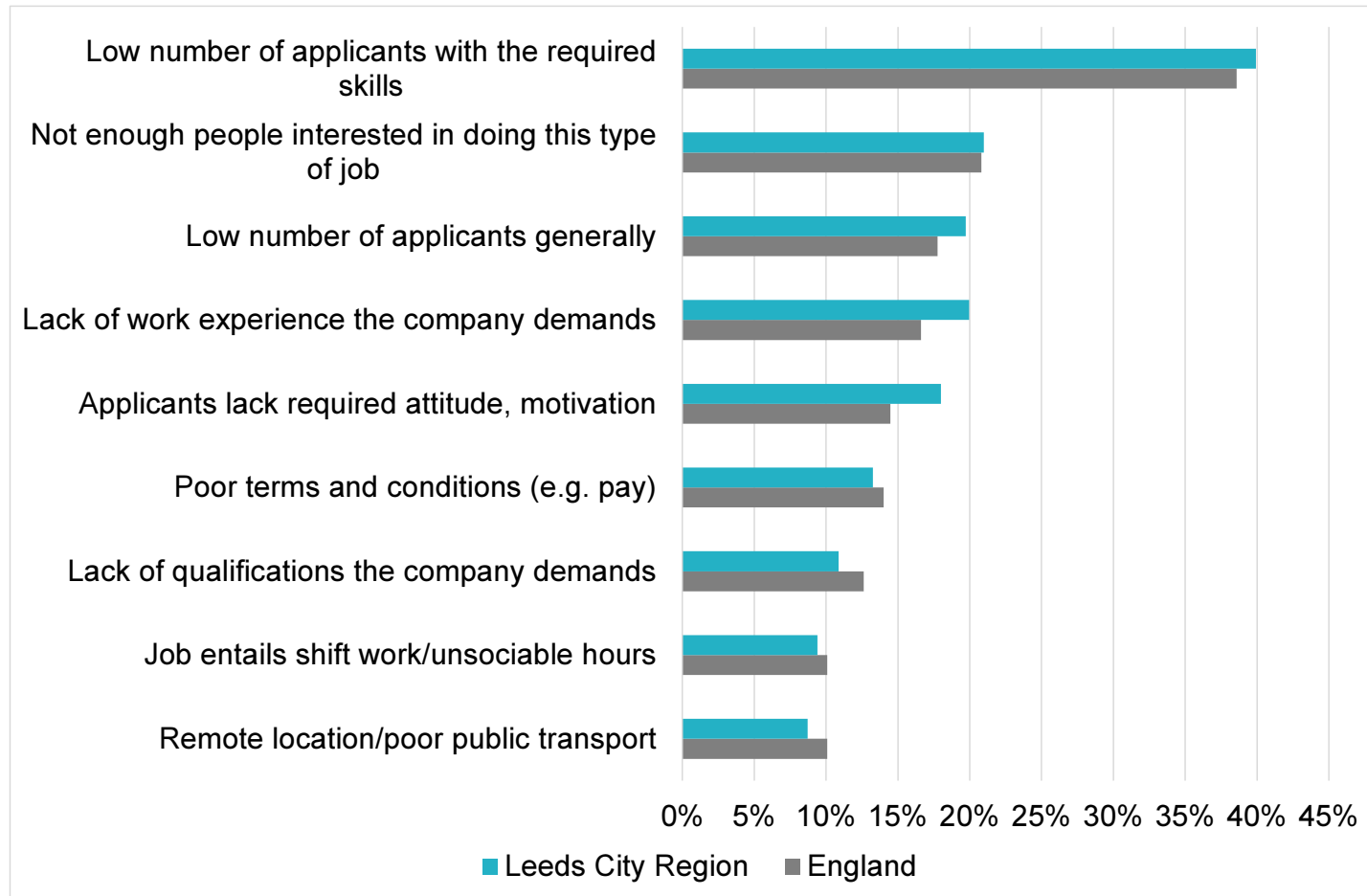


Essential Digital Skills for Life comprise 5 skill areas that represent the level of digital literacy and capability needed for today's digital world

95

# 1-in-10 employers with hard-to-fill vacancies say location / access via public transport are a cause

**Figure: Proportion of employers citing each of following as cause for hard-to-fill vacancies**

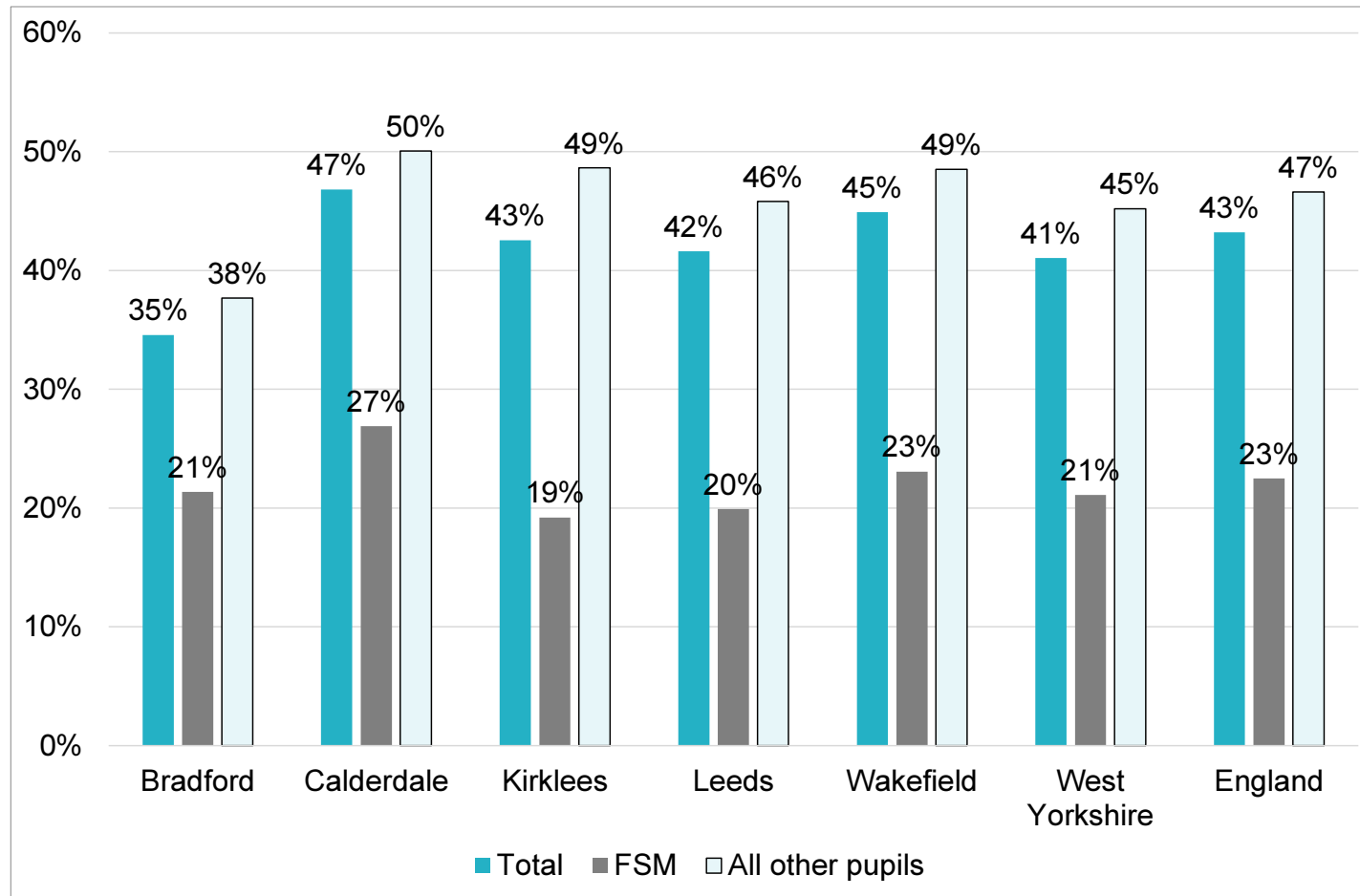


96

## Goal 3 – Transferable and Relevant Skills

# Free school meal pupils underperform at KS4

Figure: % of pupils achieving 9-5 in English and Maths GCSEs by free school meal status

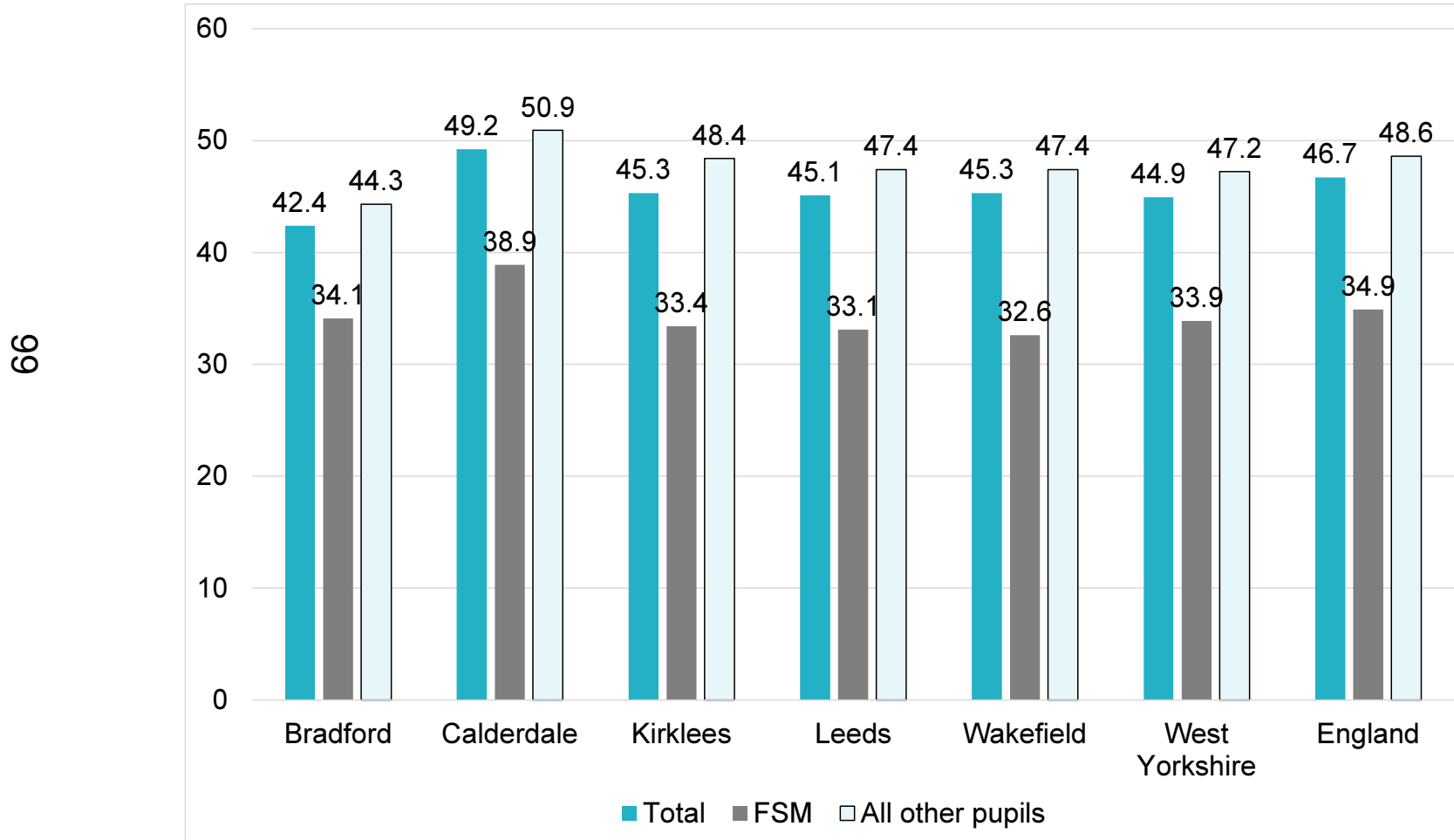


86



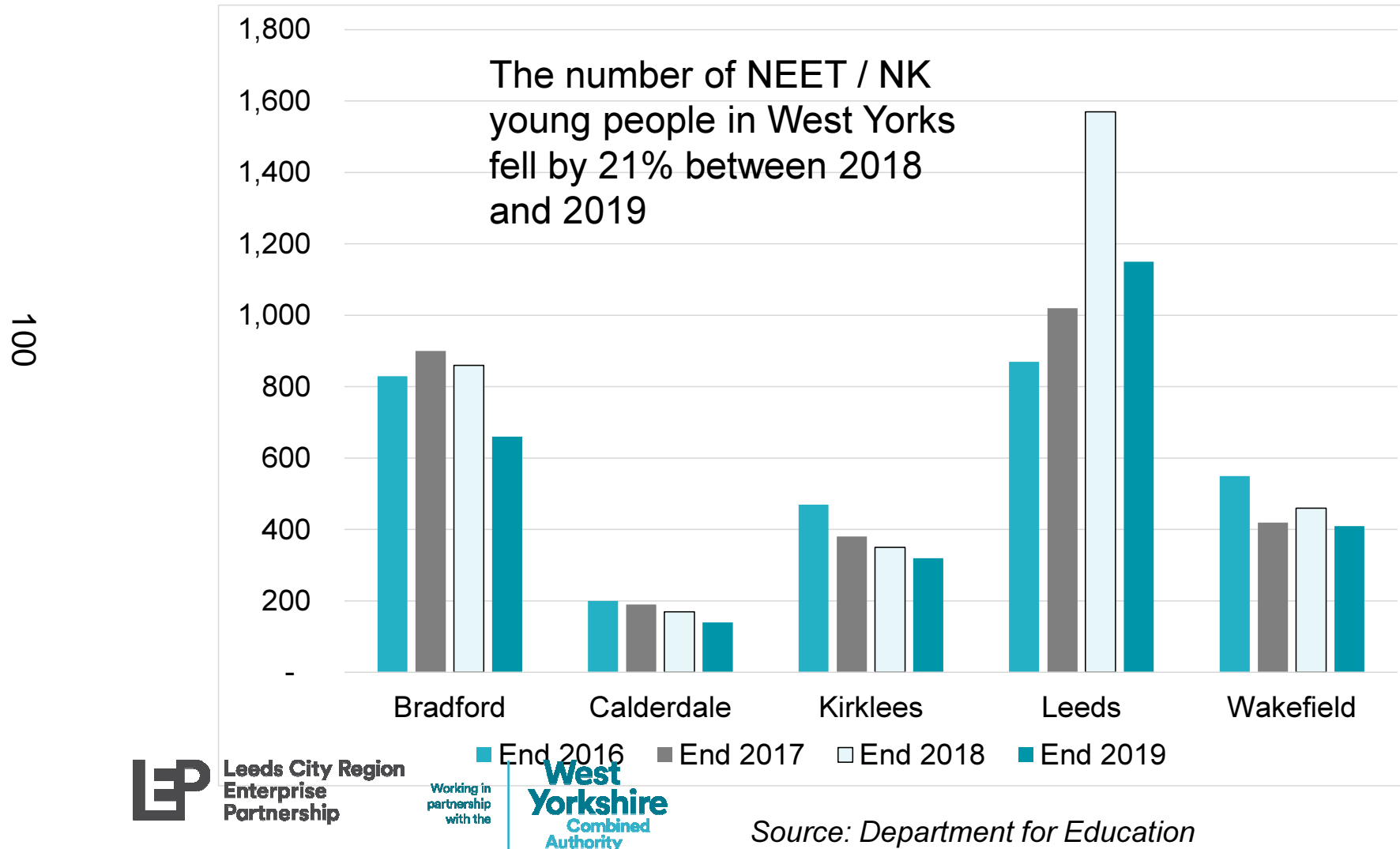
# Free school meal pupils underperform at KS4

Figure: Average Attainment 8 score per pupil by free school meal status



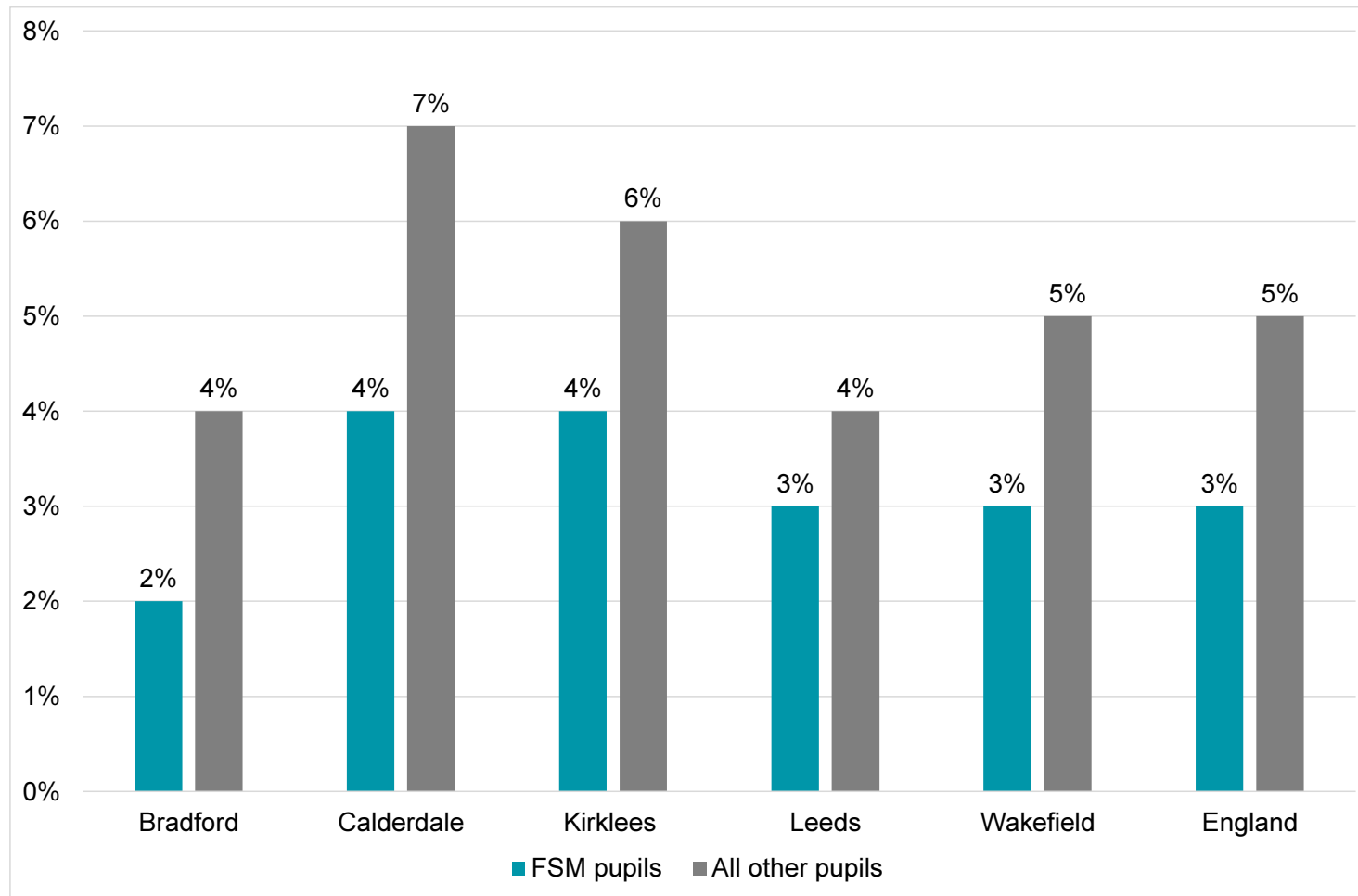
# NEET numbers were falling prior to the Covid crisis

**Figure: Number of 16 and 17 year olds who are NEET or whose activity is not known**



# Disadvantaged pupils are less likely to participate in apprenticeships

Figure: % of pupils entering sustained apprenticeship following completion of key stage 4 by free school meal status



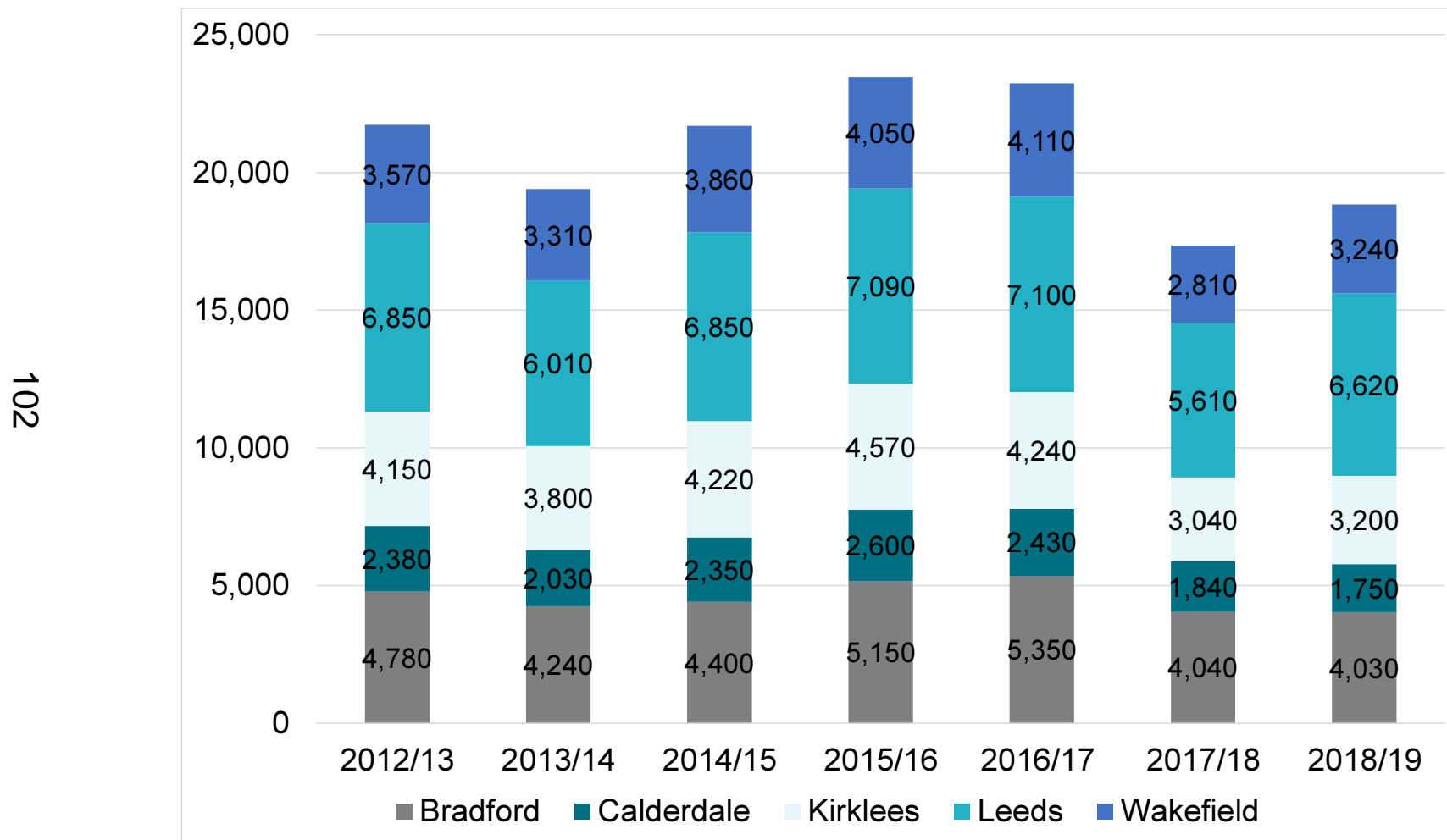
101

Note: Analysis shows 2017/18 destinations for the 2016/17 cohort (state-funded mainstream and special schools).

Source: Department for Education.

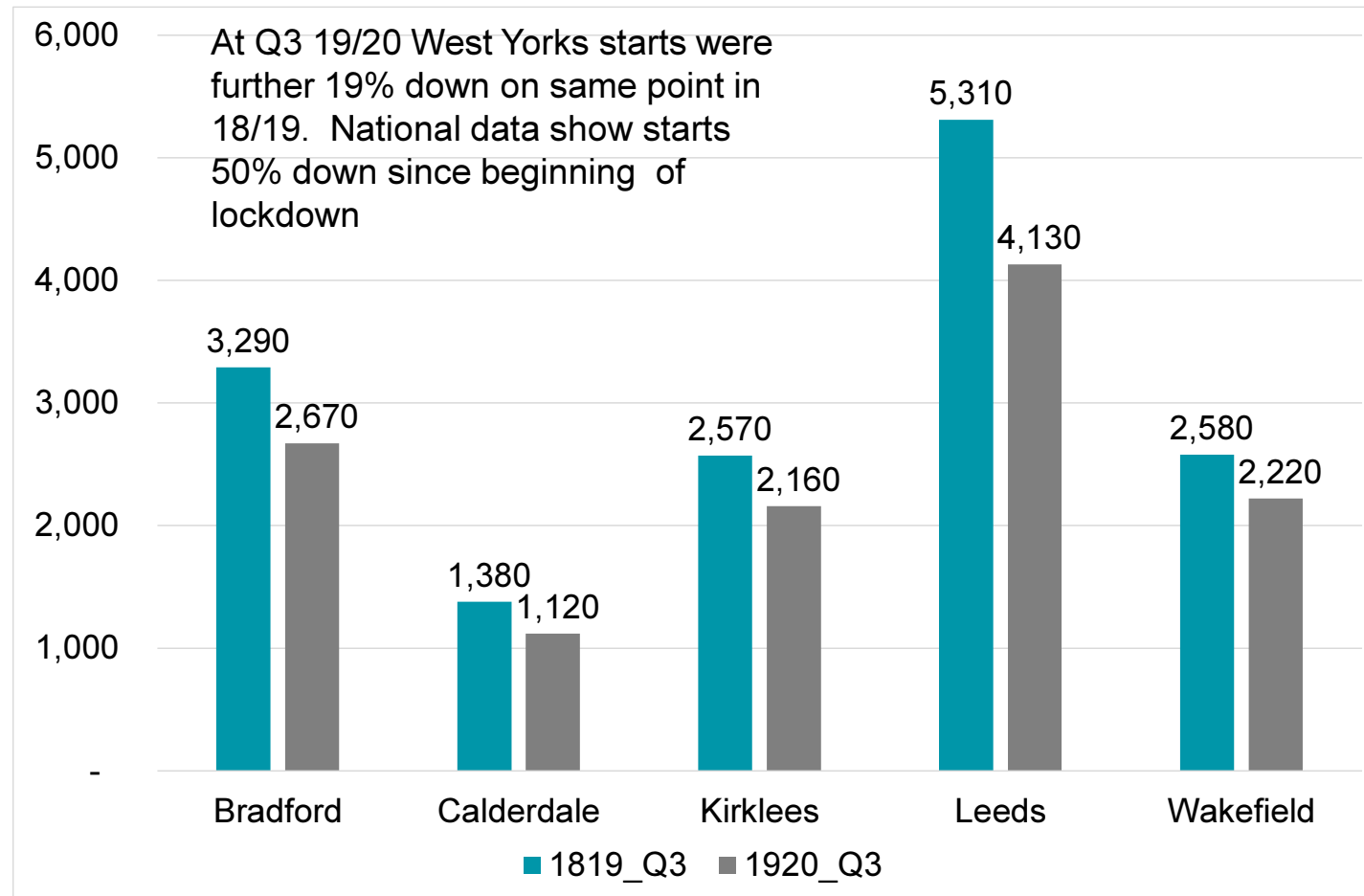
# Apprenticeship starts in West Yorkshire were 19% lower in 2018/19 than in 2016/17

**Figure: Trend in apprenticeship starts by district**



# Provisional figures suggest that apprenticeship starts were significantly down in 2019/20

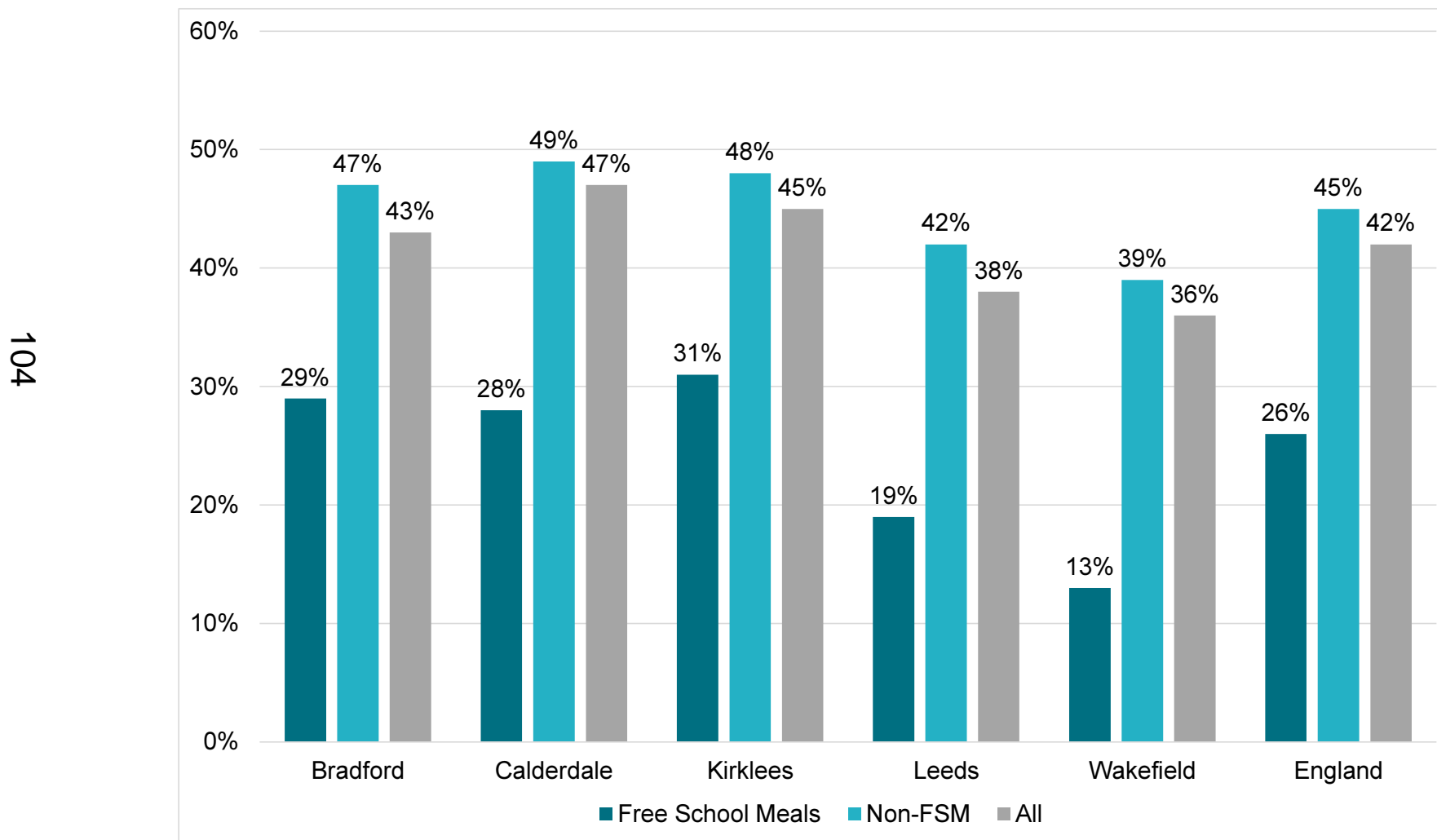
**Figure: Apprenticeship starts by district at Q3 2019/20 academic year versus Q3 2018/19**



103

# Disadvantaged pupils are less likely to participate in higher education

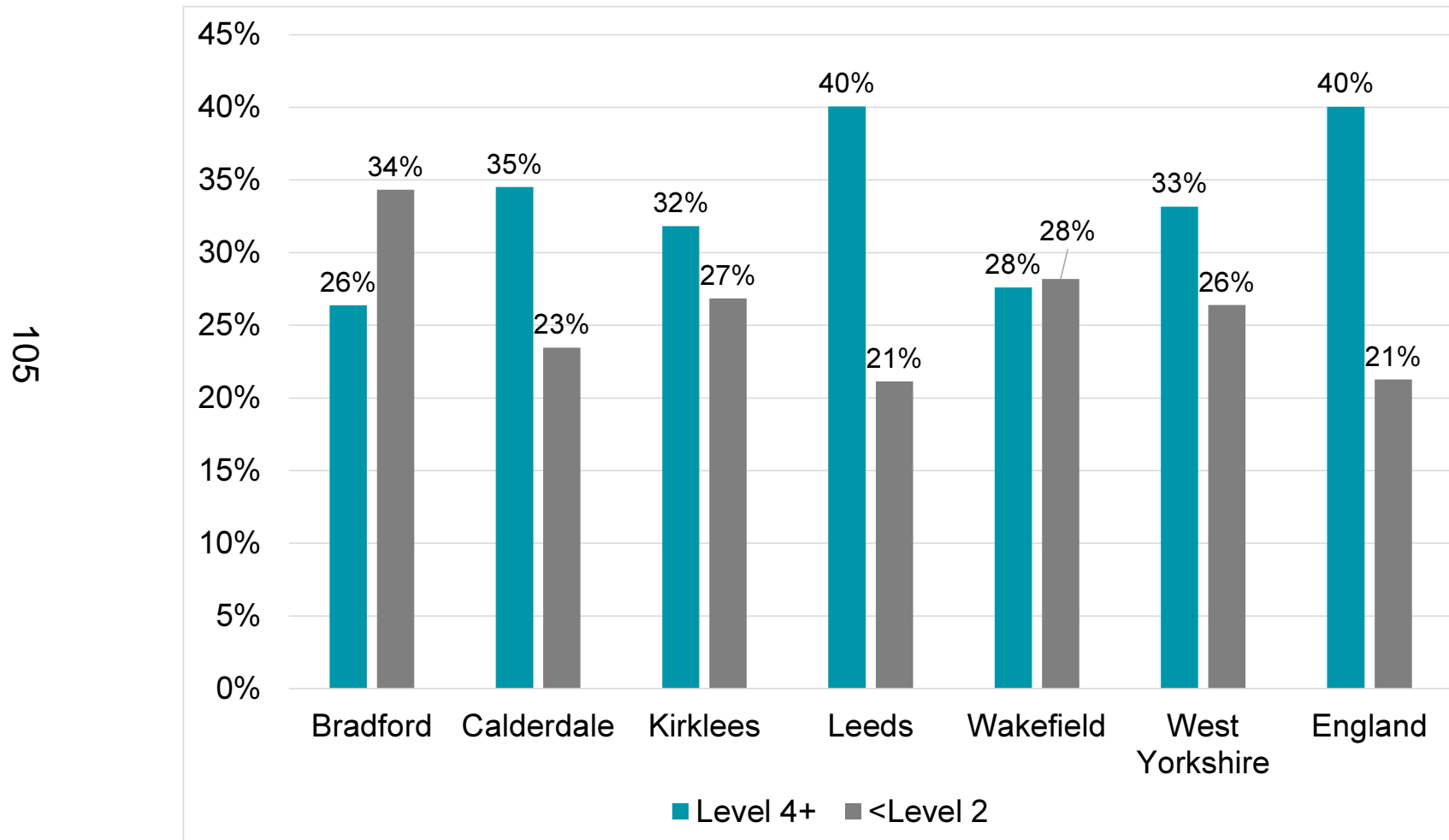
Figure: % of pupils from state-funded and special schools entering higher education by free school meal status



Note: Entered HE by age 19 in 2017/18 academic year  
Source: Department for Education

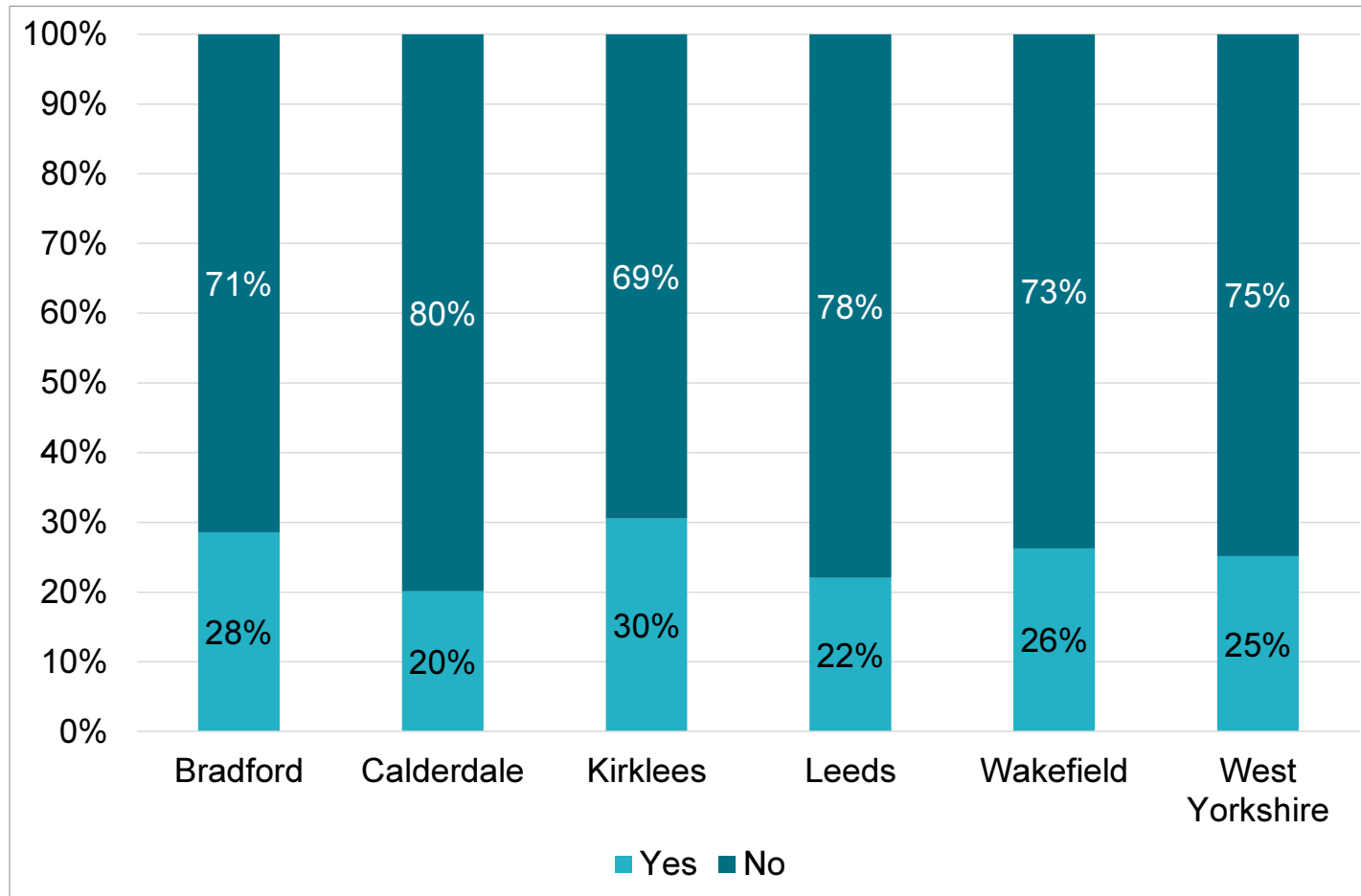
# More than a quarter of adults in West Yorks are low qualified (<L2) rising to more than a third in Bradford

Figure: Profile of highest qualification held by working age (16-64) population



# A quarter of employers offer work experience placements to pupils in local schools

**Figure: Proportion of employers offering work experience placement for school pupils**

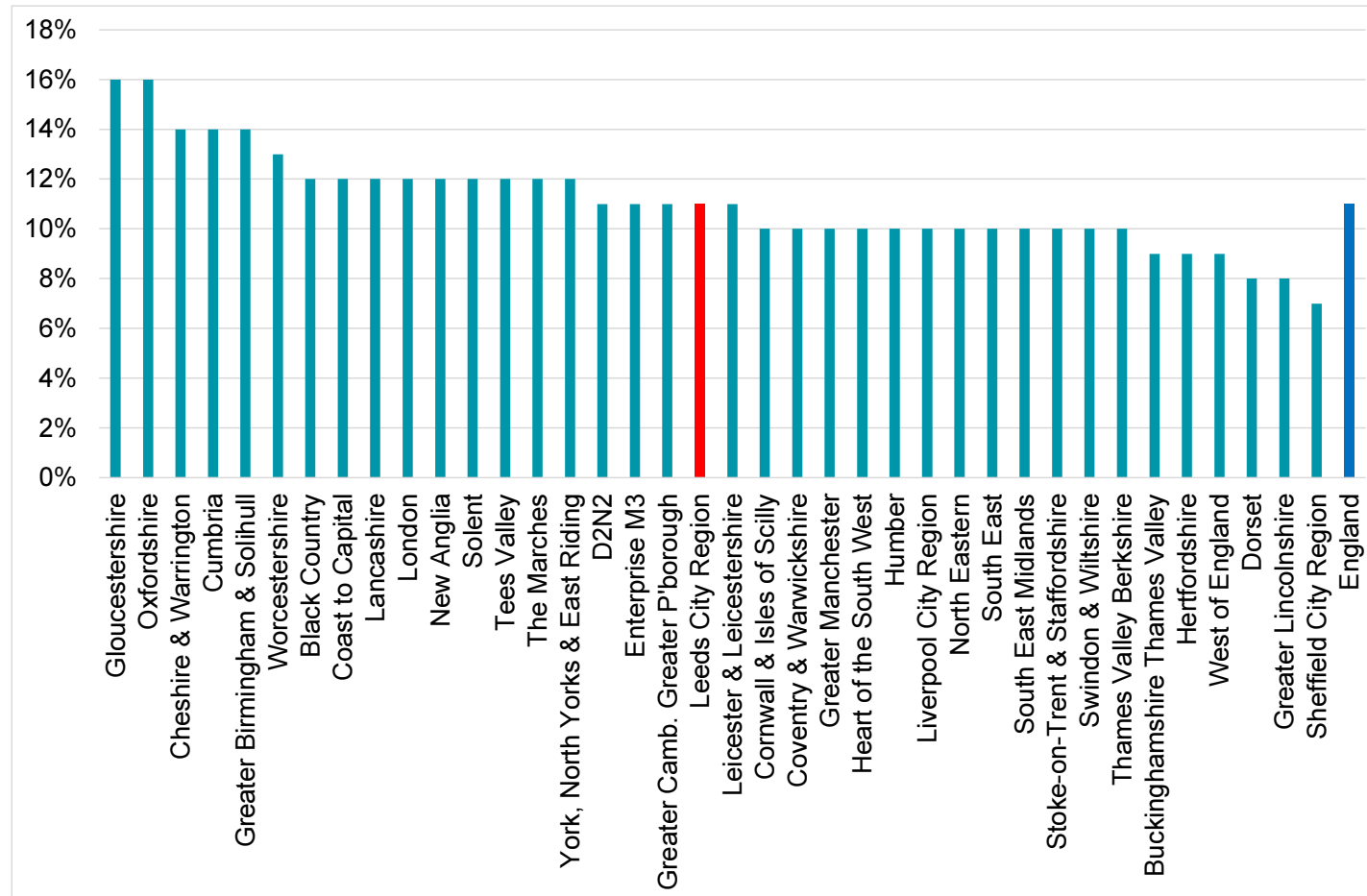


106



# 11% of employers offer work inspiration activities to local educational institutions

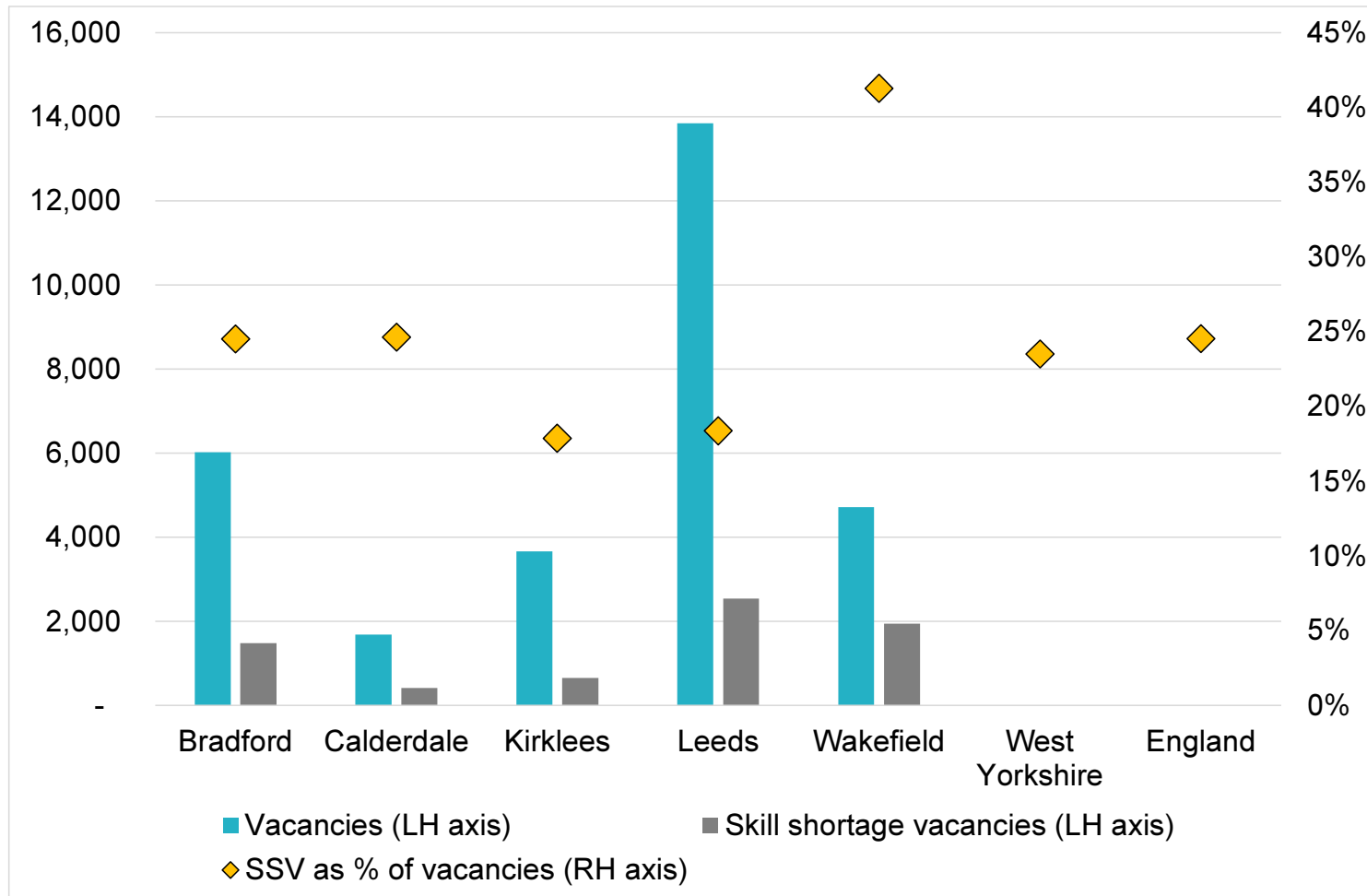
Figure: % employers who have engaged with educational institutions to offer 'work inspiration' activities in last year



107

# Around a quarter of West Yorkshire vacancies are skill shortage vacancies

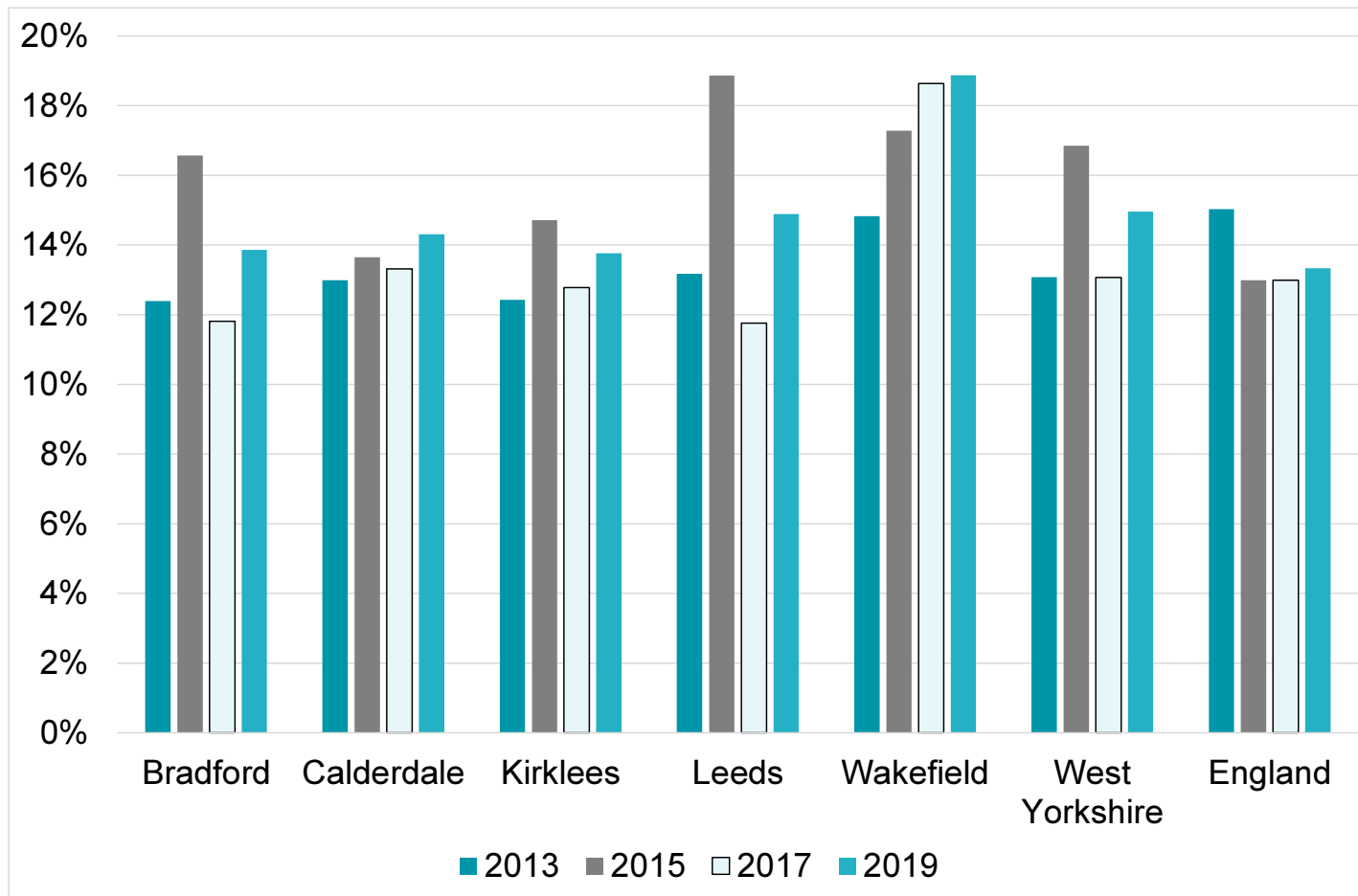
Figure: Summary of vacancy situation by local authority (vacancy base)



108

# Skills gaps have been consistently high in Wakefield

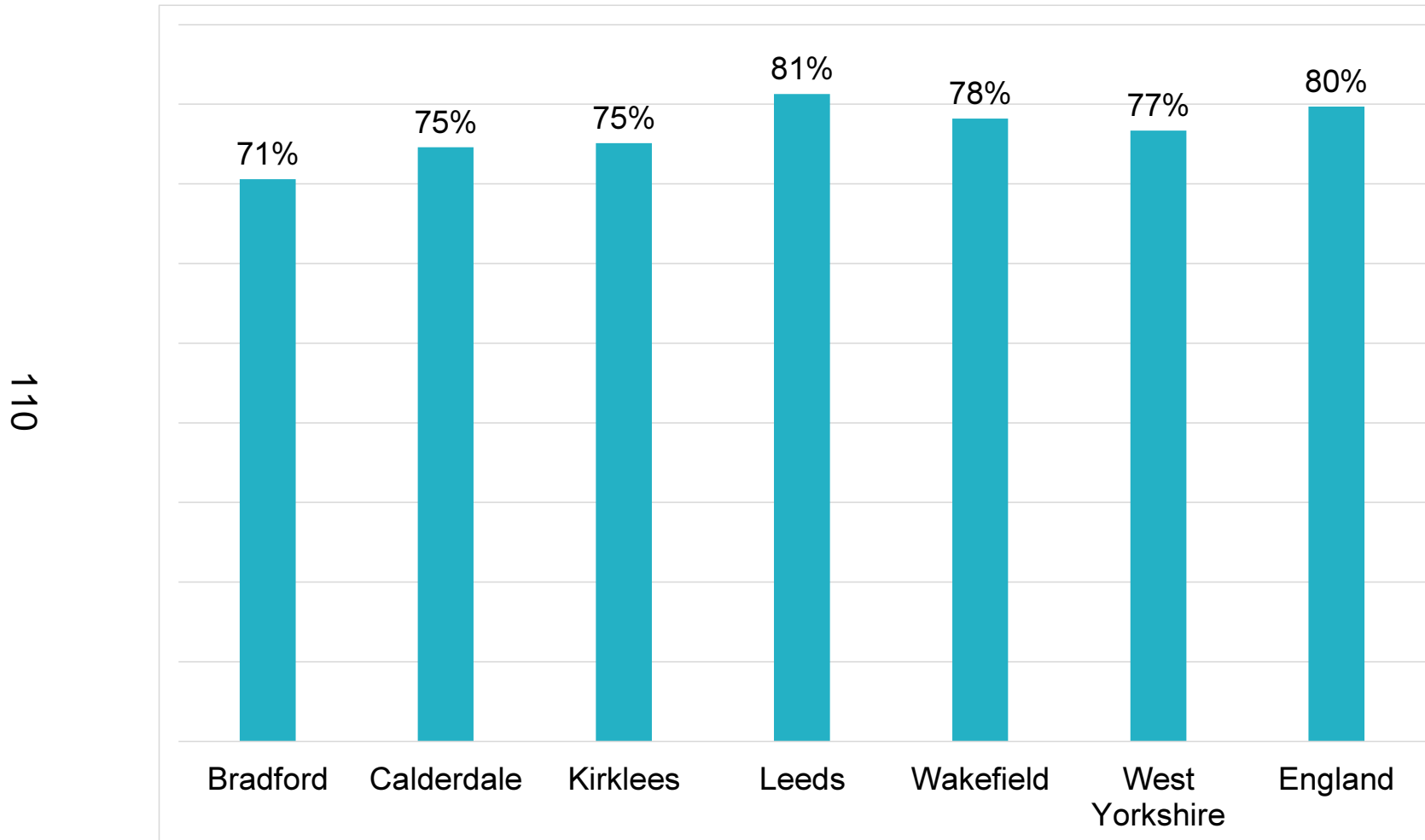
**Figure: Proportion of employers who have existing staff that are not fully proficient**



109

# Bradford's economic activity rate is almost 10 points below the national average

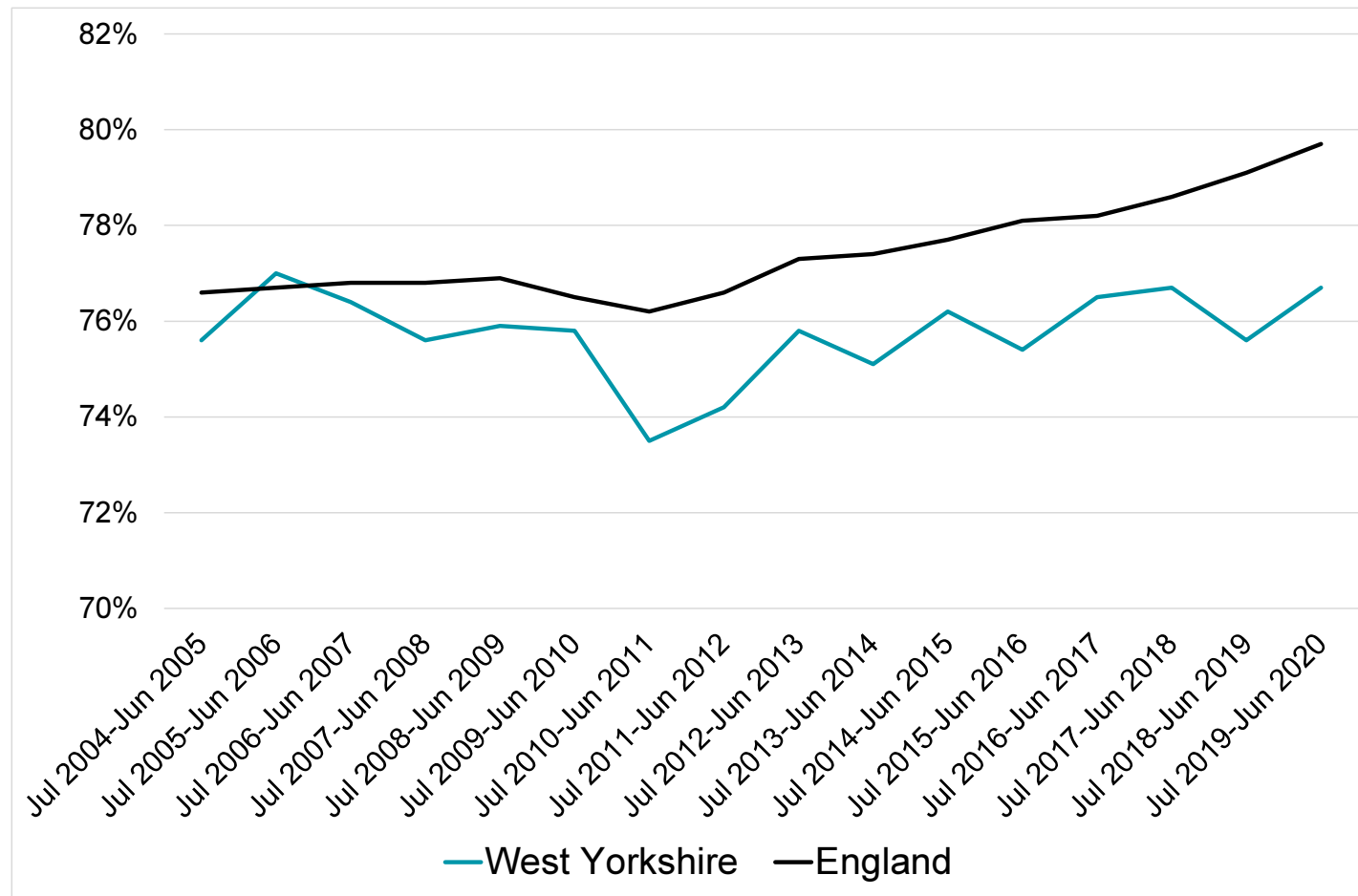
Figure: Economic activity rate - aged 16-64 by local authority



# West Yorkshire's economic activity rate has diverged from the national rate over time

Figure: Economic activity rate - aged 16-64

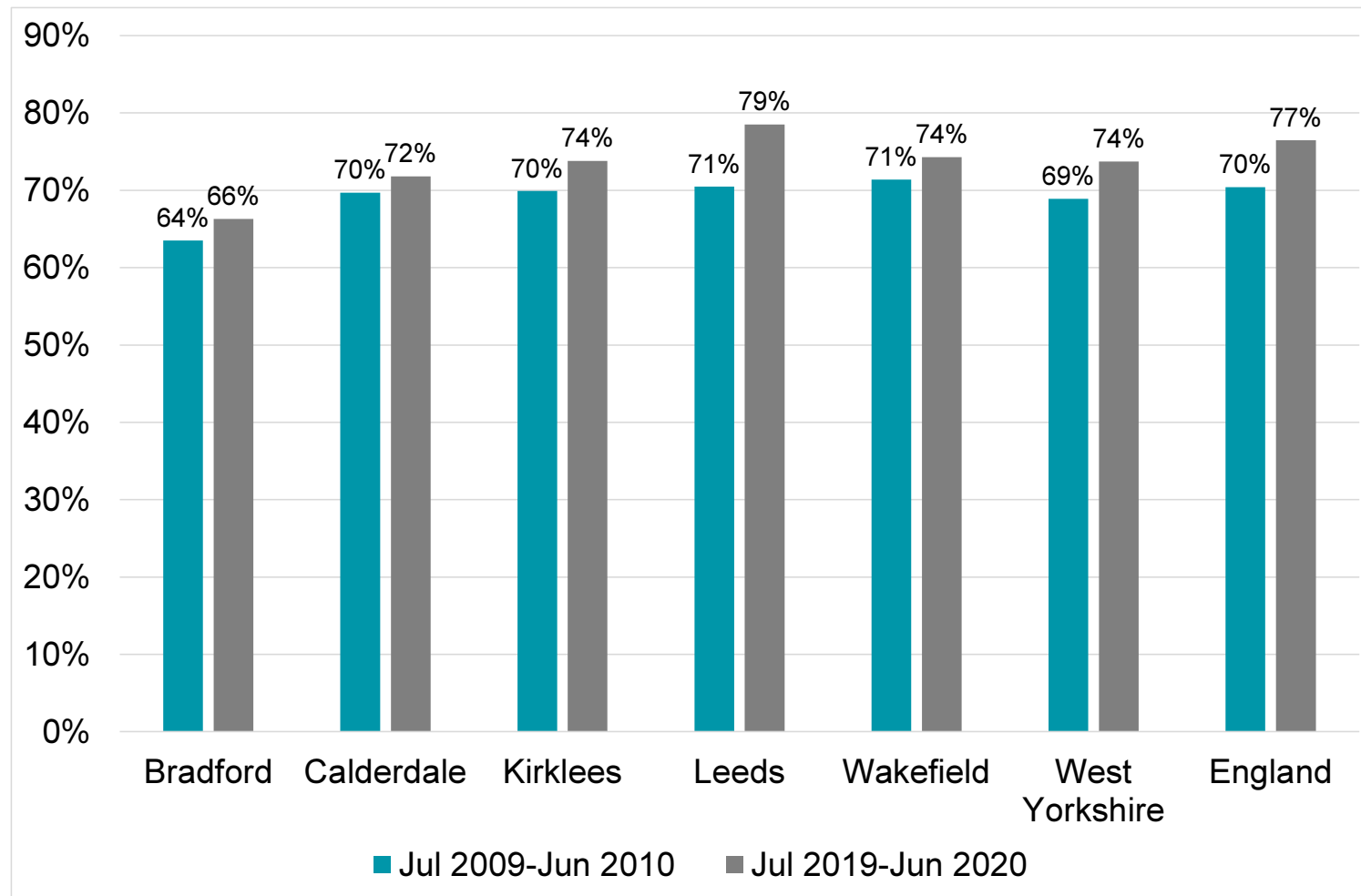
111



# Goal 4 – Good Work

# Employment rate is below national average in all parts of West Yorkshire except Leeds

Figure: Employment rate (% of population aged 16-64)

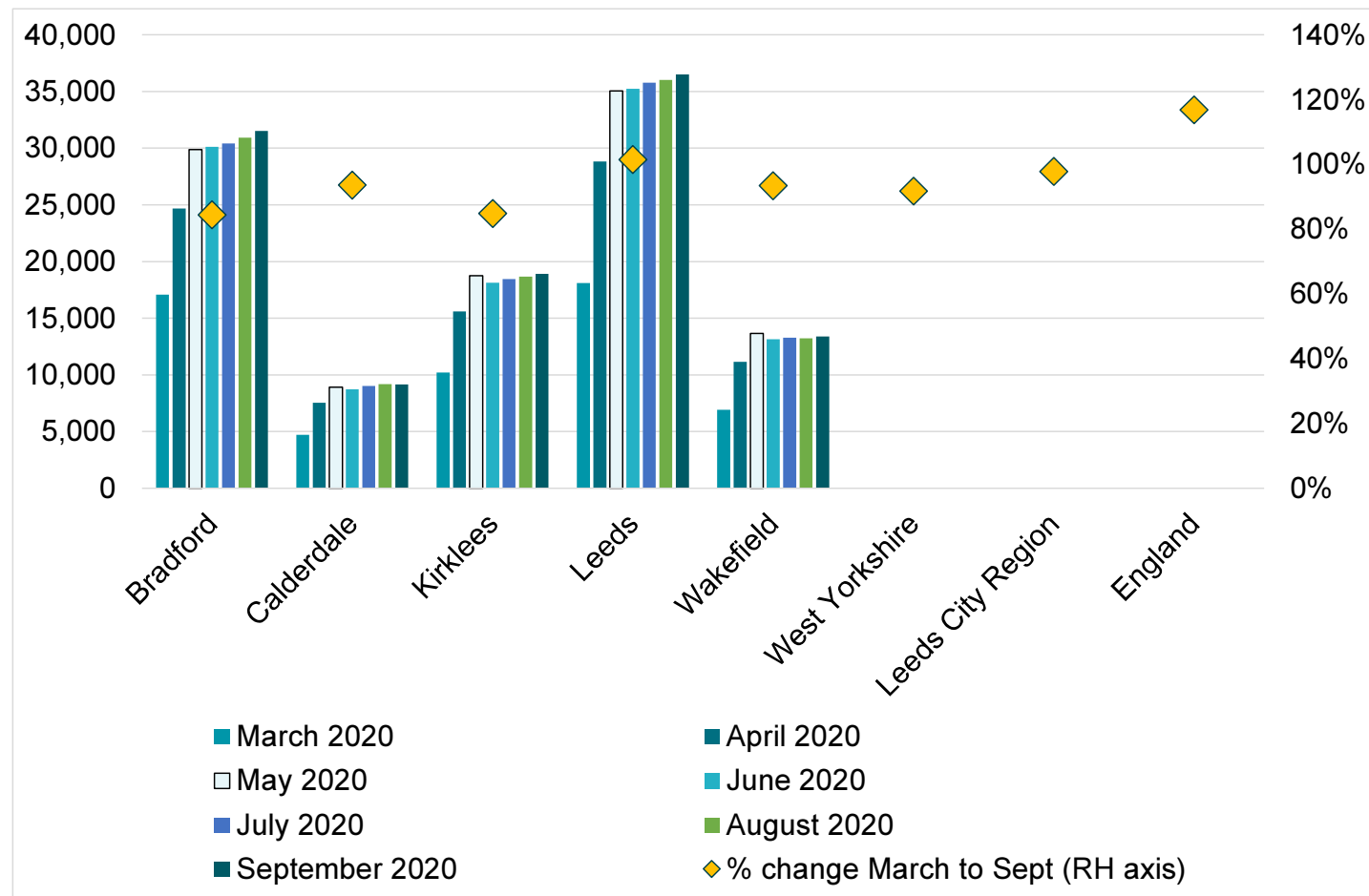


113

# Count of unemployed claimants increased by 92% in West Yorks between March and September to a total of 104,500

Figure: Unemployed claimant count

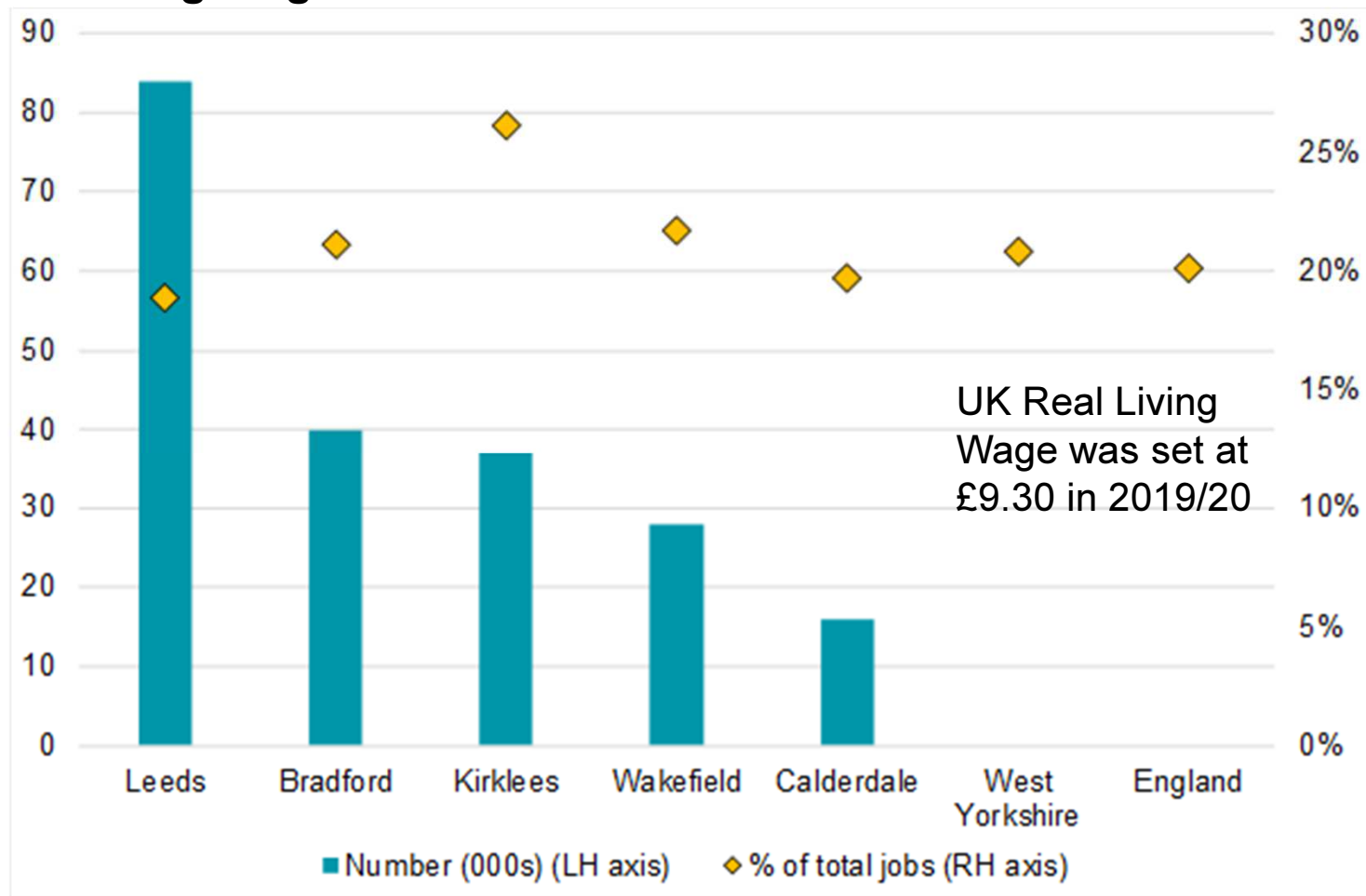
114





# A fifth of jobs in West Yorkshire pay below the Real Living Wage

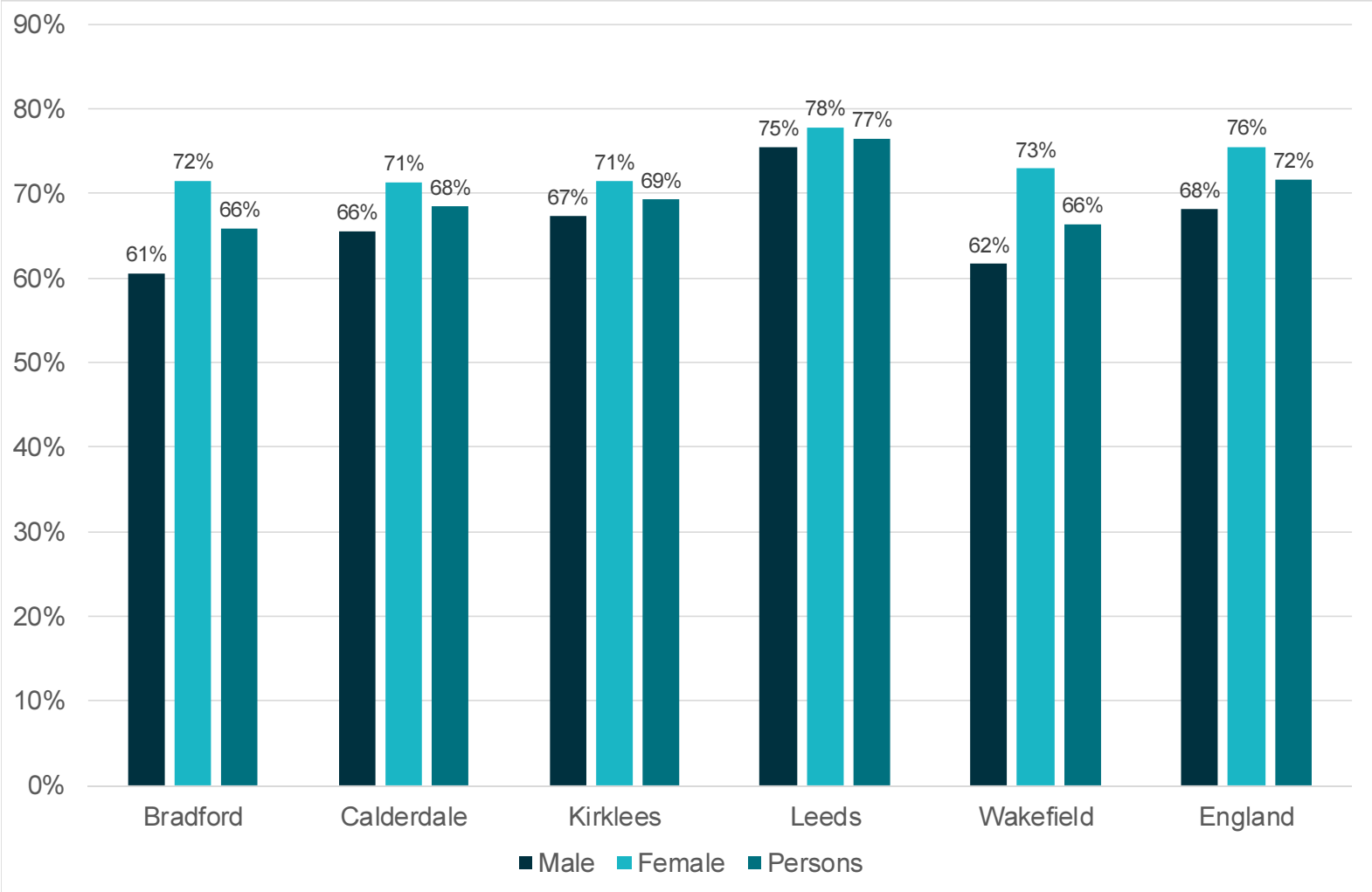
Figure: Number and proportion of employee jobs in West Yorkshire paying below the Real Living Wage



115

# Leeds has a high proportion of people in quality work but rest of West Yorks lags behind national average

Figure: Proportion of residents who are employees in quality work by sex, 2018



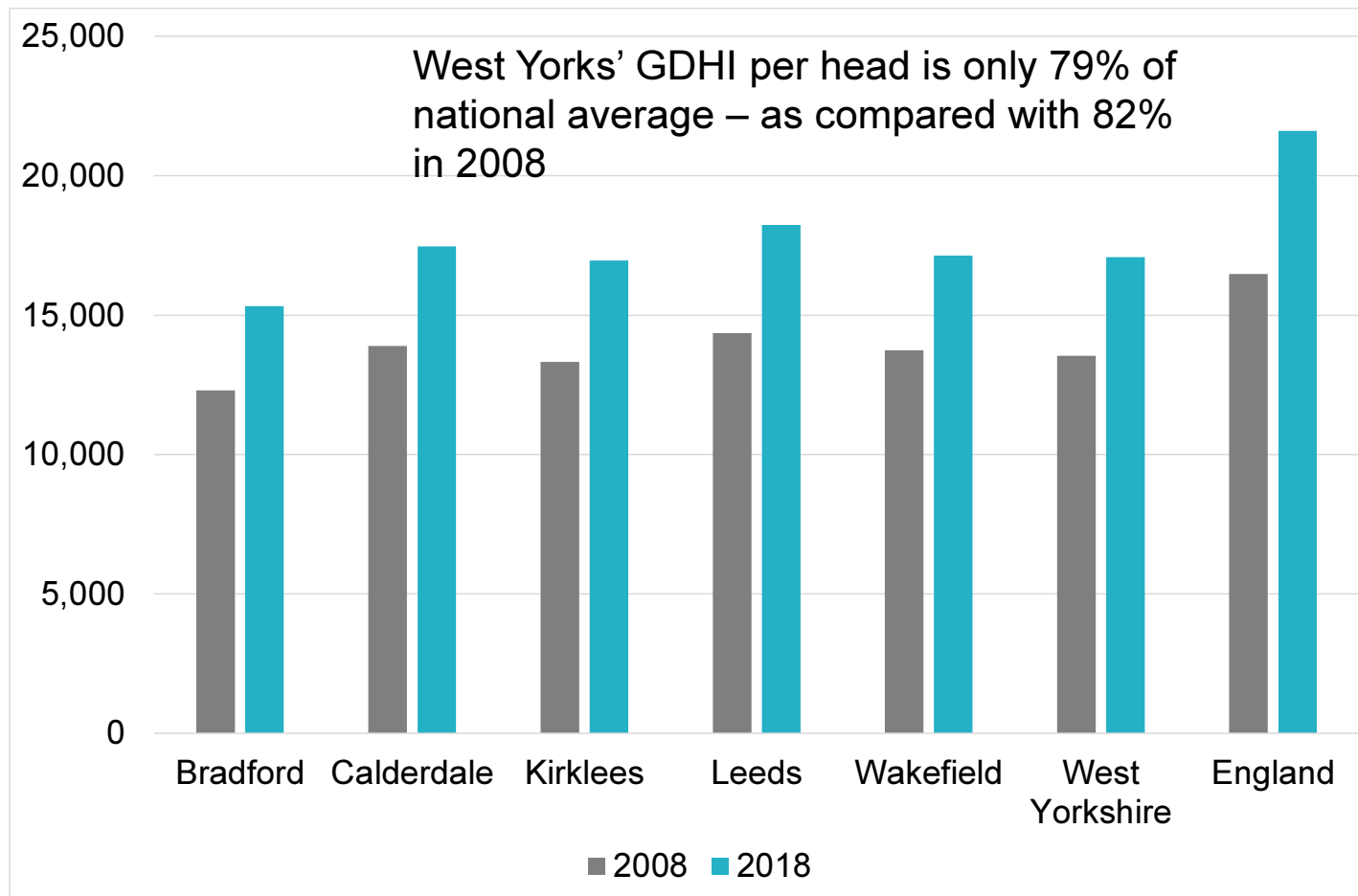
116

Note: Employees in high quality work have satisfactory hours, are not in low pay and have desired contractual status.

Source: Office for National Statistics, Quality Work publication

# Income gap between West Yorks and national average has increased over last decade

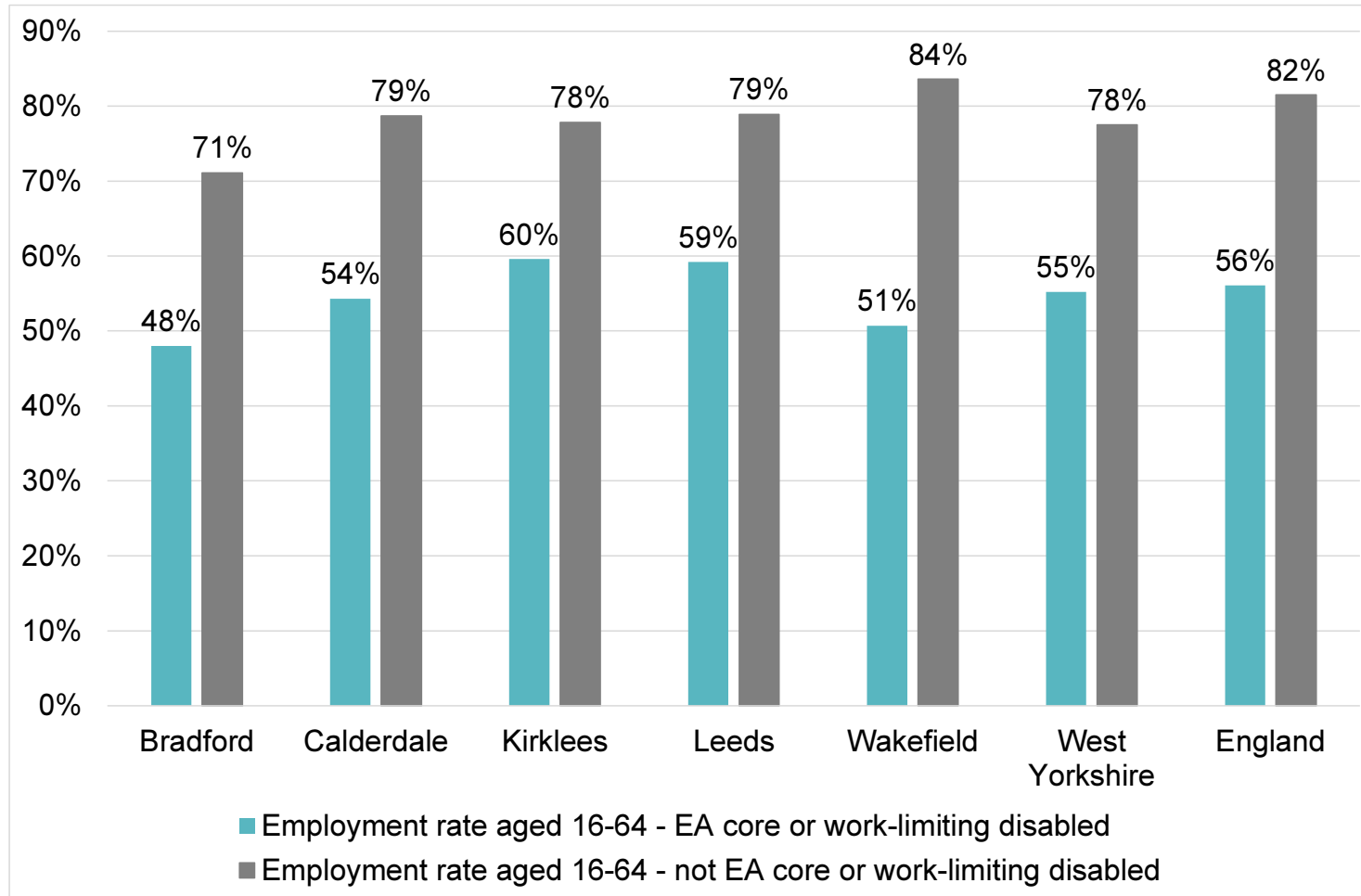
Figure: Gross Disposable Household Income (GDHI) per head



117

# The disability employment rate gap in West Yorkshire is 22 percentage points and is 33 points in Wakefield

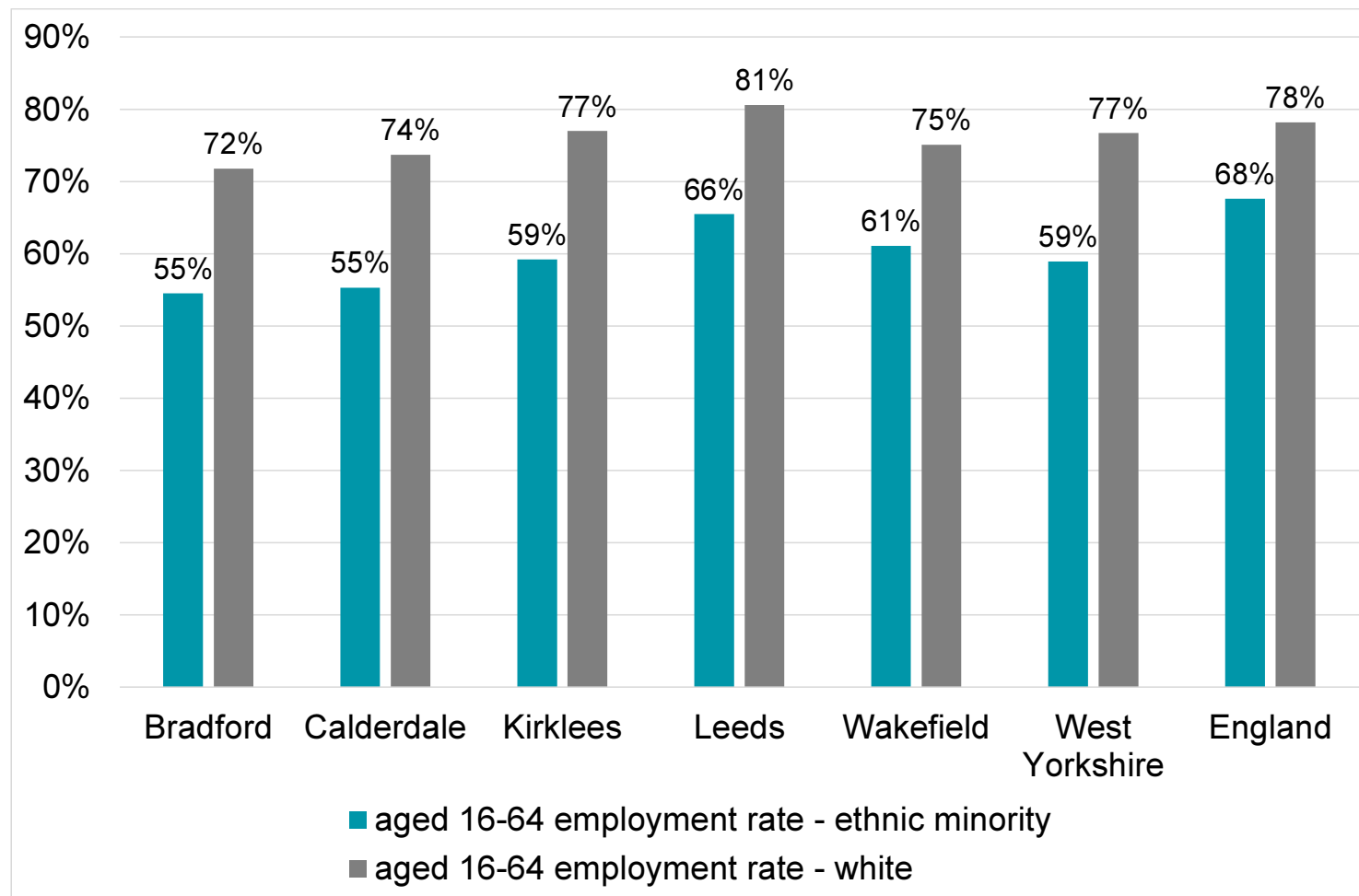
Figure: Employment rate by disability status and district



118

# The employment rate gap for ethnic minorities in West Yorks is 18 points compared with 11 points nationally

Figure: Employment rate by ethnic group and district

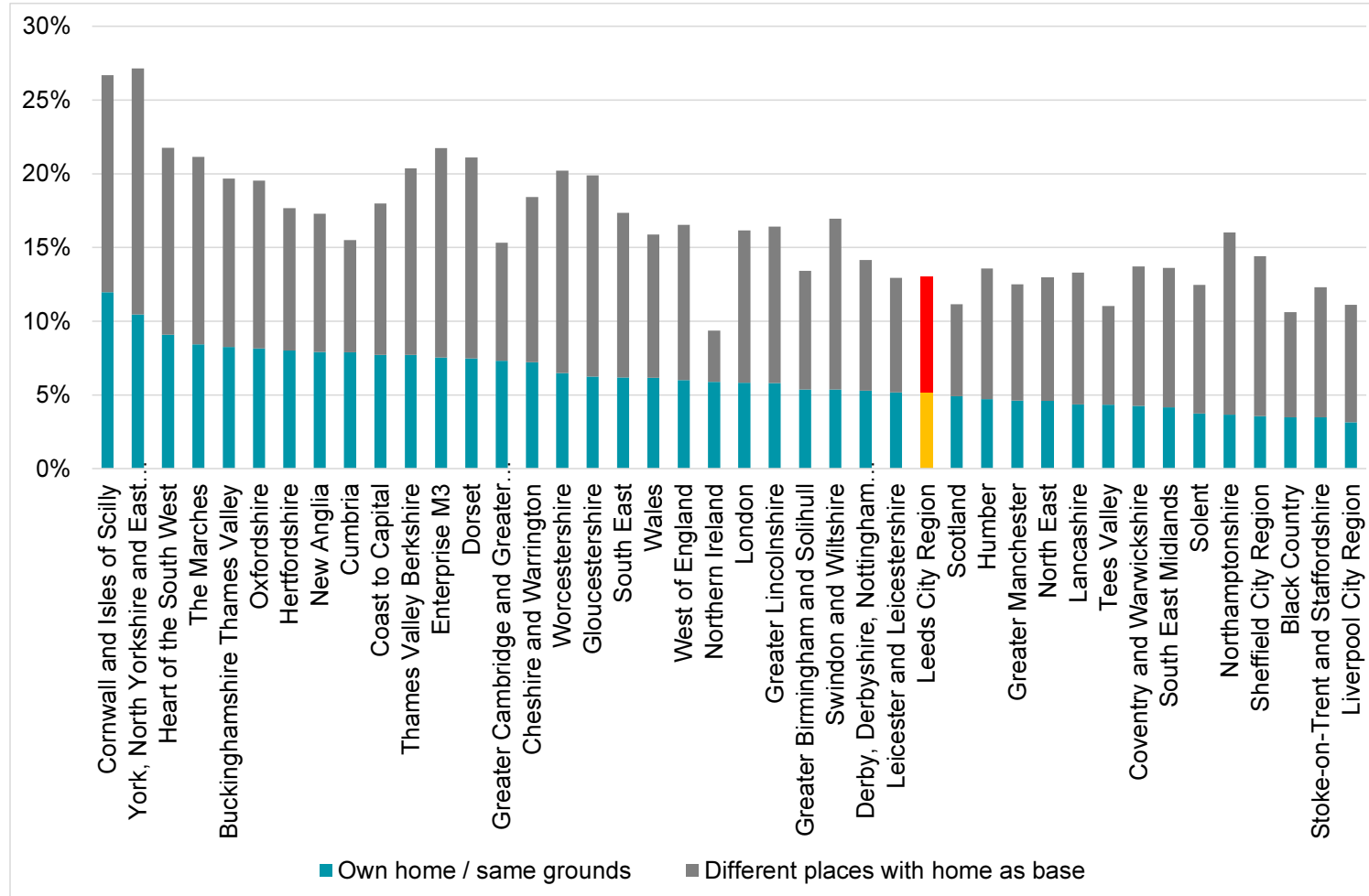


119

# The prevalence of home working is relatively low locally

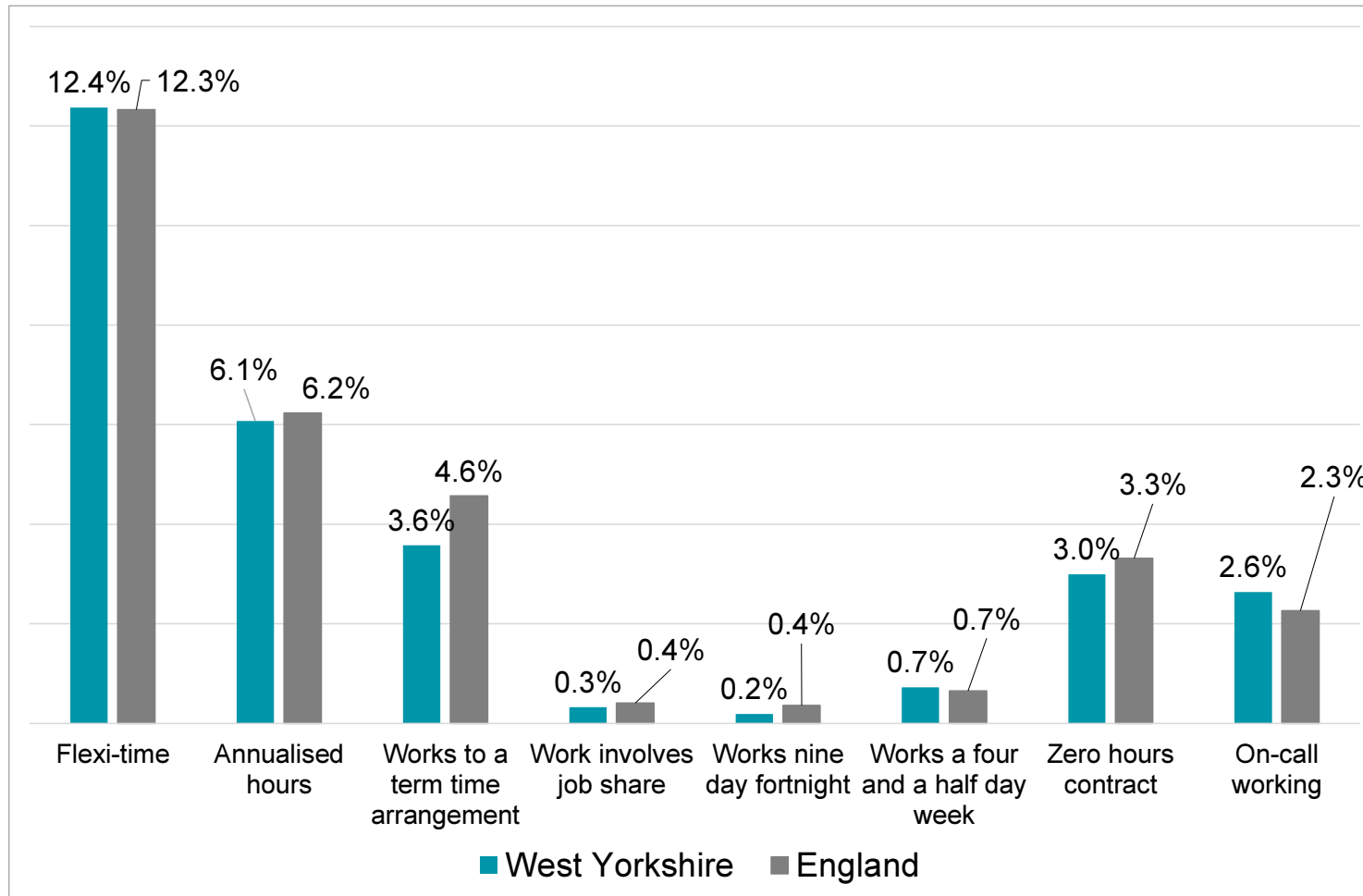
Figure: % of people in employment working from home by LEP area

120



# Few people have access to flexible working arrangements

Figure: Proportion of people in employment with flexible working arrangements



121

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# Appendix 3

Indicative Regional Inclusive Growth Programme

# Possible Interventions/Investments

- Given the Framework goals and ambitions, the Panel is asked to consider: What could do the most - at the regional level - to narrow gaps and enable Inclusive Growth?
- Possible opportunities have been identified through partner consultation and engagement
- Includes a mixture of building on mainstream/existing activity (eg business support) and entirely fresh regional approaches (for WY), eg support for communities and TSOs as proposed by Panel Task and Finish Group.
- Logic models follow for discussion outlining:
  - Intervention/Investment proposed (Top Left Corner)
  - Rationale and IG Goals
  - Outcomes/Impact

# Cross-cutting

- Regional VCSE Co-ordination and advocacy
- Community Hubs - Strategic Investment Fund
- 100% Digital WY - roll out of learning
- Inclusive urban design programme
- Holistic restorative practice and diversionary support

Regional VCSE Co-ordination and Advocacy	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• Facilitate collaboration amongst third sector organisations</li> <li>• Develop impact assessment &amp; shared learning &amp; innovation</li> <li>• Map solutions that work, under what circumstances to provide targeted support</li> <li>• Improve collaborative working at a Leeds City Region scale</li> </ul>	<ul style="list-style-type: none"> <li>• There currently is however no strong, unified regional voice/advocacy for the diverse and fragmented range of third sector organisations</li> <li>• The sector is frequently reliant on short-term funding, often competing against each other, and limited in enterprise and strategic skills &amp; a co-ordinated voice - would enable them to fully capitalise on their strengths and opportunities.</li> <li>• Gap in WY in terms of regional representation vs other regions, sharing learning and scaling up approaches to achieve positive outcomes for disadvantaged group across the City Region.</li> <li>• Underpins all 4 IG Goals</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced collaboration third sector organisations and social enterprises – leading to sharing of learning and best practice and co-ordinated delivery</li> <li>• Strong, unified regional voice/representation for third sector organisations</li> <li>• Strategic policy alignment with public and private sectors</li> </ul>

Community Hubs - Strategic Investment Fund	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• Community-based organisations engage with individuals from disadvantaged groups, promoting inclusion and working to develop skills to access labour market opportunities</li> <li>• Capital projects would serve to develop and maintain community hubs to host and co-ordinate such activities</li> <li>• Capital resources would support the purchase and improvement of physical assets and equipment</li> </ul>	<ul style="list-style-type: none"> <li>• 59% of Locality members are reporting that over a quarter of their income is at risk due to coronavirus. For organisations who earn more than 50% of their income through trading, this increases to 75% reporting at least a quarter of income.</li> <li>• Revenue funding streams are therefore needed for service delivery instead of being diverted to maintaining and protecting community assets.</li> <li>• Community hubs provide opportunities through volunteering and acting as community anchors</li> <li>• Need therefore to invest in existing and new assets and actively involve communities and empower third sector organisations serving them to develop innovative services and support.</li> <li>• Addresses all IG Goals</li> </ul>	<ul style="list-style-type: none"> <li>• Increased community access to more services, skills, education and training facilities for disadvantaged communities</li> <li>• Increased social capital</li> <li>• Community anchors acting as focal points within communities</li> <li>• Increased connections between those furthest from the labour market, and the local employment opportunities.</li> <li>• Hubs enabled to deliver social value outcomes, verifiable via robust evaluation to establish intervention level impacts (via boosters of Community Life Survey), eg: <ul style="list-style-type: none"> <li>○ Health and wellbeing</li> <li>○ Satisfaction with local area and sense of belonging</li> <li>○ Social action</li> <li>○ Community cohesion</li> </ul> </li> </ul>

100% Digital WY - roll out	Rationale and IG Goals	Outcomes / Impact
<p>Resources to support scale up of learning from 100% Digital Leeds model across WY:</p> <ul style="list-style-type: none"> <li>• Mapping of digital access and skills support</li> <li>• Capacity building for community-based organisations</li> <li>• Digital champions training for staff and volunteers in these organisations</li> <li>• Support to enable unemployed/ economically inactive residents to access on-line resource/ learning portals, to develop digital skills.</li> <li>• Digital Inclusion Grants.</li> <li>• Promotion of digital skills and its benefits.</li> </ul>	<p>Address significant levels of digital exclusion in WY:</p> <ul style="list-style-type: none"> <li>• 16% of YH population (879,000) is digitally excluded, ie they do not possess the full range of Foundation skills (the skills needed to start using the internet)</li> <li>• 96% of properties in WY are able to connect to Superfast Broadband (SFBB), slightly above the national average. However, access to SFBB falls to 69% in the 20% most deprived areas.</li> <li>• Also, in-sector exclusion, eg almost a third of charities still remain in the lowest digital capability category, almost double that of SMEs who themselves are late-adopters.</li> <li>• Addresses IG goals of Relevant and Transferable Skills and Connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Improved access to digital facilities and online services.</li> <li>• Improved digital skills amongst the most deprived residents and VCSE sector.</li> <li>• Reduced barriers to inclusion and accessing employment opportunities.</li> </ul>

Inclusive urban design programme	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• Build on learning from district WY Streets for People pilots</li> <li>• Urban design measures to make streets in our most disadvantaged areas more 'people friendly' and promote active modes (eg walking, running and cycling)</li> <li>• Examples include traffic calming, green spaces, walking and cycling integrated with public transport</li> </ul>	<ul style="list-style-type: none"> <li>• Blight in many communities from poor urban design (excessive traffic, noise and air pollution, poor road safety, low levels of active travel), especially in our most disadvantaged communities</li> <li>• Addresses all IG Goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced RTAs, noise and air pollution, improved accessibility, seating and shelter</li> <li>• Improved community links to town centres, employment opportunities, learning opportunities, and green space</li> </ul>

Holistic restorative practice and diversionary support	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• Community based (including ABCD) support piloting different partnership working</li> <li>• Restorative and diversionary activities that promote personal development and community cohesion and safety</li> <li>• Mentoring support and role models</li> <li>• Transition support, including for care leavers</li> </ul>	<ul style="list-style-type: none"> <li>• Higher than average crime across WY</li> <li>• Vulnerable people over-represented in the criminal justice system, eg care leavers, those with disabilities, learning difficulties and mental health issues</li> <li>• Addresses all IG Goals</li> </ul>	<ul style="list-style-type: none"> <li>• Improved health and wellbeing</li> <li>• Improved community safety and cohesion</li> <li>• Increased social capital</li> <li>• Reduction in crime related costs</li> <li>• Social mobility</li> </ul>



# Wellbeing

Social prescribing	Rationale and IG Goals	Outcomes / Impact
<p>Referral by GPs to non-clinical services, generally run by VCSE sector</p> <ul style="list-style-type: none"> <li>• Link worker broker to relevant providers/services</li> <li>• Integration of local community and primary care services with targeted outreach</li> </ul>	<ul style="list-style-type: none"> <li>• 60-70% of benefit claimants have a health issue which prevents them from working</li> <li>• Poor mental health more prevalent in WY than nationally</li> <li>• Local pilots in Calderdale and York have proven successful, so would build on best practice</li> <li>• Addresses Wellbeing IG Goal</li> </ul>	<ul style="list-style-type: none"> <li>• Improved health and wellbeing</li> <li>• Reduction in GP appointments</li> <li>• Reduced clinical prescribing</li> <li>• Improved access to support services</li> <li>• Reduction in days lost to sickness</li> <li>• Reduction in health inequalities</li> <li>• Increased volunteering</li> <li>• Reduced spend on benefits</li> </ul>

# Connectivity and Accessibility

- Community based demand responsive public transport
- Inclusive active travel infrastructure and promotion
- Accessible Rail

Community based demand responsive public transport	Rationale and IG Goals	Outcomes / Impact
<p>Eg small demand responsive bus vehicles that respond to passenger requests – run by and for local communities</p>	<ul style="list-style-type: none"> <li>• Transport access, affordability and reliability is a barrier for low paid in deprived communities</li> <li>• There is a greater reliance on bus in our most deprived areas and within the 10% most deprived areas in West Yorkshire, only 75% of the jobs that can be accessed within 30 minutes by car can also be accessed via bus</li> <li>• 13% of vacancies in WY are hard to fill because of poor transport links</li> <li>• Addresses all IG Goals, but especially connectivity</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of WY FMZ ambitions</li> <li>• Reduction in transport poverty and barriers to good jobs</li> <li>• Increase in community / social enterprise</li> <li>• Increased employment rates in deprived communities</li> </ul>

Inclusive active travel infrastructure and promotion	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• Expanding the City Connect walking and cycling infrastructure in more of our harder to reach communities.</li> <li>• Promotional campaigns for active travel and physical activities - using the City Connect infrastructure, and working with partners such as Yorkshire Sport Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Over 550,000 people across Leeds City Region are inactive (ie do less than 30 minutes of activity per week)</li> <li>• Quality of life &amp; wellbeing impacted by lack of physical activity - need for active travel options.</li> <li>• Inactivity rates are higher in the more deprived areas of the region and they are linked to inequalities in healthy years of life and life expectancy.</li> <li>• Addresses wellbeing and Connectivity IG Goals</li> </ul>	<ul style="list-style-type: none"> <li>• Higher levels of active travel linked to greater levels of wellbeing in staff and increased productivity</li> <li>• Reduction of emissions with higher use of alternative travel and improved air quality</li> <li>• Being more physically active can increase healthy years of life.</li> </ul>

Accessible Rail	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• Accelerated capital investment through “Access for All” to deliver an obstacle free, accessible route to and between platforms at rail stations</li> <li>• Improvements include the addition of lifts and ramps</li> <li>• Focus on our most deprived areas</li> </ul>	<ul style="list-style-type: none"> <li>• Too many of our rail stations still lack the facilities needed to cater for people with reduced mobility despite substantial public funds invested to date.</li> <li>• Based on current investments it would however take 71 years to make all rail stations in West Yorkshire compliant with accessible design standards.</li> <li>• Addressed IG Goal of Connectivity and Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in transport barriers to accessing work for those with mobility issues</li> <li>• Increase in use of public transport - both for commuting and non-work.</li> <li>• Increased ability to sustain employment</li> <li>• More accessible employment locations</li> </ul>

# Relevant and transferable Skills

- Boosted Inclusive Skills and Employment provision
- Third sector capacity building

Inclusive Skills and Employment provision	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• Egs:</li> <li>• Employer engagement in schools</li> <li>• Tracking the destinations of pupils, particularly those at risk of becoming NEET</li> <li>• Targeted support for schools to raise aspirations eg SEND pupils careers advice</li> </ul>	<ul style="list-style-type: none"> <li>• In Y&amp;H, our disabled people are three times as likely to have no formal qualifications as non-disabled people, and far less likely to be in employment</li> <li>• Disadvantaged pupils are less likely to enter sustainable employment /training/ HE than other pupils across all West Yorkshire districts.</li> <li>• Businesses have an important role to play in partnering with schools and colleges to raise ambition and achievement and improve performance.</li> <li>• Addresses IG Goal of Relevant and Transferable Skills</li> </ul>	<ul style="list-style-type: none"> <li>• Increased aspirations/ motivation</li> <li>• Increased participation</li> <li>• Increased understanding of skills needs and career pathways</li> <li>• Increased job-readiness</li> <li>• Increased access to opportunities</li> <li>• Increased understanding of benefits and how to support diversity for employers</li> <li>• Improved careers destinations of SEND young people</li> <li>• Reduction in NEETs</li> </ul>



Third sector capacity building	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• Two-way mentoring with businesses and public sector organisations to provide commercial and management skills/expertise and drive Social Value</li> <li>• Bespoke package, including action based learning for cohorts running and governing Social Enterprises focussed on eg financial and risk management, implementing digital projects, and succession planning.</li> </ul>	<ul style="list-style-type: none"> <li>• The IG Panel has concluded that a key role of the 3<sup>rd</sup> sector should be to ensure the most excluded are enabled to benefit from the recovery</li> <li>• However, a large proportion of smaller VCSE organisations are identified as at risk following the pandemic and require support and capacity.</li> <li>• A survey by Skills Platform in 2017 found that, while almost three-quarters of charities recognised the potential for digital transformation, only a third believed they had the capacity to deliver it. Without this capability the sector will be unable to access new opportunities (eg online service delivery and volunteering)</li> <li>• Addresses IG Goal of Skills</li> </ul>	<ul style="list-style-type: none"> <li>• More sustainable, productive and innovative third sector</li> <li>• Increased social capital/ value added eg - volunteering /CSR opportunities</li> <li>• More disadvantaged individuals and communities ultimately supported</li> </ul>

# Good Work

- Regional Good Work Standard
- VCSE Sector business support

Regional Good Work Standard	Rationale and IG Goals	Outcomes / Impact
<p>Promotion and delivery of a regional Standard for employers (business, third and public sector anchors) to sign up to including commitments to:</p> <ul style="list-style-type: none"> <li>• Fair Pay</li> <li>• Fair Contracts</li> <li>• Management &amp; Leadership</li> <li>• Workforce Representation</li> <li>• Physical and Mental activity and Wellbeing</li> <li>• Work-life balance</li> <li>• Skills &amp; development</li> <li>• In-work progression</li> <li>• Equality, diversity &amp; inclusion (including recruitment)</li> </ul>	<ul style="list-style-type: none"> <li>• 271,000 WY employees (29% of the total) are not in good quality work (ONS definition based on Taylor Review)</li> <li>• Distribution, quality and accessibility of employment differs across the region – need to get all employers to offer only good work.</li> <li>• Low productivity in LCR and evidence of diversity and fair pay stimulating productivity and innovation</li> <li>• Employment and pay gaps and discrimination for disadvantaged groups</li> <li>• Skills mismatch - need to widen the labour market pool</li> <li>• Delivers Good Work IG Goal</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced employment gap for disadvantaged groups / increased workforce diversity and social mobility</li> <li>• Increased proportion of workforce paid living wage</li> <li>• Reduced levels of in-work benefits</li> <li>• Increased workforce skills development and skills utilisation</li> <li>• Reduced skills shortages/gaps</li> <li>• Reductions in staff turnover</li> <li>• Reduced absenteeism</li> <li>• Increased in-work progression.</li> </ul>

VCSE sector business support	Rationale and IG Goals	Outcomes / Impact
<ul style="list-style-type: none"> <li>• A support programme for:               <ol style="list-style-type: none"> <li>1. Creating Social Enterprise spin outs from Vol Comm organisations</li> <li>2. Enabling self employment, including social enterprise start ups, in our most disadvantaged communities</li> </ol> </li> <li>• Delivered including through specialist community-based providers and hubs - e.g. enterprise coaching and specialist advice, with links to procurement/commissioning opportunities &amp; partnership working</li> <li>• Building on previously successful approaches, eg SRB, LEGI, EU etc</li> </ul>	<ul style="list-style-type: none"> <li>• A large proportion of our smaller VCSE organisations is identified as 'at risk' following the pandemic and requires support and capacity.</li> <li>• The creation of social enterprise spin outs from existing Vol Comm organisations has the potential to drive innovation, resilience and social and economic impact.</li> <li>• In the 10% most deprived areas, people are almost 50% less likely to be self-employed.</li> <li>• Self-employment increasingly viewed as a viable option, however, those in disadvantaged areas are unlikely to access the mainstream support available - or do not seek support to sustain businesses once started through programmes such as New Enterprise Allowance.</li> </ul>	<ul style="list-style-type: none"> <li>• A more resilient, entrepreneurial and sustainable third sector</li> <li>• Empowered and motivated disadvantaged groups to contribute to growth/local wealth</li> <li>• Increased aspiration and social mobility</li> <li>• Increased access to sustainable employment</li> <li>• Boost to local economies</li> <li>• Diversification of local business base</li> <li>• Local supply chain opportunities</li> <li>• Increased employment in deprived communities</li> <li>• Increased Social Value</li> <li>• Learning from ABCD pilot</li> </ul>

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**Report to:** Business Innovation and Growth Panel

**Date:** 25 February 2021

**Subject:** **Good Work Standard**

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**Director:** Alan Reiss, Director of Policy, Strategy and Communications

**Author:** James Flanagan, Head of Public Sector Reform

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## 1. Purpose

- 1.1 To seek views on possible options for encouraging the creation of good work and the adoption of better employment behaviours and practices across all sectors of the regional economy. To seek a nomination for membership of a reference group to steer the development of a Good Work Standard.

## 2. Information

- 2.1 Too few people in the region's economy are currently in good work, in terms of enjoying high quality, secure, well paid employment:
- In-work poverty is a significant problem – 271,000 WY employees (29% of the total) are not in good quality work (ONS definition based on the Taylor Review), so for example they are paid below the real living wage.
  - Poor mental health (15.1% of people in West Yorkshire suffer from depression and anxiety, compared to 13.7% nationally) is not just a wellbeing problem, it increases the risk of permanent exclusion from the labour market. This contributes to West Yorkshire lagging England's employment rate (74% vs 77%).
  - Various inequalities mean that many of our communities face barriers to securing good work, eg BAME, disabled people, and mothers who want to work (especially lone parents), all suffer from higher than average levels of unemployment, also in terms of pay gaps, and opportunities for employment and progression (ie underemployment and lack of social mobility); and

- The region has a productivity challenge – there is correlation between low pay and lack of workforce diversity and lower innovation and productivity.
- 2.2 The Good Work Standard approach (also sometimes known as a Good Employment Charter, or Pledge), secures commitments from – and gives recognition to – employers in terms of driving positive employment behaviours and practices.
- 2.3 The model, if effectively designed, resourced, and implemented has the potential to address the in-work poverty, wellbeing, inequality, and productivity issues set out above. As such, it is part of the West Yorkshire Economic Recovery Plan’s commitment to delivering an inclusive economic recovery.
- 2.4 The September meeting of the Panel identified various merits of developing a standard (or charter) for this region and agreed that options should be prepared for considering the most appropriate model. For each option, the following common principles would apply:
- Relevance to all sectors and irrespective of business/organisation size;
  - Aligns with any local and national approaches and so does not duplicate effort and confuse employers; and
  - Covers a range of employment-related themes, such as fair pay, workforce voice, health and welfare, leadership, and equality, inclusion & diversity.
- 2.5 In September, the NP11 and the Convention for the North committed to adopting good employment charters across the North, setting a common definition of good work for the whole of the North, and encouraging more employers to commit to high standards.
- 2.6 At the November LEP Board, strong support was expressed for the development of a Good Work Standard for the region.

### Options

- 2.7 Factoring in the above views about the most appropriate model for the region, the following potential options for consideration are set out in Appendix 1:
- Option 1 – implementing an existing model;
  - Option 2 – building on an existing approach; and
  - Option 3 – a bespoke model.
- 2.8 For information, the Inclusive Growth and Public Policy Panel and Employment and Skills Panel have separately considered these options. The

benefits of adapting an existing model, such as the GM Charter, were recognised including the following:

- Striking a balance between the desire to deliver at pace;
- Ensuring strong alignment with other standards across the north; and
- Securing local buy-in and engagement by adapting the model to local circumstances.

#### Next steps

- 2.9 Progressing the development of the region's Good Work Standard, irrespective of the option selected, will require a partnership based approach. It is proposed to establish a reference group including membership by CIPD, ACAS, local authority HR leads, and others to steer the implementation of the project, including finalising the model. The Panel is invited to nominate a member to join the proposed reference group.

### **3. Clean Growth Implications**

- 3.1 There are no clean growth implications arising as a direct result of this report.

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

- 4.1 The opportunity to develop a Good Work Standard, or similar model, for the region, could play key role in delivering an inclusive economic recovery.

### **5. Financial Implications**

- 5.1 There are no immediate financial implications arising as a direct result of this report.

### **6. Legal Implications**

- 6.1 There are no legal implications arising as a direct result of this report.

### **7. Staffing Implications**

- 7.1 There are no staffing implications arising as a direct result of this report.

### **8. External Consultees**

- 8.1 No specific or official external consultations have been undertaken in relation to this report.

### **9. Recommendations**

- 9.1 The Panel is requested to:

- Note the proposal to develop a Good Work Standard for the region.
- Consider the three options as set out in Appendix 1:
  - Option 1 – implementing an existing model;
  - Option 2 – building on an existing approach; and
  - Option 3 – a bespoke model.
- Consider a nominee for the proposed reference group set out at 2.9 above.

## **10. Background Documents**

10.1 There are no background documents referenced in this report.

## **11. Appendices**

11.1 Appendix 1 - Options

11.2 Appendix 2 - Greater Manchester's Good Employment Charter



## Appendix 1 – Good Work Standard Options

### Option 1 – implementing an existing model

There are various examples of good work standards, charters and pledges, both in existence and in development locally, nationally and internationally. The Greater Manchester Good Employment Charter is particularly relevant to our region, in part because it has been developed with regional and pan Northern expert and stakeholder involvement, eg ACAS, Chambers, Universities, and the CIPD.

Membership of the GM Charter requires employers (irrespective of their size or sector) to demonstrate minimum standards across seven characteristics (full details are included at Appendix 2):

- Secure work;
- Flexible work;
- Real living wage;
- Workplace engagement & voice;
- Recruitment practices & progression;
- People management; and
- Health and Wellbeing.

The GM charter has been launched and operational for several months. It is being delivered on behalf of GMCA by an independent Charter Implementation Unit. This is a dedicated resource which is funded for at least three years and is considered a critical success factor by enabling a consistent, rigorous approach to promoting the charter and assessing the suitability of applicants. The unit also provides the necessary capacity to consider a sectoral focus, eg potentially targeting the health and social care sector to address its historic low levels of productivity and pay. To date, the unit has engaged with 230+ employers, of which 115 are signed up as supporters of the Charter, and 22 are full members that collectively account for more than 200,000 employees.

Alignment of the GM charter with other local and national approaches is important to avoid duplication and unhelpful competition. Where other charters or standards exist and which are consistent with the GM charter, there are reciprocal arrangements agreed so that membership of a local charter gives automatic membership of the GM charter, and vice versa. Where local initiatives take the form of business engagement in work and skills support and delivering local economic and social goals, employers joining the GM charter will be linked into this provision. A similar pragmatic and reciprocal approach could be adopted in our region.

Adopting an existing model such as the GM Charter offers the opportunity for rapid implementation of a robust approach, subject to ensuring alignment with local approaches, and putting in place fit for purpose and delivery arrangements.

## Option 2 – building on an existing approach

There are reasons why any existing model may need to be further developed and built upon to better fit within the current West Yorkshire context:

- Although not identified as a headline GM good work characteristic, the principles of enabling equality, diversity, and inclusion are understood to be woven into each individual characteristic. In Appendix 1, under the Recruitment standard, for example, the requirement is for selection processes to be designed to eliminate unconscious bias. A possible alternative view is that equality, diversity and inclusion should be treated as a headline characteristic in its own right. There would therefore likely need to be regional discussion and agreement on this point which could re-shape the model to some extent.
- The GM characteristics were developed before the advent of the pandemic and it may therefore be useful to consider changes that respond to the health and economic impacts of COVID-19. GM is undertaking a similar review, which has identified the following potential issues:
  - Employees at greater health risk not being disadvantaged by employers' response;
  - Managers adopting new ways of working to keep teams united while working from home; and
  - Greater focus on mental and physical health of the workforce.

The GM charter requires members to commit to paying the Real Living Wage (currently £9.50 per hour). Ongoing restrictions and economic conditions are likely to place downward pressure on wages and create a challenge in asking West Yorkshire employers to commit to the Real Living Wage. Consideration could be given to relaxing this requirement, at least initially.

## Option 3 – a bespoke model

The option of developing an entirely bespoke model which does not adopt - or adapt - an existing approach would have benefits, including:

- Maximising local engagement and buy-in from all sectors and stakeholders; and
- Developing criteria or standards that are fully reflective of local views of what better employment looks like, and therefore likely to prove most effective in the long run.

Option 3 also has potential drawbacks including:

- Compared with adopting (or adapting) an existing model, the increased lead time to launch a bespoke model could be significant. Depending on the various stages of engagement, consultation and evidence gathering required, the development period for a bespoke approach could be between 12 and 18 months, based on the experience of others.

- Subject to Panel views, Options 1 and 2 show that a broadly relevant and robust model that could be adopted (and adapted, as necessary, to fit the current regional context) already exists, and this would also be in line with the Convention for the North and NP11 commitment to progressing a common approach across the North.

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## Charter Membership Criteria

The Greater Manchester Good Employment Charter is a voluntary membership and assessment scheme which has been created to help deliver good jobs with opportunities for people to progress and develop, along with a thriving and productive economy. The Charter aims to improve employment standards across all GM employers regardless of size, sector or geography.

The criteria below set out the minimum standards expected of a Charter Member across the seven characteristics of good employment. The standards are underpinned by principles enabling equality, diversity and inclusion. They have been developed through a process of co-production to set aspirations for excellence yet provide flexibility to ensure employers of all sectors and sizes can be part of the Greater Manchester Good Employment movement.

### Secure Work

Charter members will be expected to provide evidence that employees have security over their income and can manage their work and non-work commitments more easily through:

- Contracts that reflect actual hours worked, including the ability to have contracts reviewed and adjusted if actual hours regularly exceed contracted hours, with zero hours contracts ultimately only for those who want them. The review would take place after 12 weeks of employment and following that every six months.
- A guaranteed minimum number of hours in the advert and job description for any role and no exclusive zero hours contracts.
- Where an employer is offering hours to an hourly-paid worker, they give four weeks' notice of the times that they will work (to aid household planning) and commit to pay people for those hours in the event of cancellation. [This does not preclude an employer offering staff hours in addition to their contracted hours with less than four weeks' notice.]
- After 12 weeks of continuous employment in a role, agency workers are offered the same pay and conditions as direct employees. After 12 weeks and then every six months, formal consideration is given to offering agency and temporary staff members a permanent position.

### Flexible Work

Charter Members will be expected to provide evidence of enabling a more flexible workforce to access a broad diversity of skills and talent:

- Designing jobs which flex wherever possible:

- Where people work (working from home; across different offices; mobile working);
- When people work (flexible start or finish times; annualised flexibility; compressed hours; project-based work; shift work); and
- How much people work (part-time; job sharing or job splitting; unpaid leave).
- Having a flexible working policy to:
  - Encourage flexible working where appropriate and reasonable;
  - Give every individual the opportunity regardless of circumstances to request and be considered for flexible working arrangements and for requests to be answered within 28 days;
  - Regular review of flexible working arrangements.
- Advertising all jobs with clarity on the possibility of job flexibility from the outset.

### Real Living Wage

Charter members will be expected to provide evidence to:

- Demonstrate payment of the Real Living Wage to employees and details of plans to pay their contractors a living wage, as set out by the Living Wage Foundation.

### Engagement & Voice

Charter members will be expected to provide evidence of a confident, empowered workforce creating an effective relationship between individuals, workforce and management

where opinions can be safely heard and shared through:

- Involvement of employees in decision-making and managing change through effective communication and consultation.
  - Placing as much emphasis on listening as talking.
  - Employers actively seeking views, taking account of what they hear from employees, and communicating regularly about employees' contribution to driving the organisation forward.
  - Ensuring that managers at all levels are committed to employees having their say.
  - Genuinely considering employees' views before decisions are taken.
  - Communicating and consulting with employees systematically and regularly.
- Engaging positively with trade unions, including:
  - Allowing access to the workplace by trade union organisers.
  - Making new staff aware of potential trade union membership.
  - Voluntarily recognising a trade union(s) where possible.
  - Providing adequate facilities and time for trade union duties, training and activities.
  - Not seek to derecognise a trade union(s) or dismantle collective bargaining machinery.
  - Implement collectively agreed terms and conditions.
  - Take part in collective bargaining arrangements where they exist.
  - Implement collectively agreed norms in the sector where possible.

## Recruitment

Charter members will be expected to provide evidence of the recruitment of a diverse workforce drawing on the talents of all of Greater Manchester's communities through:

- Selection processes designed to eliminate unconscious bias;
- Inclusive and fair recruitment practices with equality and diversity issues integral to all;
- Recruitment processes which are anonymised, including the 'disability confident scheme' (or equivalent) and consistent with the 'ban the box' campaign (removing criminal record tick boxes from application forms, or equivalent);
- Job adverts which set out the potential for flexible working in the role and the number of hours to be worked (see Secure Work);
- Recruiting managers having completed equality and diversity training;
- Recruitment methods appropriate to the role and the candidate – e.g. with adaptable methods of communication, interviews and other activities;
- Recruitment processes, including the advertising of roles, which actively encourage the recruitment of a diverse workforce;
- Monitoring of the diversity of their workforce to understand its changing nature and progress toward greater diversity.

## People Management

Charter members will be expected to provide evidence of:

- Clear organisational values and expected behaviours that align to the values, which are clearly demonstrated and confidently articulated by the workforce;
- Leaders and managers have developed a culture that ensure all employees enjoy a positive working life experience;
- Individual objectives that align with the organisation values and overall objectives;
- A performance management framework with 1:1 conversation with managers;
- An organisation development/training plan which ensures that all staff (including managers) receive appropriate training, during paid time, to enable them to do their job effectively, developing and using their skills and experience;
- Development opportunities to support aspirations for progression;
- Multi-source feedback and surveys that indicate the workforce feels valued, invested in and developed;
- Managers' role profiles which build in time to manage the workforce;
- An organisation induction programme;
- Grievance and disciplinary processes in line with ACAS guidance;
- Leaders protecting the workforce from bullying and harassment.

## Health & Wellbeing

Charter members will be expected to support everyone to be a productive employee, accepting that all staff are individuals with differing needs, through providing evidence of:

- The commitment of senior leaders to developing a culture where employees have the ability to take ownership of their individual role in relation to creating a healthy and productive workplace;
- Systems to monitor staff wellbeing with a requirement to act on feedback with real and tangible outcomes;
- Acknowledging different life stages and supporting staff to thrive within their working environment, including adjustments for people with long-term conditions and disabilities;
- Acknowledging that mental health is a health and wellbeing issue that needs to be considered in relation to an organisation's wider values and objectives, with strategies subject to regular reviews;
- Managers having a specific objective to discuss employee wellbeing, with support in place to facilitate ongoing training and best practice;
- Internal and/or external support services for staff to access as and when they need them and the management of sickness absence in line with ACAS or equivalent guidelines.

## Notice

This document provides a statement of best practice and the criteria listed above are not legally binding.

Supported by



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**Report to:** Business, Innovation and Growth Panel

**Date:** 25 February 2021

**Subject:** **West Yorkshire Innovation Network and Festival**

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**Director:** Alan Reiss, Director Policy Strategy and Communications

**Author:** Sarah Bowes, Policy Manager, Innovation and Digital

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## 1. Purpose of this report

- 1.1 To provide Panel members with information on the West Yorkshire Innovation Network and the inaugural West Yorkshire Innovation Festival.

## 2. Information

### West Yorkshire Innovation Network

- 2.1 The origins of the West Yorkshire Innovation Network were established in 2017 through an MoU between Leeds City Region LEP and Innovate UK. The MoU signalled the intent and commitment of both parties to joining up and deepening the impact of support across the City Region to increase innovation rates. The Panel was key to making this happen.

- 2.2 The West Yorkshire devolution deal built on this collaboration and took the ambition to the next level. Signed in March 2020, it set out the following:

“The West Yorkshire Combined Authority and Government will establish the West Yorkshire Innovation network through the Connecting Innovation programme. This network will provide a dual-hub for the community of innovative entrepreneurs, startups and SMEs in the West Yorkshire ecosystem. This dual-hub will be anchored through a physical presence at the NEXUS Innovation centre (University of Leeds) and the 3M Buckley Innovation Centre (University of Huddersfield) initially, with further regional opportunities to be explored in the future. This network will bring together business support services from the Growth Hub, local Universities and the Innovate UK ‘family’ (including Knowledge Transfer Network, Enterprise Europe Network and Catapult network). Activities will be supported through regular events in order to raise aspirations and improve the chances of success for our businesses competing for UK Research and Innovation (UKRI) funding”.

2.3 The WYIN has been operating for 9 months and has developed a multi-layer approach to the network. This includes the following:

- The Strategic group – involving key players from organisations across the innovation ecosystem to provide strategic direction and steer collective activities.
- The Advisor group – involving organisations and individuals from across the business support landscape with a day to day liaison with businesses. Led by Connecting Innovation in its role as impartial objective broker of innovation support services.

2.4 In addition to the above, the following groups will also be established:

- The broader landscape of business support providers – individuals and organisations who will have an interest in the developing innovation ecosystem.
- The Business Network – envisaged to be a peer-to-peer support network focused on innovation, drawing in businesses who have engaged with all the ecosystem support to add value to the existing offers.
- Communications professionals – identified as critical ingredient of increasing innovation rates in the City Region this will involve raising the profile of all innovation support available, as well as increasing visibility of innovation, showcasing success stories and more generally creating a greater buzz around innovation.

2.5 The Business Network is likely to include vertical strands of network activity, including Healthtech and Space.

2.6 The ultimate ambition of the network is to create a better offer and experience for businesses seeking innovation support, joining up activity more coherently, exploit opportunities for increased collaboration between partners, and identify gaps in provision (and opportunities to fill those gaps).

#### West Yorkshire Innovation Festival

2.7 One of the emerging themes from the innovation study commissioned in 2019 was the importance of comms and marketing – in both promoting the extensive support offer available and profiling the innovation successes within the region. The Network recognises the importance of this and have prioritised as a quick win in their action plan delivery of the first annual West Yorkshire Innovation Festival.

2.8 The first of its kind for West Yorkshire, the Innovation Festival will profile both the support available in the region and some of our innovation successes. The LEP and Combined Authority's role on this, as per Connecting Innovation, is as impartial broker of innovation support. The LEP is therefore creating the platform and hosting the week, including creating marketing collateral, but partners will be responsible for organising and running their own events.



2.9 A presentation will be made at the meeting to share some of the collateral and events planned.

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

3.1 The festival and events will focus on the opportunities to drive innovation to the region's priorities, including its net zero ambitions.

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

4.1 The festival, in line with the Innovation Framework strapline 'Innovation for everyone' has an underpinning theme of increasing diversity in innovation. The events will reflect this.

### **5. Financial Implications**

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

### **6. Legal Implications**

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

### **7. Staffing Implications**

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

### **8. External Consultees**

8.1 The West Yorkshire Innovation Network has been extensively involved in this.

### **9. Recommendations**

9.1 That BIG Panel note the Network and the Festival and help to promote and engage with the festival and events.

### **10. Background Documents**

10.1 None.

### **11. Appendices**

11.1 None.

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**Report to:** Business, Innovation and Growth Panel

**Date:** 25 February 2021

**Subject:** **Business support update (inc. COVID-19 response)**

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**Director:** Brian Archer, Director of Economic Services

**Author:** Henry Rigg, Head of Business Support

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## 1. Purpose of this report

- 1.1. To provide the Panel with an update on Business Support activities, including those in response to the COVID-19 pandemic.
- 1.2. Support for businesses in relation to EU Exit is detailed within the report for Item 7.

## 2. Information

### COVID-19 Response

- 2.1 As set out within the Economic Reporting paper at Item 6, small businesses in particular continue to face significant challenges as a result of the pandemic. These include cashflow management impacted negatively by substantial drops in income, loss of customers and clients and the need to adapt and pivot service and product offerings at pace, home-working pressures and the need for enhanced ICT skills and secure digital infrastructure, and finding the time and external guidance to develop longer-term plans for recovery, resilience and growth. The products set out below have been introduced by the LEP, Local Authorities and other key partners in recent months to support small businesses with some of these ongoing challenges.
- 2.2 The Combined Authority/LEP continues to experience high demand from businesses and individuals resulting from the COVID-19 crisis. For example, the Business Support Service dealt with over 7,000 enquiries from businesses in the period from the end of March 2020 through to early January 2021 (a 60% increase on the corresponding period last year). The majority of the additional enquiries are from businesses in the retail, leisure and hospitality sectors, and their associated supply chains. However, it is important to note

that enquiries from all sectors regarding access to the LEP's, and its partners' range of products also remain high.

- 2.3 There was an upwards spike in customer traffic in early January 2021 as businesses enquired about the additional business support measures announced by the Government in relation to the current extended lockdown. However, this was not as high as in late March/early April 2020 or late October 2020, which could be partly attributable to the business community now being more familiar with the support system and how to access it.
- 2.4 The LEP's COVID-19 Recovery Grants are in full delivery with many projects underway or having fully completed by the end of January 2021. Approximately 1,000 small firms in West Yorkshire are being supported with almost £2.2m of funding from a combination of ERDF and Local Growth Deal funding. The individual investments by businesses are a mix of capital equipment purchases, including ICT kit and some safe-working apparatus, and consultancy advice and support with business resilience and pivoting of products and services to reach new customers and markets. A proposal is in development to continue and expand the programme from April 2021 onwards. Although it is not yet clear whether Government will support this.
- 2.5 The Digital Resilience Voucher scheme, delivered as part of the wider Digital Enterprise Programme, is now complete. It has provided grants of up to £5,000 to circa 400 small firms to support with the cost of ICT equipment, and associated software, in the process enabling more effective and secure remote working. Just over £1m of Local Growth Deal funding has been used to deliver the scheme, and options are being considered for future expansion and adaptation as lockdown restrictions continue.
- 2.6 In addition, LEP's Small Business Membership Scheme continues to support small firms across West Yorkshire with the cost of joining the Federation of Small Businesses, the Mid-Yorkshire Chamber of Commerce or the West and North Yorkshire Chamber of Commerce for a 12-month period. As a result, new members are benefitting from valuable support with such matters as legal, HR, financial, health and safety, and physical and mental wellbeing. Almost 400 small firms have benefited from the support to date.
- 2.7 The LEP is also supporting small businesses with recovery and resilience through the Peer Learning Networks scheme being delivered in partnership with the University of Leeds Business School. This delivers action learning support for SMEs via a cohort model providing both group-based learning sessions and additional one-to-one coaching. To date, 23 three-hour group sessions have been delivered to 48 SMEs, complemented by one-to-one coaching sessions for each SME. Three SME cohorts have completed and a further three are in delivery and will complete by the end of March 21. Discussions are ongoing with Government about a continuation/expansion of the scheme in 2021/22.
- 2.8 Furthermore, the LEP continues to deliver the Cyber Security Support Scheme via the uplift Growth Hub funding for 2020/21 received from BEIS in late 2020.

This is providing practical help and advice to small firms on how to operate safely and securely within the digital environment. Delivery is by the Home Office-backed North East Business Resilience Centre and has been developed in consultation with the National Cyber Security Centre. To date, over 170 small firms have engaged with the service, with 60 receiving the full support offer.

- 2.9 An expanded programme of free seminars is being delivered up to the end of the financial year as part of the LEP's resilience workstream. Leeds City Region-based consultancy, Biskit, is delivering an additional 13 webinars for SMEs across the region on a wide range of subjects linked to the development of resilience within business operations. These include:- Identifying New Markets and Opportunities, Maximising Your Existing Customer Relationships, Identifying Business Barriers to Growth and Understanding Your Marketing Messages. It is expected that up to 150 SMEs will attend the sessions. Further details and registration details can be found at:- [LEP and Northern Powerhouse Business Events \(eventbrite.com\)](https://www.eventbrite.com/leeds-city-region-business-events)
- 2.10 By late January 2021, the West Yorkshire councils (supported by the LEP SME Growth Managers and the Business Support Service Gateway providing access to information and referrals to councils) had delivered over £530m of grant funding to c54,000 businesses via the various grant schemes introduced since April 2020. At the time of writing, circa £140m has been delivered since November 2020 in over 65,000 payments to businesses via the Local Restrictions Support Grant (Open and Closed) and the Additional Restrictions Grant (ARG), introduced in response to the November 2020 restrictions and current national lockdown.
- 2.11 In addition to those businesses forced to close because of regional and national restrictions, the discretionary elements of the grants schemes have been utilised to date across West Yorkshire to support a broader range of firms and sectors, informed by a framework developed with council partners. This has included supporting private day nurseries, suppliers to retail, leisure and hospitality (e.g. events companies and food & drink wholesalers and manufacturers), some other parts of manufacturing reliant on leisure and hospitality, some sections of the self-employed community (i.e. those unable to access meaningful support from the Self-Employed Income Support Scheme or Universal Credit), businesses not within the Business Rates system e.g. those in shared service centres and managed workspace, and larger SMEs that can evidence a significant impact on income.
- 2.12 The more discretionary element of the funding allocated to the councils in West Yorkshire, known as the Additional Restrictions Grant, was increased in early January 2021 to just over £67m. This allocation can be used to provide grants to businesses, as well as advice and guidance, upon till the end of March 2022.

#### Business Support Service

- 2.13 The service has supported over 5,400 businesses since the start of April 2020, which is significantly higher than the forecast of circa 2750 at this stage in year

when the business plan was produced. The target of supporting 2000 with more intensive assists (defined as a grant or support of at least three hours) has also been surpassed, with over 2,800 supported as of late January 2021. Although demand for some products has dropped as businesses re-prioritise investment plans in the short-term (e.g. on resource efficiency measures), in other product areas there has been ongoing increases in demand. In addition, the new COVID-19 response products have clearly led to a higher take-up of support from a broader range of sectors.

- 2.14 As part of its role as the Growth Hub Cluster Lead for Yorkshire and Humber, the LEP has commissioned a webinar programme focussed on supporting businesses to recover, pivot and move into cautious growth. This will be available to all business support professionals across the region who are engaging directly with SMEs as part of their day-to-day roles. Subject matters to be covered include:- Pricing and What Not To Do, Power of the Pivot, New Product and Service Development, and Employee Welfare and Engagement.

#### Business Growth Programme

- 2.15 Despite the obvious and widespread economic challenges at present, activity levels on the capital grants to businesses programme remain high. Food and drink manufacturing (and its supply chain e.g. machinery providers), creative & digital and healthcare & medical technology are the sectors with ongoing high demand for capital investment grants. This has been evident in the fact that the second and third quarters of 2020/21 saw the highest consecutive quarters for grant approvals for over three years. At the time of writing (late January 2021), there are also several other large capital grant applications in the pipeline from existing Leeds City Region businesses.
- 2.16 Four grants each of between £100k and £250k for large capital investment projects from existing Leeds City Region businesses were recommended for approval at recent meetings of the Business Investment Panel. The first was from a York-based food and drink manufacturer that is investing £1.47m in premises and equipment. The second was from a Bradford-based manufacturer of chemicals that is moving to a new production facility within the district. The third was for another Bradford-based business that manufacture catering equipment from several sites and is moving to a single consolidated site in Keighley. The fourth was for a Kirklees-based provider of transactional, integrated business communications in bulk print and digital formats. This business is investing substantially in additional equipment to increase capacity and transition to an enhanced digitised delivery operation.
- 2.17 The programme will continue throughout 2021/22 with £7m of funding from the Combined Authority's Getting Building Fund Allocation. This will ensure that larger applications coming forward in the remainder of this financial year can be supported via the new allocation, hence ensuring there is not gap in delivery. The pipeline of enquiries and emerging applications indicate that demand will remain high as we move into 21/22.

### LEP Products and Partnership Activity

- 2.18 The LEP is coordinating the first **West Yorkshire Innovation Festival** – scheduled to take place 15-19 March 2021. It will consist of a week of events hosted by the LEP and partners across the innovation network, with the objective of raising the profile of innovation across Leeds City Region. Aligned to the priorities of the recently established West Yorkshire Innovation Network, the festival will showcase the expertise, resources and innovative businesses in the City Region, in the process increasing the appetite for, and take-up of, the City Region's strong innovation support offer. Details of the all the events to be held during the festival will be captured and promoted via a single accessible site. At the time of writing, the festival has 37 events scheduled with a small additional number under development. Further details are also provided in the report for Item 12.
- 2.19 The second **Strategic Business Programme (SBG)** commenced in September 2020 with new delivery partner, Oxford Innovation Services Ltd (OISL). The £3.2m programme will run until the end of March 2023 and is 50% funded via the European Regional Development Fund. The programme will provide a minimum of 400 SMEs with a blended package of bespoke support including coaching, peer-to-peer learning and workshops covering key growth-related topics. Participants will also have access to a capital grants fund and will be expected to make a firm commitment to achieving 20% annualised growth in jobs and/or turnover over a three-year period. The programme is expected to create and safeguard at least 700 jobs.
- 2.20 Due to a delay in the contract with OISL commencing, a rapid mobilisation and awareness campaign was implemented, which resulted in over 220 enquiries from growth-focussed SMEs being received from October 2020 onwards. To date, 91 businesses have applied to undertake a business diagnostic, and there is a strong pipeline containing many others from across the City Region. There have also been 42 grant enquiries from firms seeking support towards capital-related investments. As of 31 January 2021, six grant applications had been approved, with a cumulative value of over £100,000.
- 2.21 The LEP is continuing to work in partnership with **NatWest and Huddersfield Giants** to deliver a series of events to promote Women in Business. The first event was held on 8 December 2020, and showcased local businesswoman, Claire O'Connor, owner of babyballet, who talked about the journey of building her business. The second event was held on 21 January 2021 and focused on the Be the Business Female Entrepreneurship Mentoring Programme, which is currently being piloted in Leeds City Region and the West of England. Speakers included Ella Mesma, owner of Business Yoga, who is a mentee on the programme. A third event is being planned for March 2021 to link with International Women's Day. The two events have proved popular on YouTube and can be viewed via the following links:-

[https://www.youtube.com/watch?v=aBV\\_mKNvMR4&t=278s](https://www.youtube.com/watch?v=aBV_mKNvMR4&t=278s)

<https://www.youtube.com/watch?v=p4miAL0O23q&t=2s>

- 2.22 The above mentoring programme has been introduced in response to the 2019 Rose Review of Female Entrepreneurship and includes a 12-week tailored package of mentoring support from established female business leaders leading smaller enterprises.
- 2.23 The LEP has partnered with **Lloyds Banking Group** and Clockwork City to deliver a free pilot project that builds the digital skills and knowhow of small firms operating in the business to consumer sector (and predominantly high street operators). The cohort of 15 SME owner-managers are all from BAME communities and/or are females, and each will access a mix of one-to-many webinars and one-to-one coaching sessions. Subject matters being covered include:- Increased Profitability, Effective Social Media Promotion, Understanding Facebook, Twitter & Instagram, and Increased Online Discoverability & Visibility.
- 2.24 In addition, the LEP and Bradford Council are supporting the Business Leaders Coaching Initiative pilot project for leaders of Asian businesses across the district. This will take place from March 2021 and will provide an initial cohort of six businesses with access to coaching and mentoring from leading private and public sector organisations in the City Region. The support will be focussed on setting the strategic vision of the businesses, making connections, and building strong working relationships. It will also incorporate an important peer-to-peer support element.
- 2.25 The University of Huddersfield has recently launched its Manufacturing Champions programme with match-funding of £200,000 from the Combined Authority/LEP, and the remainder from the European Regional Development Fund. The three-year programme will provide intensive support to a small number of SME manufacturers with scale-up growth potential, both in terms of employment and turnover. The onboarded firms need to pass a rigorous and detailed application process, which tests their growth potential through technology adoption and their commitment to productivity improvements over a sustained period. The programme delivers a blended package of support, including grant finance, technology adoption, leadership and management, and some peer learning. 28 businesses from across a range of manufacturing sub-sectors (including food and drink, electronics, chemicals and healthcare) have to date been selected to access the comprehensive support programme.
- 2.26 The Digital Enterprise programme, which is part-funded by the LEP, launched its second Digital 100 campaign in late January 2021. Part of this is the celebration of 100 of the most digitally transformational, resilient and innovative businesses in the City Region featuring in a special report following a competitive nominations process. The successful 100 SMEs in the list represent a diverse range of industries and include award-winning game development studio, XR Games; one-stop local online shop, ShopAppy; animation studio, Distant Future, fly tying materials specialists Semperfli; energy system installers, Eclipse Energy; and landscaping supplier Green-tech. Further information on the campaign and the Top 100 can be found at:- [LEEDS CITY REGION'S TOP 100 DIGITAL TECH ADOPTORS ANNOUNCED – Digital Enterprise](#)



- 2.27 The Travel Plan Network (TPN) is working with a number of foundation NHS Trusts, including Bradford Teaching Hospitals and Calderdale and Huddersfield, to help implement car park management strategies and support more active travel amongst employees. This is being further developed through the establishment of an NHS Peer group forum, which comprises all West Yorkshire Hospital Trusts and Clinical Commissioning Groups (CCG's). The focus is to explore collective strategies and develop a shared travel plan that facilitates the transition towards electric fleet vehicles, and that embeds sustainable travel options as part of their wider ambitions to reduce their carbon footprints.
- 2.28 A travel survey was recently commissioned for Huddersfield Royal Infirmary to gather information about employee commuter journeys. This was designed with assistance from the TPN team and now provides a blueprint for other sites to carry out similar surveys. The data will help to inform a wider action plan with priorities for each site, and also presents the opportunity to collaborate on joint campaigns and utilise shared resources, including any potential procurement exercises.
- 2.29 The Energy Savings Trust has been introduced to the group to support a wider 'fleet review' with further work planned at each site. The Trust also recently delivered an 'electric vehicle' webinar to TPN members, which attracted 65 attendees from 34 different employers.

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

- 3.1 The Business Support Service has a Clean Growth and Innovation workstream that underpins all activities delivered by the service. There are two primary products in the offer to businesses in the City Region that are actively contributing to tackling the climate emergency. These are:- REBiz (support for SMEs to reduce their use of energy and water, and to increase and improve their recycling and reuse), and Travel Plan Network (support for employers of all sizes to introduce more sustainable and active travel options within their operations). However, many other products are making active contributions to the clean growth agenda e.g. funding and advice to introduce digital manufacturing models that use less energy, and capital grant investment to facilitate the production of reusable materials and products. In addition, the Inclusive Growth options referenced at point 4 below, also include grant-recipients making clean growth-related commitments e.g. taking part in the Bike Friendly City Scheme.

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

- 4.1 Businesses in receipt of grants over £25,000 in value are required to contribute to the Inclusive Growth agenda e.g. training lowest paid employees, offering work opportunities to under-represented groups or partnering with a local school. In addition, grants available via the Business Growth Programme are linked to payment of the Real Living Wage for employees of applicant businesses and the Panel is actively engaged in the current work being undertaken on the Good Work Standard.

**5. Financial Implications**

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

**6. Legal Implications**

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

**7. Staffing Implications**

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

**8. External Consultees**

8.1 No external consultations have been undertaken.

**9. Recommendations**

9.1 Panel members are requested to note the progress set out within the report on support for businesses in the City Region.

**10. Background Documents**

10.1 None.

**11. Appendices**

11.1 None.

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**Report to:** Business, Innovation and Growth Panel

**Date:** 25 February 2021

**Subject:** **Trade and investment**

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**Director(s):** Brian Archer, Director of Economic Services

**Author(s):** David Shepherd, Head of Trade and Investment

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## **1. Purpose of this report**

- 1.1 To provide an update on Trade and Inward Investment activity since the last Panel meeting.

## **2. Information**

### Trade & Investment Activities and Performance

- 2.1 Since October there have been 15 new project successes (from 'new to' and 'existing' city region businesses). These include the attraction of medical companies operating in the fields of surgical 3D printing, diabetes therapeutics and regenerative tissue, expansions of significant manufacturers and new investment by companies operating in artificial intelligence and the automotive sector. These have created c.650 new jobs and safeguarded 146 roles.
- 2.2 During October to January, the team received 30 new enquiries. Despite the current economic uncertainty, the enquiry pipeline is strong with several large-scale inward investment enquiries being handled across the team.
- 2.3 The team is extremely busy working on these enquiries actively participating in several bid processes and the enquiries represent a significant opportunity to support the UK and regions economic recovery.
- 2.4 Recent enquiries have identified trends relating to investment decisions.

- Large scale office-based enquiries from businesses, particularly in professional and financial services sector are beginning to pick up, but still lower in volume than in previous years.
  - Increased demand from companies considering automation as part of their investment strategy.
  - Businesses are continuing to reassess their real estate footprint with many companies reporting changes in their footprint requirement in a post COVID-19 environment.
- 2.5 The enquiries collectively represent in excess of 2000 potential new jobs through the attraction and retention of high-value economic activity in sectors such as: medical technology, electric-vehicle manufacture, quantum technologies, financial services, chemicals and food and drink.
- 2.6 The inward investment team continue to target tech operations looking at potential expansion or 'north shoring' of activity. This is through a combined approach of prospecting key contacts and engaging with client advisory intermediaries. This tech sector has proven the most resilient in the rapid transition to WFH and as such business-as-usual services have mostly been maintained.
- 2.7 Industry feedback and analysis from the tech sector shows that a review of business operating models (including the physical workspace, office location, access to talent and staff welfare) is actively being discussed and highlighted as a medium-term area of focus. The team continue to stay deeply connected with this sector, so the region is well positioned to capitalise on the anticipated enquiries.
- 2.8 An initiative is underway to position the region as a viable alternative to the 'Golden Triangle' to Israeli med-tech companies and VC funds. The team is working with the British Embassy in Israel to facilitate a competition where med-tech firms explore the region as an alternative to London and the South-East.

### **3. Investor Development**

- 3.1 The team continues to successfully engage with over 100 businesses, understand their future investment plans and continues to gather critical business insight to help shape local and national policy. This FY the team have supported 7 expansions in the city region with a further 5 in the pipeline expected to convert by March 2021.
- 3.2 Understanding the new trade deal and the schedule for future Free Trade Agreements (FTA) continues to be a key priority with businesses looking for clarification of the impact on tariffs, border issues, and immigration. The team have supported businesses with regular invites to government webinars and articulating the messages on how businesses can navigate the new trading relationship with Europe.

3.3 In December 2020, the team hosted a webinar with the Bank of England to look at the future economy. A variety of KAM companies attended with questions posed on regional bounce back post-COVID-19, levelling up, and how Brexit could impact productivity. A second webinar is being developed with a regional economic focus, alongside an event with the Automotive Sector.

3.4 Looking ahead a pilot programme with The University of Huddersfield Supply Chain programme is working with Apprenticeship Levy payers to encourage them to use surplus levy to support suppliers or communities.

#### **4. Creative Catalyst**

4.1 The team is currently working with procurement to launch the tender for the Creative Accelerator. This will support 20-30 businesses in the screen industries to boost their activities across 2 years.

4.2 Work is almost complete on the baseline report for the Channel 4 Economic Impact Report. This examines the state of the creative sector economy across Leeds City Region at the point Channel 4 made their decision in October 2018. There will be annual reports looking at the impact of their move for a subsequent five years, alongside yearly qualitative business barometers interviewing relevant businesses and stakeholders across the region's creative industries.

#### **5. International Trade and EU Exit**

5.1 In partnership with DIT, EGS and York & North Yorkshire LEP, we have commissioned KADA Research to undertake an EU Exit business engagement study to assess the impact of EU Exit on the ability of businesses in the region to trade internationally.

5.2 The first phase of this work has now been completed with 97 businesses in the region participating in the study. A second phase is now underway targeting a further 75 businesses. An infographic outlining the key headlines so far is at Appendix 1.

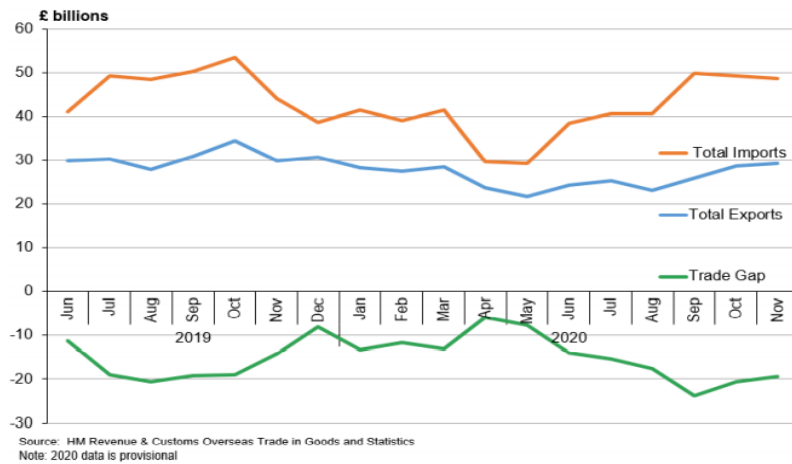
5.3 A third phase of activity will follow by the end of March which will deliver a series of business roundtables/workshops focusing on the issues identified.

5.4 As reported by the World Trade Organisation, in the third quarter of 2020, the volume of global merchandise trade rose 11.6% compared with the previous quarter after falling 12.7% in the second quarter. Despite this, the volume of trade between July and September was still 5.6% lower than in the same period in 2019.

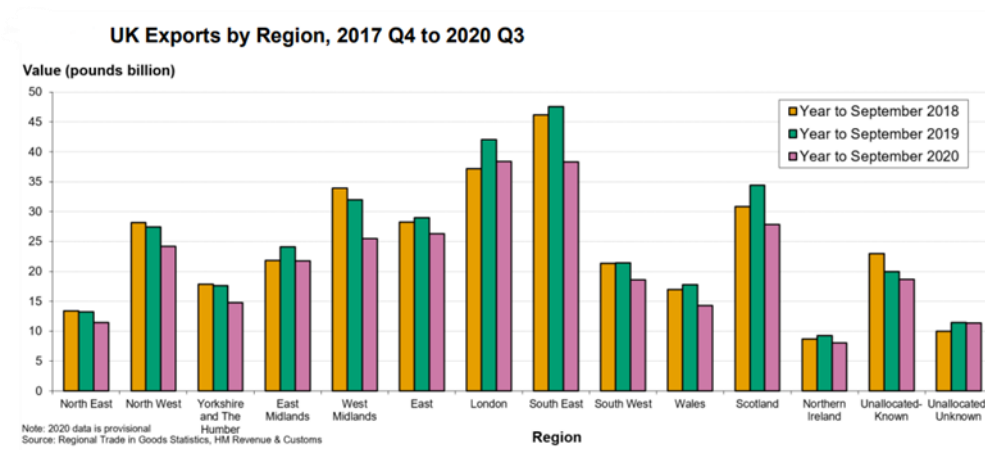
5.5 The latest UK monthly figures from Her Majesty's Revenue and Customs (HMRC) for trade show that total exports of goods for November 2020 increased by 1.9% compared with last month but decreased by 1.9% compared with November 2019. EU exports were up by 6.6% compared with October 2020 and up by 15% compared with November 2019. Non-EU

exports were down by 2.5% compared with October 2020 and down by 15% compared with November 2019.

**Total UK monthly Trade in Goods**



5.6 In the year ending September 2020, the total value of UK exports decreased by 14% compared with the same period the previous year. From a regional perspective, when comparing the annual period ending September 2020 with the annual period ending September 2019, all English regions again experienced decreases in the value of exports, as was the case in the last quarter.



## 6. Emerging markets

6.1 In November, the team hosted virtual roundtable with the Consul General of India and key business leaders, followed by a private meeting with key government and private sector stakeholders and representatives from the diaspora community. Further activity with the Consul General and the Indian High Commission is planned for March.

- 6.2 In December, City Region Leaders met with key representatives from the Asian Business Community in the region to discuss the challenges they have faced during the Covid-19 pandemic and how to collaborate to create a better environment for business, economic growth, and international trade.
- 6.3 Following the launch of the Leeds City Region Textile Sector Showcase <https://www.investleedscityregion.com/textiles/> at the Innovate Textile and Apparel Virtual Trade Show in October, the team is now exploring opportunities to promote the sector in key international markets.
- 6.4 The in-market are now in post. Meetings have taken place with the newly appointed DIT Northern Powerhouse overseas champions in India and China and engagement is planned with other key markets.

## **7. Future International Trade activities**

- 7.1 Work on the focussed trade initiative with one of the world's largest e-commerce companies continues, with the first piece of activity taking place in February.
- 7.2 The team is working with international tech firms to position our strong tech sector and the opportunities our region offers to investors and potential partners.
- 7.3 A health & life-sciences sector showcase to champion the sector strengths in the region to an international audience.
- 7.4 The development of a more substantial regional trade portal to enable a more focussed and easier method of engaging with regional businesses and communicating relevant trade related information and activities to support their international market development.
- 7.5 Arising out of the Leeds City Region Textile Sector Showcase, a virtual roundtable with key Hong Kong partners is planned in March.

## **8. NP11 Trade & Investment Forum**

- 8.1 Our active engagement with the NPH Trade & Investment Forum continues with our involvement in the development of the NPH Overseas Champions programme and the advisory group for the delivery of the NPH Internationalisation Fund.
- 8.2 The team is in communication with DIT surrounding the new UK Investment Office which is being established to assist regions to secure major inward investment projects.

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

- 9.1 There are no Climate Emergency implications directly arising from this report.

**10. Inclusive Growth Implications**

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

**11. Financial Implications**

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

**12. Legal Implications**

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

**13. Staffing Implications**

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

**14. External Consultees**

14.1 No external consultations have been undertaken.

**15. Recommendations**

15.1 That the BIG Panel notes and comments on the progress made to date on the delivery of Trade and Investment activity.

**16. Background Documents**

16.1 None

**17. Appendices**

17.1 Appendix 1 – EU Exit Business Preparedness Survey Headlines



### Appendix 1

## EU Exit Business Preparedness Survey Headlines\*

### Most Relevant Issues and Concerns



#### Top 3 EU Exit relevant issues

Maintaining customers and suppliers (83%), taxes, tariffs and VAT (80%), new customs duties/regulations (76%).



#### Top 5 business concerns

Lack of clarity (77%), costs (62%), dependency on supplies (56%), complexity (53%), supplying EU on time (51%).



#### Top 3 preparation challenges

Uncertainty (77%), lack of applicable information (52%), lack of information or expertise (44%).



#### Top 3 barriers to working with EU businesses

Increased costs of trade, changes to rules and regulations and loss of frictionless trade (75%, 62%, 62%).

### Preparations and Markets



49% 'totally' or 'mostly' prepared, 35% somewhat, 13% 'not prepared' or 'totally unprepared' (3% n/a).



19% addressed all EU Exit issues, 35% majority, 15% major issues, 15% some issues, 16% no measures at all.



61% EU preparations not affected by Covid-19



26% exploring international markets including North America, Asia and Africa (10%, 7% and 6%).

### Information and Support



44% could not find information needed, 37% found 'some' or 'all'



43% of LCR and 39% of Y&NY businesses would like more info



66% requested on-line tools



Hot topics: customs, travel, trade (43%, 37%, 36%)

\*Conducted by Kada Research Ltd in December 2020 with 151 businesses trading with the EU or thinking about it. 97 responses from the Leeds City Region (LCR) and 54 from York and North Yorkshire (Y&NY).

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