

## **ECONOMY SCRUTINY COMMITTEE**

**MEETING TO BE HELD AT 10.00 AM ON WEDNESDAY 17 NOVEMBER  
2021 IN COMMITTEE ROOMS 6/7, LEEDS CIVIC HALL, CALVERLEY  
ST, LEEDS, LS1 1UR**

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This meeting will be held in Committee Rooms 6&7, Civic Hall, Leeds LS1 1UR.

There will be very limited capacity for observers of the meeting. If you would like to attend to observe the meeting in person, please email: [governanceservices@westyorks-ca.gov.uk](mailto:governanceservices@westyorks-ca.gov.uk) to request a place, clearly stating the name, date and start time of the committee and include your full name and contact details, no later than 24 hours before the meeting begins.

Please note that the pre-booked places will be allocated on a 'first come, first served' basis and once pre-booked capacity has been reached there will be no further public admittance to the meeting.

Coronavirus is still circulating so please follow all the Covid safe rules. Even if you have had the vaccine but have Coronavirus symptoms: a high temperature; a new, continuous cough; or a loss or change to your sense of smell or taste, you should NOT attend the meeting and stay at home and get a PCR test. For those who are attending the meeting, you are encouraged to bring a face covering.

This meeting will be filmed for live or subsequent broadcast via the Combined Authority's internet site. If you have any queries regarding this, please contact Governance Services on [governanceservices@westyorks-ca.gov.uk](mailto:governanceservices@westyorks-ca.gov.uk).

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

- 1. APOLOGIES FOR ABSENCE**  
To note apologies for absence and confirm the quorum of 11 members is met.
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. NOTES OF THE INQUORATE MEETING HELD ON 22  
SEPTEMBER 2021**

(Pages 1 - 4)

**5. SCRUTINY AND GOVERNANCE ARRANGEMENTS**

(Pages 5 - 8)

**6. CHAIR'S COMMENTS AND UPDATE**

**7. ECONOMY SCRUTINY WORK PROGRAMME**

(Pages 9 - 24)

**8. COVID-19 ECONOMIC RECOVERY PLAN**

(Pages 25 - 92)

**9. DATE OF THE NEXT MEETING - 19 JANUARY 2022**

**Signed:**

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

**Managing Director  
West Yorkshire Combined Authority**

## Notes of **Inquorate** Economy Scrutiny Committee Meeting held on 22 September 2021

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### Item 1 – Welcome and apologies

Attendees (10/11): Bob Felstead, Zafar Iqbal, Stephen Baines (DC), Audrey Smith, Richard Smith (C), Harpreet Uppal, Kayleigh Brooks, Jonathan Bentley, Dawn Collins, Samantha Harvey

Apologies (5): Olivia Rowley, Graham Isherwood, Andrew Hollyer, Aneela Ahmed, Manisha Kaushik.

Officers: Brian Archer, Ian Smyth, Khaled Berroum

***Skipped items 2 and 3 as the meeting was inquorate.***

### Item 4 – Scrutiny and governance arrangements

Members received an outline of scrutiny standing orders and other governance arrangements established at the Combined Authority Annual Meeting.

In questions and discussions, members sought clarification on a number of things including:

How the Mayors Question Time session in March 2022 would be approached:

- There are many approaches taken by other mayoral authorities to date, ranging between two approaches –
- One where it is too open and members ask what they want to one where it is too structured with the questions being given to the mayor ahead of time.
- The aim is to be in the middle, not too open and not too structured, providing general headlines and areas of interest but allowing free flowing questions within those topics in session.

How cross-cutting ‘overall’ issues would be handled by the three co-equal scrutiny committees:

- The Chairs and deputies form a steering group to maintain a general overview of the entire scrutiny activity
- The committees may commission joint working groups drawing membership from two or more committees to look at certain issues.

The relationship between the LEP and Combined Authority:

- In theory the LEP and Combined Authority are separate strategic entities, where the largely private sector led LEP Board helps develop broad economic policies and services, with the democratic led Combined Authority acting as accountable body ratifying decisions and authorising spending
- In practice membership overlaps and they share a corporate structure and officer body who are all considered employees of both.
- The LEP brand is used to engage with businesses and the private sector and WYCA’s Metro brand is used to engage with transport users and sector.

### Item 5 – Chairs comments and announcements

The Chair introduced himself and explained that:

- He would like to get to know members as individuals and would like the committee to work as a team.

- Scrutiny is non-political and non-partisan and its objective is to provide constructive challenge not to trip up the mayor.
- He has held a number of meetings over the summer with the other two scrutiny chairs as well as with key officers such as the lead director and scrutiny officer to be briefed on the Combined Authority's activities and priorities.

## Item 6 – Economy functions and priorities overview

Members received a high-level overview of the Economic Services delivered by the Combined Authority as well as an outline of economic policy development and current priorities and strategies.

Questions and discussion centred around:

- The use of evidence and data on uncertain facts in developing economic policy e.g. consequences of furlough and business intentions.
- The much-publicised labour shortages in key areas such as heavy goods vehicle (HGV) drivers and security staff – as well as more broadly in retail, service, hospitality and agriculture, in particular food production
- The promotion and support of entrepreneurship.
- Inward investment strategy.
- How the constituent authorities work together in partnership and to avoid duplication.

## Item 7 – Economy Scrutiny Work Programme discussion

The Chair and members discussed a number of principles and approaches to work programming, topic selection and future meetings – including:

- Bear in mind level resource capacity and time available to scrutiny – one scrutiny officer and three further committee meetings, with limited support from wider officer as and when needed.
- Members have a responsibility to read reports which are requested and take up officers' time, otherwise officers scarce time is taken up inappropriately.
- When members meet to discuss an agenda, there is an element of preparation required, so we are all familiar with the report and the subject matter prior to the meeting.
- Chair suggested mirroring CA and Mayor's priorities which are COVID economic recovery and Mayors Pledges on the economy.
- Avoid straying into making policy and independent policy development
- Focus on delivery of ambitions/pledges and achievement of outputs/outcomes
- Investigate level of added value / additionality of investments made
- Remember to focus on structural issues and wider strategic and long-term effects – not just narrow, immediate and short-term issues
- Mayors Question Time: spend time at the January meeting to discuss proposed approach to questioning the Mayor at 9 March session.
- Pre-meetings are unnecessary, timings are difficult and transparency

Members' discussion, questions and suggestions included the following:

### **COVID-19 recovery: economic growth, job creation, skills, and other opportunities:**

1. **Use of data / intelligence:** what economic/social data does the CA analyse and how does it influence policy, interventions and activity? E.g. logic behind the number for jobs created in the Mayors Pledge: is that based on data/need, delivery capacity or funding limits?

2. **Growth as a priority:** How is 'high growth' defined? What does success look like? How are competing priorities handled? E.g. between high growth vs carbon emission reduction or productivity efficiency vs job creation? E.g. 2 changed focus to create green jobs, not just jobs.
3. **Strengths & assets:** Unique regional assets/opportunities. Recovery plan focuses on productivity and inclusive growth etc as pre-pandemic but does the region have as a 'growth engine' any particular strengths that can be developed and utilised to drive growth? What are the region's future proof assets/opportunities?
4. **Weaknesses & gaps:** What gaps are there in the current recover/growth strategy? what mitigations could be employed to counter them?
5. **Impact of CA:** What levers does the CA have to make an impact on the economy?
6. **Outputs & additionality:** Does the CA achieve its targets and ROI? Does the CA's activity/interventions constitute additionality that businesses wouldn't have done without it?
7. **Skills strategy – short and long term:** How can WYCA help plug short term demands such as shortages in HGV drivers, agricultural workers, service, retail, hospitality and security staff? How does it calculate and factor demands of local high growth/demand sectors and employers etc into AEB / skills strategy?
8. **Other opportunities from pandemic:** Use of entrepreneurship – which has increased during pandemic – as an alternate 'job creation' effort. How are opportunities, such as entrepreneurship etc, promoted to young people as a career option?
9. **Partner councils:** Work with stakeholders, including partner councils to avoid duplication and fit in with local strategies, and with others such as colleges and businesses to identify right focuses and growing demand.

#### **Inward Investment:**

1. **Additionality & achievement:** Are targets being met? What is the ROI vs level of investment and resources dedicated to supporting incoming enquiries and proactive bids? What is the level of – and evidence of – additionality? That is – does investment make a genuine difference in persuading the business to relocate? Does the investment lead to additional economic outcomes?
2. **Impact of inward investment – positive and negative:**
  - a. **POSSIBLE CASE STUDY:** Creative industries e.g. Channel 4 investment touted as anchor and catalyst in local creative sector, in addition to immediate jobs. Did grant money deliver promised immediate outcomes (C4 jobs) and/or the hoped strategic outcomes (re creative industry)?
  - b. Are there unintended consequences and risks arising from inward investment? from particularly big employers? E.g. Amazon warehouse which led to a sudden reduction in health and social care staff who left to work for Amazon for a slightly increased hourly wage.
3. **Competition between areas:** Possible tensions between areas within WY? How do the partner authorities work together? ('everyone claims to have brought C4 to Leeds, success has many fathers') or between MCA areas?

#### **Rural issues:**

1. **Strategic gap:** Rural strategy? Not been a focus of the Combined Authority despite large rural areas in the region – it is not all cities and urban areas. Is there any focus on food, agriculture and farming (from skills shortages to wider supply resilience)?
2. **Business support:** Is any support being given to agricultural/food industry? What role can the CA play in supporting this industry as part of Mayors Pledges on supporting small businesses?

3. **Future and resilience:** Any understanding, analysis or consideration of changing trends in agriculture on the wider WY economy? E.g. many farms switching from livestock to more profitable production.
4. **Connectivity:** Internet/digital connectivity – many areas are still disconnected in an increasingly digital world, now fast forwarded by the pandemic. Other areas are disconnected from economic opportunity.

### Housing:

1. **Mayoral pledge to build 5,000 affordable houses:** logic behind number relative to size of region and its housing needs? Pledge recently changed to 5,000 *affordable* homes. Region has historically underperformed in affordable housing. What steps are being taken to ensure the 5,000 homes are affordable? What engagement and measures are being taken with developers (who are often the greatest challenge in terms of affordability)?
2. **Responsibility and regional coordination between authorities:** Housing still a local authority function, but how can WYCA support and enable within its current powers? How local plans fit together in the absence of the spatial strategy and other regional planning powers in the devo deal suspended from final Order amidst govt white paper on planning? How will CA's functions and plans change in the future?
3. **Funding:** Brownfield Housing Fund unlock developments – but estimated that it will fund 2,000 homes. Other sources?

Other areas mentioned but discounted in the meeting:

- Transport as a supporter of the economy – *more suited to Transport Scrutiny Committee but might be potential for some limited coordinated work.*
- Inclusion and disadvantaged groups – *identify which groups are disadvantaged, causes of disadvantage and then potential solutions. Might be equally suited to corporate committee's overview of Mayor's EDI pledge in general.*

**Next meeting date – 17 November 2021, venue to be confirmed**



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**Report to:** Economy Scrutiny Committee

**Date:** 17 November 2021

**Subject:** **Scrutiny and governance arrangements**

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**Director:** Angela Taylor, Corporate and Commercial Services

**Author:** Khaled Berroum, Statutory Scrutiny Officer

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## 1. Purpose of this report

- 1.1 To note any changes in scrutiny and governance arrangements pertaining to the Overview and Scrutiny function in general and the Economy Scrutiny Committee in particular.
- 1.2 To note changes in membership since the last meeting.

## 2. Information

### Membership changes

- 2.1 The following changes in membership have occurred since the last meeting:
  - Cllr Tony Hames replaces Cllr Sam Harvey (Wakefield, Conservative)
  - Cllr Tony Wallis replaces Cllr Graham Isherwood (Wakefield, Labour)
- 2.2 There remains one vacancy – Calderdale Labour group.

### Amendments to Scrutiny Standing Orders – substitute arrangements

- 2.3 Following discussion at the Corporate Scrutiny Committee on 24 September 2021, amendments to Scrutiny Standing Orders (Part 4 Procedure Rules, Section 4.6 of the Constitution) to clarify substitute pool arrangements and allow scrutiny members currently without a substitute (from the same party and authority on another scrutiny committee) to nominate an additional member to act as their permanent substitute are being proposed at the next Combined Authority meeting on 9 December.
- 2.4 The proposal is that the paragraphs of Scrutiny Standing Order 1 are amended as follows:

*Proposed wording for SSO 1:*

1.2 *A member of any overview and scrutiny committee may substitute for any member of a different overview and scrutiny committee from the same party and district.*

1.3 *Where a member has no substitute alternate from the same party and district on another overview and scrutiny committee, an additional substitute from the same party and district may be nominated and appointed to act as their substitute.*

2.5 As soon as the amendment is effective, the following Members are entitled to nominate a substitute from their party and group:

<b>Member</b>	<b>District</b>	<b>Party</b>	<b>Committee</b>
Jeanette Sunderland	Bradford	Liberal Democrats	Corporate
Amanda Parsons-Hulse	Calderdale	Liberal Democrats	Transport
Andrew Cooper	Kirklees	Greens	Corporate
Anthony Smith	Kirklees	Liberal Democrats	
Robert Finnigan	Leeds	Morley Borough Independents	Transport
<b><i>Jonathan Bentley</i></b>	Leeds	Liberal Democrats	<b><i>Economy</i></b>
Rachel Melly	York	Labour	Corporate

#### Amendments to Scrutiny Standing Orders – number of meetings

2.6 Scrutiny Standing Orders currently obligate scrutiny committees to a certain number of meetings per municipal year. Following a review of constitutions and standing orders in the partner authorities, neighbouring authorities and other mayoral combined authorities, it will be proposed, at the same Combined Authority meeting, that the wording be amended to reflect the current practice that it is up to scrutiny to decide how often they should meet to perform their duties.

2.7 The proposal is that the following paragraph in Scrutiny Standing Order 9 is amended as follows.

*Proposed new wording in SSO 9:*

9.1 *Overview and scrutiny committees will schedule regular meetings and meet as often as required to effectively discharge their functions.*

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

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

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

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

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

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

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

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

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

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

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

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

#### **9. External Consultees**

9.1 No external consultations have been undertaken.

#### **10. Recommendations**

10.1 To note the changes in membership since the last meeting.

10.2 To note the amendments to Scrutiny Standing Orders being proposed at the next Combined Authority meeting on 9 December 2021 as outlined in paragraphs 2.2 – 2.6.

#### **11. Background Documents**

[Scrutiny Standing Orders](#) (Part 4, Section 6- WYCA Constitution) (2021/22)

#### **12. Appendices**

None.

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**Report to:** Economy Scrutiny Committee

**Date:** 17 November 2021

**Subject:** **Scrutiny Work Programme 2021/22**

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**Director:** Angela Taylor, Director of Corporate & Commercial Services

**Author:** Khaled Berroum, Statutory Scrutiny Officer

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

- 1.1 To approve the Economy Scrutiny Work Programme for 2021/22.
- 1.2 To consider any additional agenda items, formal referrals to scrutiny, reviews, call in, and any other tasks, issues or matters the Committee resolves to undertake or consider further.

## **2. Information**

### **Scrutiny Work Programme**

- 2.1 The Work Programme outlines the work the Committee has resolved to undertake, investigate further and focus on in the current municipal year (June 2021 – June 2022) within the resources, remit and powers available to it.
- 2.2 The work programme is set at the beginning of the year and, as a live document, is considered at each meeting where it can be amended and changed as the year progresses.

### **Referrals to scrutiny**

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

## **Agenda items and topics for consideration 2021/22**

- 2.5 At the last committee meeting, members considered the Combined Authority's corporate priorities and plan alongside the Mayor's Pledges and, following further questions and discussions with senior officers, discussed a number of possible topics and items to consider further this year.
- 2.6 The resultant work programme is attached at **Appendix 1**. The document also includes the topics to be considered by the other two scrutiny committees.

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

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

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

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

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

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

## **4. Inclusive Growth Implications**

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

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

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

## **6. Financial Implications**

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

## **7. Legal Implications**

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

## **8. Staffing Implications**

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

## **9. External Consultees**

9.1 No external consultations have been undertaken.

## **10. Recommendations**

10.1 To approve or amend the Scrutiny Work Programme

## **11. Background Documents**

None.

## **12. Appendices**

Appendix 1 – Joint Scrutiny Work Programme 2021/22

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## Scrutiny Work Programmes 2021/22

### Summary of main topics

Committee	Topics	Meetings
Corporate	<ol style="list-style-type: none"> <li>1. Partnerships and mayoral soft power</li> <li>2. Budget and business planning</li> <li>3. Overall strategic and financial decision-making</li> <li>4. Workforce and corporate systems</li> </ol>	19 November 2021 (MQT) 21 January 2022 11 March 2022
Transport	<ol style="list-style-type: none"> <li>1. Buses (franchising and improvement plans)</li> <li>2. Behaviour change in decarbonisation</li> <li>3. Freight (incl waterways)</li> <li>4. Road management and policy</li> <li>5. Rail reforms</li> </ol>	18 November 2021 20 January 2022 (MQT) 10 March 2022
Economy	<ol style="list-style-type: none"> <li>1. COVID-19 recovery: growth, jobs and skills</li> <li>2. Impact of inward investment (Incl. Channel 4 &amp; culture)</li> <li>3. Rural issues</li> <li>4. Housing pledge and powers</li> </ol>	17 November 2021 19 January 2022 ?? February 2022 – possible II/C4 workshop 9 March 2022 (MQT)
<i>All Committees</i>	<ol style="list-style-type: none"> <li>1. (Relevant) Mayors Pledges</li> <li>2. Work programme</li> </ol>	9 July 2021 – induction intro workshop

13

### Contents

Corporate Scrutiny Work Programme	page 2
Transport Scrutiny Work Programme	page 5
Economy Scrutiny Work Programme	page 8

## Corporate Scrutiny Committee

Summary:

1. Partnerships and mayoral soft power
2. Budget and business planning
3. Overall strategic and financial decision-making
4. Workforce and corporate systems

Topic	Sub-topics	Objectives	Meetings	Notes and tracking
<b>Partnerships and mayoral soft power</b>	West Yorkshire partnership	<p>Understand how well the CA works with the five authorities and York in all matters – incl. possibly:</p> <ul style="list-style-type: none"> <li>• officer liaison,</li> <li>• knowledge sharing,</li> <li>• policy development,</li> <li>• project management,</li> <li>• service delivery,</li> <li>• communications / engagement,</li> <li>• and any other cooperation</li> </ul> <p>Explore quality of current relationships between CA + councils and between councils and potential areas for improvement in joint working.</p>	TBC	
	External partnerships	<ul style="list-style-type: none"> <li>• Understand what is being done to strengthen relationships with other Mayors/MCAs (on pan-northern and cross-border things) and central government (and other key stakeholders such as operators).</li> <li>• Understand what other partnership opportunities are being identified and how they are pursued.</li> </ul>	TBC	

	Communications & Engagement	<ul style="list-style-type: none"> <li>Understand the Mayor / CA's comms/marketing/engagement strategy to raise their profile.</li> <li>Explore how well the CA engages with elected members and the public (particularly consultation on schemes)</li> </ul>	TBC	
<b>Budget and business planning</b>	Budget setting and business planning 2022/23	Explore the biggest pressures and risks and possible mitigations in budget setting (2022/23).	January 2022 Possible December 2021 Workshop	
	Budget performance 2021/22	Monitor budget performance in the current financial year (2021/22).	Standing Item	
<b>Overall strategic and financial decision-making</b>	Gainshare, strategic investment framework and other spending priorities	Understand and explore how the Mayor / CA decide what to invest in – particularly Gainshare (E.g. Strategic Investment Framework.)	January 2022 Possible December 2021 Workshop	
	Sources of funding	Understand what possible extra funding sources are available to the CA – including government funding, business rates and precepts.	January 2022 Possible December 2021 Workshop	
	Strategic prioritisation and consistency	<ul style="list-style-type: none"> <li>Understand how strategic priorities are determined.</li> <li>Explore how conflicts between priorities are resolved and which priorities had to be left out.</li> </ul>	January 2022 Possible December 2021 Workshop	
	Impact and performance assessment	Understand the process and methodology of performance and impact assessment and how it is considered during decision making (E.g. carbon impacts, EDI)	January 2022 Possible December 2021 Workshop	
	New governance and scrutiny structures	Monitor the effectiveness of the new governance and scrutiny structures	March 2022	

		established after the Mayor's election – and review as appropriate.		
<b>Workforce and corporate systems</b>	Workforce planning	<ul style="list-style-type: none"> <li>Understand how the workforce has evolved since the MCA was established – and future expectations.</li> <li>Explore current preparations and any challenges or areas of concern (such as funding, resources, and delivery capacity).</li> </ul>	March 2022 Possible workshop February	
	Recruitment, retention and apprenticeships	<ul style="list-style-type: none"> <li>Understand how well the CA attracts, recruits, utilises and retains talent – (local talent in particular) and explore current challenges in these areas.</li> <li>Understand the current position with regards to apprenticeships within the CA.</li> </ul>	March 2022 Possible workshop February	
	Upgrade of corporate systems	<ul style="list-style-type: none"> <li>Understand plans to upgrade internal systems.</li> <li>Explore the capacity for greater harmonisation of systems across the five member authorities and CA e.g. in finance, HR, ICT and project management.</li> </ul>	March 2022 Possible workshop February	
	Cyber security and ICT resilience	<ul style="list-style-type: none"> <li>Understand the CA's current position re: cyber security and ICT resilience.</li> <li>Explore current risks and how the CA will evolve now the pandemic exposed increasing reliance on technology and system/information security vulnerability.</li> </ul>	March 2022 Possible workshop February	

## Transport Scrutiny Committee

Summary:

1. Buses (franchising and improvement plans)
2. Behaviour change in decarbonisation
3. Freight (incl waterways)
4. Road management and policy
5. Rail reforms

Topic	Sub-topics	Objectives	Meetings	Notes and tracking
<b>Buses</b> <i>(in parallel with behaviour changes)</i>	Bus franchising	Understand ambitions for bus franchising and the statutory process (including lessons learned from Greater Manchester)	November 2021 March 2022	
	Bus improvement plans: 1. network coverage – rural and urban 2. connectivity and integration with modes (e.g. Rail, cycling and walking) 3. reliability and frequency of services (including use of technology) 4. costs and ticketing 5. partnership working (with transport operators and councils)	Understand the current position of the bus network in WY and explore bus improvement plans – with a focus on the subtopics.	November 2021 March 2022	
<b>Behaviour changes (and inclusion) in decarbonisation</b>	Research, data and general understanding	Explore current understandings in the transport sector about: 1. why people travel how they do	November 2021 January 2022	

<i>(in parallel with bus improvement plans)</i>		2. how habits changed over time 3. what changes habits		
	'Seldom heard groups'	<ul style="list-style-type: none"> <li>Understand the challenges faced by 'seldom heard groups' (e.g. disabled, neurodiverse) in using transport and how well they are engaged in consultations.</li> <li>Explore if their needs are being taken adequately into account.</li> </ul>	November 2021 January 2022	
	Youth engagement	Understand current engagement with young people and explore what more could be done.	November 2021 January 2022	
	Unlikely transport users	Understand how unlikely transport users are defined, identified, considered and engaged.	November 2021 January 2022	
<b>Freight (incl. waterways)</b>		Understand current position on freight and explore how assets such as waterways/canals have been considered as decarbonisation and commercial/economic opportunities.	Possible workshop	
<b>Road policy and management</b>		<p>Understand current position on roads and explore how roads and highway policy/management is harmonised and coordinated across the region:</p> <ol style="list-style-type: none"> <li>how it works now,</li> <li>why it wasn't changed with devolution</li> <li>how it could work in future</li> </ol>	TBC	
<b>Rail reforms</b>		Monitor national plans and reforms in the rail sector and explore	TBC	

		possible implications for West Yorkshire.		
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## Economy Scrutiny Committee

### Summary

1. COVID-19 recovery: growth, jobs and skills
2. Impact of inward investment (Incl. Channel 4 & culture)
3. Rural issues
4. Housing pledge and powers

Topic	Sub-topics	Objectives	Meetings	Notes and tracking
<b>COVID-19 recovery: economic growth, job creation, skills, and other opportunities</b>	Data and intelligence	Understand economic picture, what economic/social data is analysed and how it influences CA activity.	November 2021 January 2022	
	Influence and impact of CA/LEP activity – outputs, outcomes & additionality	<ul style="list-style-type: none"> <li>• Understand what levers the CA has to make an impact on the economy.</li> <li>• Explore return on investment and whether a) targets are being achieved and b) if this constitutes additionality.</li> </ul>	November 2021 January 2022	
	Jobs and skills strategy – short and long term	<ul style="list-style-type: none"> <li>• Understand job creation strategy and explore outcomes.</li> <li>• Understand how CA can help plug short term demands (such as shortages in HGV drivers, agricultural workers, service, retail, hospitality and security staff etc)</li> </ul>	November 2021 January 2022	

		<ul style="list-style-type: none"> <li>Explore long term AEB strategy and how local labour needs and are calculated and considered.</li> </ul>		
	Local growth – strengths and assets vs weaknesses and gaps	<ul style="list-style-type: none"> <li>Understand region’s unique assets/opportunities and ‘growth engines’ and what other strengths could be developed and utilised to drive growth – particularly long term and ‘future proof’ sectors.</li> <li>Understand the region’s economic weaknesses (e.g. productivity and innovation) what gaps there are in the current recover/growth strategy and explore possible mitigations.</li> </ul>	November 2021 January 2022	
	Other post-pandemic opportunities	Explore potential post-pandemic opportunities e.g. rise in ‘entrepreneurship’ as alternate ‘job creation’ and local ‘community economies’.	November 2021 January 2022	
	Partnership working – partner councils	Understand current joint working with partner councils to avoid duplication and fit in with local strategies.	November 2021 January 2022	
<b>Impact of inward investment</b>	Return on investment and additionality	<ul style="list-style-type: none"> <li>Explore whether targets are being met and</li> </ul>	Possible workshop February 2022	

	(Channel 4 as a case study)	<p>whether there is an appropriate return on investment vs resources dedicated to supporting incoming enquiries and outgoing proactive bids.</p> <ul style="list-style-type: none"> <li>• Explore level of – and evidence of – additionality and whether investment makes a difference in relocations and leads to economic outputs.</li> <li>• Understand implications of possible competition between areas within WY and between MCA areas.</li> <li>• CASE STUDY: Explore if Channel 4 investment delivered promised outcomes – immediate (number of jobs created) and strategic (catalyst for growth in local creative sector).</li> </ul>		
<b>Rural issues</b>	Strategic gap	Understand how well rural-specific issues have been considered in wider strategies/plans, analysis and support services – in particular, agricultural/food business in the context of local supply chain resilience,	January 2022	

		skills shortages and business support/grants.		
	Digital connectivity	Explore current activity aiming to improve digital connectivity in rural areas.	January 2022	
<b>Housing pledge and powers</b>	Powers – current and future	<ul style="list-style-type: none"> <li>• Understand CA's current housing powers in the absence of spatial strategy and other devolution planning powers – and how CA's functions are expected to change in the future?</li> <li>• Understand how CA can enable housing development within current powers while housing remains an LA function.</li> </ul>	January 2022	
	Delivering pledge and coordination with partner councils	<ul style="list-style-type: none"> <li>• Explore steps which could be taken to ensure homes are affordable and targets are met.</li> <li>• Understand how local plans will be taken into consideration.</li> </ul>	January 2022	

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**Report to:** Economy Scrutiny Committee

**Date:** 17 November 2021

**Subject:** **COVID-19 Economic recovery plan**

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**Director:** Brian Archer, Director of Economic Services  
Liz Hunter, Director of Policy and Development

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

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## 1. Purpose of this report

- 1.1 To provide an update to the Committee on the current economic situation in the region as a result of the COVID-19 pandemic and the work of the Combined Authority and LEP with regards to economic recovery planning and implementation.

## 2. Information

- 2.1 The COVID-19 pandemic continues to be a central factor in the lives of the people of West Yorkshire. Whilst case rates have been volatile to a certain extent over recent weeks, with the return of schools, colleges and universities, and the lifting of domestic restrictions, the picture regarding vaccinations, boosters and hospital capacity in the region remains encouraging.
- 2.1 In the following sections we cover the latest economic intelligence regarding the impact of the pandemic on the economy, an update on the West Yorkshire Economic Recovery Plan and then the current status of implementation of the plan in delivery.

### Economic Reporting

- 2.2 The latest COVID-19 fortnightly insights report on economic intelligence will be available on '[the COVID-19 economic & transport recovery monitor](#)' page on the website<sup>1</sup> (link below under 'Background documents') from 12 November 2021 and the most up to date interactive [COVID-19 Economic-Transport Dashboard](#) was updated on 8 November 2021. Overall, the economic recovery shows signs of gathering pace following the lifting of restrictions. However, the

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<sup>1</sup> <https://www.westyorks-ca.gov.uk/documents/economic-monitor/> - Link also available under 'Background Documents' section at the end of the report.

re-opening of the economy has exposed a range of significant supply-side constraints including labour shortages and supply chain disruption, which seem to be intensifying and which threaten the sustainability of the recovery.

2.3 The **employment** situation in the region continues to improve. The number of payrolled employees in West Yorkshire recorded on PAYE Real Time Information systems, increased by around 5,000 between July and August 2021 to 988,000. Employment in the region is now 1% above the pre-pandemic level seen in August 2019 and 4% higher than its lowest point in the pandemic in February 2021. This means that the number of payrolled employees has increased by 35,000 between February 2021 and August 2021. All NUTS3 areas in West Yorkshire (coterminous with West Yorkshire local authorities except for the combined area of Calderdale and Kirklees) have also returned to their pre-crisis levels of employment.

2.2 The **Job Retention Scheme** ended on 30 September 2021. The (provisional) data for August 2021 provides the following information on West Yorkshire as the scheme neared closure:

- The number of people on furlough in West Yorkshire is on a downward trend (falling by 19% between June and July) but remains substantial at 40,300.
- Although local data is not available, around half of those on furlough were on full furlough, with the other half on flexible (part-time) furlough.
- In absolute terms, the largest numbers of furloughed employments are in Leeds (13,400) and Bradford (9,900).
- Take-up rates (as % of eligible employment) are similar across the five local authority areas, ranging from 3% in Wakefield to 5% in Bradford and Kirklees. Take-up rate for West Yorkshire as a whole (4%) is lower than the national average (5%).
- Around 4,200 young people (aged under 24) are still on furlough in West Yorkshire, although the number has fallen more quickly in recent months than older age groups. Around 17,500 (44%) of furloughed employments are female.
- Sectors with the highest number of furloughed workers are Wholesale and retail (7,000), Manufacturing (6,000) and Hospitality (5,000), although the latter reduced by 30% between July and August. A relatively high proportion of workers in Arts and entertainment are still on furlough (1,800 in absolute terms).
- Sectoral hotspots by district are: Hospitality in Leeds; Admin and support services in Leeds; Manufacturing in Kirklees; Wholesale and retail in Bradford.

2.3 The **claimant count** has shown signs of falling but there is still a very large number of people on out-of-work benefits. The latest figures show a 2% fall in the count between July and August in West Yorkshire. The claimant count is now 15% or 16,000 lower than at its peak in March 2021 but still 66% higher than before the pandemic in February 2020, with around 94,000 claimants in the region. There are variations at local authority level: for example, the count remains 74% higher than its pre-pandemic level in Leeds, meaning the

number of claimants is not falling as quickly here as in some other parts of West Yorkshire (the equivalent figure is only 53% in Kirklees).

- 2.4 The end of the £20 temporary uprating to **Universal Credit** is likely to have a disproportionately large impact on incomes in West Yorkshire. There were 234,000 people and 199,000 households on Universal Credit in West Yorkshire as of August 2021. The Joseph Rowntree Foundation estimate that 56% of families in West Yorkshire will be affected by the reduction.
- 2.5 **Recruitment** activity remains strong. The weekly count of online postings in West Yorkshire has now exceeded pre-crisis level for 23 consecutive weeks and the latest figure is 41% higher than the count for week ending 24 July when restrictions were lifted. The occupational areas that have seen the strongest growth in vacancies since the lifting of restrictions are linked to Hospitality, food and tourism, Clerical and administrative and Sales (primarily retail). These areas were all hit hard during the pandemic. National data indicates that the number of people who are economically active is around 1 million lower than it would have been had the pre-pandemic trend been maintained, as a large number of older people, as well as some younger people withdraw from the labour force. This trend has the potential to intensify the emerging labour shortages that have been observed in recent weeks.
- 2.6 **Leading indicator** data from the West and North Yorkshire Chamber of Commerce Quarterly Economic Survey (Q3 results) shows that the lifting of restrictions has been accompanied by increased momentum in the recovery, as reflected in strengthening business confidence across all sectors. But there are growing challenges that threaten the sustainability of the recovery, particularly in the manufacturing and construction sectors. Domestic demand has continued to grow as reflected in strong performance on orders and sales in the service sector and robust performance by B2C sectors including hospitality and retail. Recruitment activity shows signs of intensifying with recruitment intentions in the manufacturing sector reaching record levels for the survey whilst there is also evidence of strong growth in service sector jobs.

#### Economic Recovery Plan

- 2.7 As reported at the last meeting of the Economy Scrutiny Committee on 22 September, long-term planning for the economic recovery of West Yorkshire has been overseen by the West Yorkshire Economic Recovery Board<sup>2</sup>, which is a working group of the Combined Authority and brings together the Mayor, five West Yorkshire Leaders and LEP Chair with partners from the private sector, health, trade unions, business representative organisations, public bodies and the third sector.
- 2.8 At their meeting in September 2021 the Combined Authority considered an update to the West Yorkshire Economic Plan to reflect the lifting of COVID-19 restrictions and building on the existing plan's themes of reimagining and resilience. The Combined Authority provided comments on the refreshed draft

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<sup>2</sup> Further details on the full membership and terms of reference: <https://www.westyorks-ca.gov.uk/erb>

of the Economic Recovery Plan<sup>3</sup> and committed to review further at future meetings as the economy develops. Current plan appended as **Appendix 1**.

### Implementation of the Recovery Plan

This section outlines the progress made on delivering COVID-19 related business support since the last Combined Authority meeting. The support available brings together both nationally and locally funded projects, ensuring comprehensive support for businesses.

Project	Funding	Businesses Supported	Delivery Partners
Local Authority Grants, including Restart Grants (since Nov 20)	£365m	*130,000 payments	Local Authorities (lead)
Additional Restrictions Grant (since Nov 20)	£45m	21,000 payments	Local Authorities (lead)
COVID-19 Recovery Grants (ERDF & LGF)	£2.8m	1114	LEP-commissioned Umi Commercial
Digital Resilience Vouchers (up to £5,000)	£1.06m	400	LEP & Leeds City Council
Peer Learning Project	£120,000	110	LEP-commissioned University of Leeds Business School
Small Business Membership Scheme (access to legal, financial HR & wellbeing support)	£220,000	1350	LEP-commissioned W&NY Chamber, Mid-Yorkshire Chamber, FSB
Cyber Security Support Scheme	£100,000	160	LEP-Commissioned North East Business Resilience Centre
Business Resilience Webinars	£15,000	180	LEP-commissioned Biskit

*\*Note some firms will have received more than one grant under the area restrictions grant scheme as well as non- area restricted schemes at the start of the pandemic.*

<sup>3</sup> See published plan: <https://westyorkshire.moderngov.co.uk/documents/s21942/Item%205%20-%20Appendix%201%20-%20Draft%20West%20Yorkshire%20Economic%20Recovery%20Plan.pdf>

## Employment and Skills Support

- 2.8 The Combined Authority and LEP continue to support individuals to better equip them in the labour market as part of our economic recovery activity, including through the £13.5m strategic employment and skills package agreed by the Combined Authority on 27 November 2020. The following outlines progress on the use of additional funding to increase the existing Employment Hub and adult training programmes.
- 2.9 Delivered in partnership with Local Authorities the current ESF funded Employment Hub will continue to deliver the service until December 2021. Alongside this is an extension of the Employment Hub funded by the Combined Authority to support the Economic Recovery Plan, known as Employment Hub 2 with delivery through to end of March 2023.
- 2.10 The ESF **Employment Hubs** have 3 months left of the programme and we continue to operate the service ensuring we are supporting as many people as possible and missing performance still yet to be claimed. We are working on one last marketing push particularly as a response to the end of furlough and possible redundancies.
- 2.11 For Quarter 2 performance, as reported to DWP as part of the funding requirements (as at 1 July 2021):
- Engaged 4952 15-24 year-old participants against a Q2 2021 profile of 5843 (85%). Of these:
  - 1615 participants, against a profile of 707 (%), were recorded as being from ethnic minorities
  - 993 participants declared they had disabilities against a target of 527 (188%)
  - 1589 participants are recorded as having no basic skills qualifications against a target of 1269 (125%)
  - Of the participants starting the programme 1418 have been supported with finding education/ training, employment or self-employment against a target of 2239 (63%).
- 2.12 Our Jobcentre plus referrals continue to pick up pace for all the Employment Hubs with a push on jobs fairs both actual and virtual. Hard to fill vacancies and kickstart opportunities continue to yield us performance too.
- 2.13 Employment Hub 2, which went live in August 2021, will provide additional employment support for up to 5500 individuals (all age) who have been furloughed, recently made unemployed and seeking to progress in their current employment. Activity will target vulnerable groups including BAME, women, over-50s, 15–24-year-olds and those with a disability.
- 2.14 The second element of the gainshare-funded Covid recovery package is the Adult Skills Framework (previously referred to as the [re]boot extension), with an appropriate name and brand for the programme being developed to bring it to market. The Adult Skills Framework builds on the best elements of [re]boot and other programmes that have been delivered over recent years including

our highly successful DFE-funded bootcamps. The intention with the Adult Skills Framework is to be flexible and responsive to demand from career-changers and employers, and to changes in the labour market.

- 2.15 The tender process for adult training (part of an adult skills framework) is progressing through internal governance and approvals processes. This will create a responsive adult training offer that focusses on priority sectors for employment growth including digital, construction, engineering, the green economy and health and social care aligning to the Economic Recovery Plan and the Employment and Skills Framework. Delivery will begin late summer 2021 and continue until April 2023.
- 2.16 Adult retraining activity will similarly target those recently unemployed or furloughed staff. In addition, the framework will target support to females, over 50s, BAME and those with a disability.

### Entrepreneurship Programme

- 2.17 Following approval by the Combined Authority's Investment Committee in June 2021, the £6 million programme is now being delivered as part of the Economic Recovery Plan. It is focused on a 'ladder of enterprise support' across three inter-connected workstreams that will help individuals in the region to explore and establish new businesses. A primary focus of the programme is Equality, Diversity and Inclusion (see below for more details).
- Workstream One - promoting enterprise as a career option (i.e. is enterprise / business start-up right for you?)
  - Workstream Two – a universal business start-up support programme to help anyone who has made the decision to start a business
  - Workstream Three – more intensive support programme for pre-start / start-up enterprises with high growth or scale-up potential
- 2.18 Following recent open tender exercises, preferred suppliers have been selected to deliver a £350k Exploring Enterprise programme (on Workstream One) and a £1 million Business Start-Up programme (on Workstream Two). Both will commence delivery in late September / early October 2021 and will be delivered for 18 months, with options to extend for the same periods subject to performance, outcomes and policy priorities.
- 2.19 The Exploring Enterprise Programme will deliver one-to-many support through online training, events, workshops and seminars. It is expected that a minimum of six hours of support will be delivered per participant. The support package will cover key areas to help consider starting a new enterprise and how to overcome any barriers that would prevent people from doing so. Programme content includes: identifying the need/market research; creating an idea; networking; understanding different types of businesses, including social enterprise and cooperatives; and legal and financial support. Underrepresented groups are being targeted to engage with the programme as follows: 50% of participants will be women and 20% will be from BAME backgrounds. In addition, the provider has offered CV support for those that decide not to start a business and to seek employment instead.

- 2.20 Workstream Two's Business Start-Up programme (working title, 'Start-Up West Yorkshire') will provide new-start and start-up businesses up to 12 months old with a blended package of support covering the key topics required to establish and develop a new enterprise. This includes: - business and financial planning; business structure and tax; sales and marketing (including social media); access to finance and recruiting staff. There are no sector or growth-related restrictions and there are also clear targets in place to support new firms that are led by individuals from BAME backgrounds (20%), women (50%) and people with disabilities (3%).
- 2.21 In addition, five Start-Up Managers are currently being recruited by the West Yorkshire Local Authorities to work alongside the existing SME Growth Managers. These posts will help to coordinate enterprise support activity at the district level and deliver some direct one-to-one support to early-stage micro firms with growth potential. It is anticipated that these posts will also have a focus on the high street renewal agenda and, as a result, work with a larger number of business-to-consumer operators than existing business support provision allows. Approximately 1,500 pre-start / start-up / early-stage firms will be supported through Workstream Two's activities.
- 2.22 Workstream Three will be issuing a tender in November 2021 for a programme of more intensive support, including access to finance, for a smaller number of new enterprises with significant growth potential. The environmental and societal impact of the enterprises to be supported, will be just as important as their economic impact. 'Soft market testing' with a range of key stakeholders in the 'seedcorn' finance and 'accelerator support' marketplace has taken place over the summer and autumn of 2021, and this will inform the forthcoming invitation to tender documents. This strand will also have clear and stretching targets to engage equality groups in the provision.
- 2.23 A range of routes to market are being actively pursued for all three workstreams, with a strong focus on engaging underrepresented groups and more disadvantaged parts of West Yorkshire. This includes working with several well-established community-based organisations and enterprises support agencies to both deliver support and make it more visible and accessible to a diverse range of people and businesses e.g. Airedale Enterprise Services in Keighley, Barca-Leeds, the Paddock Community Trust in Huddersfield, Inspired Neighbourhoods in Bradford and Aspire-igen in Wakefield and Leeds.
- 2.24 In addition, the programme will engage with several networks and key influencers within business communities at the local and district level to raise the profile of the support available and increase take-up. These include the Yorkshire Asian Business Association (working with the Asian Standard) and the BAME Committee of West & North Yorkshire Chamber of Commerce. The Combined Authority and LEP already works with several key influencers in the business support space to increase take-up amongst BAME-led and Women-led businesses, and these strong working relationships will also be utilised for this new programme. Taking the support available to other community

settings, such as faith groups, enterprise centres and childcare providers, will also be a focus of activity to broaden reach and increase take-up, as will the use of role-models and mentors from diverse backgrounds that reflect the make-up of the region. Lastly, promoting the programme to target audiences via such vehicles as the Asian Standard publication and radio stations such as Sunshine Radio, Peoples' FM and Fever FM, will also be considered as this has previously worked well.

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

- 3.1 Tackling the Climate Emergency is identified as one of the overarching goals and golden threads of the Economic Recovery Plan. It also includes a dedicated chapter outlining the Combined Authority's efforts to reach net-zero carbon by 2038 and creating 1,000 green jobs for young people.
- 3.2 In developing and delivering the future interventions as a result of implementing the plan, schemes will be required to demonstrate how they specifically contribute positively to Tackling the Climate Emergency, whether that be through green skills and jobs, reducing emissions of buildings or contributing to wider climate resilience.

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

- 4.1 Inclusive Growth is embedded as an overarching goal in the Economic Recovery Plan. The impact of the pandemic on inequalities make the ambitions for inclusive growth around wellbeing, good work and relevant and transferable skills critical to a fair, just and lasting recovery. The plan also includes specific deliverable activity that is shared with the West Yorkshire Inclusive Growth Framework, such as the Fair Work Charter.
- 4.2 The Economic Recovery Plan recognises that a lasting recovery needs to be felt across both towns and cities, and villages and rural areas. Each of the actions and co-investment propositions identified will need to be designed and delivered in a way that recognises that each and every place presents distinct opportunities in terms of jobs, businesses and infrastructure.
- 4.3 The plan also identifies the importance of Social Value to inclusive growth, and achieving this in delivery of the plan will include setting out how social value will be enhanced through contracts, including that any businesses that receive grants from the products delivered as part of the plan would be required to contribute to Inclusive Growth actions and outcomes via their funding agreements.

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

- 5.1 The Economic Recovery Plan recognises the disproportionate impact of COVID-19 on certain groups within West Yorkshire, and in its vision for a fair and just recovery plans to make sure its interventions respond particularly to the needs of those most disadvantaged. By focussing particularly on the role of our response interventions, it is also important to recognise that many of the

inequality challenges faced prior to the pandemic remain, and therefore should not be lost when responding to the additional effects of the pandemic.

- 5.2 Specific interventions delivered in connection to this plan will be expected to set targets about how equality and diversity will be achieved, for example in the entrepreneurship programme, employment hub and adult skills framework outlined in this paper, targets for BAME and female led businesses are being written into delivery criteria.

## **6. Financial Implications**

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

## **7. Legal Implications**

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

## **8. Staffing Implications**

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

## **9. External Consultees**

- 9.1 No specific or official external consultations have been undertaken in relation to this report. However, it has been informed by ongoing dialogue and consultation particularly with the West Yorkshire Economic Recovery Board but also with LEP members and a wide range of partners, including universities and colleges, business representative and membership bodies, and direct with some individual businesses.

## **10. Recommendations**

- 10.1 That the Committee notes the updates on the current economic situation in the region as a result of the COVID-19 pandemic and the work of the Combined Authority and LEP with regards to economic recovery planning and implementation, and provides any comments.

## **11. Background Documents**

[Transport and Economic Insights Report \[on COVID-19 economic & transport recovery monitor page\] – latest report to be published on 12 November 2021](#)

[COVID-19 Economic-Transport interactive Dashboard](#) (last updated 8 November 2021)

## **12. Appendices**

Appendix 1 – West Yorkshire Economic Recovery Plan

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# West Yorkshire Economic Recovery Plan

35 September 2021

Final Draft for Circulation to the West Yorkshire Combined Authority

DRAFT

# Contents

	<b>Mayoral Foreword</b> .....	<b>4</b>
	<b>Plan on a Page</b> .....	<b>4</b>
	<b>Introduction – A Vision for a Fair, Just and Lasting Recovery</b> .....	<b>7</b>
	<b>The West Yorkshire Economy &amp; Impact of COVID-19</b> .....	<b>10</b>
	Impact of COVID-19.....	12
	Economy and Business .....	12
	Labour Market .....	13
	Household Incomes.....	14
	<b>Economic Recovery Forecast</b> .....	<b>16</b>
	National Recovery.....	16
36	Regional Forecasts .....	17
	Public and Private Sector Borrowing.....	17
	Factors Affecting Recovery .....	18
	<b>Inclusive Growth &amp; Sustainable Environment</b> .....	<b>19</b>
	Inclusive Growth – for a fair and just recovery that benefits all .....	19
	Sustainable Environment and Places – for a recovery that lasts .....	20
	<b>A Fair &amp; Just Recovery</b> .....	<b>22</b>
	Creating 1,000 Skilled, Well-Paid, Green Jobs for Young People.....	23
	Supporting Local Businesses.....	26
	Skills and Training for All.....	31
	Delivering a Creative New Deal .....	37

**Building a Lasting Recovery for West Yorkshire**..... **41**

    Build 5,000 Sustainable Homes ..... 42

    Connecting People and Places ..... 45

    Tackling the Climate & Environment Emergency ..... 48

    Champion Great Places ..... 53

**Measuring Success** ..... **56**

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## Mayoral Foreword

As we emerge from the unprecedented events of the COVID-19 pandemic, **our plan is to secure a fair, just, and lasting recovery for the people of West Yorkshire.**

I was elected as the first ever Mayor of West Yorkshire in May 2021, more than a year into **a pandemic that has put West Yorkshire through some of its most challenging times in living memory.** Visiting people and places across our region, I have seen up close the impact this has had on our economy and social fabric, widening inequalities of health and wealth.

Our region faced restrictions on the economy for significantly longer than in other parts of the UK and has been disproportionately affected. We have seen more than £900m of grant funding administered by the five West Yorkshire local authorities delivering a lifeline for many businesses during this time. More than 300,000 residents were furloughed at the scheme's peak – mostly affecting workers in accommodation, hospitality, and creative industries. Our learning environments, from early years to universities, were severely disrupted and moved swiftly to online spaces, meaning many families needed support to access broadband and devices. And sadly, too many of our citizens have lost their jobs, struggling to pay rents and forced to close their business. Our fair and just recovery must respond to these issues.

People in West Yorkshire have met the challenges with determination, resilience and togetherness. The pandemic has also unlocked new possibilities – people have learnt new skills by

adapting to a growing digital world and many of our businesses adapted by moving online overnight. Other businesses responded innovatively, by adapting to manufacture ventilators or to create film and TV content in their local spaces. We've become a more physically active region and more people are choosing to commute by bike or foot instead of using car. And however challenging, many of us have spent more time than ever at home with our families, building a better work and life balance. Our lasting recovery must build on this.

### Our Economic Recovery Plan

Over the last twelve months our West Yorkshire Economic Recovery Board, consisting of regional leaders from local authorities, the Local Enterprise Partnership, health, businesses, trade unions, third sector bodies, academic institutions, and membership bodies, has worked together to develop Economic Recovery Plans to immediately respond to the economic impact of COVID-19 on West Yorkshire. Now that we are emerging from the pandemic, the time is right to refocus our efforts from rescuing our economy to reimagining it, building resilience, and recognising both the challenges and opportunities we face in doing so.

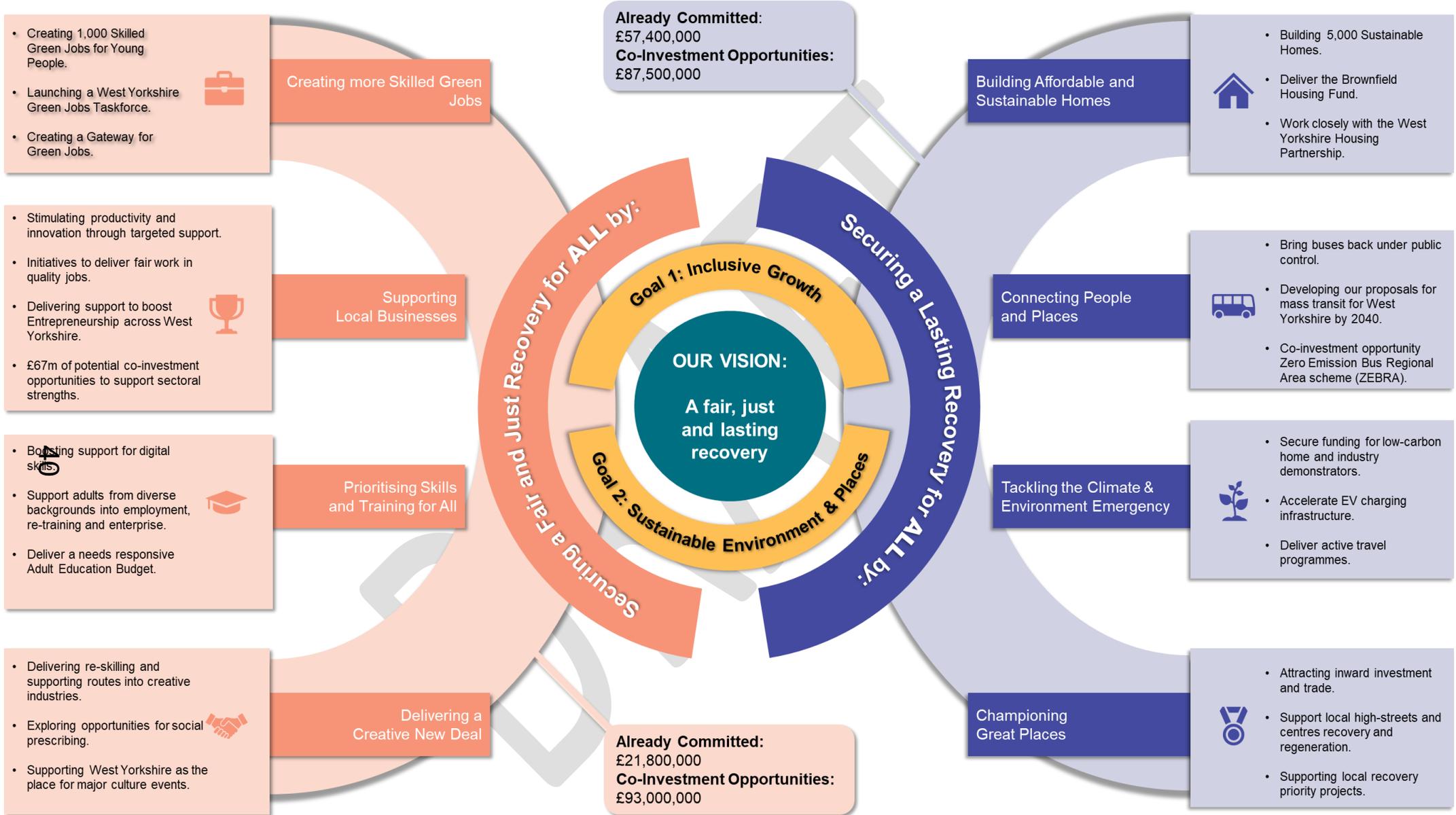
This refreshed, locally led, and locally resourced Economic Recovery Plan has our citizens at the centre of it – utilising our new devolved powers and access to funding secured in our landmark £1.8 billion Devolution Deal. It sits alongside locally led plans across each of the five West Yorkshire local authorities, adding value where collectively we can work best. It has two main areas

of focus: to deliver inclusive growth for everyone across our region and ensuring that our plans tackle the climate and environment emergency.

These golden threads will drive every action of this plan – from creating 1,000 skilled green jobs, providing affordable and sustainable housing, prioritising skills and training for all, connecting people through public transport, to delivering a creative New Deal for our fantastic creative industries. These action pledges, coming from my Mayoral manifesto and embedded within our refreshed Economic Recovery Plan, will help deliver new jobs, new infrastructure needs, meet the demand for skills, and make our region one of the most resilient and thriving places in the UK.

I am fully committed to delivering the actions contained within this plan over the next three years as the Mayor of West Yorkshire. However, to deliver the change we seek, we need to do it collaboratively with our local authorities, partners and with businesses. Genuine Government commitment to levelling up and co-investing in our region, would help us go even further. As we turn the words of fair, just, and lasting in this document into action, we will make big and bold steps in building a more resilient West Yorkshire. A region that is global in ambition, a leader in tackling climate change, committed to tackling inequality and ensuring inclusion, and driven to take on the opportunities that help us build a great place for our people to live, work and learn.





# Introduction – A Vision for a Fair, Just and Lasting Recovery

**This is an Economic Recovery Plan for West Yorkshire.** Our Plan aims to secure a fair, just, and lasting recovery for everyone across our region, ensuring that all can benefit from our recovery from the coronavirus pandemic. This Plan builds on previous iterations of the Economic Recovery Plan by moving us from rescuing our economy, to re-imagining and building resilience.

41 Many of the actions contained within this plan will be delivered by West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership, utilising our own resources. However, successful delivery of this plan rests on partnership and collaboration with partners across the public and private sector, particularly the five West Yorkshire districts, each of whom have their own local recovery plans. The plan also includes opportunities for co-investment that can help the region realise its potential and grow its contribution to the UK economy.

The COVID-19 pandemic is a global public health emergency that has touched every part of the world. Here in West Yorkshire, we felt the full weight of the impact on our health services, businesses, local institutions, and our residents, with some areas in our region facing longer restrictions than most other places in the UK. At the peak, over 300,000 workers across our region were on furlough, with the accommodation and food sector taking the biggest hit, and when the end of temporary measures to reduce insolvencies ended in September 2020, over 1,000 businesses went into liquidation. Unemployment claimant counts have gone up by 84%, affecting especially young people but also those over 50. Apprenticeship starts also dropped by 22% for the start of the 2020

academic year, meaning many of our residents have not secured earn and learn opportunities.

As we emerge from the pandemic, we face a growing series of risks and challenges, as well as new opportunities. The furlough scheme will come to an end in September, meaning that some of our residents could face the possibility of losing their jobs and having to find new ones, whilst vacancies rise in some sectors. The Universal Credit uplift will end at the same time, adding extra strain to those already unemployed. In addition, our businesses and local institutions will face challenges having to adhere to continued international restrictions on trade and movement as other regions across the globe continue to tackle the pandemic, whilst looking to exploit new market opportunities that continue to emerge. We also have the growing importance of leading the way and making progress with our plans to address the climate and environmental emergency by 2038 - with the International Panel on Climate Change recent report giving a stark warning about the implications and reality of a changing climate.

To tackle these risks and challenges, and maximise the opportunities, this Plan will build on our work so far in response to the pandemic and support our efforts to build a resilient region. To tackle the immediate consequences of over a year of restrictions, our local authorities and the LEP, with support from Government, helped already to distribute over £1 billion of support to our businesses.

It will also build on the strong partnership between local and regional recovery plans, recognising that each place will have its own challenges and opportunities. In developing the interventions of this plan we will draw from best practice at the local level, and make sure there is alignment and complementary with local delivery and district work with their anchor institutions.

## LOCAL RECOVERY PLANS

[Bradford District's Economic Recovery Plan](#)

[Inclusive Recovery Plan for Calderdale](#)

[Kirklees Council - Our Council Plan](#)

[Leeds City Council Economic Recovery Framework](#)

[Wakefield Business Support and Inward Investment Strategy](#)

42

**Our Plan is about a fair and just recovery for all.** It will create jobs across our economy, prioritise the delivery of skills and training for all, champion and promote our local economy as the best place to do and start a business, and will deliver a Creative New Deal – providing new opportunities for hundreds of creative sector businesses to realise their potential. These actions will support our efforts to accelerate inclusive growth across our region: boosting productivity, increasing innovation adoption and diffusion, and building a skilled and healthy workforce.

**Our Plan is about a lasting recovery for all.** Through the actions in this plan, we will work to build a resilient West Yorkshire by taking steps to tackle our climate emergency, making it easier and

cheaper to travel across our region, working in partnership to build 5,000 sustainable homes, and championing our great places.

We are retaining the **two golden threads** of inclusive growth and tackling the climate emergency from our previous versions of this plan because they are important to everything we do and will support our efforts to build a resilient region.

**Inclusive Growth**, because we want to take everyone across our region on this journey to a fair, just and lasting recovery. The last 18 months have affected us all – but the impact has not been equal and in some cases has exacerbated existing inequalities. This means supporting our young people, and those under 30, who have fallen into unemployment or entered low-paid and low-skilled jobs. It also means addressing challenges faced by individuals with protected characteristics (including BAME groups) in securing good work and making sure our support is accessible to them. And it means responding to the productivity challenges in businesses in sectors like hospitality, creative industries and accommodation that have faced greater restrictions than other sectors.

**Tackling the Climate Emergency**, because we need to drive forward our ambitions to be a net-zero region by 2038 with thriving nature, people and places that are climate ready. This means doubling down on efforts to decarbonise the way we travel, the buildings we work, live, and socialise in, deliver nature recovery that is rich, diverse and improved, and adjust to new behavioural norms needed to support the transition to net-zero. While the transition will be a significant and positive change to the way we live now, it will also drive new cutting-edge innovation, create high-

skilled, quality green jobs, and sustain the planet for future generations.

This Economic Recovery Plan is not about returning to our pre-pandemic way of life; it is a moving plan that marks the start of

shaping a resilient region that can navigate the social, economic and environmental challenges this decade brings and maximise the value we create. By fulfilling the actions within this plan, we will make great progress in building a better and more resilient West Yorkshire.

DRAFT

# The West Yorkshire Economy & Impact of COVID-19



44

An **internationally significant economy** with output of £55.4 billion – bigger than 9 EU countries - 2.3 million people, 90,000 businesses and a workforce of 1.1 million alongside 7 universities, 91,000 students and 30,000 graduates. But West Yorkshire has been **underinvested in as a region**, meaning recovery begins from a more challenging position than other parts of the UK.

A **mix of distinct places**, with cities, towns, and significant rural areas. These places are essential to the region’s cultural and tourism offer, attracting millions of visitors each year. The core city of Leeds is the largest economic centre, contributing 43.8% of West Yorkshire’s GVA.

A **highly diverse population**, with 18% of people coming from BAME backgrounds (14.5% nationally). One in nine (11%) business owners/directors is from a minority background in West Yorkshire.

This reflects the area’s diversity but also emphasises that people from BAME backgrounds are under-represented in senior positions.

Local sector employment growth, 2015 - 19



Source: BRES 2019, Office for National Statistics 2020.

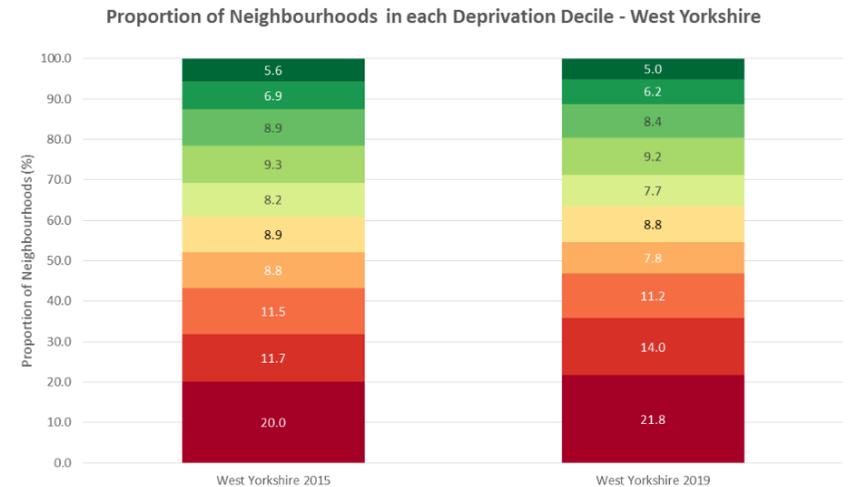
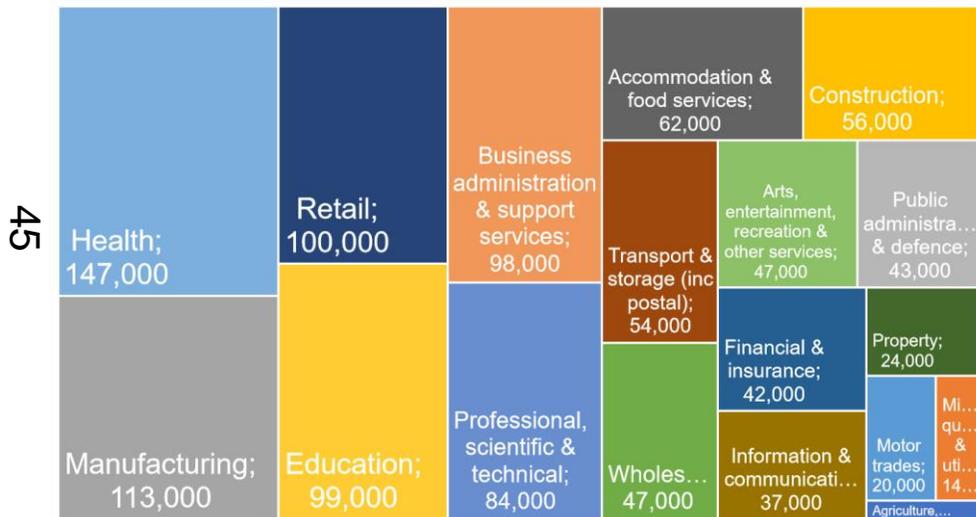
One of the **most diverse economies in the UK**, making it more resilient to sector-specific shocks but incorporating some key national **economic strengths**:

- UK’s largest regional finance centre, with strengths in professional and digital services

- More manufacturing jobs than anywhere in the north (with specialisms in textiles, furniture, chemicals, and machinery)
- The fastest growing digital sector in the country, with areas of professional services seeing strong growth along with retail, hospitality and transport.

- **Jobs and wages** - Higher level occupations have been the main source of job growth in recent years, but 21% of jobs pay less than the Living Wage Foundation's Living Wage rate and 29% of employees are not in good quality work.
- **Deprivation** - More than 1 in 5 people (517,000 people) live in areas defined as being amongst the most deprived 10% in England. Relative levels of deprivation in West Yorkshire have got worse between 2015 & 2019.

**Employment by sector (WY, 2019 BRES)**



While the region's economy is resilient through its diversity, it also has **challenges**:

- Although increasing in absolute terms, productivity is persistently below national levels at around 86% of the UK average, with implications for earnings and prosperity.

## Impact of COVID-19

As the pandemic has progressed the impact on the economy over the course of 2020 and 2021 has become clearer. Whilst it will be some time before official data is available to provide an assessment of impact on the measures taken across the course of 2020, data is available to provide insight on how the pandemic has affected the economy, labour market and household finances.

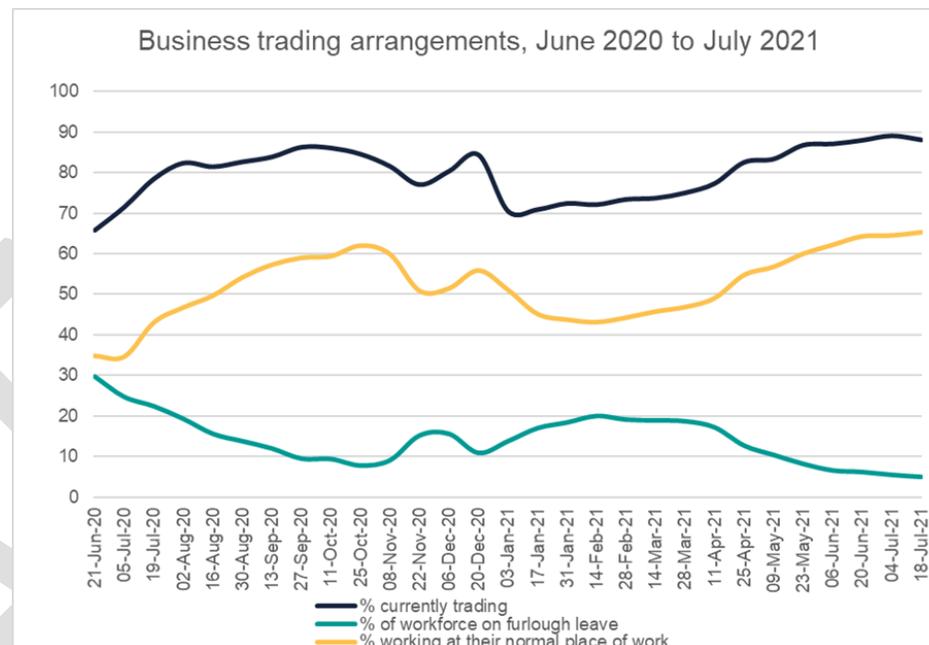
### Economy and Business

Data from ONS suggests the UK economy contracted by 9.9% over the course of 2020. The majority of this fall came in the early months of the pandemic, followed by a recovery over summer and early autumn before a decline through subsequent lockdowns. The level of support available to businesses, and the time period for which this has been sustained, is longer than the scenarios initially anticipated.

46 Growth has again recovered since lockdown began to ease in spring 2021, with GDP increasing by 4.8% in Q2 2021. Despite this, output in Q2 2021 remained 4.4% lower than prior to the pandemic in Q4 2019, though many analysts expect output to reach pre-pandemic levels towards the end of 2021.

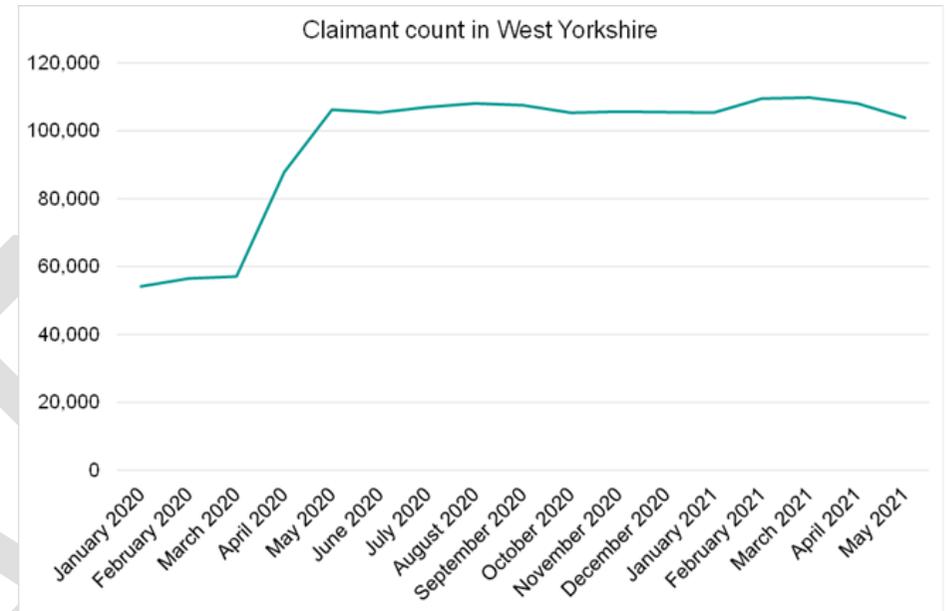
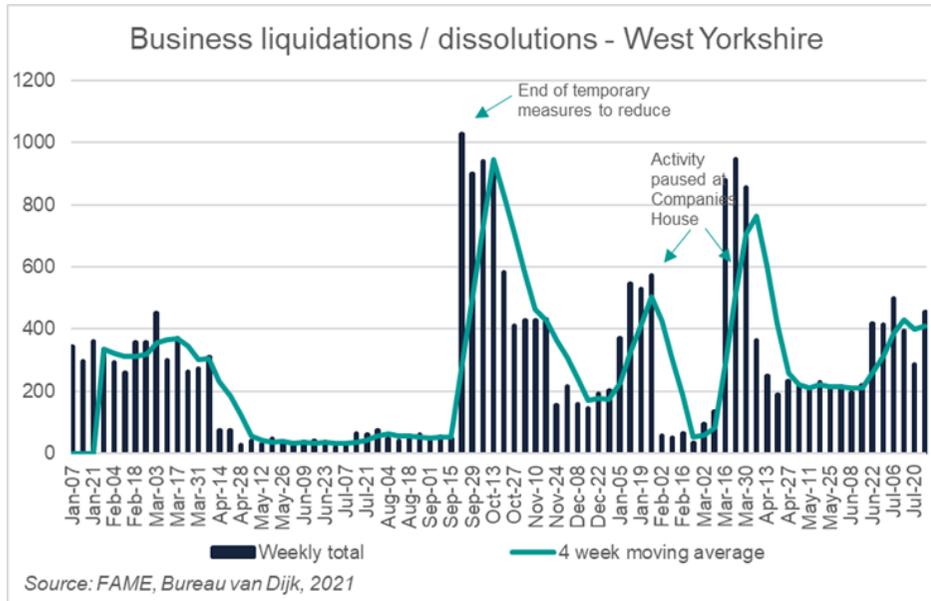
Business trading statuses since June 2020 also reflect how both business trading and the location of activity have changed since the initial pandemic lockdown restrictions have lifted. Whilst 89% of businesses are reporting as trading in July 2021, there still remains a significant level of non-trading in the economy, with furlough still being utilised for some staff.

There is some evidence that the levels of public intervention has helped to mitigate business failures. Data from Bureau van Dijk's Fame business database shows 12,800 businesses were dissolved



or liquidated in West Yorkshire in 2020. This is actually lower than the 15,300 seen in 2019, but this also partly reflects the moratorium on liquidations in place over the summer, as well as potentially the impact of support measures in place.

However, business failures in early 2021 did increase, with failures in January and March particularly pronounced. A third of West Yorkshire businesses said they had less than three months cash in reserve in January, a figure that had been fairly consistent since November, but which still suggests significant challenges. Meanwhile separate data from the Office for National Statistics 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



47

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. This shows 24,670 business deaths in the Yorkshire & Humber region in 2020.

**Labour Market**

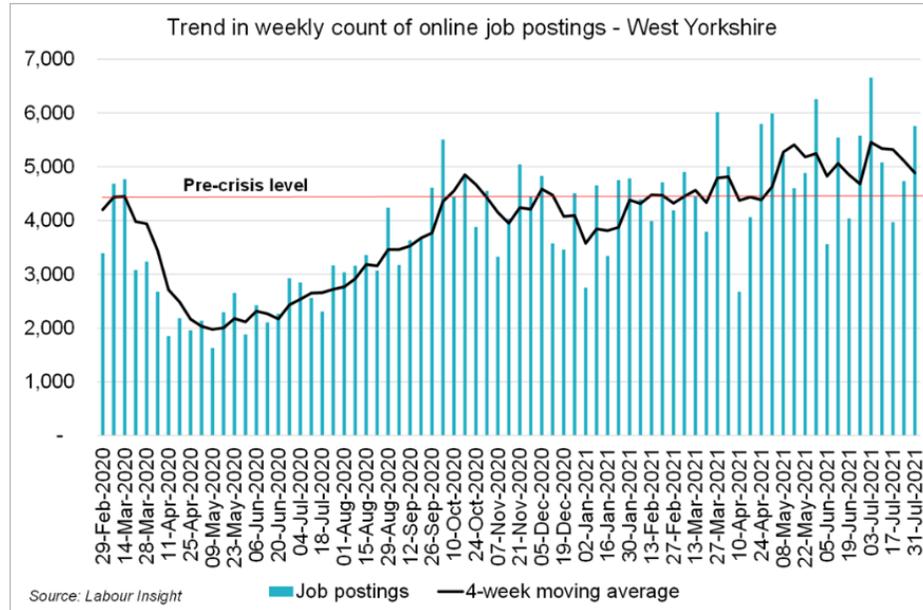
The unemployment rate has remained lower than many forecasters anticipated, reaching 5.2% nationally in December 2020 before beginning to fall gradually, reaching 4.8% in July 2021. However, the labour market impacts remain more significant for certain groups, with unemployment and economic inactivity disproportionately high amount 16–24-year-olds when compared to other groups. The proportion of people out of work for more than six months has also continued to increase in the first half of 2021, despite shorter-term unemployment falling.

The Coronavirus Job Retention Scheme is likely to have substantially reduced levels of unemployment, with around 31% of eligible roles being furloughed at some point in the pandemic in West Yorkshire, with 320,000 jobs furloughed up to August 2020. As of end of June 2021 the trend is now down to 6% of eligible roles (52,700), although there are still significant percentages within sectors such as Arts, Entertainment and Recreation and Transportation and Storage.

Although official unemployment figures are relatively low compared to historic economic crises, the current West Yorkshire claimant count is 103,845, still 84% higher (+47,370) than its pre-crisis level (in February 2020). Some people claiming such benefits are likely to be in work but experienced a reduction in income during the pandemic. According to ONS data, the region has recovered 56% of the net loss of jobs seen between Feb and Nov

2020, with a further increase in employee jobs of around 6,000 between April and May 2021.

Job vacancies posted online also fell sharply during the spring and summer of 2020 before recovering to now be above pre-crisis levels since April 2021. Whilst some sectors have seen a return to



strong pre-pandemic recruitment needs (such as in health and care and ICT), there has been a pronounced increase in demand in other sectors such as hospitality and leisure. This may reflect significant turnover of employees during the forced restrictions on these sectors and the demand for new staff during recent reopening. A trend that has also increased across sectors is the increased demand for digital skills, as evidenced by survey work by the Learning and Work Institute.

### Household Incomes

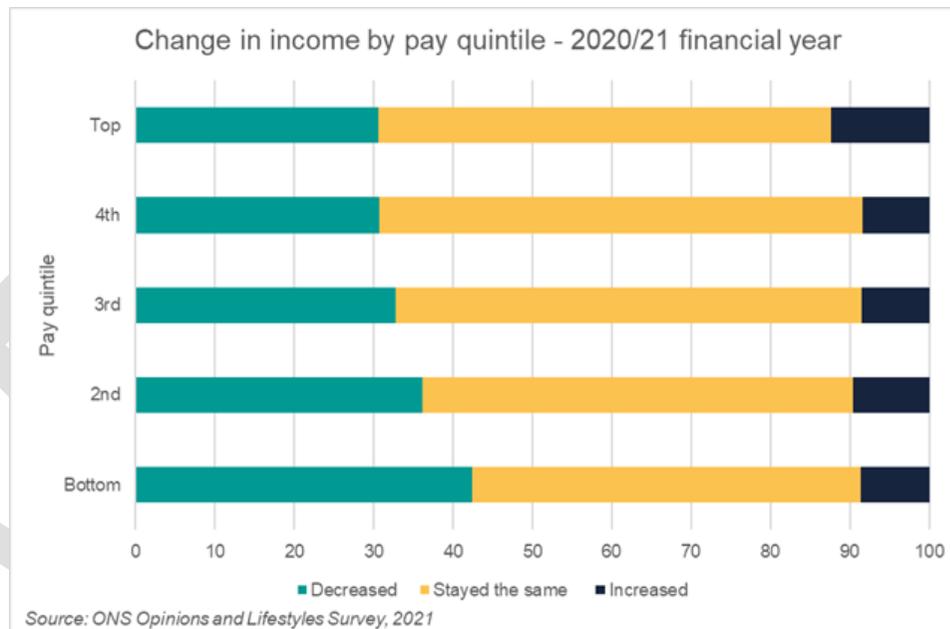
Data from the ONS Opinions and Lifestyle Survey suggests that the impact of the pandemic on household incomes has varied across different cohorts and demographics. 42% of those in the bottom quintile of the income distribution prior to the pandemic reported reduced income between April 2020 and April 2021, compared to just over 30% in the two highest earning quintiles.

The most recent analysis from ONS suggests that the groups that were financially impacted at the start of the pandemic were still worse off up to mid-April 2021. This includes the self-employed being three times as likely to report reduced income and twice as likely to use savings to cover living costs compared with employees.

Those in the lowest income bracket (up to £10,000 per annum) were also still three times more likely to report reduced income in mid-April 2021 than those in the highest income group (£40,000+) – 4.5% compared to 13.4%. As such, those in lower income groups were also more likely to report negative impacts to personal well-being in

comparison with higher brackets, such as the coronavirus pandemic making their mental health worse and feeling stressed or anxious. However, there has been a gradual reduction in those experiencing negative financial impacts in recent months.

49



## Economic Recovery Forecast

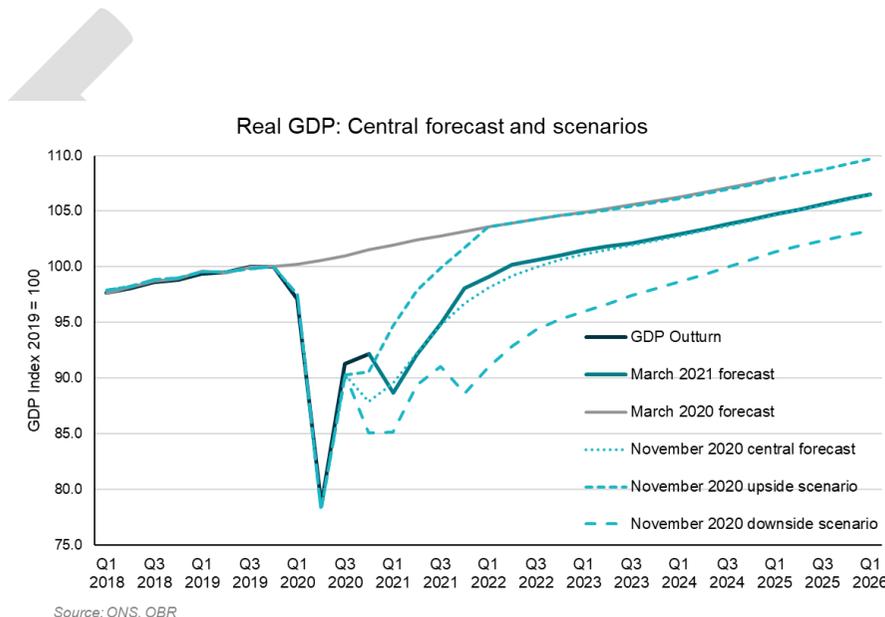
At the outset of the pandemic, the West Yorkshire Combined Authority commissioned scenarios to predict the potential direction of the region’s economy as a result of COVID-19. **It was expected that the contraction in the West Yorkshire economy across the 3 scenarios would be significant**, with total GVA in 2020 contracting by between 10% (£5.3bn) in scenario 1 and 22% (£12.1bn) in scenario 3, with potentially between **30,000 and 58,000 jobs lost in 2020**, and with the length of time for recovery varying from a year to six years to pre-pandemic levels.

Our forecasting for this updated Recovery Plan is based on publications from the National Institute of Economic and Social Research (NIESR) and the Office for Budget Responsibility (OBR).

5 The exact numbers predicted in each forecast vary, the medium and long term predicted pathways specifically for national GDP and unemployment are very similar between the two forecasts. The difference between the two forecasts might be accounted by different methodologies and the time gap between publication.

### National Recovery

Nationally, our economy was hit particularly hard with our GDP falling by 9.9% in 2020. This was the largest decline of any G7 country. For 2021, the UK economy is expected to grow with the NIESR expecting growth of 6.8% and the OBR 4% respectively. NIESR forecasts that by late 2021, or early 2022 the economic will return to level of overall activity recorded at end of 2019. While the OBR forecast suggests that it will take until Q2 2022. The graph below outlines the scenarios for GDP growth until 2026:

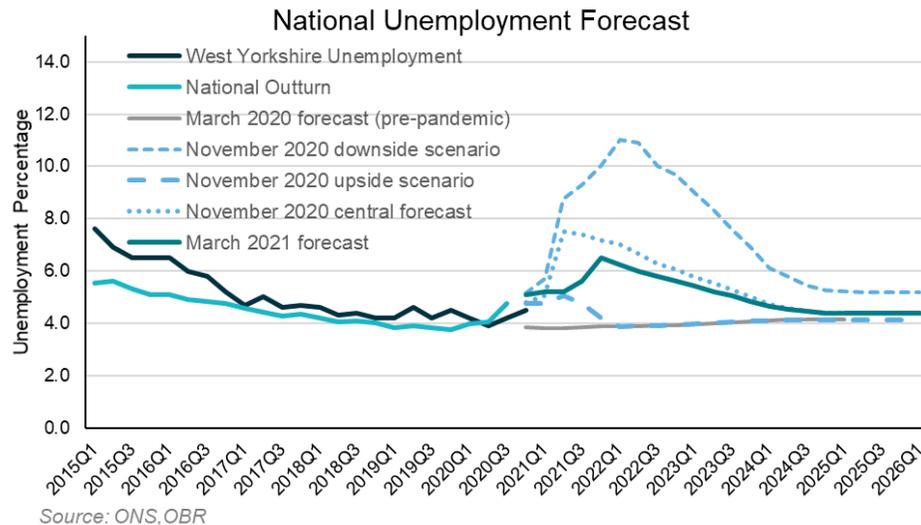


Forecasting is expected to vary considerably between sectors of the economy. While the construction sector is anticipated to grow by 14%, private non-traded services such as hospitality, retail, arts and recreation (which fell by 15% in 2020) are expected to grow by 9% between 2021 and 2022. The manufacturing sector, which witnessed a 10% fall in 2020, is estimated to grow by 6%.

Unemployment levels have remained considerably lower than those predicted last year. Newer forecasts are predicting more optimistic unemployment trends. The NIESR expects the unemployment to peak at 5.4% in Q4 of 2021, and the OBR expected a peak of 6.1% in the same quarter. Supply side constraints are hindering recovery pathways. Supply chain bottlenecks, relating to imports from the

European Union and a shortage of labour are exacerbated by compulsory Covid-related isolation and concentrated in sectors which previously relied on European workers and those in age-groups not yet fully vaccinated.

### Regional Forecasts



51

Economic growth across the devolved administrations and regions of England will vary widely. Some parts of the country are projected not to return to their pre-pandemic levels of economic output, as measured by Gross Value Added (GVA), even by the end of 2024, including the Northeast, Yorkshire & the Humber, Wales and Northern Ireland.

By the end of 2024 only the West Midlands and London are projected to have output levels some 4-5% higher than the pre-pandemic level at the end of 2019. Other parts of the UK are also thought to fall short

of their pre-pandemic levels, including English regions such as Yorkshire and the Humber, as well as the devolved nations of Wales and Northern Ireland – with the Northeast still about 3% below its pre-pandemic level.

By Q4 2024 Yorkshire and the Humber’s GVA will be 1.2% less than the GVA of Q4 2021. In comparison the whole of the UK is predicted to grow (by NIESR) by 2.1%. Most of this growth is driven by London and the West Midlands, which is predict a growth of 4.9% and 4.3% respectively.

### Public and Private Sector Borrowing

The deficit was lower in 2020-21 than previously expected, at 14.2% of GDP, compared to the 15.6% of GDP predicted by NIESR. In NIESR’s latest publication for public sector borrowing, forecasts have been revised down to £194 billion or 8.2% of GDP in 2021-22 - down from 9.6% predicted previously.

Public sector net debt stood at £2.2 trillion in May and is still increasing due to the relatively high level of borrowing. The debt stock has risen from around 80 per cent of GDP before the pandemic to close to 100%. NIESR expect the recovery in GDP and the reduction in public spending to slow this rise to 96.4% at the end of 2021-22 and 98.6% in 2022-23. Debt is forecast to decline as a share of GDP thereafter, partly thanks to the assumed end of the Term Funding Scheme.

Many firms are carrying increased debt, around a third of loans were issued to firms in retail and construction. These are among those to have already recovered relatively strongly. For many firms increased input costs in the medium-term future will include the servicing of

debt acquired over the past 18 months. Government-guaranteed loan schemes have been used by one in four businesses. Businesses in the sectors which were worst affected by Covid-19 – hospitality, arts were more likely to have used the CJRS.

### Factors Affecting Recovery

National, and thus regional recovery may be hindered by a number of issues that may emerge in the months ahead:

- Cannot rule out **the need for further restrictions** on social interactions. There is a need to move forward with caution and gradual manner with policy interventions. In current context the policy intervention will be in terms of easing of restrictions, while being cautious of public health implications.
- The **change in employment levels as furlough scheme winds down** remains highly uncertain. The scheme has helped to minimise job losses to date but there is a risk this could

change as the scheme winds down. As well the support for workers entering the labour market.

- The **birth and death rate of new firms**. So far there hasn't been mass firm closures, with a good rate of new start-ups. This is a good indication of future employment and productivity. However, these start-ups tend to be in sectors that can withstand social distancing measures. Meaning they may not provide wide ranging employment opportunities. And we will also need to track the impact of business debt, which has reached high levels during the pandemic and may impact long term viability.
- Lastly the UK remains **sensitive to world trade conditions** and the implications of moving to be an independent trading nation outside the European Union. While COVID-19 remains a global pandemic there will be a negative impact on tourism, international trade, and labour mobility, which may act to constrain UK activity.

# Inclusive Growth & Sustainable Environment

## Inclusive Growth – for a fair and just recovery that benefits all

The impact of COVID-19 has demonstrated starkly the range of inequalities and injustices that permeate our region, as well as nationally and globally. We are determined that the interventions contained in this Plan make a positive impact for everyone of every age in not just reducing, but eliminating, the unfairness individuals and communities in our region face in relation to the following Inclusive Growth goals:

- Wellbeing - including good physical and mental health.
- Connectivity and Accessibility – including to economic opportunities.
- Relevant and transferable skills - to enable social mobility; and
- Good work - which offers sustainable, high-quality employment

Our proposed measures of success will be critical in demonstrating what impact we have had. And the fulfilment of these goals is central to the achievement of our related Inclusive Growth ambitions, such that:

- 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 Goals ensures that economic and social disparities are not just reduced but eliminated.



It is recognised that all sectors will play an important role in terms of delivering an inclusive economic recovery and ongoing resilience. For example, the crucial role played by the Voluntary, Community and Social Enterprise (VCSE) sector during the pandemic has been recognised in terms of connecting with the people and communities that have needed the most assistance. It is therefore proposed that

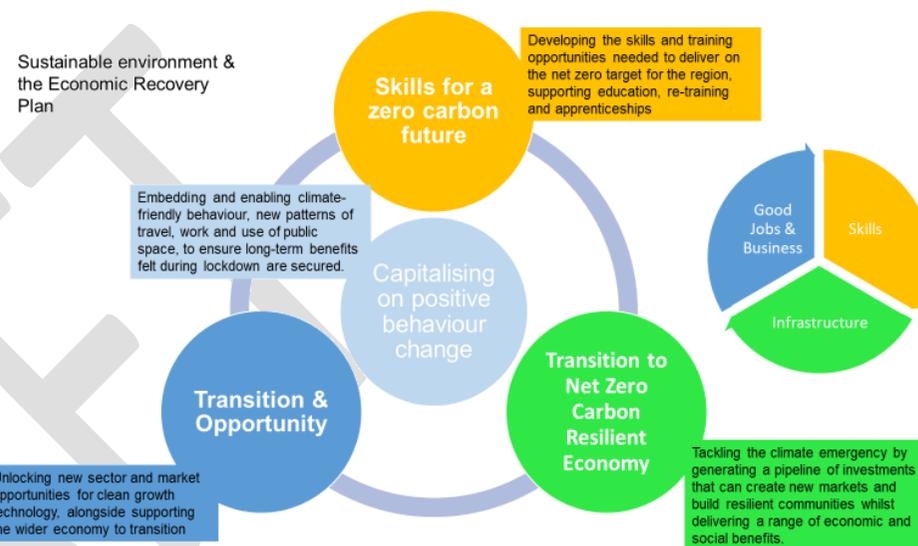
the role of the third sector should be further enabled<sup>1</sup>, to ensure (including by working with the private and public sector) that our most excluded individuals and communities benefit fully from recovery. This model is within proposed activities across our interventions, including in employment and apprenticeship brokerage, in delivering entrepreneurship, and through intervention directly linked to our inclusive growth framework such as the fair work charter. We will also work across all activities to deliver social value for all of our communities, supported by frameworks for procurement and conditions on grant funding.

Culture and sports will also play a vital role to play in delivering an inclusive economic recovery. As recognised in our regional cultural framework, experiencing arts and culture and actively taking part can transform the quality of life for individuals and communities. Cultural and sports-based organisations can assist in delivering inclusive growth through their ability to reach and benefit disadvantaged areas and to bring communities together. Community-led cultural and sports-based activity promotes a sense of belonging and social cohesion, which helps to inspire people and build a collective sense of identity and endeavour.

54

### Sustainable Environment and Places – for a recovery that lasts

Even before COVID-19, we were facing a climate and environment emergency. Whilst lockdowns have temporarily made a positive contribution to reduced emissions, long term the impacts of Covid-



19 may adversely affect achieving our net zero carbon target by 2038 with carbon emissions (and wider emissions) not declining at a pace and scale to meet our target. Therefore, it is essential that all elements of our recovery plan make positive long-term contributions to tackling the climate emergency and wider environmental sustainability.

The transition will unlock significant economic benefits, new jobs, new training and upskilling opportunities and a range of new business opportunities. It will also reduce harmful emissions, help nature to recover and improve our region’s longer-term climate resilience. Up to 70,000 new jobs in West Yorkshire could be created through climate investments by 2050 (LGA 2020).

<sup>1</sup> Supporting the approach described by Andy Haldane in [The Third Sector and the Fourth Industrial Revolution](#)

Our Planned Measures

- Create new business, jobs and training opportunities through accelerating a range of energy and transport capital projects
- Development of a net zero, nature and climate ready projects pipeline and finance and funding proposition including energy, transport, flooding and nature recovery projects.
- This pipeline will support 1) new green skills programmes led by a new Green Skills Taskforce 2) business support programmes

- Setting up a Better Homes Yorkshire Hub for to support whole house retrofits with data, information, advice, assessments, and promotion

These planned actions are part of the Mayor's Climate and Environment Action Plan for tackling the climate and environment emergency and putting the region on a transition pathway to net zero by 2038 and are critical to our recovery plan's delivery.

DRAFT

# A Fair & Just Recovery

Our plan for economic recovery in West Yorkshire begins from the determination to deliver meaningful interventions at a West Yorkshire level from within our own collective resources, to support our own communities. It is based on understanding of our people, businesses and places, the impacts that COVID-19 have had on them, and on the opportunities that there are for their success into the future.

Good jobs in resilient local businesses, and improved skills and training opportunities will be the foundation for a fairer and more just economic recovery. It will also be the gateway to tackling our long-term productivity puzzle - closing the £8.5bn gap in productivity that has resulted predominantly from the slower recovery of the region from the recession of 2008. Then, our recovery was dominated by an increase in low paid, insecure employment growth, rising inequality and a tightening of investments. In the interventions that follow in this section, we demonstrate how we intend to make a different, more ambitious fair and just route out of the pandemic for West Yorkshire, boosting productivity and living standards. We have grouped these into four subsections, each of which are headed by one of our West Yorkshire Mayoral pledges:

56				
	<b>Create</b> 1,000 well paid jobs for young people	<b>Support</b> and champion local businesses	<b>Prioritise</b> skills and training for all	<b>Deliver</b> a Creative New Deal
	<b>By:</b>			
<ul style="list-style-type: none"> <li>• Creating a Jobs Taskforce</li> <li>• Identifying new opportunity for employment and skills</li> <li>• Mapping Green Job opportunities</li> <li>• Creating a gateway for green jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Launch our Entrepreneurship Programme</li> <li>• Establishing a Manufacturing Task Force</li> <li>• Delivering a Fair Work Charter</li> <li>• Establish a Mayoral Challenge Competition</li> <li>• Develop Innovation Corridors</li> <li>• Support cooperatives, social enterprises, and other worker-owned businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Creating a West Yorkshire Digital Skills Partnership</li> <li>• Develop a Digital Academy</li> <li>• Deliver the Adult Education Budget</li> <li>• Support adults from diverse background into employment, re-training and starting a business</li> </ul>	<ul style="list-style-type: none"> <li>• Reskilling for creative and cultural sector</li> <li>• Develop plans for a Town of Culture Award</li> <li>• Supporting recovery of the night-time economy of West Yorkshire.</li> <li>• Exploring the opportunities for culture led social prescribing</li> </ul>	

## Creating 1,000 Skilled, Well-Paid, Green Jobs for Young People

### Key Headlines

- Young People are disproportionately affected by the pandemic and youth unemployment (16-24) is twice the overall average.
- A climate emergency has been declared and we have committed to be carbon neutral by 2038.
- There is a need to cohere action at the West Yorkshire level.

Young people are among our greatest assets in West Yorkshire. We have over 30,000 graduates, 91,000 students, and a strong base of level 2 and level 3 skills across the region which are a key requirement for inward investors. Despite this, our young people have been disproportionately affected by the COVID-19 pandemic – with many losing out on employment or apprenticeship opportunities.

To create a fair and just transition we need to provide opportunities that will inspire and capture the imaginations of our young people to avoid the unjust economic scarring that this group have experienced in previous economically turbulent times. We need to pivot our efforts towards young people who are more likely to be working in sectors that have shut down or been affected by the pandemic. These sectors are traditionally characterised by low pay and fewer opportunities for in-work progression although they can provide good opportunities for young people to gain valuable work experience and skills. We have seen that disadvantaged young people, in particular, are likely to be NEET (not in education, employment, or training) than their peers. NEET outcomes for those in ethnic minorities are even worse still.

The Combined Authority has already taken swift action during the early stages of the pandemic to support this cohort by adapting Employment Hub offer and ensuring an integrated local youth offer through working with DWP local, and local partners to ensure seamless transitions for young people to access support through the expanded Youth Offer, Kickstart, Youth Hubs, and Restart.

The future demand for skilled and quality [‘green jobs’](#) across all sectors as industry and business moves towards ‘greening the economy’ are huge in West Yorkshire, with a wide range of estimates forecasting the actual numbers and timescales of delivery. To create well paid, skilled work there is an opportunity to address the skills needs now so that young people have the pathways to securing these skilled jobs in the future.

To achieve this, we need a clear national strategy that outlines priorities for investment that will create the green jobs of the future. Regionally, we need to coordinate and cohere action between employers, education, training providers, unions, community organisations and the public sector to set out a roadmap to deliver the skills and jobs needed to meet our ambitious net zero climate challenge by 2038 for people of all ages, including supporting those in currently high carbon industries through a just transition. The Combined Authority has committed an initial £0.5m to develop a Green Jobs Taskforce that will oversee this roadmap.

**CREATING 1,000 SKILLED, WELL-PAID, GREEN JOBS FOR YOUNG PEOPLE**

**WE ARE:**

**WE ARE DOING THIS BECAUSE:**

**WE WILL ACHIEVE THIS BY:**

- Creating a **West Yorkshire Jobs Taskforce**.

- We need to bring key stakeholders together to plan for the skills needed, and to identify the green jobs that are available as well as the pathways to them.

Creating a taskforce who will:

- Review the current landscape for green jobs through commissioned research, including those that support ‘greening of the economy’, for current and future demand.
- Define and articulate the risks and opportunities to a range of stakeholders.
- Coordinate change and action amongst stakeholders to raise awareness and influence demand for green skills and jobs.
- Create a development plan containing actions that are needed now for West Yorkshire to capitalise on the opportunities that ‘greening of the economy’ will bring for residents, organisations, and workforce.
- Oversee the development of the Green Jobs Gateway and supporting activity to ensure a pipeline of talent into new jobs needed for greening of the economy and in the sector.
- Ensure that all of West Yorkshire’s organisations, residents and workforce have the skills necessary to make West Yorkshire a net zero carbon economy by 2038.

- Adapting existing and identifying new opportunities for employment and skills programmes.

- Individuals need employment and careers support to gain the right skills to secure employment.
- Business needs support to find the people with the right skills to fill vacancies.

- Utilising the gainshare investments in skills economic recovery products to support individuals to access training, re-training and employment, including Employment Hub 2 and Adult Skills Funding.

58

**CREATING 1,000 SKILLED, WELL-PAID, GREEN JOBS FOR YOUNG PEOPLE**

**WE ARE:**

**WE ARE DOING THIS BECAUSE:**

**WE WILL ACHIEVE THIS BY:**

59

		<ul style="list-style-type: none"> <li>• Supporting individuals to fulfil their personal ambitions through the careers information and inspirations materials offered through FutureGoals resources.</li> <li>• Maximising the opportunities for Apprenticeship Levy to be spent in our Region in areas of skills priorities.</li> <li>• Encouraging use of the Fair Work Charter to recognise good business behaviour.</li> <li>• Gainshare funded activities including adult skills/bootcamp and delivery to support progression towards good green jobs.</li> <li>• Implementing the actions in the Employment and Skills Framework.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Mapping existing Green Job Opportunities</b> and identifying skills gaps in our Region.</li> </ul>	<ul style="list-style-type: none"> <li>• There are a range of forecasts for the actual numbers of ‘green jobs’ available in our region, most of these focus at a point in the future rather than the here and now.</li> </ul>	<ul style="list-style-type: none"> <li>• Undertaking a desktop review of existing studies and commissioning research where there is a gap.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Creating a Gateway for Green Jobs.</b></li> </ul>	<ul style="list-style-type: none"> <li>• To support young people with their careers through skills development and job matching.</li> <li>• To support employers to get the skills they need.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborating with key partners through the Green Jobs Taskforce.</li> </ul>

## Supporting Local Businesses

### Key Headlines:

- The COVID-19 impacts on jobs and businesses in West Yorkshire have been severe, and could have a long-term impact on productivity and living standards
- In recovery we will support diverse new businesses to access the help they need to succeed through entrepreneurship support
- We will work with existing SME businesses to access the most relevant support to boost their productivity, increasing provision where we can add new value
- We will deliver innovation corridors that can drive our strengths in advanced manufacturing and health technology.

09 A fair and just recovery needs resilient and thriving businesses across all our local communities. The impact of the pandemic has been seen all parts of our regional economy suffering, but it has been particularly hard for those reliant on face-to-face contact (such as retail, hospitality, culture) and those connected to supply chains (across the region's specialisms in advanced manufacturing, engineering and food and drink). The start of our recovery will be built on what we are doing collectively in the region to help these businesses to get back trading, manage and reduce accumulated debt, and have access to restart funding.

However, to support businesses of all sectors and sizes to long term resilience and success we need to look to a long-term investment in productivity. That is why we have worked in West Yorkshire to develop a Business Productivity and Resilience Plan that looks at

what we can do to support businesses to boost innovation, grow high and diverse skills and entrepreneurialism, tackle the long tail of productivity, and take advantage of the untapped opportunities decarbonisation of our economy can offer. This will drive the kind of recovery that can deliver sustained improvements in living standards for people in West Yorkshire and create new quality jobs and social value, building on areas of strength like in health tech, manufacturing, creative industries and professional services.

During the pandemic the LEP and West Yorkshire local authorities have worked to support thousands of businesses face the immediate challenges caused by restrictions, closures and ill health of employees. Over £1bn of grants have been provided, peer to peer networks established, cyber security and resilience support delivered and business membership schemes funded to allow access to HR, finance, legal and wellbeing support. This was a crisis response, but we know that businesses used the opportunity to also innovate, invest in digital technology and plan for future resilience. As we come out of COVID-19 we want to support more businesses to do this.

To achieve this will require significant alignment of national intervention, leadership from the private sector, maximising opportunities for social value across the economy, and working closely across West Yorkshire with local authorities, trade unions and the LEP. The interventions outlined below are part of this wider collaboration and focus on where regional resources can add value beyond existing Growth Hub initiatives.

**SUPPORTING LOCAL BUSINESS**

**WE ARE:**

**WE ARE DOING THIS BECAUSE:**

**WE WILL ACHIEVE THIS BY:**

61

<ul style="list-style-type: none"> <li>Enhancing our regional business support offer in recovery to streamline more help with a <b>“No Wrong Door”</b>.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from business is that the landscape is fragmented.</li> <li>Some of the businesses most impacted by COVID-19 restrictions (retail, hospitality, leisure, and their suppliers), have been excluded from past support.</li> <li>The pandemic has brought more businesses into contact with public support.</li> </ul>	<ul style="list-style-type: none"> <li>Creating a single regional brand for business support that can also work across partners.</li> <li>Providing long term sustainable funding to ensure continued support to recovering businesses on business planning, investment readiness, investment in technology and equipment, skills and training, international trade, reducing emissions and waste and good work.</li> </ul>
<ul style="list-style-type: none"> <li>Continuing to support those sectors that are still re-opening.</li> </ul>	<ul style="list-style-type: none"> <li>Businesses with close personal contact have been closed or restricted for much of the pandemic – with events and entertainment the last areas to reopen.</li> </ul>	<ul style="list-style-type: none"> <li>Working collaboratively across West Yorkshire local authorities through Additional Restriction Grants.</li> <li>Utilising the investments in Employment Hubs to ensure vacancies for good jobs can be filled.</li> </ul>
<ul style="list-style-type: none"> <li><b>Developing a pipeline of new support</b> that will help businesses to increase productivity and resilience through a focus on key positive behaviours – leading to sustainable jobs.</li> </ul>	<ul style="list-style-type: none"> <li>Poor productivity out of the last recession hampered our recovery. Between 2007-12, productivity increased by 4% in West Yorkshire, compared to 9.1% nationally. The gap to the UK average is now worth £8.5bn.</li> <li>Respondents to our 2021 Business Survey identified improving productivity as their number one target for their business this year.</li> </ul>	<ul style="list-style-type: none"> <li>Publishing a Business Productivity and Resilience Plan.</li> <li>Delivering accessible support for SMEs on planning, investment readiness, innovation, energy efficiency, international trade, and workforce skills.</li> <li>Investing immediately from £500,000 of devolution funding to develop a pipeline of new support schemes.</li> </ul>
<ul style="list-style-type: none"> <li><b>Launching our Entrepreneurship programme</b> to help anyone ready to set up a business.</li> </ul>	<ul style="list-style-type: none"> <li>Entrepreneurialism can be a critical driver of economic growth out of difficult times and there is increased demand for support.</li> <li>Annually the region generates more than 10,000 start-ups.</li> </ul>	<ul style="list-style-type: none"> <li>Delivering three interconnected opportunities funded through £6m of devolution funding for:                         <ul style="list-style-type: none"> <li>Young people and working age individuals wanting to explore what starting a business might mean.</li> </ul> </li> </ul>

SUPPORTING LOCAL BUSINESS		
WE ARE:	WE ARE DOING THIS BECAUSE:	WE WILL ACHIEVE THIS BY:
	<ul style="list-style-type: none"> <li>We want an entrepreneurial culture that matches our diverse population – including increasing the numbers of female founder businesses and start-ups from BAME backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>Entrepreneurs of any kind and any business type to access advice and support in getting established.</li> <li>High-growth potential start-ups to receive the critical early support to realise their ambitions.</li> <li>Aligning work on empty premises to ensure entrepreneurs can lead recovery of town and city high streets, working with local leads and initiatives.</li> </ul>
<ul style="list-style-type: none"> <li><b>Establishing a Manufacturing Task Force</b> for our region to drive improvements to business productivity and innovation adoption and diffusion.</li> </ul>	<ul style="list-style-type: none"> <li>West Yorkshire employers more than 115,000 people in manufacturing, making it our third largest sector and the highest in the north.</li> <li>Some of our districts, such as Kirklees have strong concentrations of manufacturing jobs (16% of total employment compared to the 8% UK average).</li> <li>The sector has been impacted by both COVID-19 and Brexit – impacting supply chains, prices and the availability of skills.</li> </ul>	<ul style="list-style-type: none"> <li>Bringing together the manufacturing sector to discuss the key challenges and opportunities around productivity, skills, transition to net zero, digital adoption, post Brexit trading and innovation &amp; R&amp;D.</li> <li>Publish findings and recommendations of the Taskforce by <b>Summer 2022</b> and bring forward relevant investment proposals.</li> <li>Link into the wider Yorkshire and Humber Made Smarter pilot and shape its delivery in 2021-22</li> </ul>
<ul style="list-style-type: none"> <li><b>Delivering a Fair Work Charter</b>, championing the role of better pay and working conditions for both employers and workers.</li> </ul>	<ul style="list-style-type: none"> <li>Around two-thirds of resident employees are in quality work across our region, meaning more is still needed to stimulate good work.</li> <li>Good work is an important ingredient in the productivity performance of a business.</li> </ul>	<ul style="list-style-type: none"> <li>Learning from best practice in other regions in developing our Charter to be <b>launched by early 2022</b>.</li> <li>Helping businesses meet the standards required.</li> <li>Working with local authorities and anchor institutions to realise benefits across other initiatives.</li> </ul>
<ul style="list-style-type: none"> <li>Galvanising our <b>West Yorkshire Innovation</b></li> </ul>	<ul style="list-style-type: none"> <li>A better-connected ecosystem will provide better support to businesses and help to identify and fill gaps in provision.</li> </ul>	<ul style="list-style-type: none"> <li>Identifying opportunities to collaborate in delivering innovation support across the IF priorities.</li> </ul>

62

SUPPORTING LOCAL BUSINESS		
WE ARE:	WE ARE DOING THIS BECAUSE:	WE WILL ACHIEVE THIS BY:
<p><b>Network</b> to drive business improvement.</p>	<ul style="list-style-type: none"> <li>Collectively delivering the ambitions of the Innovation Framework (IF) will drive increased innovation activity, improved R&amp;D investment and increased diversity.</li> </ul>	<ul style="list-style-type: none"> <li>Delivering as a partnership the second WYIF to support business needs.</li> <li>Developing a blueprint for Innovation West Yorkshire to seek devolved innovation funding.</li> </ul>
<ul style="list-style-type: none"> <li>Launching a <b>Mayoral Challenge Competition</b>.</li> </ul>	<ul style="list-style-type: none"> <li>Challenge competitions can stimulate innovation and innovative activity across businesses and individuals whilst also helping to address regional/local challenges.</li> </ul>	<ul style="list-style-type: none"> <li>Establishing a Mayoral Challenge Competition to stimulate business innovation and solve societal challenges, based on best practice.</li> </ul>
<p>63</p> <ul style="list-style-type: none"> <li>Developing <b>Innovation Corridors</b> – building on our regional Advanced Manufacturing and Healthtech strengths.</li> </ul>	<ul style="list-style-type: none"> <li>We can capitalise on the collective strengths of the Yorkshire region – focusing on our strengths across advanced manufacturing (red triangle across to Manchester and down to Sheffield) and healthtech (into SCR).</li> <li>Developing an Innovation Corridor can be a catalyst for developing green-skilled jobs across our region.</li> </ul>	<ul style="list-style-type: none"> <li>Establishing strong partnerships and identifying opportunities to collaborate to better support our innovation – including through the Act Early Institute, Leeds Academic Health Partnership, and Yorkshire Health4Growth work.</li> <li>Developing a health tech strategy together with regional partners across health, business and innovation assets</li> </ul>
<ul style="list-style-type: none"> <li>Ensuring the right finance is in place to support innovators from a range of backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring the right finance is available to address the gaps in provision and support a range of budding entrepreneurs from diverse and underrepresented backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>Exploring the gaps and feasibility of interventions in early-stage finance to support diversity in innovation.</li> </ul>
<ul style="list-style-type: none"> <li><b>Supporting cooperatives, social enterprises, and worker-owned businesses.</b></li> </ul>	<ul style="list-style-type: none"> <li>Evidence suggests that cooperatives have been more resilient to COVID restrictions and economic impacts.</li> <li>Social infrastructure, including social enterprises can drive employment and wealth creation in left- behind communities.</li> </ul>	<ul style="list-style-type: none"> <li>Creating proposals for how best to support co-operatives and other alternative and social models of business ownership in West Yorkshire.</li> </ul>

**SUPPORTING LOCAL BUSINESS**

**WE ARE:**

**WE ARE DOING THIS BECAUSE:**

**WE WILL ACHIEVE THIS BY:**

- Social enterprises have created 30% of jobs across the poorest communities in the UK – becoming a central part to the economy of ‘left behind’ places (Kruger, 2020).

**OPPORTUNITIES FOR CO-INVESTMENT**

Opportunity	(£) Ask	Who are the Potential Co-Investors?	Alignment to Government Ambitions
<b>Mission-Led Innovation:</b> tackling societal challenges by investing in innovative activity and social impact, working across the region’s innovation ecosystem.	£2,000,000	UKRI / Innovate UK Private Sector Businesses Angel Investors	Innovation Strategy
<b>Early-Stage Innovative Entrepreneurship:</b> investment and infrastructure to support a greater diversity of entrepreneurs to access the social and financial capital to succeed.	£10,000,000	UKRI / Innovate UK Local Authorities Venture Capital	Innovation Strategy
<b>SME Capacity Building:</b> the diffusion of ideas and technology into the business base to further drive-up innovation and productivity.	£25,000,000	Department for Business, Energy & Industrial Strategy	Innovation Strategy
<b>Implementing the Yorkshire Space Hub Strategy:</b> through investment in R&D and innovation diffusion to better utilise space technologies in the existing business base.	£5,000,000	Department for Business, Energy & Industrial Strategy Innovate UK	Innovation Strategy UK Space Strategy
<b>Healthtech:</b> capitalising on our extensive strengths to invest in a developed pipeline across discovery, development and deployment to support economic and health and wellbeing outcomes.	£25,000,000	Department for Business, Energy & Industrial Strategy Innovate UK	Innovation Strategy

64

## Skills and Training for All

### Key Headlines:

- Regional digital accessibility across West Yorkshire is very variable, with approximately 95% of households having access to the internet in Leeds, but only 91% in Bradford. 398,000 people within the region currently rely upon pay as you go mobiles and devices. 80% of jobs require digital connectivity.
- The national careers system requires significant investment to provide a 1:1 career guidance, and specialist provision for underserved groups.
- A new national digital skills strategy that tackles basic digital skills is needed to raise awareness of the importance for everyday life

65

The pandemic has highlighted deepening inequalities across all age levels and backgrounds in access to training and the outcomes that lead to fulfilling and quality work.

The youngest in our society have borne witness to disrupted education over the last year. Those in compulsory education have missed a significant part of a year's education and may need to 'catch-up', resit and stay in formal education for longer.

School leavers witnessed apprenticeship numbers collapse during the pandemic, with overall start numbers down by a fifth. This has adversely affected under 19s and there are further issues with inclusiveness in relation to gender, ethnicity, and level of disadvantage.

However, this disruption is not exclusively affecting our young people. Our workers over the age of 50+ are more likely to have been furloughed and slip into long-term worklessness. Over 50s who are unemployed are twice as likely to be out of work for 12 months or more as younger workers and almost 50% more likely as workers aged 25 to 49. The pandemic has also seen a downturn in adult education, particularly in community learning signalling that there is a need for training where adults can quickly re-train and upskill. Support for shorter training courses is echoed by the business community who have urgent needs to recruit into their sectors such as in digital, health and social care.

Undoubtedly, digital access and digital skills have been critical during the pandemic to participate in work, training, and education. There has been a shift towards blended models of learning and how people will work in the future and the need for digital skills to engage with everyday life has been accelerated by the pandemic and remains a priority to be addressed.

To tackle the issues during the pandemic, the Combined Authority has taken early and swift action by investing £13.5m to support 10,000 individuals, who are unemployed, furloughed or need to update their skills, back towards employment in the local labour market. This investment is complementary and coheres the national Plan for Jobs interventions and was put in place ahead of the nationally funded Skills Bootcamps. We will continue to ensure that adults skills are responsive to local need through the c.£65m adult

education budget, c.£4.5m adult level 3 funding and continuing to invest our own funds into bootcamp style training.

With a lower-than-average level of skills, over a quarter of the adult population having level 2 or lower as their highest qualification and only 33% having level 4+ qualifications, we will continue to ensure good progression outcomes for adults by promoting the need for high quality careers education and inspiration for all ages, as well as

progression opportunities into next stages of learning, training, or work.

At a time of significant post-16 skills reform, we would like to see greater flexibilities to deliver what is needed in distinct local labour markets so that we can design and deliver services closer to the diverse needs of the communities that need them the most.

DRAFT

**PRIORITISING SKILLS AND TRAINING FOR ALL**

**WE ARE:**

67  
 Convening a **West Yorkshire Digital Skills Partnership** - bringing together education, industry and the third sector to accelerate improvement and create a West Yorkshire Digital Skills Plan

**WE ARE DOING THIS BECAUSE:**

- There is a cluttered and confused landscape of skills provision which provides disjointed delivery to residents.
- There is a need to provide clear ambitions and delivery plans for improved digital skills in next two years.

**WE WILL ACHIEVE THIS BY:**

- Publishing a **Digital Skills Plan** in Q4 2021.
- Working with partners to shape digital skills offers for business and individuals.
- Preventing digital exclusion through the growth/provision of digital skills, supporting the resolution of data poverty and the ongoing challenge of accessibility and connectivity.
- Supporting SME and charity digital growth-improving essential digital skills and increasing resilience and sustainability of organisations.
- Increasing the supply of skills needed for the growth of the digital sector.
- Supporting educators and students to grow digital skills.
- Developing a **Regional Skills Prospectus** and mapping of funding opportunities.

Developing a **‘Digital Skills Academy’** to support under-served sectors and provide opportunities to grow digital skills, develop career pathways and grow employment and entrepreneurial opportunities.

- 23% of West Yorkshire residents lack digital skills for modern society.
- 52% of SMEs lack digital skills to support resilience and growth.

- Creating provision and partnerships for an academy that meets the skills needs for people of all ages, aligning to existing work.

**Raising aspiration of school aged people.** By supporting teachers and educators through effective employer engagement.

- Students taking STEM learning are falling, there is a sharp decrease in the numbers of

- Developing a programme of interventions to raise aspirations and engagement.

**PRIORITISING SKILLS AND TRAINING FOR ALL**

**WE ARE:**

**WE ARE DOING THIS BECAUSE:**

**WE WILL ACHIEVE THIS BY:**

	<p>female students, and disadvantaged groups in particular.</p> <ul style="list-style-type: none"> <li>• Apprenticeship numbers have fallen sharply, for digital it fell by 40% for 16-18, and 23% for 19-24.</li> <li>• Employer's report students lack work-ready skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Building on our track record of delivering high quality careers campaigns and support young people to engage with employers, to improve achievement, attainment and positive destinations.</li> </ul>
<p><b>Working in partnership across West Yorkshire</b> to ensure a fair and just recovery for our young people who are at risk of becoming NEET and unemployed.</p>	<ul style="list-style-type: none"> <li>• NEET figures vary across the region.</li> <li>• It disproportionately affects disadvantaged, Looked After Children, and those with EHCP.</li> <li>• There are documented long-term scarring effects for unemployed young people.</li> <li>• There is poor quality investment in careers provision for young people in schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with local authorities and careers partners to share best practice, establish a data dashboard and appraising options that can contribute to tackling the issues at a WY level.</li> <li>• Targeting Careers Hub and other school engagement activities towards disadvantaged groups</li> </ul>
<p>Working in partnership across West Yorkshire to deliver a strategy and action plan to <b>support over 50s to have fulfilling work.</b></p>	<ul style="list-style-type: none"> <li>• Over 50s are likely to work longer.</li> <li>• Those over 50 with low skills are at higher risk of redundancy and need support to retrain / upskill.</li> </ul>	<ul style="list-style-type: none"> <li>• Adapting existing programmes to develop provision aimed at this group, via support for individuals to access training, re-training and employment through Employment Hub 2 and adult skills provision.</li> <li>• Further mapping and research into regional strategies to support this group.</li> </ul>
<p><b>Delivering the Adult Education Budget</b> and Level 3 adults skills offer.</p>	<ul style="list-style-type: none"> <li>• Support the unemployed to gain and sustain employment.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a c.£65m Adult Education Budget and c.£4.5m level 3 budget that is aligned to the needs of our local labour market.</li> </ul>

89

**PRIORITISING SKILLS AND TRAINING FOR ALL**

**WE ARE:**

**WE ARE DOING THIS BECAUSE:**

**WE WILL ACHIEVE THIS BY:**

69

	<ul style="list-style-type: none"> <li>• Unlock progression opportunities and career adaptability through skills, particularly for those on low wages and with insecure work.</li> <li>• Make learning more inclusive to support disadvantaged residents.</li> <li>• Increase the supply of skills to support key sectors in West Yorkshire.</li> <li>• Improve West Yorkshire’s resilience by identifying and delivering the skills needed for the future.</li> </ul>	<ul style="list-style-type: none"> <li>• Support unemployed to gain and sustain employment.</li> <li>• Unlock progression opportunities and career adaptability through skills, particularly for those on low wages and with insecure work.</li> <li>• Make learning more inclusive to support disadvantaged residents.</li> <li>• Increase skill supply to support key sectors.</li> <li>• Improve West Yorkshire’s resilience by identifying and delivering future skills.</li> <li>• An Adult Education Budget responsiveness pot will build on the local and regional priorities for skills.</li> </ul>
<p>Work closely with partners to <b>tackle health inequalities</b> and support the health and social care workforce.</p>	<ul style="list-style-type: none"> <li>• The sector has been acutely affected by both the pandemic and Brexit.</li> <li>• Healthier people are more likely to contribute towards productivity.</li> </ul>	<ul style="list-style-type: none"> <li>• Embed the finding of the skills commission to design services around the individual to address complex and interrelated health, employment, and skills issues.</li> <li>• Maintain strong focus of AEB provision on health and care disciplines.</li> <li>• Raising graduate retention in STEM disciplines to support the upgrading of the region’s innovative capability, particularly in key sectors like health and innovation.</li> <li>• Develop innovative, co-designed training, working with employers and providers.</li> </ul>

**PRIORITISING SKILLS AND TRAINING FOR ALL**

**WE ARE:**

**WE ARE DOING THIS BECAUSE:**

**WE WILL ACHIEVE THIS BY:**

Working with employers and employer representative bodies to deliver the skills needed for the labour market.

- Address skills gap and recruitment issues faced by employers and industry sectors.
- Only 36% of businesses have training plan and 29% a training budget.
- Access to training in the workplace is unequal: workers who are already qualified to a high level (level 4+) are almost twice as likely to receive training than their less qualified colleagues.
- To address diversity in the workforce experienced by some industries.

- Work with NHS key strategic organisations to support regional workforce strategies.
- Support the Manufacturing Task Force.
- Investing in the development of a future employment and skills project pipeline.
- Engage business with design of adult skills training for all ages and communities.
- Increase the number of employers, particularly SMEs, in engaging with education and careers programmes.
- Help employers obtain the skills needed to grow their business through employment brokerage and graduate internships.

70

**OPPORTUNITIES FOR CO-INVESTMENT**

Opportunity	(£) Ask	Who are the Potential Co-Investors?	Alignment to Government Ambitions
<p><b>Skills Support for Business:</b> tackling low investment in skills in the workplace and strengthening local skills offer through supporting business develop a skills plan and identify the training needed to support their business to grow.</p>	<p>£1,000,000</p>	<p>Private business</p>	<p>Skills for jobs</p>

## Delivering a Creative New Deal

### Key Headlines:

- COVID-19 and restrictions have been particularly challenging for culture and creative industries in West Yorkshire with 82% of organisations having lost out financially within the first few months
- Our plan for a creative new deal is about re-energising this growing sector, and opening up opportunities for creativity
- Devolved funding is being committed to develop key regional interventions including a Town of Culture Award, Creative Catalyst Programme and upskilling within creative industries.

COVID-19 has reinforced the vital role of creativity and culture to the quality of life of people in West Yorkshire. Whilst lockdown restrictions have limited the opportunities to experience the **high-quality and diverse cultural offer of the region** in person, organisations, creative industries and individuals across West Yorkshire have created new and innovative ways to bring culture to our communities. As we look to recovery, our Creative New Deal will ensure that creativity can continue to enable, engage and empower our citizens, and showcase our potential to the wider world.

To do so will require the right support to our culture and creative industries. With 7,000 businesses and 47,000 jobs across West Yorkshire within the creative & cultural sectors, there is already significant scale in the region. The sector was growing strongly prior to COVID-19 with West Yorkshire recording an increase in cultural employment between 2015 and 2019 of around 50% (compared to 16% nationally), and has been enhanced by key investments including the arrival of Channel 4 to Leeds and devolution funding for British Library North in Leeds.

The sector was hit hard by the impact of Covid-19, with closures, high rates of furlough, limited operating opportunities, and exclusion from some forms of Government support, and is one of the last to return to capacity. Emergency funds and the national £1.57 billion sector recovery schemes have been very welcome, but have been short term measures for larger institutions. At a local level, we have pivoted delivery of our Creative Catalyst programme to deliver a TV and Development Fund supporting freelancers and small businesses to develop content whilst other work has dried up. And as part of working together across five local authority areas, we have committed £5m of our devolved funding to support key culture recovery projects in local areas.

The opportunity in recovery is to go further to support the role of culture in delivering a stronger economy and more inclusive communities. In June 2021, the Combined Authority also approved £500,000 of funding to support capacity building and development for the delivery of a Creative New Deal to realise the potential of the creative and cultural industries in West Yorkshire, which will focus on upskilling the creative industries, providing placement opportunities for young people, supporting our night-time economy and developing a Town of Culture Award. We will also work across partners, including local authorities and health to look at how culture can be harnessed for social prescribing, building on pilots in the region.

Together with Leeds 2023, bids for city of culture in 2025 for Bradford and Wakefield, and further cultural festivals in the region across the next 4 years, we have great opportunities to stimulate the economy of our areas as well as inspire especially our young population.

To make sure we succeed in delivering this new deal, an Arts, Culture and Creative Industries Committee has been established to provide strategic oversight and direction for this work.

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DELIVERING A CREATIVE NEW DEAL		
WE ARE:	WE ARE DOING THIS BECAUSE:	WE WILL ACHIEVE THIS BY:
Piloting <b>Creative New Deal</b> activities.	<ul style="list-style-type: none"> <li>We need to boost internal capacity to reach more businesses in the sector to ensure the necessary bespoke support is available.</li> <li>Ensure we have the necessary expertise to leverage additional funding to meet the scale of ambition.</li> </ul>	<ul style="list-style-type: none"> <li>Boosting delivery through the existing Creative Catalyst Programme.</li> <li>Exploring the possibilities to further enhance the programme based on evidence of best practice.</li> </ul>
<b>Supporting routes into screen industries</b> for young people.	<ul style="list-style-type: none"> <li>We want to promote and diversify the sector.</li> <li>We want to ensure young people from disadvantaged backgrounds have access to creative and cultural opportunities.</li> </ul>	<ul style="list-style-type: none"> <li><b>Supporting delivery of the Beyond Brontes Programme:</b> offering a bespoke training package tailored to their interests, to prepare them for a wide range of industry jobs through funding for 2021/22.</li> <li>Championing other initiatives that build pathways for good jobs in creative industries</li> </ul>
Reskilling for <b>creative and cultural sector</b> .	<ul style="list-style-type: none"> <li>We need an evidence base to ensure support for the sector is meeting identified needs post-pandemic.</li> <li>We need to tailor support appropriately and make links to wider skills development schemes.</li> </ul>	<ul style="list-style-type: none"> <li>Undertaking a <b>Skills Need Audit</b> for the sector and identifying areas for growth for post-COVID-19 creative industries.</li> <li>Develop future interventions which utilise the evidence of the audit to target at most needed skills.</li> </ul>
Exploring the possibilities of <b>social prescribing</b> .	<ul style="list-style-type: none"> <li>Successful pilots (including in Calderdale) have demonstrated the positive impact on wellbeing of social prescribing.</li> <li>Health inequality is a West Yorkshire challenge and impacts on the economy as well as on wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>Exploring regional collaboration between culture as well as other non-clinical services with the NHS and regional primary care infrastructures to promote good health.</li> </ul>
Undertake a Development Plan for a <b>Town of Culture Award</b> .	<ul style="list-style-type: none"> <li>We want to promote the places in West Yorkshire and boost the visitor economy.</li> </ul>	<ul style="list-style-type: none"> <li>Looking at best practice such as the London Borough of Culture Award.</li> </ul>

73

		<ul style="list-style-type: none"> <li>• Launch Town of Culture Award from 2023 to complement existing cultural festivals across West Yorkshire.</li> </ul>
<p>Supporting the recovery of the <b>night-time economy</b> of West Yorkshire.</p>	<ul style="list-style-type: none"> <li>• Our night-time economy has suffered over the last 18 months from restrictions.</li> </ul>	<ul style="list-style-type: none"> <li>• Exploring the role and remit of a potential West Yorkshire Night Czar.</li> <li>• Undertake an assessment of the night-time economy across West Yorkshire to identify areas of support.</li> </ul>

**OPPORTUNITIES FOR CO-INVESTMENT**

Opportunity	(£) Ask	Who are the Potential Co-Investors?	Alignment to Government Ambitions
<p><b>Unlocking places of Culture through festivals:</b> maximising opportunities to link Leeds 2023, Kirklees Year of Music 2023, Calderdale Year of Culture 2024 and Bradford or Wakefield UK City of Culture in 2025</p>	<p>£20-25,000,000</p>	<p>Government – supporting City of Culture bids and through DCMS funding Private sector – through sponsorship of events and activity</p>	<p>Culture Recovery Fund DCMS Tourism Recovery Plan</p>
<p><b>Developing a film studio creative cluster:</b> unlocking a key employment site to support state of the art film and TV production linked to the region’s growing strengths</p>		<p>Private sector – though site developments.</p>	

74

# Building a Lasting Recovery for West Yorkshire

Our economic recovery cannot only be just and fair; it also needs to be lasting. Building a lasting economic recovery in West Yorkshire means building long-term and sustained opportunities for our region that benefit our residents in the long run.

A lasting recovery needs to be felt across all parts of our region, from our towns and cities to our villages and rural conurbations. It is crucial that our investments at a regional level deliver in collaboration with local projects to maximise their social value. This means tackling areas with poor air quality by tackling the climate emergency, improving living standards and quality of life by working with partners to ensure new affordable and green homes, and revitalising our left-behind communities which have suffered from closure and restriction during the pandemic. To secure a lasting recovery for West Yorkshire, we will work to the four action areas below that can help restore our social fabric:

75

			
<b>Build</b> 5,000 sustainable homes	<b>Connect</b> people and places	<b>Tackle</b> the climate emergency	<b>Champion</b> great places
<b>By:</b>			
<ul style="list-style-type: none"> <li>Working with our partners to build affordable and sustainable housing options for our residents.</li> <li>Delivering the Brownfield Housing Fund</li> </ul>	<ul style="list-style-type: none"> <li>Bringing buses back under public control.</li> <li>Developing our proposals for mass transit for West Yorkshire by 2040</li> <li>Delivering active travel programmes.</li> <li>Develop a resilient transport system that connects people to places.</li> </ul>	<ul style="list-style-type: none"> <li>Focusing on green skills, infrastructure, and business to reach our ambitions to become a net-zero region by 2038.</li> <li>Secure funding for low-carbon home and industry demonstrators</li> <li>Accelerate EV charging infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Showcase our regional offer and attract inward investment.</li> <li>Supporting the revitalisation and renewal of our town and city centres.</li> <li>Support local recovery plans across the region.</li> </ul>

## Build 5,000 Sustainable Homes

COVID-19 restrictions meant many of us have spent more time in our homes. Whether schooling our children, working from home, accessing greenspaces, or walking around our local communities, the need for good, affordable housing with adequate space is growing.

The Mayor's primary ambition is to deliver 5000 **affordable** homes over the next three years. As a region we have over the last three years have delivered 3,997 additional affordable homes, but this has fallen short of the 4,720 homes we needed. In addition, we have existing homes that are poor quality and poorly insulated.

**Sustainability** of homes is a key part of the pledge to respond to the challenge of tackling the climate emergency and achieving a net zero region by 2038. By addressing issues of fuel poverty in homes we also contribute to better health and increased disposable income for our residents.

Delivery of the pledge can only be achieved in partnership with districts, the affordable housing sector (Housing Associations,

Community-led housing providers) and Homes England as the key agency providing housing delivery investment.

The majority of the land supply is privately owned so partnership with private sector is critical to successful delivery of the pledge, With partners' engagement we aim to find the right tools to bring development forward with partners ready to work with public sector. Covid has demonstrated the need for focussed investment in some of the most deprived parts of the region and in those parts of the housing market which are weakest in terms of low value, low investment levels with continuing issues with poor quality housing.

Supply of new housing and the high cost of housing in some areas remains a challenge. As the economy opens back up, we need to monitor the impact of expansion on supply chain pressures and existing skills in the construction sector which can respond to the increased demand. This can lead to a constraint to increased activity but also an opportunity to strengthen supply chains in the region and accelerate to skills needed to respond.

**BUILDING 5,000 SUSTAINABLE HOMES**

**WE ARE:**

**WE ARE DOING THIS BECAUSE:**

**WE WILL ACHIEVE THIS BY:**

Developing the **housing pipeline** for future investment readiness.

- Through the devolution discussion it was recognised that lack of revenue funding was impeding the development of a housing pipeline which was investment ready. The devolution deal has brought forward £3.2m revenue funding to increase capacity both at local and regional level, and to provide specialist technical advice to determine constraints and the costs required to unlock development.
- Increased intelligence and knowledge will provide clarity on capability of sites to deliver affordable housing over the next three years.

- The **Housing Pipeline Revenue Fund programme (HPRF)** allocated to districts to add capacity, commission specific work packages such as business case development through a procured consultancy framework and to access additional regional support with the aim of increasing delivery of affordable sustainable quality places.

Delivering the **Brownfield Housing Fund** programme

- Regional allocation of £67m to unlock brownfield sites and bring forward development by 2025.

- Call for projects has produced a **BHF pipeline of sites to be delivered in 4 waves by 2025**. Within the next three years 1947 affordable homes will be on site or delivered.
- BHF has supported unlocking of difficult brownfield sites with housing providers producing affordable and sustainable housing options.

Developing **closer strategic relationships with West Yorkshire Housing Partnership**, the housing providers sector

- The Combined Authority has supported and championed housing providers in West Yorkshire to develop a strategic body through which the MCA can partner with and commission work across the housing agenda including homelessness, designing dementia friendly places and building

77

BUILDING 5,000 SUSTAINABLE HOMES		
WE ARE:	WE ARE DOING THIS BECAUSE:	WE WILL ACHIEVE THIS BY:
Developing a shared West Yorkshire action plan, pipeline and strategic place partnership with Homes England	<p>healthy and energy efficient homes where housing providers are community anchors.</p> <ul style="list-style-type: none"> <li>Homes England has large investment programmes for affordable housing and new homes supply. Homes England also supports development of community led and supported housing initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>A shared action plan has been developed which includes a shared pipeline of prospective sites.</li> <li>The Mayor to meet Homes England Chair and newly appointed Chief Executive in the autumn to explore shared working arrangements and agree priorities for investment.</li> </ul>

78

OPPORTUNITIES FOR CO-INVESTMENT			
Opportunity	(£) Ask	Who are the Potential Co-Investors?	Alignment to Government Ambitions
<p><b>Housing Land and Investment Fund:</b> Majority of pipeline sites are in private ownerships with some sites despite having had planning approval have not moved forward into development. The ability to acquire land directly either by agreement or through a CPO process would activate development in some challenging markets.</p>	£10,000,000	<p>Ministry of Housing, Communities &amp; Local Government Homes England Engaged private sector including HA's where equity and risk shared.</p>	<p>Increased supply, levelling up agenda aligned to green jobs, increased productivity, bringing brownfield development forward faster.</p>

## Connecting People and Places

### Key Headlines:

- Transport is our highest emitting sector, contributing to 44% of total regional CO2 emissions.
- 55% of our residents have access to only one bus service or less per hour, outside of peak periods.

Going forward, our plans to connect our people and places needs to be sustainable, affordable, efficient and get people to the places they need to be at.

79 They need to be sustainable because we need to reduce our transport emissions –investing in green transport or even switching to active travel where possible. They need to be affordable because we are a long way away from what London offers its residents. And they need to be efficient to connect people to places in a simple way.

Throughout the pandemic the Combined Authority has continued to pay approximately £2.5 million a month to cover the cost of concessionary pass journeys that are not being made. As travel restrictions have eased, bus use has been steady - with demand around 65% of that in 2019.

As the biggest public transport mode in West Yorkshire, it is vital to ensure the sustainability of the bus network to maintain connectivity. A sustainable recovery will ensure that customers have the continued ability to make the journeys they want connecting them to key employment and education centres, whilst bus reform offers an improved bus offer to help encourage bus users back and grow bus patronage in the future.

The Bus Services Act allows Mayoral Combined Authorities opportunities for bus reform including Enhanced Partnerships and Franchising. Through the recently announced National Bus Strategy, Local Transport Authorities must develop Enhanced Partnerships in order to continue to receive financial support from government.

The Mayor has pledged to bring buses back under public control. A process determined by Government and the Bus Strategy is being followed which has triggered the process of Enhanced Partnership and Franchise Assessment through issuing notices of intent.

In addition to our ambitions for taking buses back under public control, we also have ambitions to increase the opportunities for active travel routes across our region by providing new cycling and walking infrastructure and links across the region. These actions will not only make us a more active region but will also support our efforts to tackle the climate emergency by reducing road-traffic emissions.

As we look to the future, there are a multitude of opportunities for strategic rail and mass transit. We secured funding in our devolution deal to progress plans for a mass transit system for West Yorkshire by 2040 – providing new ways to travel across our region and get residents off the roads. There is also an opportunity to bring in new inward investment and demand for jobs through national and regional rail priorities such as Northern Powerhouse Rail, Trans Pennine Route Upgrade and the eastern leg of HS2.

CONNECTING PEOPLE AND PLACES		
WE ARE:	WE ARE DOING THIS BECAUSE:	WE WILL ACHIEVE THIS BY:
<ul style="list-style-type: none"> <li>Developing a <b>Bus Service Improvement Plan</b> to set out West Yorkshire’s ambition for future bus services.</li> </ul>	<ul style="list-style-type: none"> <li>The Bus Service Improvement Plan will set the ambition and aspiration of the Combined Authority for bus services in West Yorkshire and their customers; irrespective of the regulatory framework used to deliver it.</li> <li>Bus patronage is declining.</li> </ul>	<p>The Bus Service Improvement Plan is required to be submitted to DfT by 31 October 2021, it will set out how the Combined Authority will:</p> <ul style="list-style-type: none"> <li>Establish bus as a key mode of choice for travel in West Yorkshire.</li> <li>Establish a financially sustainable bus service.</li> <li>Improve operational delivery to provide the passenger with a service they can feel confident in using.</li> <li>Improve connectivity for communities facing deprivation, inequality, and exclusion.</li> <li>Ensure the bus service is integrated to deliver sustainable connectivity</li> </ul>
<ul style="list-style-type: none"> <li>Developing an <b>Enhanced Partnership</b> to support and deliver our Bus Service Improvement Plan</li> </ul>	<ul style="list-style-type: none"> <li>An Enhanced Partnership (or franchising scheme) is required for continuation of Government funding.</li> <li>A formal Enhanced Partnership will build on the successes of the West Yorkshire Bus Alliance to drive improvements in bus services across West Yorkshire.</li> <li>The Enhanced Partnership will set clear targets and standards to ensure it furthers the overall bus strategy aims increasing patronage and through that securing the</li> </ul>	<ul style="list-style-type: none"> <li>Develop and Enhanced Partnership Plan that will deliver the ambition of the Bus Service Improvement Plan alongside the mayoral pledge</li> <li>Developing schemes that will:                             <ul style="list-style-type: none"> <li>Introduce simpler fares</li> <li>Provide flexible ticketing options</li> <li>Improve the environmental impact of bus</li> </ul> </li> </ul>

08

**CONNECTING PEOPLE AND PLACES**

WE ARE:	WE ARE DOING THIS BECAUSE:	WE WILL ACHIEVE THIS BY:
	wider goals of inclusivity and carbon reduction.	<ul style="list-style-type: none"> <li>Assessing the Enhanced Partnership scheme to ensure it is delivering for customers through regular monitoring.</li> </ul>
<ul style="list-style-type: none"> <li>Launching a <b>Franchising Assessment</b> to better understand future opportunities for improving bus services for customers</li> </ul>	<ul style="list-style-type: none"> <li>To assess and analyse opportunities to deliver an enhanced offer for customers across West Yorkshire.</li> </ul>	<ul style="list-style-type: none"> <li>Assessing the Enhanced Partnership scheme to ensure it is delivering for customers.</li> <li>Understanding opportunities to go beyond the Enhanced Partnership scheme to deliver better bus services for customers.</li> </ul>
<ul style="list-style-type: none"> <li>Exploring the opportunities for a mass transit system, outlined in our <b>2040 Mass Transit Vision</b>.</li> </ul>	<ul style="list-style-type: none"> <li>A mass transit system will provide a sustainable public transport system that provides an alternative to the private car.</li> <li>It will drive a demand for additional skills and jobs across the region from design, construction, maintenance and project management.</li> </ul>	<ul style="list-style-type: none"> <li>Developing proposals to deliver the first steps in a mass transit system through the City Region Sustainable Transport Settlement.</li> </ul>

81

**OPPORTUNITIES FOR CO-INVESTMENT**

Opportunity	(£) Ask	Who are the Potential Co-Investors?	Alignment to Government Ambitions
<p><b>ZEBRA Bus Bid:</b> the Combined Authority has progressed to the second stage of the Zero Emission Bus Regional Area scheme which will support the introduction of zero-emission buses and the necessary infrastructure to support them.</p>	<p>£57,516,155 (£24.5m ask from Government)</p>	<p>Department for Transport Bus Operators</p>	<p>National Bus Strategy Transport Decarbonisation Strategy</p>

## Tackling the Climate & Environment Emergency

### Key Headlines:

- Our economic recovery needs to be green to tackle the climate and environmental emergency.
- Our Plan can remove up to 2.1 million tonnes of CO<sub>2e</sub> by 2024.

The Mayor of West Yorkshire has declared a climate emergency, going further and faster than national Government, and set an ambitious science-based target for the region to be net-zero carbon by 2038, with significant progress by 2030. Our strong partnerships are critical to deliver the ambition and scale of her Climate and Environment Action Plan, backed up by local and national investment and funding.

28 The pandemic had a temporary impact on reducing global emissions due to reduced travel, and industry restrictions. The Climate Change Committee estimated that global emissions fell by 6% in 2020.

Reducing harmful carbon and air quality emissions, helping nature to recover, via schemes such as the White Rose Forest project, and improving long-term climate resilience is critical and action across all parts of the economy and society is required.

The Mayor and West Yorkshire Combined Authority will ensure this Plan and transition to a net zero carbon economy is fair, just and reduces inequality in West Yorkshire. It cannot be the cause of further inequality for our most excluded and deprived groups and communities. Inclusive growth, equality and diversity goals and outcomes will be delivered through the Plan.

Delivering a green recovery will ensure the region takes advantage of the transition to a sustainable and net-zero carbon economy, boosting good, green jobs, training, research and development capabilities, and upskilling opportunities across West Yorkshire. The construction industry, manufacturing, and transport, are the sectors where most focus is needed both to seize the employment boost of the green economy and in terms of skills and retraining (LSE, University of Leeds, 2019, 2020).

Across West Yorkshire, 235,000 jobs could be affected by the transition to a net-zero carbon economy, with around 119,000 workers in high demand because of their skills and experience, and 116,000 workers requiring upskilling and support. However, 828,000 jobs will not be significantly affected by the transition (LSE, University of Leeds, 2019).

Progress to date to deliver at the pace and scale necessary has been hampered by a lack of resources to develop and deliver actions and have the right opportunities in place to secure the investment and funding we need. These obstacles must be overcome to tackle the climate and environment emergency.

The Plan puts the region on a path to deliver carbon dioxide emission reductions of up to 2.1 million tonnes by 2024. This equates to a potential 4.7% year-on-year reduction of carbon dioxide and up to 19% of the region's net-zero carbon target, laying the groundwork to allow significant carbon dioxide emission reductions to be made later this decade and in the 2030s.

**TACKLING THE CLIMATE AND ENVIRONMENT EMERGENCY**

**WE ARE:**

Committing the Combined Authority to **net zero emissions by 2038**

Supporting **business and industry in transition**, including appropriate finance.

**WE ARE DOING THIS BECAUSE:**

- The Climate Change Committee’s recent progress report outlines that we are at risk of breaching the 1.5°C of warming by the early 2030s.
- Our Emission Reduction Pathways Report showed that non-domestic and industry buildings accounted for 2.6MtCO<sub>2</sub>e/yr.
- Businesses need to adapt and be encouraged to make low-carbon and climate-resilient choices.
- Many businesses, particularly SMEs, may not have the dedicated time or resources to adopt low carbon working practices or behaviours.

**WE WILL ACHIEVE THIS BY:**

- Delivering **our Climate and Environment Action Plan**.
- Building on existing support programmes for businesses to help them make their operations more sustainable.
- Consider the most appropriate ways of increasing the uptake of energy efficiency, low carbon technologies, waste and material efficiency, and circular economy measures by businesses through financial incentives.
- Consider the provision of financial support for industrial sites to undertake audits, feasibility studies and demonstrators that assist with the decarbonisation of their operations.
- Build on the success of our ReBiz scheme to provide further advice, funding, and access to finance for energy efficiency improvements across SMEs in the region.
- Undertake research and coordinate schemes to increase the circular economy, work with West Yorkshire local authorities to understand the case for developing additional capacity in waste services and investigate opportunities to develop place-based and sector-focused approaches to circularity and delivering maximum social value.

83

**TACKLING THE CLIMATE AND ENVIRONMENT EMERGENCY**

**WE ARE:**

We will bring together existing net-zero, nature recovery and climate ready funding, release new green finance, and leverage partner and private capital, to accelerate delivery.

**WE ARE DOING THIS BECAUSE:**

- A net-zero, nature rich and climate ready West Yorkshire requires significant public and private investment. Mobilising the finance is a collaborative effort by the Combined Authority, Government, local authorities, lenders, investors, and consumers.

**WE WILL ACHIEVE THIS BY:**

- Capitalising on the concentration of financial institutions located in the region, including the new National Infrastructure Bank, to develop partnerships around a net zero region investment and funding prospectus that increases finance and financial products for net-zero, nature recovery and being climate ready projects.
- Considering the case for providing financial incentives for low emission transport technologies and encouraging behaviour change which supplements funding available at the national level where this is insufficient to accelerate the uptake of these measures.
- Bring forward the finance and funding for energy efficiency measures and low carbon technologies by households and measures, technologies, waste and material efficiency, and circular economy solutions by businesses through financial incentives and products.
- Considering the financial mechanisms which enable new homes being built in the region to nearly zero from the point of construction.
- Considering the case for proving low-cost loans to developers of small and medium scale low carbon energy generation and flexibility technologies.

84

**TACKLING THE CLIMATE AND ENVIRONMENT EMERGENCY**

**WE ARE:**

**WE ARE DOING THIS BECAUSE:**

**WE WILL ACHIEVE THIS BY:**

85

Accelerate the deployment of electric vehicle (EV) charging infrastructure

- The phase—out of new diesel and petrol cars has been brought forward to 2030 – with many car manufacturers making the transition to stock electric vehicles and driving consumer behavioural shift.

- Establishing a **Climate Ready Financing Task Force** that can work together to investigate the development of financial products for climate readiness.
- Establishing an EV charging point framework to facilitate the procurement of electric vehicle charging points for public sector organisations.
- Considering allocating funding, possibly through the City Region Sustainable Transport Settlement, to support roll-out of EV charging points for the public sector and communities.
- Investigating the need and business case for using the mayor’s devolved powers to mandate the installation of EV charging points and/or hydrogen fuel at large refuelling stations.
- Collaborating with Northern PowerGrid to ensure grid capacity, their investments and smart network management can support EV charging points in the areas proposed for installation.

Continue to deliver programmes of walking and cycling schemes

- Providing infrastructure and supporting behaviour change activities will encourage people make journeys by walking and cycling, reducing the impact of transport on the environment.
- The need for active travel infrastructure will also create a number of new jobs

- Delivering the package of schemes included as part of:
  - The Transforming Cities Fund
  - Active Travel Capability funding, and
  - Active Travel Fund 3 programmes by 2023.

**TACKLING THE CLIMATE AND ENVIRONMENT EMERGENCY**

WE ARE:	WE ARE DOING THIS BECAUSE:	WE WILL ACHIEVE THIS BY:
	and skills needs and can support our supply chains.	<ul style="list-style-type: none"> <li>Delivering a further package of schemes, which is to be developed through the City Region Sustainable Transport Settlement</li> </ul>

**OPPORTUNITIES FOR CO-INVESTMENT**

Opportunity	(£) Ask	Who are the Potential Co-Investors?	Alignment to Government Ambitions
<b>Low Carbon New Build Homes Demonstrators:</b> work with housing partners to deliver exemplar and demonstrator projects of new build homes.	£15,000,000	Housing Developers, Homes England, Ministry of Housing Communities & Local Government	Net Zero Strategy
<b>Low Carbon Retrofit Homes Demonstrators:</b> work with housing partners to deliver exemplar and demonstrator projects of whole house retrofits.	£1,000,000	Housing Developers, Homes England, Ministry of Housing Communities & Local Government	Net Zero Strategy
<b>Industrial Decarbonisation Demonstrators:</b> we want to support the delivery of two demonstration projects with technologies that can reduce or eliminate emissions.	£4,000,000	Department for Business, Energy & Industrial Strategy	Industrial Decarbonisation Strategy

88

## Champion Great Places

West Yorkshire is a great place to grow up and old in, work and do business in, and learn and train for jobs across many different sectors. We have great cities, towns, and villages, emerging high-opportunity sectors which can secure lasting productivity such as health tech, space and clean tech, and a buzzing cultural offer to be proud of. Championing Great Places across our region means putting ourselves on the map.

In the reopening of the economy, we need to showcase our regional offer across the country and beyond. Our tourism, hospitality and leisure businesses, which employ over 136,000 residents in Leeds City Region, were hit hard by the restrictions put in place to manage the COVID-19 pandemic. As we emerge from the pandemic, we need to harness the opportunities to support businesses to re-imagine some of the ways they operate – showcasing our region as a place to visit and enjoy for all.

We also need to support and repurpose our town and city centres by taking advanced of place-based policies. The pandemic has accelerated the digital revolution with more of us shopping and working online. This shift has affected many businesses, both large

and small, bringing positive gains for some and challenges for others. Footfall in many of our centres has seen a return to 2019 levels whilst others have remained well below pre-pandemic levels. To build resilience in our town and city centres, they need the right interventions, for revitalising and repurposing where necessary to thrive as high streets of the 21<sup>st</sup> century. We should also look to maximise social value across these interventions. Local recovery plans and government funding programmes which will be critical to this process.

And we must equally look to West Yorkshire's place in the world. The UK's departure from the European Union during the pandemic has caused significant challenges for some businesses, but a new international trading relationship also enables us to forge new opportunities with countries and partnerships across the world. West Yorkshire has untapped potential to support a genuine global Britain but will mean we need to increase the export potential of our businesses, open up new markets and increase the opportunities for inward investment, wherever those possibilities can be found, and building on links that the region has already forged with places like China, India and the United States.

**CHAMPION GREAT PLACES**

**WE ARE:**

**WE ARE DOING THIS BECAUSE:**

**WE WILL ACHIEVE THIS BY:**

Placing our region on the **international map**.

- Access to new markets via future trade agreements and partnerships opens up long-term opportunities for attracting inward investment to the region and exporting products and services made here in West Yorkshire.
- International trade is proven to deliver high quality jobs in West Yorkshire.

- Developing a Trade Strategy for West Yorkshire.
- Working with the Department for International Trade, including through the devolution deal commitment.
- Working through the LEP's inward investment team to attract new business ventures into our region.

Supporting our local authorities to **re-think and re-imagine their town and city centres** through support for master-planning, development of significant regeneration initiatives, or via government regeneration schemes such as successful applications to Towns Fund and Future High Street Fund funding.

- These funds will help our towns such as Brighouse or Wakefield transform and repurpose their urban centres.
- COVID-19 has had diverse impacts on footfall and business closures across West Yorkshire, meaning that locally led solutions are required.

- Working in collaboration with the local authority staff, boards, and stakeholders to support the programmes of Future High Streets Fund, Towns Fund and Levelling-Up fund bids.
- Supporting our local authorities on master planning and building resilient urban centres, particularly where there is regional transport investment.

Backing the **Welcome to Yorkshire 'Reopen, Recover and Rebuild' plan**, and our local authority work to support our visitor economy.

- Tourism and hospitality have faced unprecedented challenges over the last year.
- We want to grow the £9bn tourism economy in Yorkshire.

- Supporting the actions outlined in the [Welcome to Yorkshire Recovery Plan](#).
- Attracting inward investment into our region – bringing employment and skills opportunities for our residents.
- Delivering our Creative New Deal.
- Support Bradford and Wakefield's 2025 City of Culture proposals.

88

		<ul style="list-style-type: none"> <li>• Support Leeds’s 2023 European Capital of Culture plans.</li> <li>• Support Kirklees Year of Music 2023 &amp; Calderdale’s 2024 Year of Culture</li> </ul>
<p>Supporting our local authorities to <b>unlock post pandemic economic growth.</b></p>	<ul style="list-style-type: none"> <li>• Every district in West Yorkshire has been impacted by the COVID-19 pandemic in different ways.</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting the delivery of local authority Economic Recovery Plans – including through £5m of committed funding unlocked from our devolution deal.</li> </ul>

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## Measuring Success

The overall success of our approach to economic recovery will be seen through the indicators of our wider Strategic Economic Framework, for example relating to productivity and economic growth, incomes, quality of life, resident satisfaction and carbon emissions.

Indicators are also being developed for each of the Mayoral pledges contained within this plan, to which the success of our interventions will be measured. Additional indicators will be adopted for specific interventions not covered by those already below.

06

Boosting Productivity	
Productivity	Nominal gross value per hour worked
Employment rate	% of 16-64 resident population in employment
Businesses engaging in innovation activity	% of businesses in the area that have engaged in innovation, including new / improved products or services, new technologies, knowledge transfer etc
Goods/services exports as % of GVA	Value of i) goods and ii) services exports expressed as a proportion of total GVA
% qualified at Level 4 or above	% of population aged 16-64 with highest qualification at Level 4 and above
Cultural sector contribution to employment	% of jobs that fall within cultural activities sector
Economic output (GVA)	Gross value added (balanced) at current basic prices
Economic output (GVA) per head	Gross value added (balanced) per head of population at current basic prices
Private sector businesses	Number of private sector workplaces per 1,000 resident population
Business birth rate	Proportion of active businesses that began trading in reporting year

Inclusive Growth	
% of households in fuel poverty	Proportion of households in fuel poverty required fuel costs are above average and would take household below poverty line were that amount to be spent.
% qualified below level 2	% of population aged 16-64 with highest qualification below level 2 or no formal qualifications
Unemployment rate	Proportion of labour force who are unemployed and actively seeking and available for work
Housing affordability	Ratio of lower quartile house price to lower quartile earnings
Rented housing costs	Median monthly rents for private sector two-bedroom properties
% of employees in quality work	% of employees who have good hours, a desired contract type, and are not in low pay
Apprenticeship starts	Number of people starting an apprenticeship each academic year
Life expectancy	Inequality in healthy life expectancy at birth
Premises at risk of flooding	Number of homes and commercial units by likelihood of flooding
Jobs paying below Real Living Wage	% of local jobs that pay below the Living Wage Foundation's Real Living Wage threshold
Gross disposable household income	Gross disposable household income per head
Net additional dwellings	Net gain in dwellings based on local authority estimates of gains and losses of dwellings during each year

Inclusive Growth	
Employment rate gap for disadvantaged groups	Proportion of people in employment in disadvantaged groups (disabled, BAME, aged over-50) versus overall employment rate
Employment rate gaps for disadvantaged groups	Proportion of people who lack digital skills needed to operate in society and / or the workplace
NEETs	Percentage of 16–17-year-olds NEET or activity not known

Tackling the Climate Emergency	
CO2 emission (ktCO2)	Carbon dioxide emissions estimates at local authority level
CO2 emissions (ktCO2) by sector: <ul style="list-style-type: none"> <li>- Domestic</li> <li>- Industry &amp; Commercial</li> <li>- Transport</li> </ul>	Contribution of different sectors of local economy to total carbon emissions
Emissions intensity ratio	Ratio of carbon emissions to gross value added (indicator of carbon-intensity of economy)
Access to green and blue infrastructure	% of population within easy reach of network of green and blue infrastructure
Building energy efficiency	Average Energy Performance Certificate rating of domestic properties
Net contributor of local area to exchequer	Balance between taxes and public spending attributable to West Yorkshire. Ambition is to make area a net contributor to national economy

92