

# LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD

MEETING TO BE HELD AT 1.00 PM ON WEDNESDAY, 15 SEPTEMBER  
2021

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

<https://www.youtube.com/channel/UCazjNSGpqZZT41Vibn2ZK9A/live>  
(copy and paste the link in your browser)

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## A G E N D A

### 1. APOLOGIES FOR ABSENCE

### 2. DECLARATIONS OF INTEREST

In accordance with the requirements of the LEP Board Members' Code of Conduct, members have an obligation to review their register of interests before each meeting and to declare any interests.

If an interest has not been entered onto the LEP's register, then members must disclose the interest at any meeting at which they are present and where they have a disclosable interest in any matter being considered and where the matter is not a sensitive interest.

### 3. EXCLUSION OF THE PRESS AND PUBLIC

### 4. MINUTES OF THE MEETING HELD ON 21 JULY 2021

(Pages 1 - 6)

### 5. GOVERNANCE ARRANGEMENTS

(Led by: Caroline Allen, Author: Julie Haigh)

(Pages 7 - 12)

### 6. ECONOMIC REPORTING

(Led by: Alan Reiss, Author: Patrick Bowes)

(Pages 13 - 38)

### 7. ECONOMIC RECOVERY

(Led by: Brian Archer, Author: Ian Smyth)

(Pages 39 - 142)

**8. CORPORATE PERFORMANCE**

(Led by: Angela Taylor, Author: Louise Porter)  
(Pages 143 - 152)

**9. LEP REVIEW**

(Led by: Sir Roger Marsh, Author: Emma Longbottom)  
(Pages 153 - 156)

**For Information**

**10. DRAFT MINUTES OF THE WEST YORKSHIRE COMBINED  
AUTHORITY HELD 29 JULY 2021**

(Pages 157 - 170)

**11. DATE OF NEXT MEETING**

The next meeting will be held on 30 November 2021.



## MINUTES OF THE MEETING OF THE LEEDS CITY REGION ENTERPRISE PARTNERSHIP BOARD HELD REMOTELY ON WEDNESDAY, 21 JULY 2021

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### **Present:**

Sir Roger Marsh OBE DL (Chair)	Leeds City Region Enterprise Partnership
Prof Shirley Congdon	Higher Education
Kate Hainsworth	Leeds Community Foundation
Amir Hussain	Yeme Architects
Rashik Parmar MBE	IBM EMEA (Chair, Employment & Skills Panel)
Professor Simon Pringle	Project Rome
Kamran Rashid	Third Sector
Mandy Ridyard	Produmax Ltd
Mark Roberts (Deputy Chair)	Beer Hawk Ltd
Kully Thiarai	Culture
Andrew Wright	A W Hainsworth Ltd (Chair, Business Innovation & Growth Panel)
Councillor Shabir Pandor	Kirklees Council

### **In attendance:**

Ben Still	LEP/West Yorkshire Combined Authority
Angela Taylor	LEP/West Yorkshire Combined Authority
Melanie Corcoran	LEP/West Yorkshire Combined Authority
Liz Hunter	LEP/West Yorkshire Combined Authority
Alan Reiss	LEP/West Yorkshire Combined Authority
Caroline Allen	LEP/West Yorkshire Combined Authority
Patrick Bowes	LEP/West Yorkshire Combined Authority
Ian Smyth	LEP/West Yorkshire Combined Authority
Henry Rigg	LEP/West Yorkshire Combined Authority
James Hopton	LEP/West Yorkshire Combined Authority
Seamus McDonnell	LEP/West Yorkshire Combined Authority
Julie Haigh	LEP/West Yorkshire Combined Authority
James Young	LEP/West Yorkshire Combined Authority

### **20. Apologies for Absence**

Apologies were received from Mayor Tracy Brabin, Kate Hainsworth, Tom Riordan, Peter Mucklow and Councillors James Lewis, Susan Hinchcliffe, Denise Jeffery, Tim Swift.

## **21. Declarations of Interest**

In accordance with the requirements of the LEP Board Members' Code of Conduct, Members were reminded of their obligations to review their individual register of interests before each LEP Board meeting and to declare any interests.

## **22. Exclusion of the Press and Public**

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

## **23. Minutes of the meeting held on 9 June 2021**

**Resolved:** That the minutes of the meeting held on 9 June 2021 be approved.

## **24. Growth Deal**

The Board considered a report of the Director of Strategy, Communications and Policing which provided the Board with information on the findings of the Growth Deal Impact Evaluation (non-transport projects) and to share the One Page Summary and the Summary Report for the evaluation.

The Head of Research and Intelligence introduced the paper that set out the headline results from the Growth Deal Impact Evaluation. The Board were presented with a summary report setting out the high-level economic benefits and return on investment across the three rounds of Growth Deal funding and the assessment presented at the programme level and at Growth Deal and SEP priority level. The summary reports are complemented by a larger report which presents more information learned through project and programme delivery, the results of a detailed stakeholder survey and key learning insights and recommendations which are designed to support future programme development.

The report is the first part of a more detailed program of evaluation of the Growth Deal and was designed to articulate the headline economic benefits of the three rounds of funding and is akin to a mid-term evaluation using the project output and performance information. The next stages of the evaluation will focus on examining and quantifying the wider benefits to both communities and businesses in terms of their lived experiences, diversity impacts and business development in the Leeds City Region and West Yorkshire.

The core message of this independent report is that the Growth Deal has delivered strong economic returns and clearly shows the success of the LEP and Combined Authority in delivering this deal and the short and long term benefits it will deliver. The report also highlights the success of the LEP, Combined Authority and its partnership structures in delivering economic returns and benefits consistent with the ambitions set out in the Strategic Economic Plan. The report estimated the return on public investment is likely to be £12 of economic benefit for every £1 spent on the programme,

generating over 16,000 net new jobs, and nearly £10bn of long term additional economic growth.

The Board were taken through each of the four 'priority areas' by members of the LEP. Members commented on the findings within the report including the reduction in fuel poverty achieved by the funding, the benefits of strong partnership working in the further education sector and how knowledge could be shared throughout Leeds City Region and further afield. Members asked if it would be possible to provide an economic counterfactual outlining what would have happened if the Growth Deal programmes had not been delivered. The Board were informed that this was to be explored in the future to make sure qualitative results as well as quantitative results were recorded.

On behalf of the LEP Board, the Chair thanked all those who have worked on the Growth Deal, past and present, for helping to bring significant economic growth to West Yorkshire that could have significant social benefits for the people of West Yorkshire and beyond. The Chair also thanked Professor Simon Pringle for his contributions as the former Chair of the Green Economy Panel on behalf of the Board.

**Resolved:** The LEP Board note the findings of the Growth Deal Impact Evaluation and provided feedback to help shape the next stages of the evaluation.

## **25. Enterprise Zone Update**

The Board considered a report of the Director of Delivery to provide an update from the Enterprise Zones for the first half of 2021 and to consider and endorse a proposal regarding the Clifton Enterprise Zone in Calderdale.

It was reported that the program delivery has increased significantly over the last two and a half years. The phase 1 Leeds Aire Valley Enterprise Zone is continuing to be successfully developed by the private sector and the Board noted that work has commenced on a 2 million square feet unit that, once complete, will be the third largest unit in the world.

Updates were presented on the nine phase 2 Enterprise Zones with attention being drawn to the two zones that have accessed funding from the Getting Building Fund (GBF). In August 2020, The Combined Authority secured £52.6m from the national GBF to accelerate 15 projects in response to the COVID-19 pandemic.

The Board considered the request from Calderdale Council in respect of the Clifton Enterprise Zone, that the LEP/Combined Authority consider the foregoing of its future business rates income stream from the Clifton site to enable the Council to prudentially borrow the capital required to deliver a scheme of enabling works. The Chair noted that this is a standalone decision for this Enterprise Zone and should not be viewed as setting a precedent for other emerging projects on Enterprise Zones or other sites in the future.

**Resolved:**

- (i) That the LEP Board notes and comments on the progress made to date on the delivery of the Leeds City Region Enterprise Zone Programme.
- (ii) For the LEP Board to endorse for Combined Authority approval, the proposal regarding the use of future business rates for the Clifton Enterprise Zone in Calderdale as detailed in para 2.16 and the associated conditions of funding as detailed in paras 2.16(i) – 2.16(vi).

**26. Governance Arrangements**

The Board considered a report by the Senior Executive Support Officer in relation to private sector membership of one of the Combined Authority's Committees.

The term of office of an existing Member of the Business Investment Panel (BIP), Colin Glass, is due to expire on 26 September 2021. The report proposed extending the term of office by one further year as a reflection of the contribution made to the work of BIP and recognising that the membership of the panel is under review.

The Chair made a verbal recommendation to the Board to co-opt a representative from business organisations onto the LEP Board. In accordance with the LEP Constitution, the Board can co-opt individuals onto the Board for a one-year tenure.

The Chair asked for the Board to agree the nomination of Sandy Needham as the co-optee for the role of Business representative.

**Resolved:**

- (i) The LEP Board note the contents of the report.
- (ii) That the LEP Board recommend an extension of the term of private sector member Colin Glass by one further year to 26 September 2022 and propose this to the Combined Authority at their next meeting.
- (iii) That Sandy Needham be co-opted on to the LEP Board for a period of one year.

**27. Covid-19**

The Board considered a report of the Director of Economic Services which provided an update on developments around the COVID-19 crisis, including the delivery of products and services in response.

Since the last meeting of the LEP Board the Government had move to the fourth stage of the roadmap out of lockdown on 19 July 2021. This meant the end of many of the restrictions that have been in place in Leeds City Region

during the pandemic, some since March 2020. This will have a positive impact on businesses and the Combined Authority and LEP will continue to work with Local Authority partners to provide support to help businesses recover from the pandemic.

The Board discussed the proposed refresh of the Economic Recovery Plan which is overseen by the Economic Recovery Board. Key proposals for the revision include producing a new central economic forecast, putting the Mayoral Pledges at the heart of the economic recovery, focusing on projects that will be delivered regionally to implement the plan and having a smaller, targeted focus on where Government investment will be required.

Members were pleased to see the breakdown of data from the Employment Hub to show detailed information on participants meaning a continued focus on inclusive growth. The Board were informed that all performance indicators and targets that the LEP and Combined Authority have will have an inclusive growth aspect and this will be implemented as soon as possible. The Chair thanked the Head of Business Support and their wider team for their continued effort in supporting the Leeds City Region in recovering from the pandemic.

**Resolved:** That the LEP Board notes the updates in relation to COVID-19 and the proposed approach to a new version of the Economic Recovery Plan.

## **28. Economic Reporting**

The Board considered a report of the Director of Strategy, Communications and Policing which provided an update on the latest economic and business intelligence and activity and intelligence around understanding the impact of COVID-19 and EU Exit.

Activity in West Yorkshire's town and city centres has reached levels comparable to summer 2020 according to data from Geolytix's Retail Recovery Index. Levels of activity differ throughout the region with Huddersfield seeing activity at 50% above its pre-pandemic baseline, whilst Hebden Bridge, Ilkley and Wetherby have also seen activity above their pre-pandemic baselines.

Members asked why there was such disparity between levels of activity and were informed that, although further analysis was needed, there are several reasons that have been given. Larger city and town centres have suffered more from the fall in footfall from COVID-19 restrictions and the move from office to home based working. Other leisure destinations, such as Ilkley and Hebden Bridge, are benefitting from the increase in people spending leisure time in their local areas.

The latest Quarterly Economic Survey (QES) with the Chambers of Commerce shows a strong rebound in activity in Quarter 2 of 2021. The QES also asked questions about businesses' plans for returning to the workplace and found that among service sector companies, only a quarter expect to return to 100% of staff in the office full time. Half expect to adopt a hybrid model and three quarters of these expect staff in only two or three days a week.

The Board were informed that this was the last meeting that the Economic & Transport Analysis Manager, James Hopton, would be attending as he is leaving the organisation. The Chair thanked James for his hard work and wished him all the best for the future.

**Resolved:** The LEP Board note the latest intelligence around the economic impacts of COVID-19 and EU Exit and considered how this related to their work and future work plans.

**29. Draft Minutes of the West Yorkshire Combined Authority held 24 June 2021**

**Resolved:** That the draft minutes of the West Yorkshire Combined Authority held on 24 June 2021 be noted.

**30. Date of Next Meeting**

The next meeting will be held on Wednesday 15 September 2021.



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**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 15 September 2021

**Subject:** **Governance Arrangements**

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

**Author(s):** Julie Haigh

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## 1. Purpose of this report

- 1.1 To provide the LEP Board with an update on the process to seek new private sector members for the Culture, Arts & Creative Industries Committee.
- 1.2 To receive recommendations in relation to private sector membership of the Culture, Arts & Creative Industries Committee and to recommend these to the Combined Authority. These recommendations will be tabled at the meeting.
- 1.3 To receive the recommendation and nominate a named substitute member for the co-optee LEP Board Member.

## 2. Information

2.1 The LEP Board, at the meeting on 28 April 2021, received a report outlining proposed changes to the Combined Authority's committee structure including thematic committees, previously known as advisory Panels, to become decision making 'portfolio' committees. This report was considered by the Combined Authority on 22 April 2021 and it was agreed in principle, with approval gained to establish the following Committees at the Combined Authority's Annual Meeting on 24 June 2021.

- Business, Economy & Innovation Committee
- Employment and Skills Committee
- Climate, Energy & Environment Committee
- Finance, Resources & Corporate Committee
- Place, Regeneration & Housing Committee

2.2 In addition, and in view of the Mayoral pledge relating to a Creative New Deal for West Yorkshire, it was also proposed that a **Culture, Arts and Creative Industries Committee** be appointed, which would be chaired by the Mayor.

- 2.3 Consequently, a private sector Members recruitment campaign has been underway since early August 2021 in order to attract new Members for the Culture, Arts & Creative Industries Committee. The closing date for those wishing to be considered was 30 August 2021.
- 2.4 This was an open and transparent process, consistent with the LCR Assurance Framework and with due regard to the LEP Board's Diversity and Equality Policy.
- 2.5 The opportunity was promoted via an online recruitment pack and shared across numerous digital channels including social media, LinkedIn and via Board Members and other networks throughout August 2021. The advertisement included positive images of people of Black, Asian and Minority Ethnic (BAME) heritage and women, with a view to attracting a more diverse range of candidates.
- 2.6 Response to the recruitment campaign was very encouraging, with applicants from a range of sectors, backgrounds, geography and experience.
- 2.7 The campaign resulted in **27 applications (12 female, 5 BAME)** from business leaders across the region (44% and 19% respectively of total applications).
- 2.8 As set out in the **Recruitment and Appointment Procedure for Private Sector Representatives**, Committee Chairs may interview candidates for their respective Committee, with the appropriate Committee lead officer to attend in support, by way of an Appointments Panel. Shortlisted candidates were therefore invited to attend an interview with the Appointments Panel in early September 2021, comprising the Mayor, an existing Private Sector LEP Board Member and supported by the appropriate Committee lead officer. Of the total 27 applicants, 10 candidates (5 female, 5 male, 2 BAME) met with the Appointments Panel.
- 2.9 Following the conclusion of the interview process, the LEP Board is now asked to receive the recommendations of the Appointments Panel and recommend these to the Combined Authority at its next meeting on 21 October 2021. As the interview process concluded after the publication of the LEP Board agenda these recommendations will be tabled at the meeting.
- 2.10 In addition, following the dissolution of the Inclusive Growth and Public Policy Panel and embedding consideration of inclusive growth into all committees, the LEP Board is asked to consider recommending the appointment of two former members of the Panel to the following Combined Authority committees:
- Sam Keighley – Place, Regeneration and Housing Committee
  - Karl Oxford – Business, Economy and Innovation Committee

#### Co-optee Member on the LEP Board

- 2.10 The LEP has previously agreed in principle to appoint a co-optee Member to the LEP Board from business representative organisations to support the

LEP's agenda and core priorities and strengthen representation from business groups on the Board. The LEP Constitution provides that the term of office for each co-optee will be **one year**, subject to any exceptional circumstances.

- 2.11 The LEP Board was advised verbally at its meeting on 8 June that member organisations had been in discussions to consider and agree on this co-optee Board Member. These consisted of the Mid Yorkshire Chamber of Commerce, West & North Yorkshire Chamber of Commerce, the CBI, the FSB and IoD. They subsequently reached the decision that this co-optee Board Member should be Sandy Needham of the West & North Yorkshire Chamber of Commerce and the LEP Board approved this recommendation at their 8 June meeting.
- 2.12 Further to this appointment, it is proposed that Beckie Hart of the CBI be the named substitute member for Sandy Needham in order to ensure business representation at each meeting of the LEP Board.

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

- 3.1 None arising directly from this report.

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

- 4.1 Inclusivity will be fully embedded in the objectives of each thematic committee of the Combined Authority, including the Culture, Arts & Creative Industries Committee. The designation of an inclusivity lead to each Committee will assist in embedding Inclusive Growth as a 'golden thread' through the Combined Authority's decision-making arrangements. It is anticipated that each Committee will be responsible for inclusive growth indicators relevant to its remit.
- 4.2 All members of the LEP Board, including co-optee Members, will be expected to promote the cause of inclusive growth.

### **5. Equality & Diversity Implications**

- 5.1 Work to implement this recruitment process was undertaken in line with the organisation's Equality and Diversity policy building on and enhancing the good practice of the Strengthened Local Enterprise Partnerships Review.

### **6. Financial Implications**

- 6.1 None arising directly from this report.

### **7. Legal Implications**

- 7.1 None arising directly from this report.

### **8. Staffing Implications**

8.1 None arising directly from this report.

## 9. External Consultees

9.1 None arising directly from this report.

## 10. Recommendations

10.1 The LEP Board is asked to:

- note the contents of this report
- consider the recommendations in relation to private sector membership of the Culture, Arts & Creative Industries Committee as at **Appendix 1** tabled at the meeting.
- consider recommending the appointment of Sam Keighley as a private sector member of the Place, Regeneration and Housing Committee.
- consider recommending the appointment of Karl Oxford as a private sector member of the Business, Economy and Innovation Committee.
- propose the above appointments to the Combined Authority at their 21 October meeting.
- approve the recommendation and nominate Beckie Hart of the CBI as the named substitute member for the co-optee Board Member role, currently held by Sandy Needham of the West & North Yorkshire Chamber of Commerce.

## 11. Background Documents

11.1 [HM Government \(2018\), \*Strengthened Local Enterprise Partnerships\*](#)

## 12. Appendices

Appendix 1 – Private Sector representatives on Culture, Arts & Creative Industries Committee – *To be tabled at the meeting.*

## Private Sector representatives on Combined Authority Committees:

Committee	Private Sector Representative	Business/ Organisation	Recommendation
<b>Culture, Arts &amp; Creative Industries</b>	Syima Aslam	Bradford Literature Festival	To nominate to the Committee for a term of office to 30 September 2024 (with a further 3 year option)
	Caroline Cooper Charles	Screen Yorkshire	To nominate to the Committee for a term of office to 30 September 2024 (with a further 3 year option)
	Nat Edwards	Thackray Museum	To nominate to the Committee for a term of office to 30 September 2024 (with a further 3 year option)
	Boluaji Fagborun	East Bierley Community Sports Association	To nominate to the Committee for a term of office to 30 September 2024 (with a further 3 year option)
	Amy Foster	Creative Scene	To nominate to the Committee for a term of office to 30 September 2024 (with a further 3 year option)
	Alan Lane	Slung Low	To nominate to the Committee for a term of office to 30 September 2024 (with a further 3 year option)
	Deborah Munt	Culture, Wellbeing & Social Impact Developer	To nominate to the Committee for a term of office to 30 September 2024 (with a further 3 year option)
	Kamran Rashid	Impact Hub Bradford	To nominate to the Committee for a term of office to 30 September 2024 (with a further 3 year option)

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**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 15 September 2021

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

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

**Author:** Peter Glover, Economic Evidence Manager

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

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

## **2. Information**

- 2.1 In recent weeks activity in West Yorkshire's town and city centres continues at levels comparable to summer 2020, according to data from Geolytix's Retail Recovery Index, which covers the period to the end of August. Activity in the main urban centres peaked in late May / early June as restrictions eased and although it has dipped slightly from there it remains higher than at almost any point since the start of the pandemic. Huddersfield has seen activity at 53% above its pre-pandemic baseline, whilst Hebden Bridge, Ilkley and Wetherby continued to exceed their baselines during August.
- 2.2 Data from the Office for National Statistics' (ONS) Business Insights & Conditions Survey (BICS) suggests levels of economic activity nationally continued to improve at a modest rate, with 90% of businesses actively trading in mid-August (broadly stable since late-June) and 69% of workers in their usual workplace (again, stable since late-June). Whilst comparable data for West Yorkshire isn't available for the same time period, the available data does suggest West Yorkshire has closely followed the national trajectory on these indicators, with around 90% of single-site businesses in the region actively trading in early July and 69% of their workforce back in their usual place of work at this point.
- 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, increased by around 7,000 or 1% between June and July 2021 to 984,000. This measure of employment is now slightly higher than its pre-crisis level in February 2020 and 31,000 (3%) higher than at its lowest point during the crisis in February 2021. All NUTS3 areas in West Yorkshire have returned

to their pre-crisis levels of employment (NUTS3 areas are coterminous with districts except for the combined area of Calderdale and Kirklees).

- 2.4 As economic activity has increased, the number of jobs furloughed on the Job Retention Scheme continues to fall. 57,000 jobs were furloughed in West Yorkshire at the end of June, according to data from HMRC. This is the lowest level in the Job Retention Scheme's existence and is 81% lower than its peak of 304,000 in June 2020. It is down from 73,000 the previous month. However, 6% of eligible jobs were still on furlough at the end of June in West Yorkshire.
- 2.5 The number of job vacancies posted online has seen strong growth in recent weeks, according to data from Labour Insight. The weekly count of vacancies (using a four-week moving average) has now been above the pre-crisis level (March 14, 2020) for 18 consecutive weeks and the latest figure, for the end of August, is 39% higher than week ending 17 April, when much of the economy re-opened and 20% higher than week ending 24 July when final restrictions were lifted.
- 2.6 The number of people claiming out-of-work benefits in West Yorkshire remained effectively unchanged between June and July 2021, falling by around 200 to 96,600. All West Yorkshire local authorities saw similarly small monthly declines, whilst nationally the count fell by 1%. This follows a 12% reduction in the count between its peak in March 2021 (at which point it was almost double its pre-crisis level in the region) and June 2021. The region's claimant count remains 71% higher than its pre-crisis level (February 2020). Leeds' count has fallen less quickly and remains 81% higher than in February 2020. West Yorkshire's claimant rate (claimants as % of working age population) at 6.6% remains higher than the national average (5.5%) but has fallen from its March 2021 peak of 7.5%. Bradford's rate remains particularly high at 8.9% (down from a peak of 9.7%) whilst Wakefield's rate remains below the national average (5.2%).
- 2.7 The latest data on business liquidations and dissolutions suggests a largely stable picture in West Yorkshire, with around 283 liquidations/dissolutions per week in the most recent four-week period, below the 328 averaged in the first quarter of 2020 prior to the pandemic. Meanwhile, business formations are slightly down on previous years. There have been 14,645 new businesses registered so far this year, compared with 15,229 new businesses registered for the same period last year, according to data from Beauhurst.
- 2.8 As noted in the last LEP Board Report, the latest Quarterly Economic Survey (QES) with the Chambers of Commerce shows a strong rebound in activity in Q2 2021, for both consumer-facing firms and firms operating to business-to-business markets; although export activity remains subdued. Overall, higher business confidence is leading to strong recruitment and investment activity.
- 2.9 The Bank of England's Agents' quarter 2 summary of business conditions supports this picture of strong growth in consumer spending and positive employment intentions but also points to recruitment difficulties (some of it



linked to a shortage of non-UK workers) and rising input cost inflation (although not feeding through to consumer prices at this stage).

- 2.10 Overall then, there are substantial challenges in the recovery as the economy adapts to the lifting of restrictions and firms address issues linked to the UK's exit from the EU. In addition, there may be disruption as support measures in place unwind. Around 57,000 people were on the Job Retention Scheme at the end of June, immediately prior to the reduction in grant which took place on 1 July, with the scheme ending completely on 30 September.

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

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

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

- 4.1 The number of people claiming out of work benefits in West Yorkshire remains substantially higher than prior to the pandemic, including the number of young people claiming these benefits. National data indicates that long-term unemployment is growing. Although furlough use is falling the number on furlough remains significant, with the closure of the Job Retention Scheme now imminent.

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

- 5.1 The pandemic continues to have a disproportionately negative effect on people on low incomes and from Black, Asian and Minority Ethnic backgrounds. Employment rates remain lower among many minority groups, as was the case prior to the pandemic.

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

**11. Background Documents**

11.1 None.

**12. Appendices**

12.1 Appendix 1: Leeds City Region COVID-19 Insights Report

**COVID-19**  
<sup>17</sup> **Fortnightly**  
**Insights Report**

Research & Intelligence  
3<sup>rd</sup> September 2021

# Executive Summary – Economic Impact

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- The number of vacancies for jobs in West Yorkshire posted online during week ending 28 August remained broadly static compared with the previous week, based on a 4-week moving average (national average position also static). The moving average has now been above the pre-crisis level (March 14 2020) for 18 consecutive weeks and current figure is 39% higher than week ending 17 April.
- In the latest week some occupational categories saw declines in their count of job postings but there were increases for Sales, Clerical and administrative, Finance and Hospitality, food and tourism. Most occupations are currently well above pre-crisis vacancy levels – only Education and Training category is below that level.
- There was little change in levels of activity in West Yorkshire's main town and city centres in the week to August 26<sup>th</sup>, according to Geolytix's Retail Recovery Index. Huddersfield continues to exceed its pre-pandemic level of activity at 153% of baseline, with the other four main centres between 74% (Bradford) and 68% (Leeds) of their respective baselines.
- There were 283 business liquidations in West Yorkshire up to the week ending August 24<sup>th</sup>, based on a four-week moving average, according to data from Bureau van Dijk's Fame database. This represents a 25% fall from the previous four-week period and figures are now broadly in line with early 2020, pre-pandemic levels.

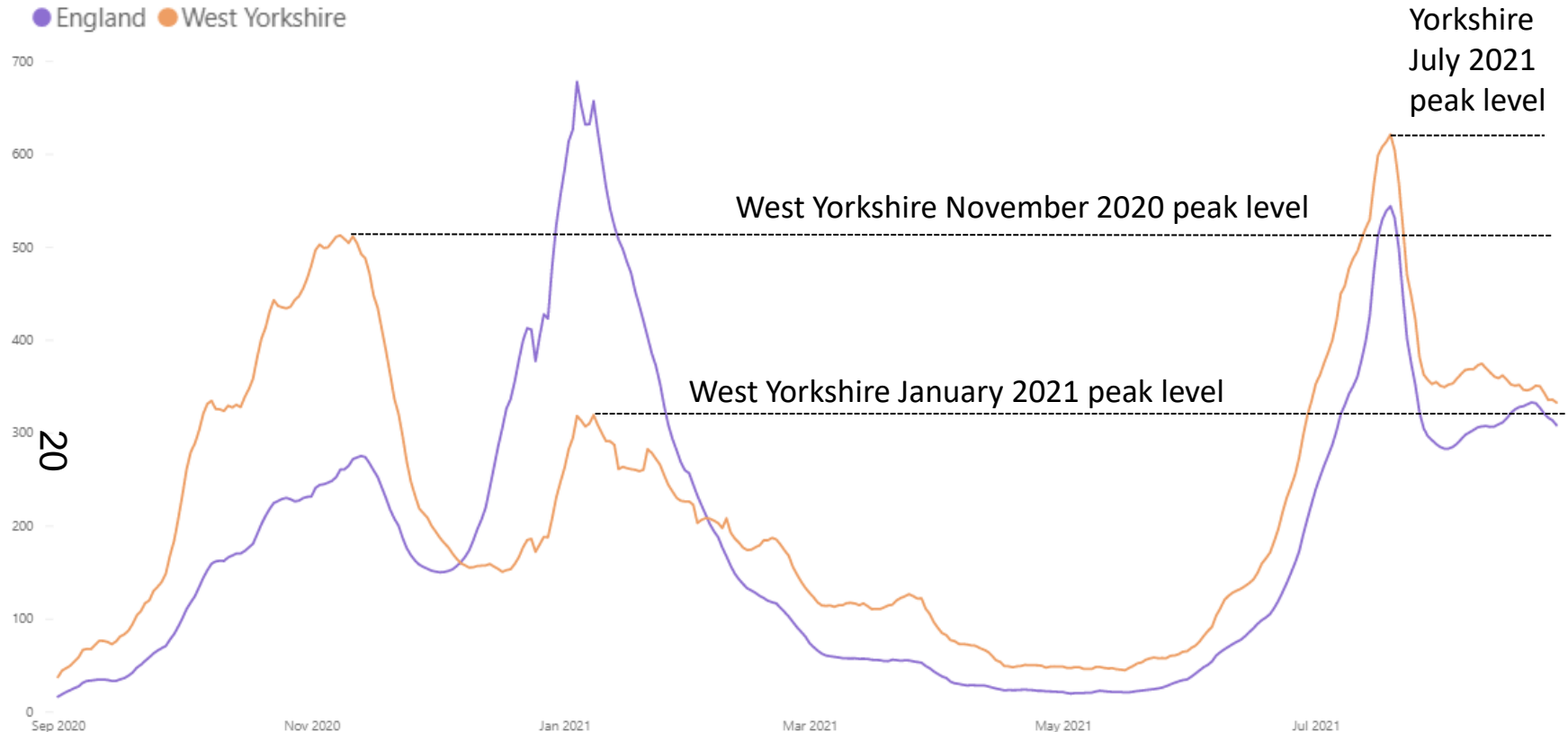
# Executive Summary – Transport Impact

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- Motor vehicle use has remained broadly stable over the last few weeks, just below pre-pandemic levels, with relatively more trips at weekends.
- Bus use at the national level has increased in recent weeks and locally, weekday bus use has increased over the school holidays driven by adult, senior and disabled & companion passengers.
- Rail use locally and nationally has increased in the last month with significant fluctuations over the August bank holiday.
- While monthly evening footfall in Leeds City Centre remains lower than the equivalent period in 2019, it's higher than in 2020, with month on month increases, reflecting the slow but steady recovery of the night-time economy.
- The number of walking/running trips in over the summer 2021 are still double 2019 levels whilst cycling trip numbers have returned to 2019 baseline
- Although the number of flights at Leeds Bradford Airport rapidly increased as restrictions eased, the number of passengers using the airport in July 2021 was only 14% of equivalent 2019 levels.

# Virus prevalence – West Yorkshire trend

ROLLING RATE OF NEW CASES PER 100,000 PEOPLE



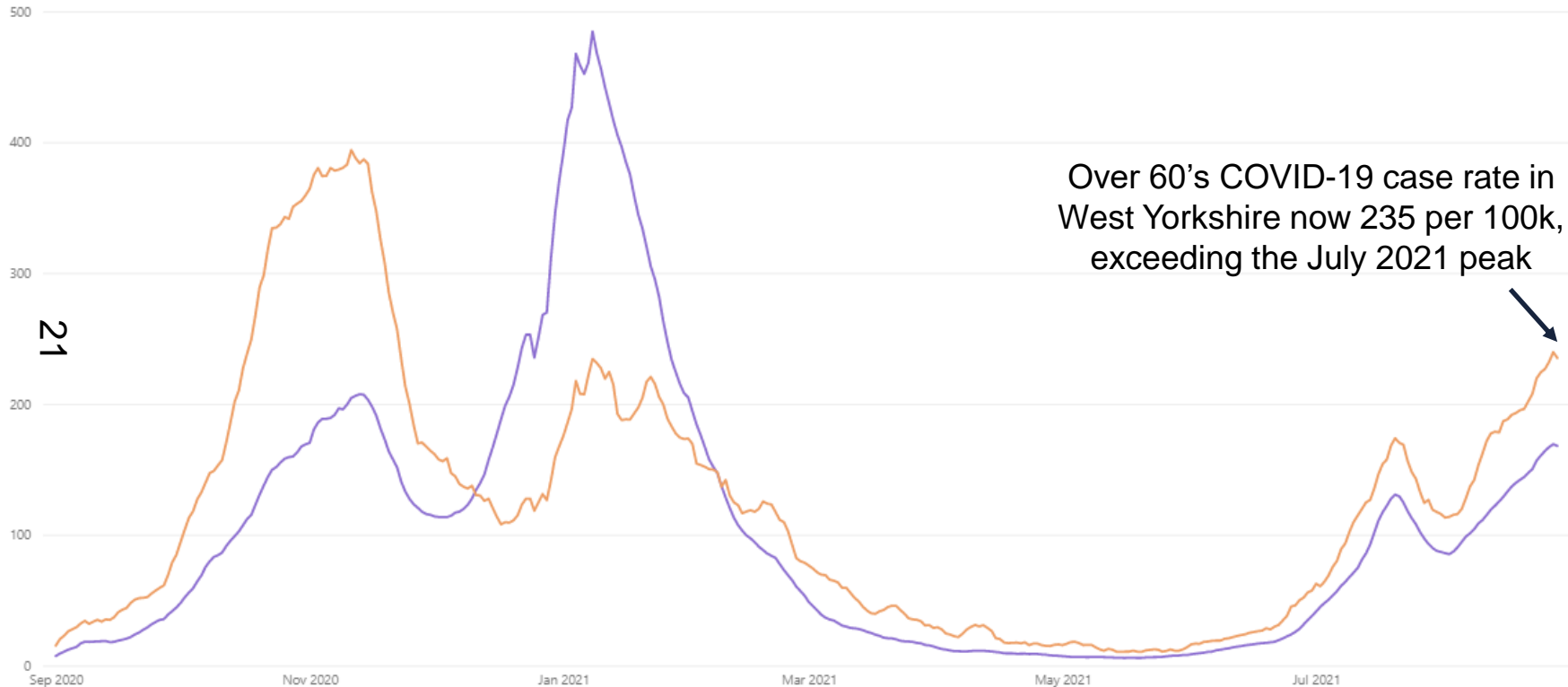
As of the 28<sup>th</sup> August 2021, the 7-day moving average **West Yorkshire COVID-19 rate was 332 per 100k**, 4% lower than the previous week. In absolute terms there were 7,794 new COVID-19 cases in West Yorkshire in the week to the 28<sup>th</sup> August. In the same period, the England 7-day moving average case rate fell by 7% to 308 per 100k.

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

# Virus prevalence – over 60s trend

ROLLING RATE OF 60+ CASES PER 100,000 PEOPLE

● England ● West Yorkshire



Although the overall case rate in West Yorkshire decreased slightly in the week to the 28<sup>th</sup> August 2021, the over 60s COVID-19 case rate increased by 17% (14% in England). Case rates in the over 60's group in West Yorkshire have now exceeded the July 2021 peak.

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

# Virus prevalence – West Yorkshire

Table shows the most recent COVID-19 case data from Public Health England's (PHE) secure data portal. Note due to reporting delays for comparison between Local Authorities the most recent 5 days are excluded from the calculations of rates and moving averages.

## West Yorkshire COVID-19 Dashboard

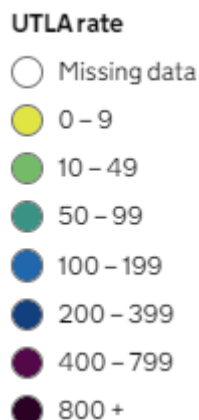
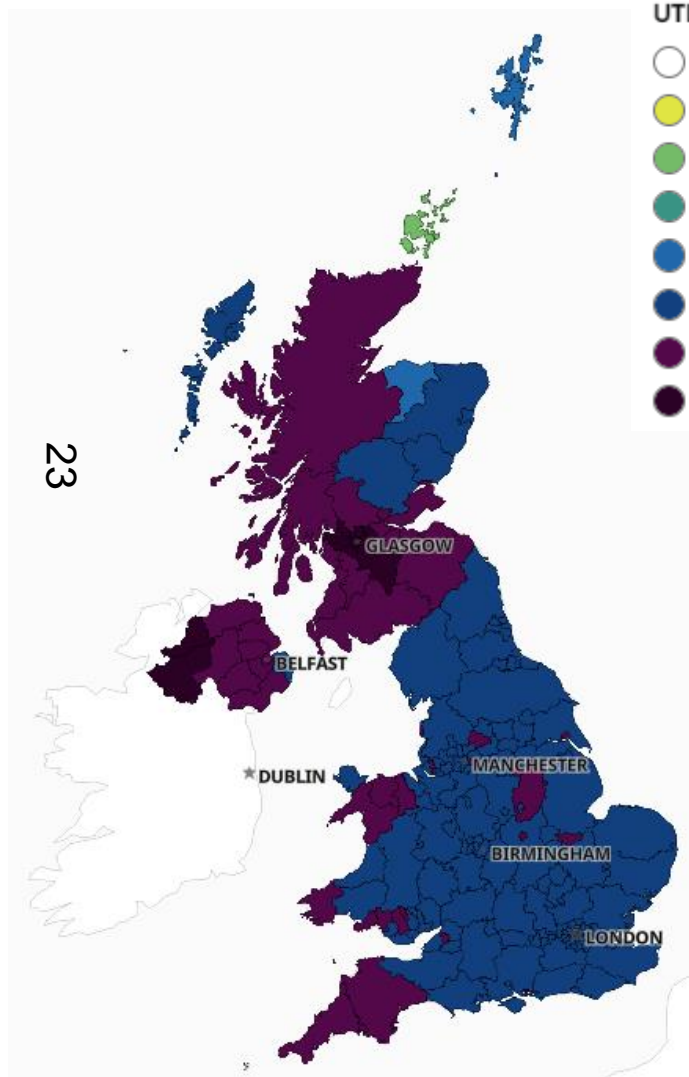
Case rate data up to:  
28/08/2021

District	UTLA rank	Current case rate per 100,000 population	Percentage change in rate from last week	Number of new cases in the last 7 days	Total number of cases to date	Total number of cases per 100,000 population	Total number of deaths to date	Crude death rate per 100,000 population
Bradford	69	307.7	→ -1	1668	72589	13390	1155	213
Calderdale	11	409.6	↓ -3	866	24446	11562	335	158
Kirklees	64	312.9	↓ -8	1381	52227	11835	841	191
Leeds	39	340.8	↓ -5	2722	103863	13003	1414	177
Wakefield	49	329.1	↓ -1	1157	43238	12298	821	234
<b>West Yorkshire</b>		<b>332.3</b>	<b>↓ -4</b>	<b>7794</b>	<b>296363</b>	<b>12637</b>	<b>4566</b>	<b>195</b>
England		308.0	↓ -7	174167	5933034	10492	116709	206

Cases: Number of people with a positive COVID-19 virus test (either lab-reported or rapid lateral flow test), reported by the specimen date  
 Deaths: Total number of people who had a positive test result for COVID-19 and died within 28 days of the first positive test, reported by the date of death  
 Crude death rate: total deaths per population. This does not take account of variation caused by different population age structures



# National COVID-19 Rates Map – 7 day rolling rate



The map (left) shows the Upper Tier Local Authority (UTLA) 7–day rolling rate of new cases up to **28<sup>th</sup> August 2021** (available [here](#)).

Regionally rates remain highest in Yorkshire and the Humber (347.5 per 100k), 13% higher than the England average.

Area	Case rate per 100,000 population		Case rate per 100,000 population aged 60 years and over	
	7-day moving average	7-day change. %	7-day moving average	7-day change. %
East Midlands	358.6	-1.9%	178.7	18.7%
East of England	267.9	-4.6%	<u>122.8</u>	9.9%
London	<u>239.3</u>	-6.9%	142.8	5.7%
North East	324.3	8.4%	216	24.9%
North West	314.8	2.3%	182.9	9.7%
South East	279.3	-12.6%	127.7	12.3%
South West	<u>379.3</u>	-22.2%	165.3	18.3%
West Midlands	319.6	-3.6%	179.8	18.9%
Yorkshire and Humber	347.5	-2.4%	<u>221.9</u>	14.9%
England	308	-6.8%	165.5	14.0%

Highest

Lowest

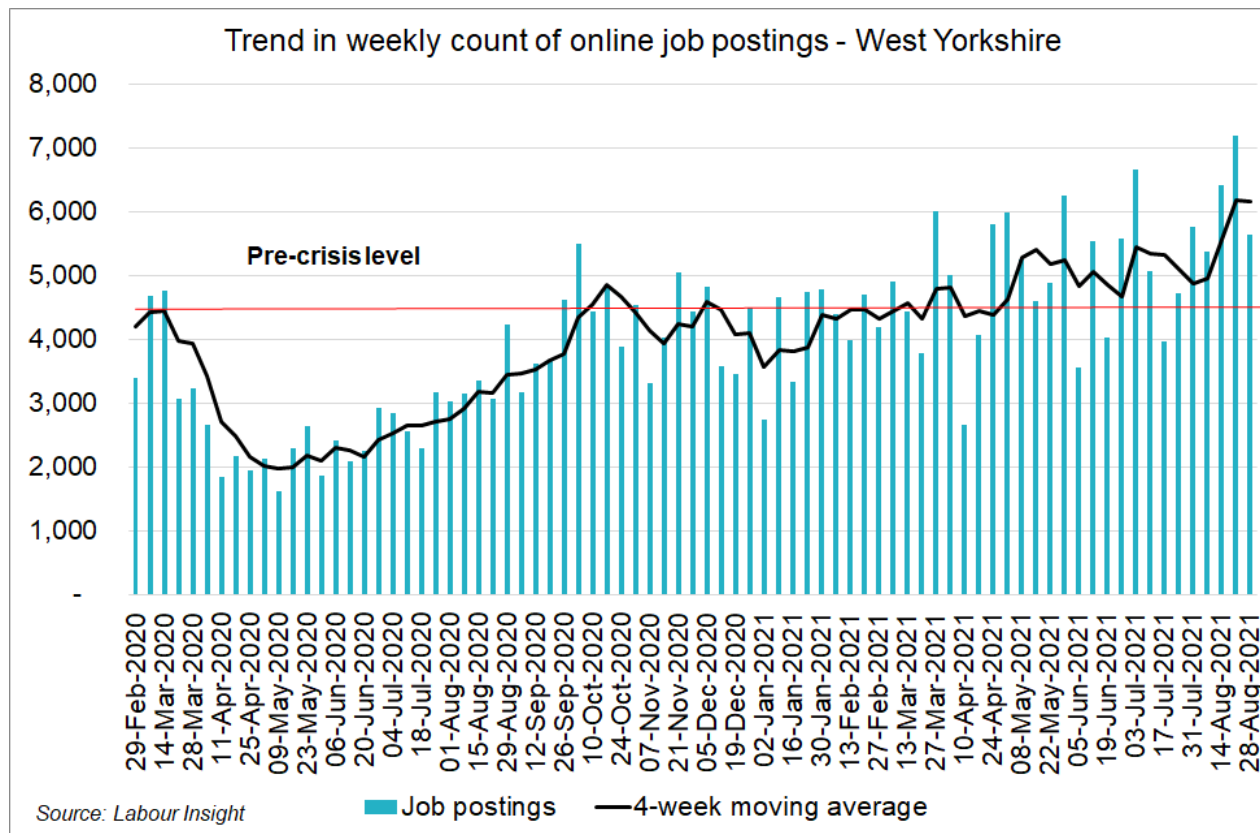
# Economic Insights



# No change in West Yorks vacancies in latest week following recent large increases

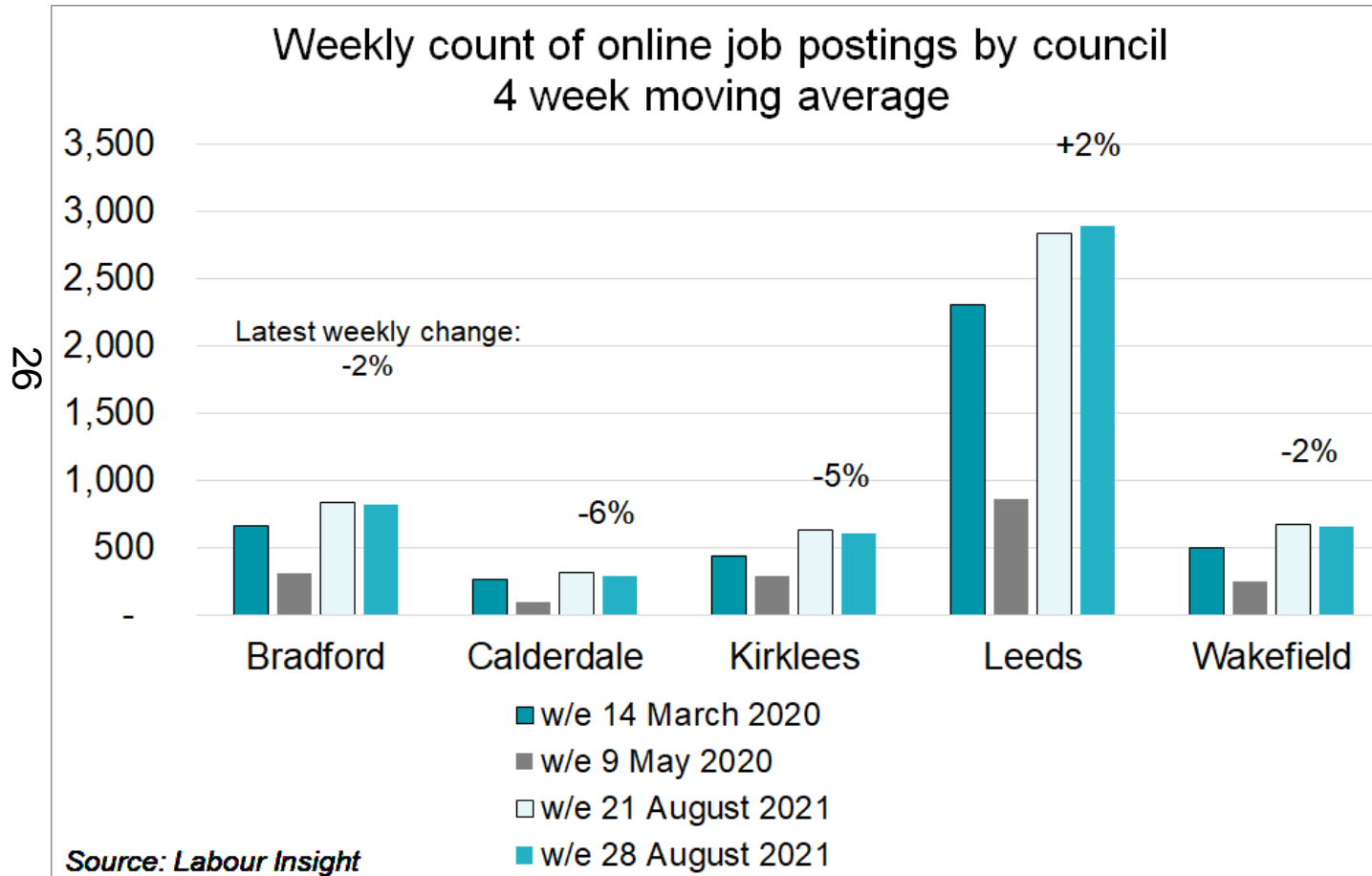
The number of vacancies for jobs in West Yorkshire posted online during week ending 28 August remained broadly static compared with the previous week, based on a 4-week moving average (national average position also static). The moving average has now been above the pre-crisis level (March 14 2020) for 18 consecutive weeks and current figure is 39% higher than week ending 17 April, when much of the economy re-opened and 20% higher than week ending 24 July when final restrictions were lifted.

25



# Vacancy growth in Leeds but declines elsewhere

Four out of five local authorities saw reductions in job postings in the latest week, but Leeds recorded modest growth.

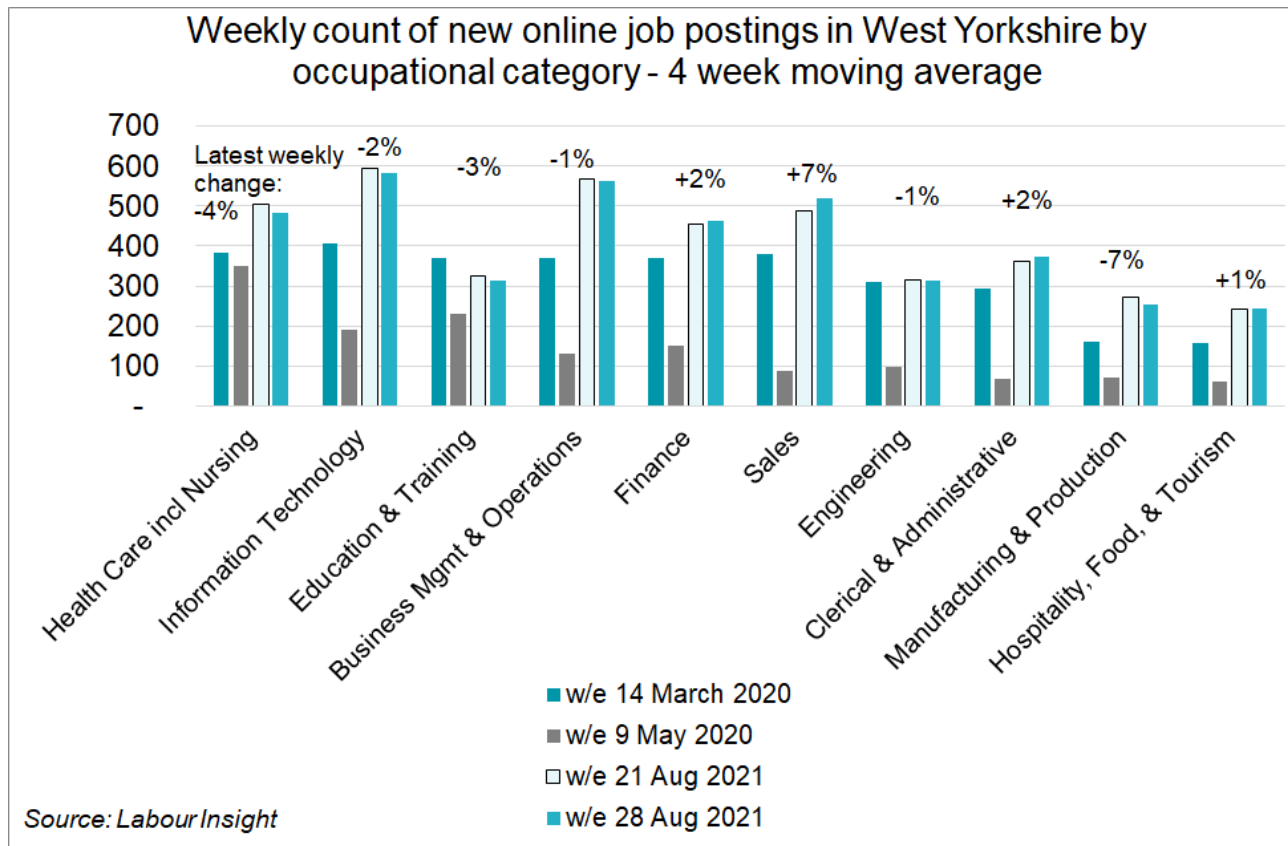


Note: a significant number of West Yorkshire job postings are not attributed to a local authority. Movements in vacancy levels at West Yorkshire level may therefore appear inconsistent with changes at local authority level.

# Mixed picture for vacancies by occupation

In the latest week some occupational categories saw declines in their count of job postings but there were increases for Sales, Clerical and administrative, Finance and Hospitality, food and tourism. Most occupations are currently well above pre-crisis vacancy levels – only Education and Training category is below that level.

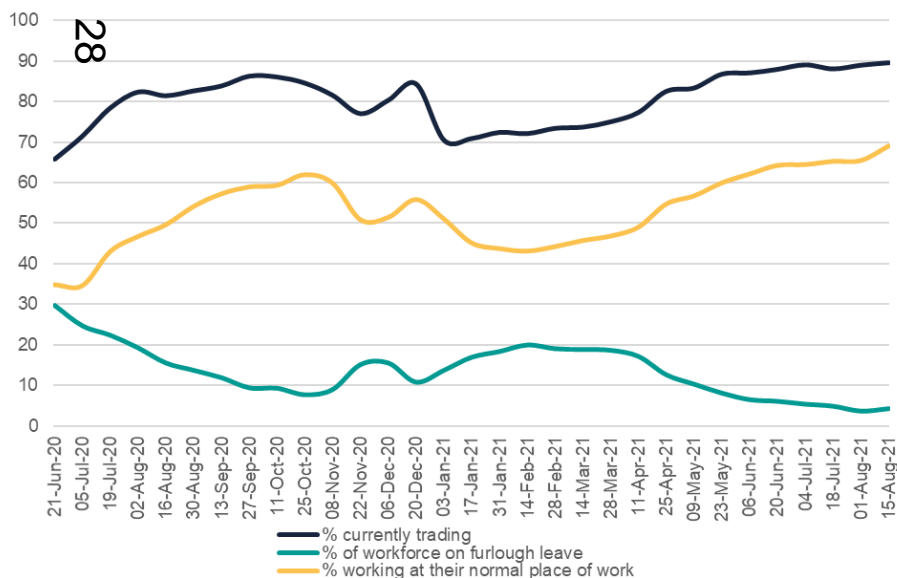
27



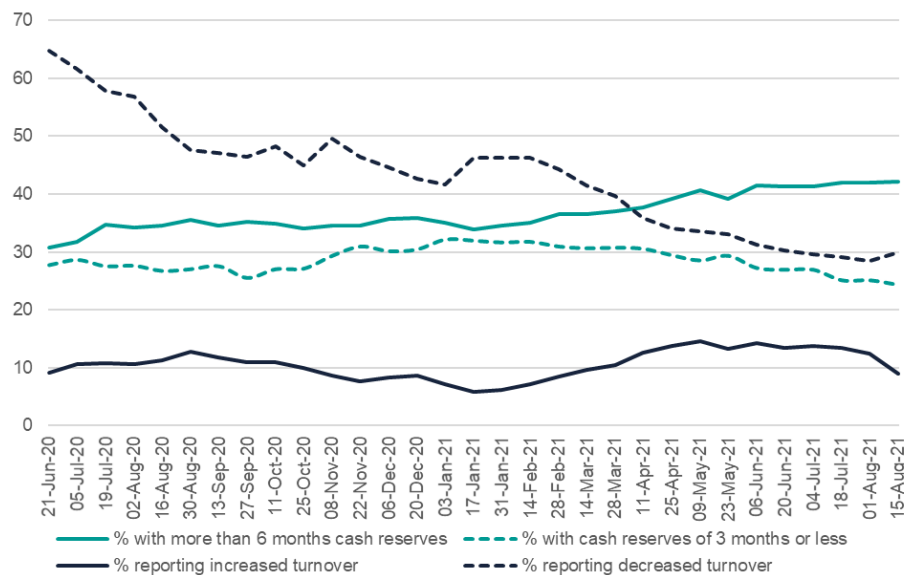
# Furlough use broadly static and modest increase in return to work as final restrictions lift

With 89.6% of businesses nationally continuing to trade, relatively little changed over recent weeks, the level of furlough has remained stagnant with 4.3% of workers furloughed in mid August according to the ONS Business Insights and Conditions Survey, up slightly from 3.7% a fortnight earlier. There does not appear to have been a significant shift in working patterns as final restrictions eased, with 69% of workers in their usual workplace in mid August, up just 4 points on a fortnight earlier. There has been a reduction in companies reporting increased turnover, with only 8.9% a drop from 12.5% from a fortnight earlier. This has translated into a slight increase of 1.5 points in proportion of companies seeing a drop in turnover – at 30%.

Business trading arrangements, June 2020 to August 2021



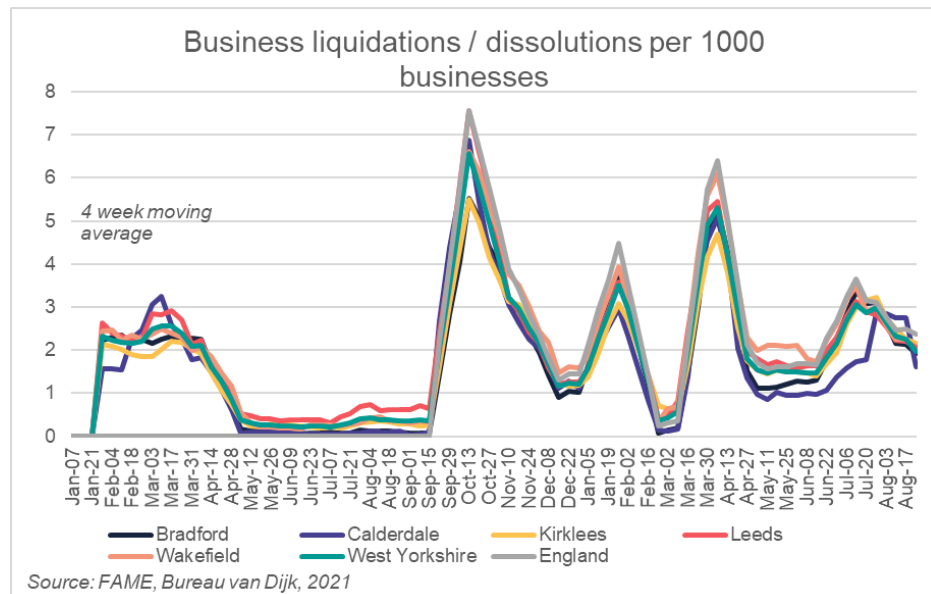
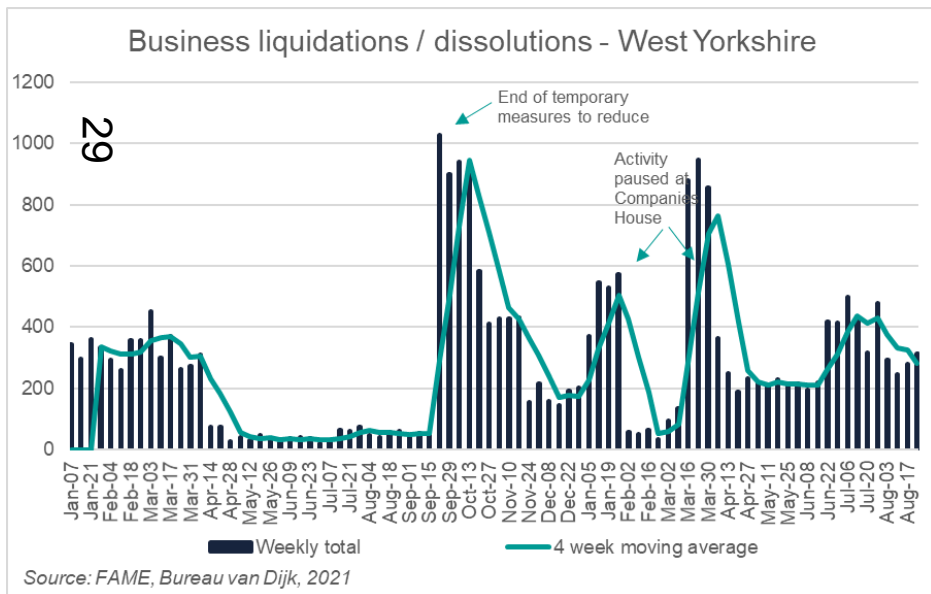
Financial status, June 2020 to August 2021



\*Source: ONS Business Insights and Conditions Survey

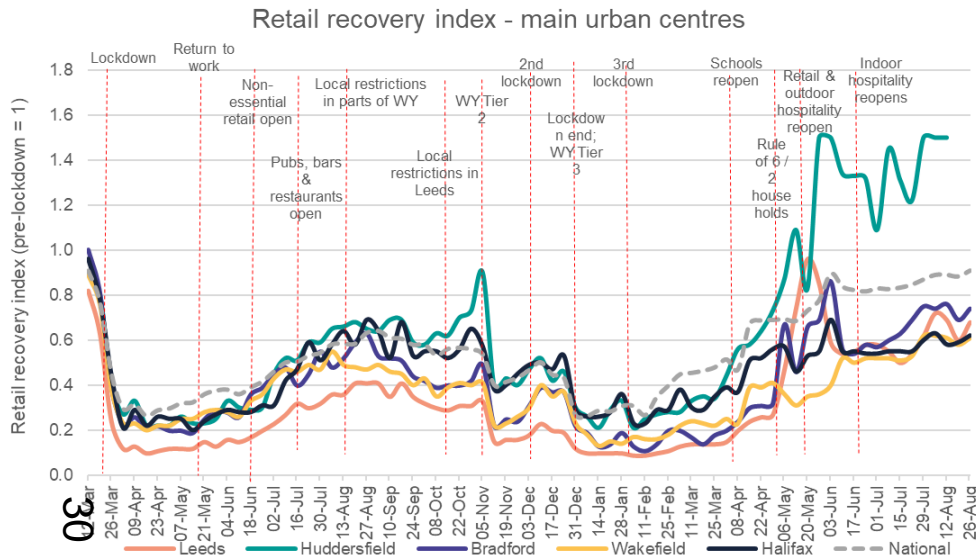
# Business liquidations falling gradually

There were 283 business liquidations in West Yorkshire up to the week ending August 24<sup>th</sup>, based on a four week moving average, according to data from Bureau van Dijk's Fame database. This represents a 25% fall from the previous four-week period and figures are now broadly in line with early 2020, pre-pandemic levels. Nationally liquidations dropped by 14%. Rates have fallen by between 18% (Leeds) and 43% (Calderdale) in most local authorities in West Yorkshire. Leeds had the highest number of liquidations at 123 and Wakefield had the lowest with 35 liquidation based on a four week moving average.



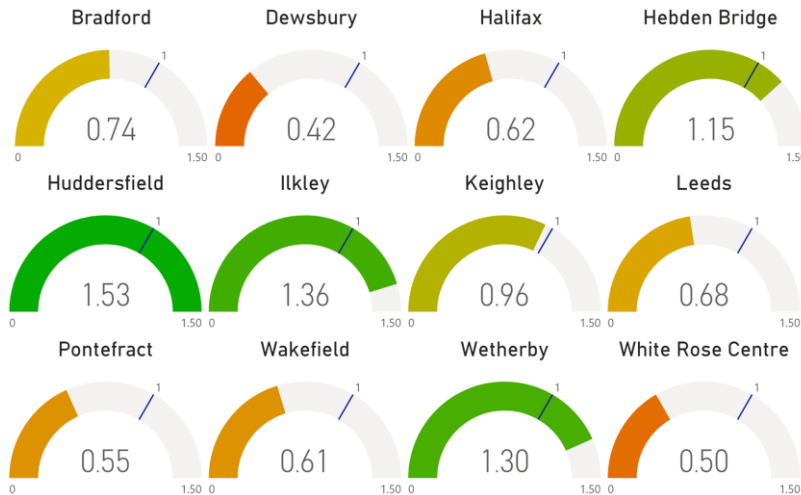
\*Source: FAME, Bureau van Dijk, 2021. Analysis based on company registration address, location of activity may differ in some cases

# Footfall stable in most town and city centers



Source: Geolytix Retail Recovery Index, 2021

There was little change in levels of activity in West Yorkshire’s main town and city centres in the week to August 26<sup>th</sup>, according to Geolytix’s Retail Recovery Index. Huddersfield continues to exceed its pre-pandemic level of activity at 153% of baseline, with the other four main centres between 74% (Bradford) and 68% (Leeds) of their respective baselines.



1=pre-pandemic baseline for each place

Among smaller centres, activity is a little over 15% to 36% higher than pre-pandemic in Ilkley and Wetherby, with Hebden Bridge also broadly in line with its own baseline. This recovery is not shared equally across smaller non city centres. White Rose Centre foot fall is at 50% of the pre pandemic level,



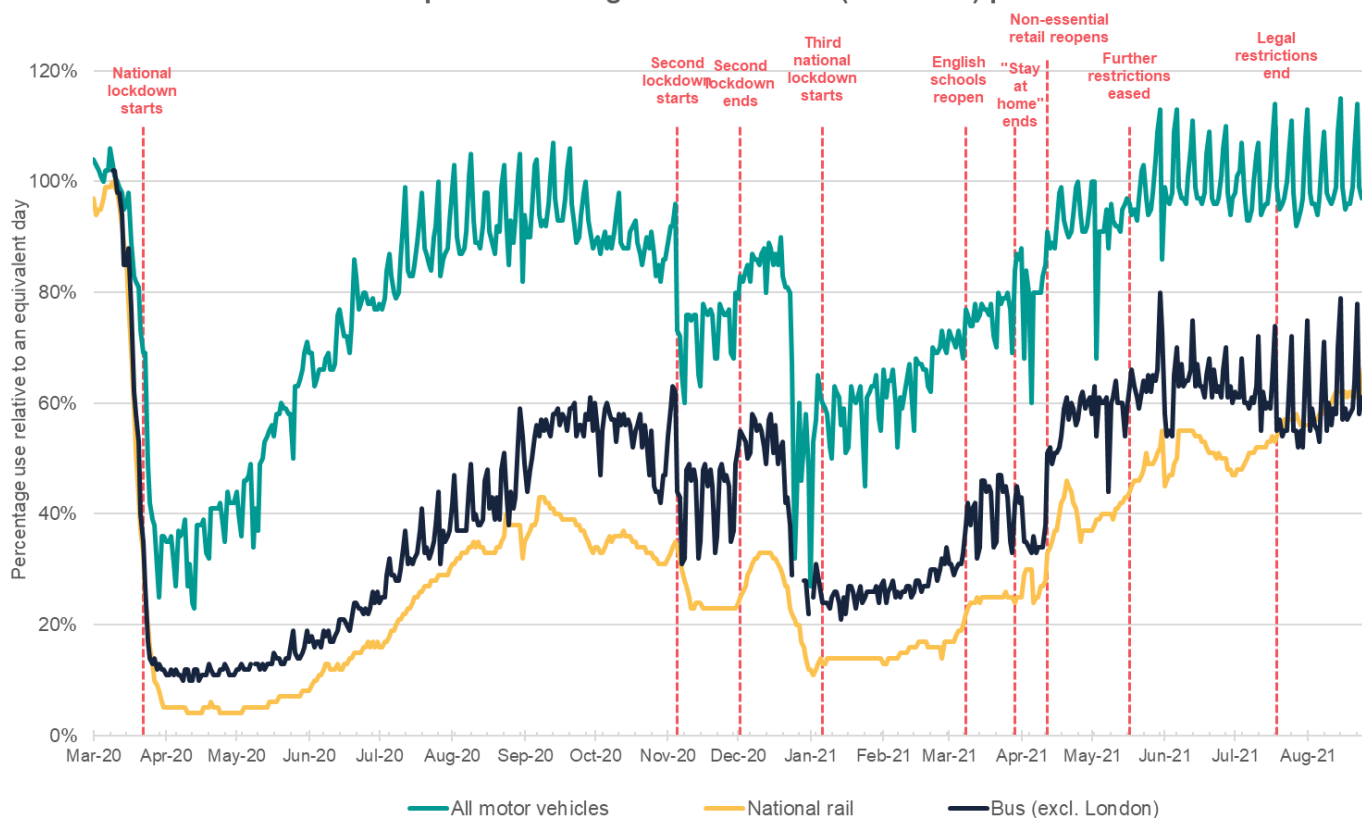
# Transport Insights



# Motor vehicle usage peaks seen nationally, public transport use increasing

Motor vehicle use remains broadly similar with weekend usage spikes and weekdays just below the baseline level, however recent weekdays have shown a slight upwards trend while weekends have been coming down. Bus usage has been increasing on weekends and weekdays. Rail usage continued its increase in the last month with usage similar to that of weekday bus. Significant fluctuations can be seen over the recent August bank holiday.

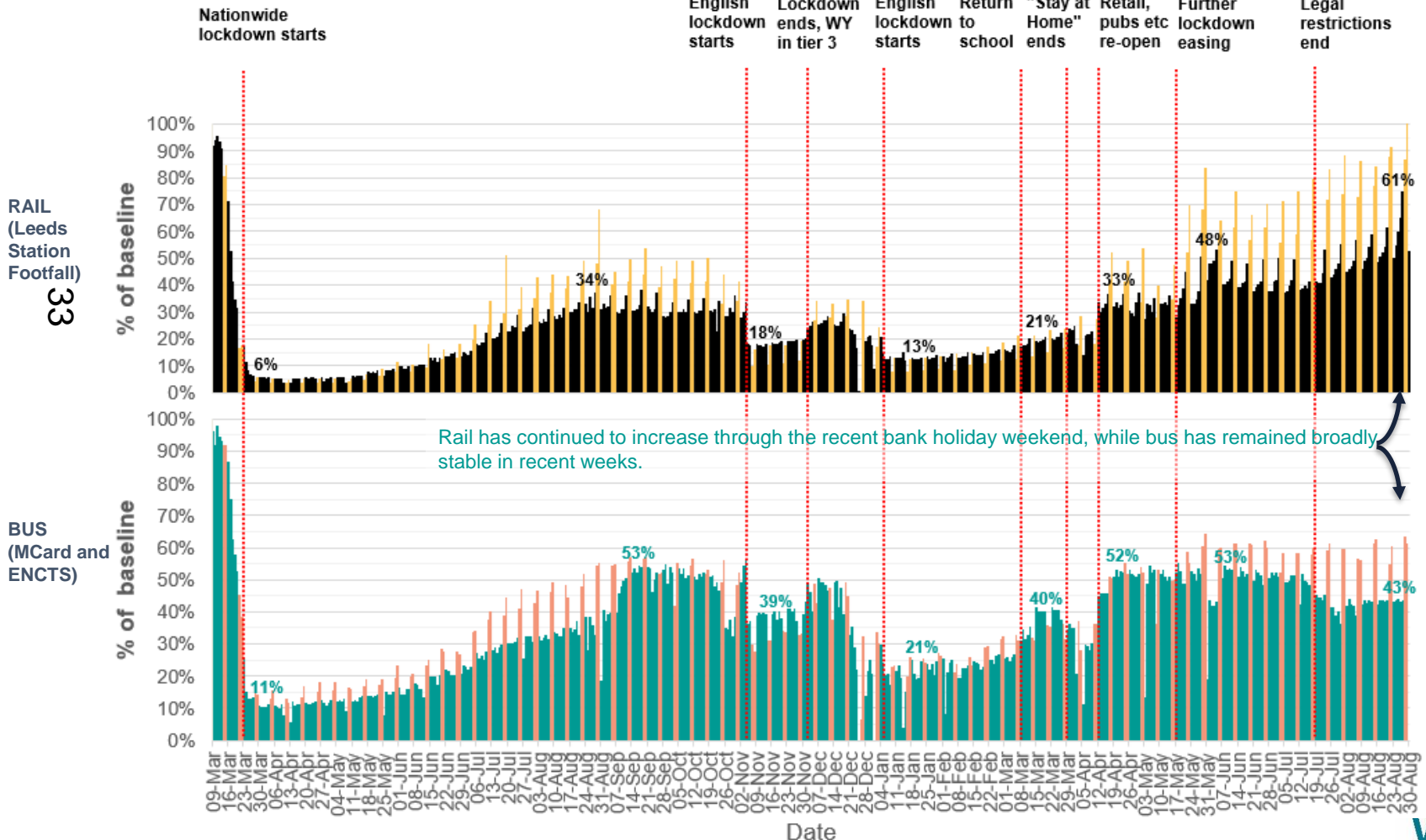
DfT transport use during the coronavirus (COVID-19) pandemic



32

# Rail patronage proxy increases over recent weeks, bus shows little change

■ % Rail weekday change compared to baseline  
■ % Rail weekend change compared to baseline  
■ % Bus weekday change compared to baseline  
■ % Bus weekend change compared to baseline

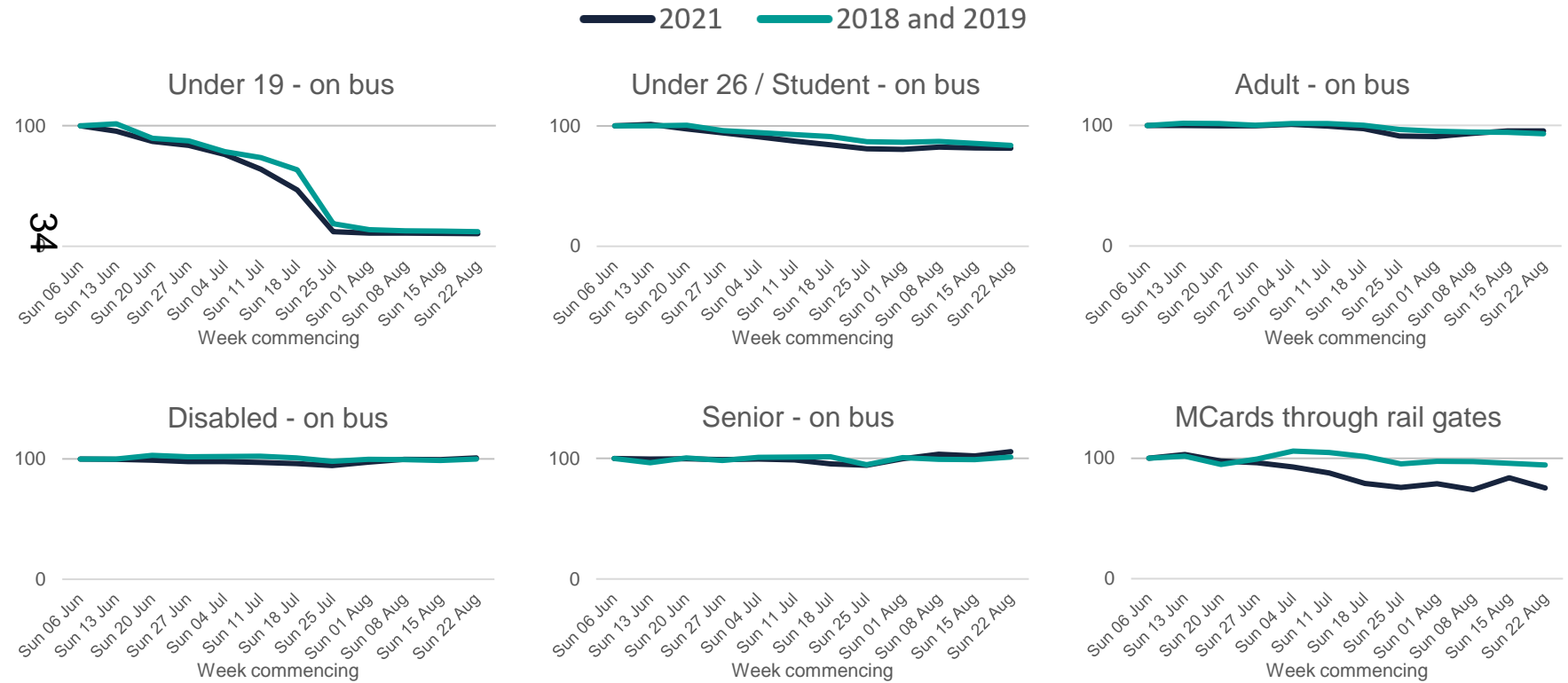


Baseline period is Monday 2nd - Friday 6th March 2020 (weekdays) and 29th Feb -1st March and 6th-7th March (weekends)

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

# Recent changes in smartcard use on bus appear to be seasonal

A comparison of data from 2021 with an average of 2018 and 2019 shows that use of MCards and concessionary passes on buses is following a pattern similar to the same time of year in 2018/2019, indicating changes over the last few weeks are largely seasonal rather than COVID-demand related. It is not yet clear why the use of MCards through rail gates dropped and remain below the seasonal pattern, in contrast to the seasonal patterns of the adult and under 26 / student cohorts on bus.



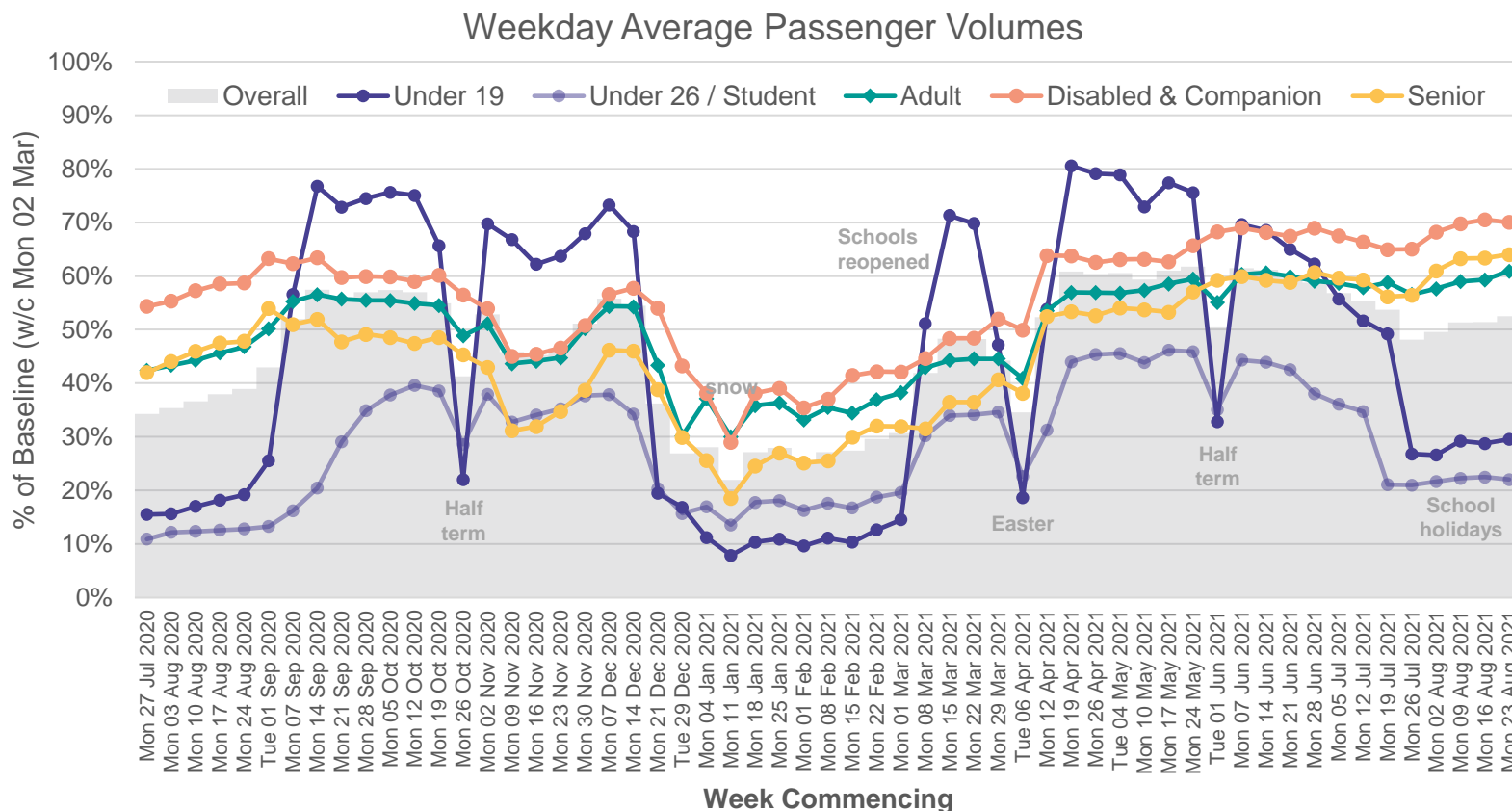
Source: Nero records of smart card ticket use on buses and at gated rail stations. Aligned on start of school summer holidays. Indexed on start of June.

# Bus use increasing since start of academic holidays

Overall weekday bus use has increased recently, with all cohorts showing slightly higher usage than the start of school holidays five weeks ago and the total increasing from 48% to 53% of baseline. Interestingly use increased from 34% to 39% in the similar period last year.

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

Data from First, Arriva, Yorkshire Tiger and Transdev

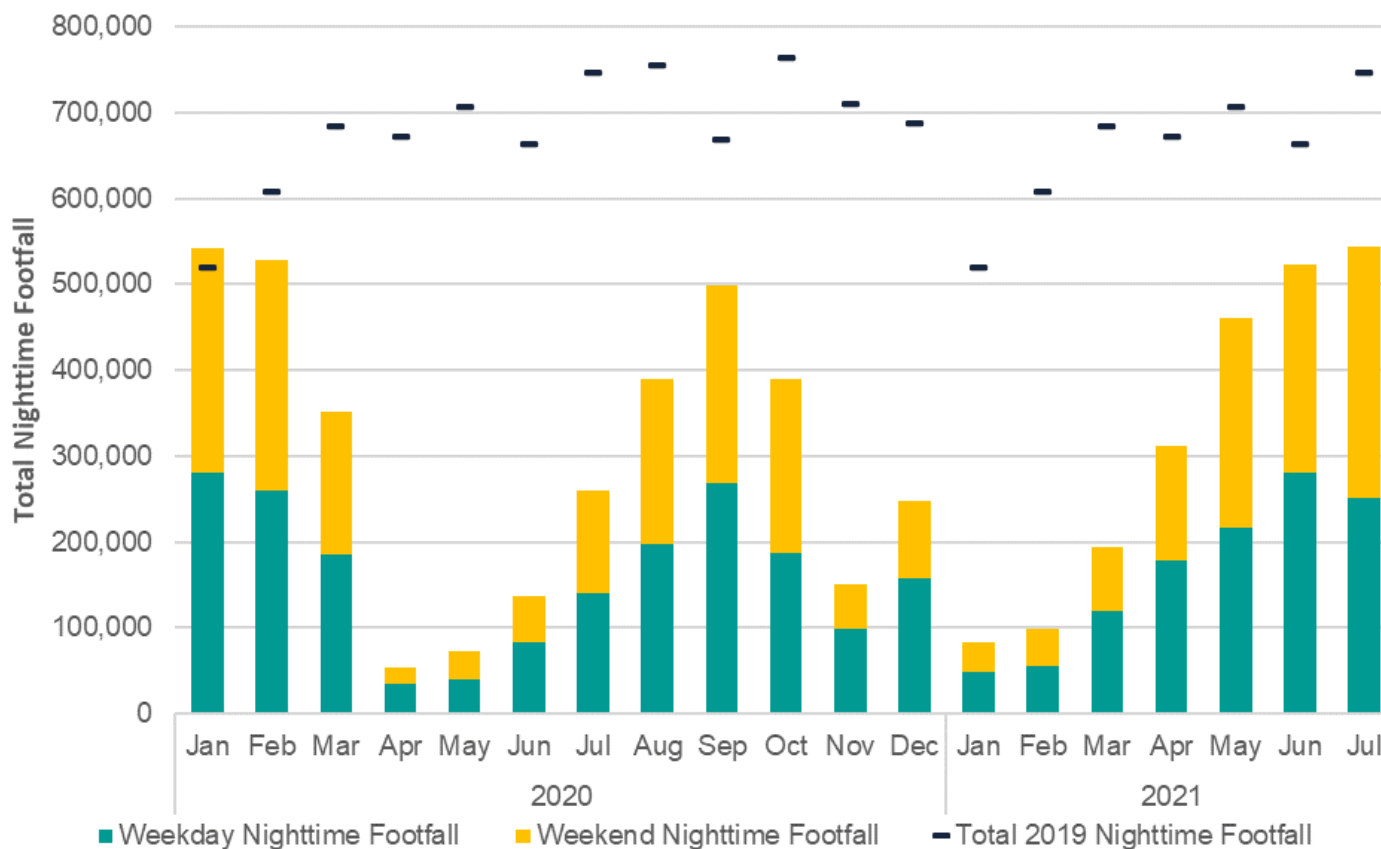


Baseline period is w/c Mon 02 Mar. Source: Bus operators electronic ticket machine data, passenger boarding locations in West Yorkshire. First, Arriva, Yorkshire Tiger and Transdev account for over 90% of bus services in West Yorkshire. Graph shows First, Transdev and Yorkshire Tiger data. Data is for weekdays excluding bank holidays, with ticket types assigned to broad cohorts.

# Evening footfall in Leeds City Centre is increasing but remains below pre-pandemic levels

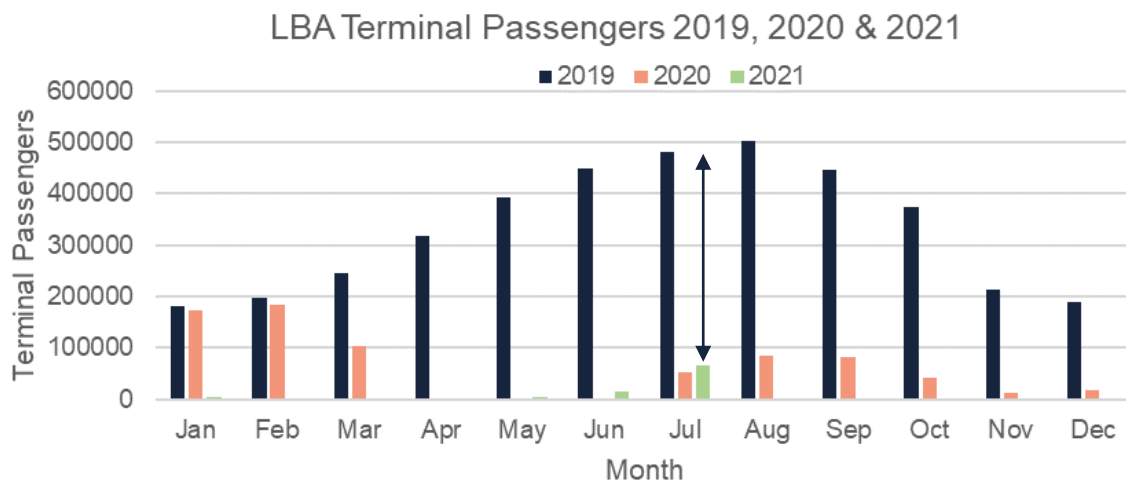
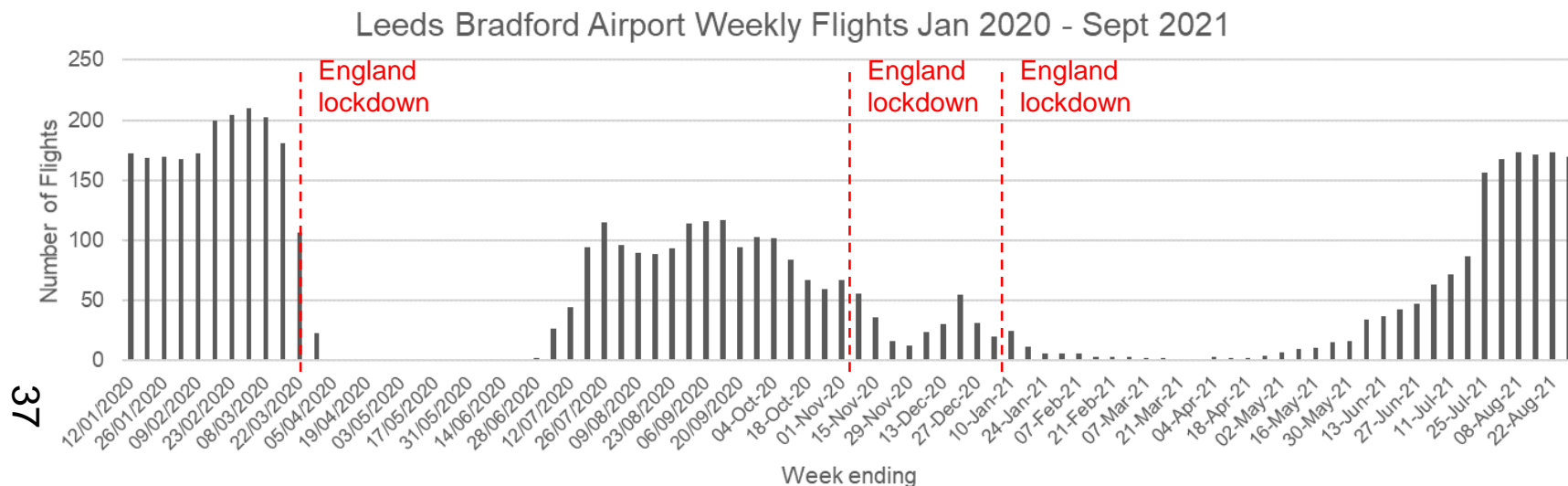
While footfall has increased on weekday and weekend (Friday 18:00 – Monday 05:59) evening footfall has increased steadily throughout 2021 total evening footfall remains lower than that for comparator months in 2019. Evening footfall is however higher than in 2020 showing that the night-time economy is recovering.

### Leeds Nighttime Total Footfall (18:00 - 05:59)



36

# Number of passengers using Leeds Bradford Airport in July 2021 only 14% equivalent 2019 levels



The top chart illustrates the impact of COVID-19 on the number of flights departing from Leeds Bradford Airport (LBA) throughout the pandemic to date. Although the number of flights departing LBA has increased following easing of restrictions, the number of terminal passengers (bottom chart) in July 2021 was just 14% of July 2019 levels.

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**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 15 September 2021

**Subject:** **Economic Recovery**

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**Director:** Liz Hunter, Director of Policy and Development

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

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

- 1.1 To provide the LEP Board with an update on developments around the COVID-19 crisis, and to seek the Board's views and endorsement for the draft refreshed West Yorkshire Economic Recovery Plan and the connected Business Productivity and Resilience Plan.

## **2. Information**

- 2.1 Since the last LEP Board meeting, England has lifted all remaining restrictions, with self-isolation no longer mandatory to those who have received two doses of the COVID-19 vaccination from the 16<sup>th</sup> of August. With the lifting of restrictions, guidance is encouraging businesses and the public to continue to exercise caution. This month will also mark the end of the Coronavirus Job Retention Scheme and the end of the Universal Credit uplift. It is therefore an important moment to reconsider the West Yorkshire plan for economic recovery.

- 2.2 Throughout the pandemic, the LEP and the five West Yorkshire local authorities have continued to support residents and businesses in Leeds City Region, and the following sections outline some of the support available and the progress made, before turning to issues of economic recovery and the refreshed West Yorkshire Economic Recovery Plan and connected Business Productivity and Resilience Plan.

### Business Support and Engagement

- 2.3 This section outlines the progress made on delivering COVID-19 related business support since the last LEP Board 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)	£360m	125,000 payments	Local Authorities (lead)
Additional Restrictions Grant (since Nov 20)	£42m	20,000 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	£90,000	65	LEP-commissioned University of Leeds Business School
Small Business Membership Scheme (access to legal, HR, financial and wellbeing support)	£300,000	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

### Employment and Skills Support

- 2.4 The Combined Authority and LEP continues 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.
- 2.5 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 through gainshare to support the economic recovery plan, known as Employment Hub 2 with delivery through to end of March 2023.
- 2.6 As of 1 July 2021 (Q2), the original Hub has engaged 4,936 15-24 year-old participants against a profile of 5,843 (84%). Of these:
- 1,556 participants were from a black, Asian or minority ethnic background, against a profile of 707 (220%)
  - 989 participants had disabilities against a target of 527 (188%)

- 1,582 participants had no basic skills qualifications against a target of 1,269 (125%)
  - Of the participants starting the programme, 1,314 have been supported with finding education/ training, employment, or self-employment against a target of 2,239 (59%)
- 2.7 Employment Hub 2 will provide additional employment support activity for all those 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.
- 2.8 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.
- 2.9 The tender process for adult training (which forms part of an adult skills framework) is currently being progressed through internal governance and approvals processes. This will create a responsive adult training offer that focusses on the priority sectors for employment growth including digital, construction, engineering, the green economy and health and social care aligning to the Economic Recovery Plan and SEF Employment and Skills priorities. Delivery will begin late summer 2021 and continue until April 2023.
- 2.10 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

- 2.11 Approved by the Combined Authority's Investment Committee in June 2021, the £6m programme is being delivered as part of the Economic Recovery Plan and 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.
- 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 and requires support
  - Workstream Three – more intensive support programme for pre-start / start-up enterprises with high growth or scale-up potential

- 2.12 Following recent open tender exercises, preferred suppliers have been selected to deliver a £350k Exploring Enterprise programme and a £1m Business Start-Up programme. Both are expected to commence delivery in September 2021 and will be delivered for 18 months, with options to extend for the same periods subject to performance.
- 2.13 The Exploring Enterprise Programme will deliver one-to-many support through online training, events, workshops and seminars. It is expected that a minimum of 6 hours of support will be delivered per participant. The support package will cover key areas to support participants to consider business enterprise and how to overcome any barriers that would prevent them exploring the opportunity further. 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; 50% of participants will be women and 20% will be from BAME backgrounds. In addition, the provider has offered CV support for those choosing to not start a business and requiring help to find employment.
- 2.14 The Business Start-Up programme 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 clear targets in place to support new firms that are led by individuals from BAME backgrounds (20%), women (50%) and people with disabilities (3%).
- 2.15 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 coordinate all 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. Workstream Two also includes a £400k Development Fund to support new and innovative pilot projects focussed on action learning in the enterprise arena. Up to 1,500 pre-start / start-up / early-stage firms will be supported through Workstream Two's various activities.
- 2.16 Workstream Three will be going out to tender in September 2021 for a programme of more intensive support, including access to finance, for a smaller number of new enterprises with significant growth potential. The environment 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 access to finance marketplace has taken place over the summer of 2021, and this will help to shape and inform the forthcoming invitation to tender documents.

#### Economic Recovery Plan

- 2.17 Long-term planning for the economic recovery of West Yorkshire has been overseen by the West Yorkshire Economic Recovery Board<sup>1</sup>, which is a working group of the Combined Authority and brings together the West Yorkshire 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. Their role has been to oversee development of robust plans for a fair, just and lasting regional recovery and to help build an inclusive and sustainable economy for the future.
- 2.18 The Economic Recovery Board agreed to refresh the Economic Recovery Plan at a meeting held in June to update at the September Combined Authority and LEP Board meetings, to reflect the lifting of COVID-19 restrictions and building on the existing plan's themes on reimagining and resilience. The Board also discussed how the West Yorkshire Mayoral Pledges should be put to the centre of delivery of the Plan.
- 2.19 The refreshed plan is attached to this paper as Appendix 1. This refreshed version of the Economic Recovery Plan has as its vision to secure a fair, just and lasting recovery for West Yorkshire. It will retain from previous iterations the two goals to secure inclusive growth for everyone and to tackle the climate and environmental emergency.
- 2.20 Key points to note in the refreshed version are:
- New action areas that will help deliver economic recovery linked to a number of the Mayoral pledges, which are:
    - Creating 1,000 well-paid jobs for young people
    - Supporting local businesses
    - Prioritising skills and training for all
    - Delivering a creative new deal
    - Building thriving communities
    - Connecting people and places
    - Tackling the climate and environment emergency, and
    - Championing great places
  - A new central economic forecast that underpins the plan, outlining key areas of sensitivity to that forecast including on employment, sectoral performance, and further restrictions.
  - The inclusion of specific deliverables within the mayoral pledges across the economic recovery narrative with proposed outline approaches, where they can make a significant contribution to the plan's ambitions for West Yorkshire.
  - A focus particularly on the work that will be delivered regionally to implement the plan, including where funding has already been committed by the Combined Authority or partners, but with links to how the plan supports the delivery of local recovery plans and interventions in each of the West Yorkshire local authority areas.

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<sup>1</sup> Further details on the full membership and terms of reference: <https://www.westyorks-ca.gov.uk/erb>

- A smaller, targeted focus on areas where Government or other public and private sector co-investment opportunities exist, particularly on infrastructure, but to have this clearly linked to support for local quality jobs and skills.

### Business Productivity and Resilience Plan

- 2.21 The Economic Recovery Plan will be supported by our Business Productivity and Resilience Plan (Appendix 2), which has been developed with oversight by the Local Enterprise Partnership’s Business, Innovation and Growth Panel and informed by both stakeholder engagement and a public consultation exercise<sup>2</sup>.
- 2.22 The Business Productivity and Resilience Plan comes from our work on the Local Industrial Strategy, but recognises the critical role that all businesses in West Yorkshire can now make to our wider economic recovery. For a successful lasting recovery it will be essential that West Yorkshire avoids the widening gap in productivity that emerged following the 2008 recession, which was characterised by a recovery that delivered positive outputs in terms of job creation, but which did not emphasise the quality of jobs or the need for underlying investments in skills, infrastructure and innovation.
- 2.23 The plans vision for action on business productivity and resilience in the Leeds City Region is aligned to the Economic Recovery vision for a fair, just and lasting recovery:
- “Supporting businesses to become more productive, focussing on the behaviours and good work that also make a positive long-term contribution to living standards and the environment in West Yorkshire.
- Over time, this should contribute to a significant closing of the £8.5bn gap between job productivity levels in the West Yorkshire economy and the UK average”.
- 2.24 The draft priorities for the Plan are built on nine action areas (five behavioural and four transformational opportunities), contributing to three high level outcomes related to our regional priorities of Boosting Productivity, Enabling Inclusive Growth and Tackling the Climate Emergency.

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<sup>2</sup> <https://www.yourvoice.westyorks-ca.gov.uk/business-productivity>



**Diagram:** *Plan on a page for Business Productivity and Resilience*

2.25 As well as setting out the rationale for each of the priorities, the plan also outlines proposed actions to support each of the five business behaviours and four transformational opportunities. This has been underpinned by a mapping exercise of existing business support in the region, focussed on which behaviour/behaviours are addressed, and whether it is aimed at start-ups, productivity growth, or high growth and scale-ups.

2.26 Key proposals for each of the five behaviours are summarised below:

- **Improving strategic decision making and planning** - developing an effective model for “productivity plans”, identifying best practice benchmarking, delivering peer to peer network programmes, funding a ladder of entrepreneurship support for pre-start businesses.
- **Increasing the number of highly skilled managers and staff** – supporting delivery of the Employment and Skills framework, encourage better take up of management training and upskilling of employees at all levels.
- **Increasing adoption of new innovative practices** – supporting delivery of the Innovation Framework, maximising the benefits from the Yorkshire Made Smarter pilot, drawing lessons from the SMARTY EU Interreg programme.
- **Increasing the value and volume of exports** – help businesses to navigate the trade support landscape, understand the sector and market opportunities for the region based on new trade deals, look to appropriate

interventions to overcome barriers faced by SMEs to trading internationally.

- **Increasing the prevalence of Good Work** – implement the good work standard in the region, facilitate the sharing of best practice, explore ways to promote alternative business models, utilise the levers of conditions attached to business support grants to drive behaviours.

2.27 The second element of the plan relates to structural transformational opportunities that can support increased business productivity and resilience. Like for the business behaviours, for each of these opportunities the plan outlines proposed actions:

- **Grow the presence of high productivity businesses and sectors** - attracting new companies through inward investment, developing sector plans for key opportunities, aligning the talent pipeline, building on regional expertise in supply chains.
- **Tackle the Long Tail of low productivity** - building on best practice of what works in boosting low productivity, which is especially important for inclusive growth, identifying businesses and sectors important for local area resilience (including learning from work on the effects of COVID-19 on retail in West Yorkshire).
- **Attract increased levels of investment** - identifying means to fill the business investment gap for £100k-1m, attracting additional Venture Capital investment, ensuring physical infrastructure supports business productivity and resilience.
- **Transition to Net Zero Carbon Resilient Economy** - align with the region's carbon emissions pathways work for industry, understanding best practice in supporting business carbon/material use resilience, identifying ways to support businesses in their own transition and on circular economy.

### 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 Working with businesses to meet our net zero target, including by applying innovation and digital technologies to adapt their products and services to meet current and future demand and reduce their carbon emissions, will be critical to our overall success by 2038. This is highlighted as a transformational opportunity within the Business Productivity and Resilience Plan, which will be addressed through implementation.

### 4. Inclusive Growth Implications



- 4.1 Inclusive Growth is embedded as an overarching goal in the Economic Recovery Plan. The implications 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 Improving Productivity and Resilience of business is also a critical route to delivering long term improved living standards and therefore inclusive growth. The Productivity and Resilience Plan outlines also how Good Work will be one of the five key business behaviours promoted in the region, recognising that delivering inclusive growth is also about improving the level of quality work for people in West Yorkshire. Achieving this will include setting out 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. 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.
- 5.2 The Business Productivity and Resilience Plan also sets out the importance of diversity to productivity, backed up by evidence of how a diverse workforce can positively support firm level performance. To ensure this is followed through on in delivery, programmes resulting from the plan will target and monitor delivery to under-represented groups to ensure everyone is able to access the appropriate support. Specific proposals are also included to explore support for cooperatives and other alternative models of business ownership, recognising the barriers faced by BAME social entrepreneurs in particular in accessing investment (based on evidence from the Commission on Social Investment).

## **6. Financial Implications**

- 6.1 There are no financial implications directly arising from this report. However, co-investment opportunities with the public and private sector are outlined within the document, and delivery of the Economic Recovery Plan and the Business Productivity and Resilience Plan will require additional financial resources, subject to prioritisation of activities.

## **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 with LEP Panels and wide range of partners, including local authorities, the West Yorkshire Economic Recovery Board, universities and colleges, business representative and membership bodies, and direct with some individual businesses.

9.2 The Business Productivity and Resilience Plan has been built on extensive consultation as part of the Local Industrial Strategy and also been the subject of a separate consultation exercise with key stakeholders and a public consultation hosted on the West Yorkshire Combined Authority Your Voice platform.

## **10. Recommendations**

10.1 The Board is asked to:

- Note the update on COVID-19 support in West Yorkshire
- Provide comment and endorsement for the draft refreshed West Yorkshire Economic Recovery Plan
- Endorse the connected Business Productivity and Resilience Plan

## **11. Background Documents**

11.1 None

## **12. Appendices**

12.1 Appendix 1 – West Yorkshire Economic Recovery Plan

12.2 Appendix 2 – DRAFT Business Productivity and Resilience Plan

# West Yorkshire Economic Recovery Plan

49 September 2021

Final Draft for Circulation to the LEP Board

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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.

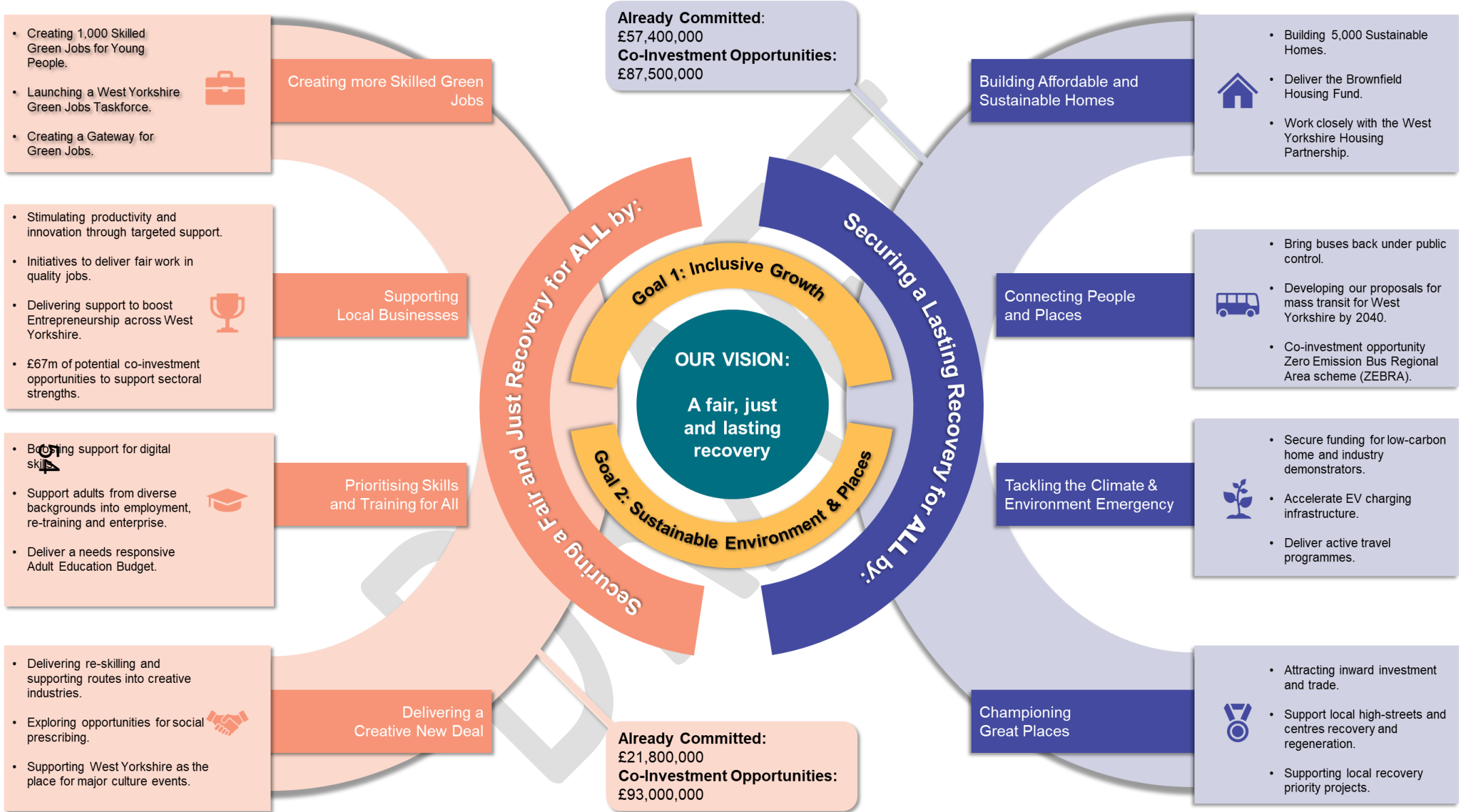
This refreshed, locally led, and locally resourced Economic Recovery Plan has our citizens at the centre of it – utilising our new devolved powers and access to funding secured in our landmark £1.8 billion Devolution Deal. It sits alongside locally led plans across each of the five West Yorkshire local 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.

5 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](#)

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**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.

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# The West Yorkshire Economy & Impact of COVID-19



58 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.

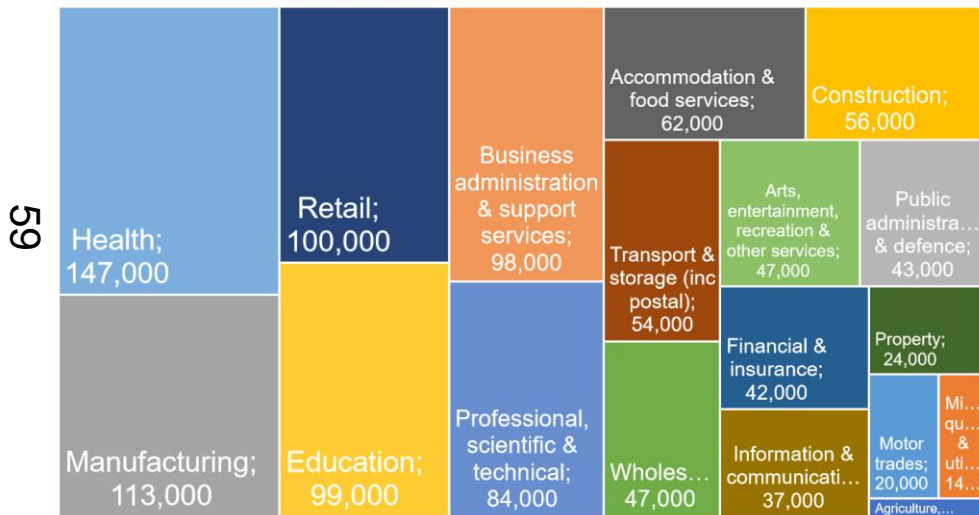
One of the **most diverse economies in the UK**, making it more resilient to sector-specific shocks but incorporating some key national **economic strengths**:

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

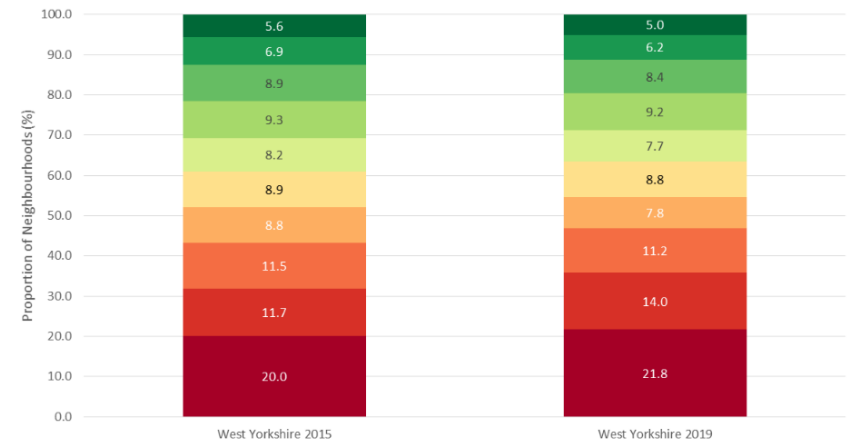
- More manufacturing jobs than anywhere in the north (with specialisms in textiles, furniture, chemicals, and machinery)
- The fastest growing digital sector in the country, with areas of professional services seeing strong growth along with retail, hospitality and transport.

- **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)**



Proportion of Neighbourhoods in each Deprivation Decile - West Yorkshire



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.

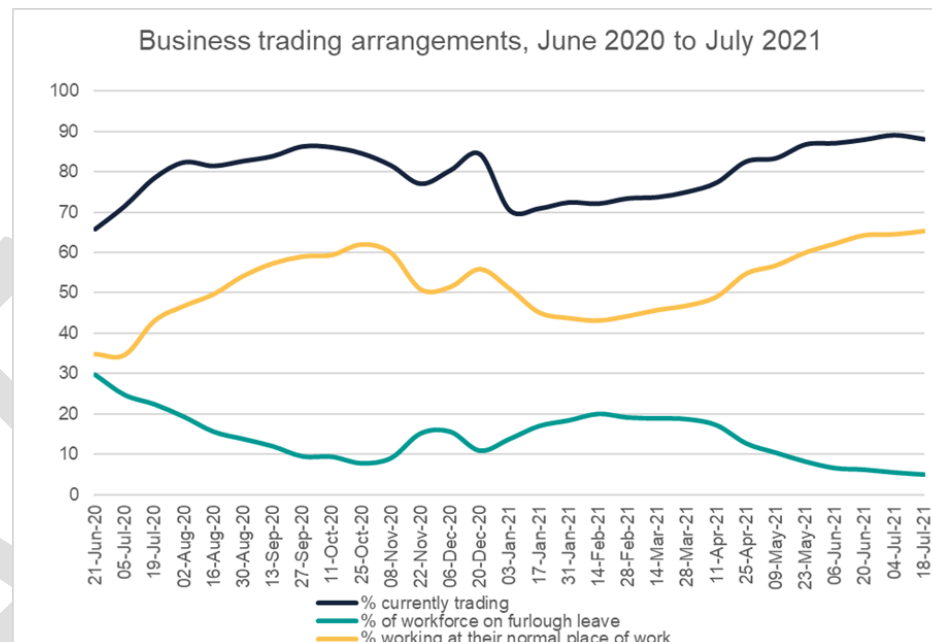
### Economy and Business

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.

9 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.

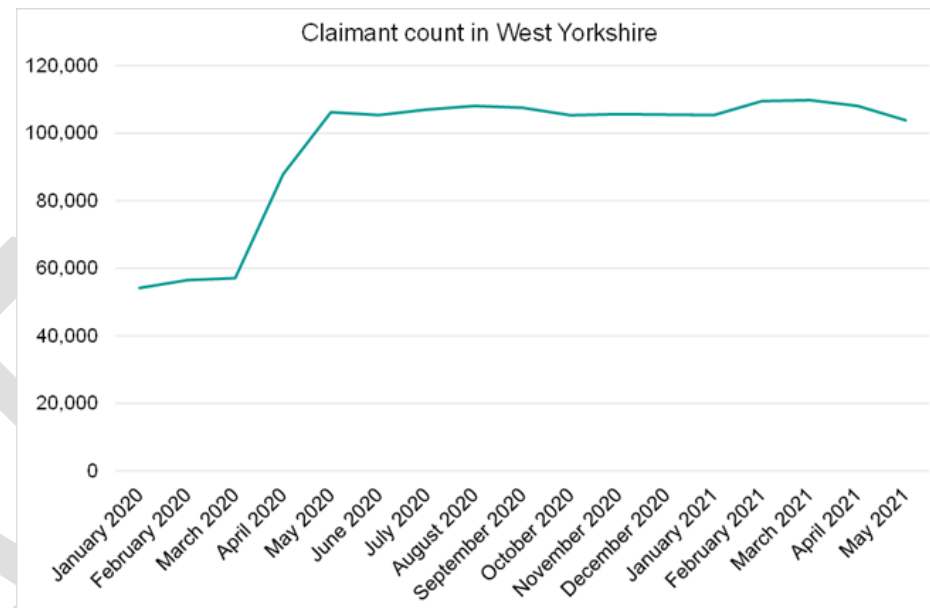
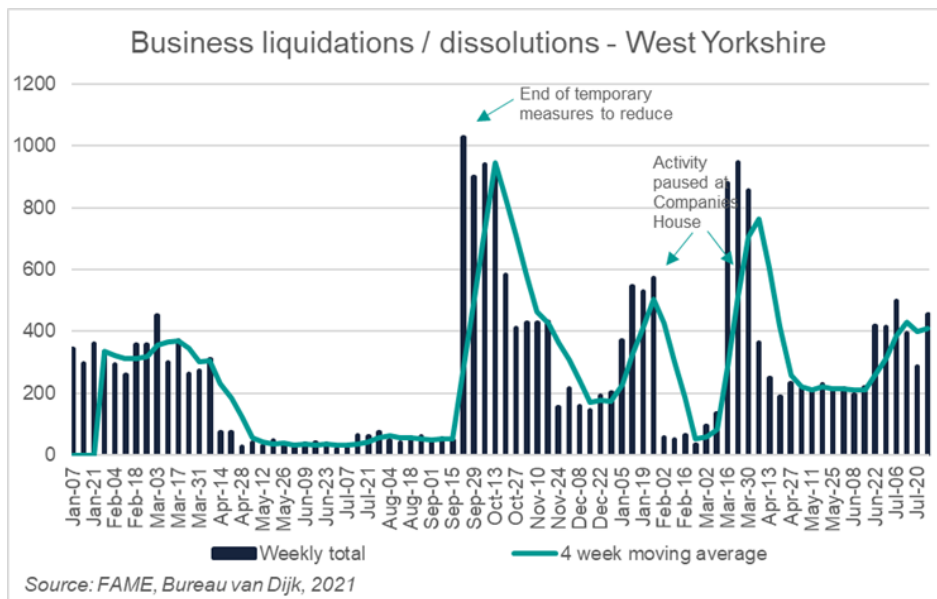
There is some evidence that the levels of public intervention has helped to mitigate business failures. Data from Bureau van Dijk's Fame business database shows 12,800 businesses were dissolved



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

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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**

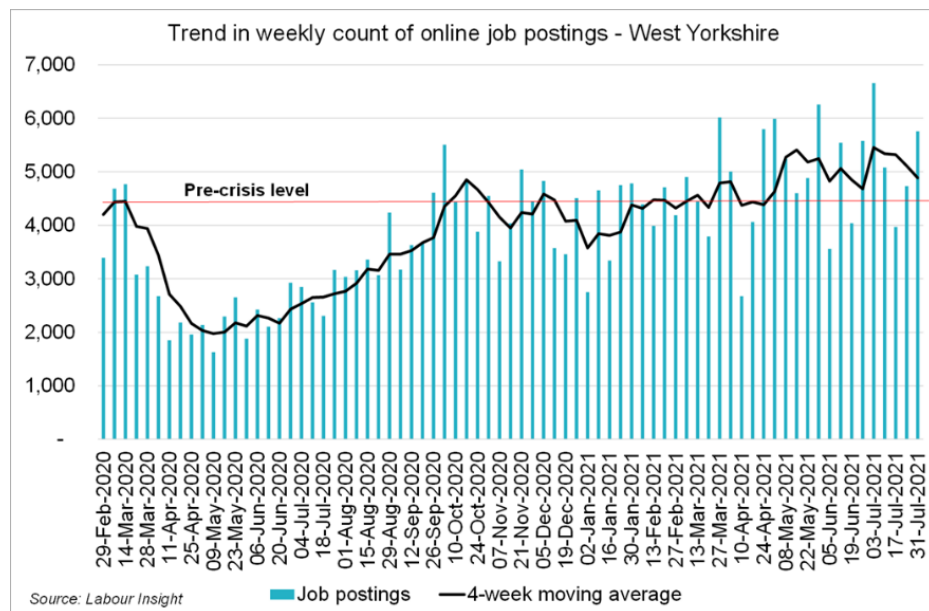
The unemployment rate has remained lower than many forecasters anticipated, reaching 5.2% nationally in December 2020 before beginning to fall gradually, reaching 4.8% in July 2021. However, the labour market impacts remain more significant for certain groups, with unemployment and economic inactivity 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

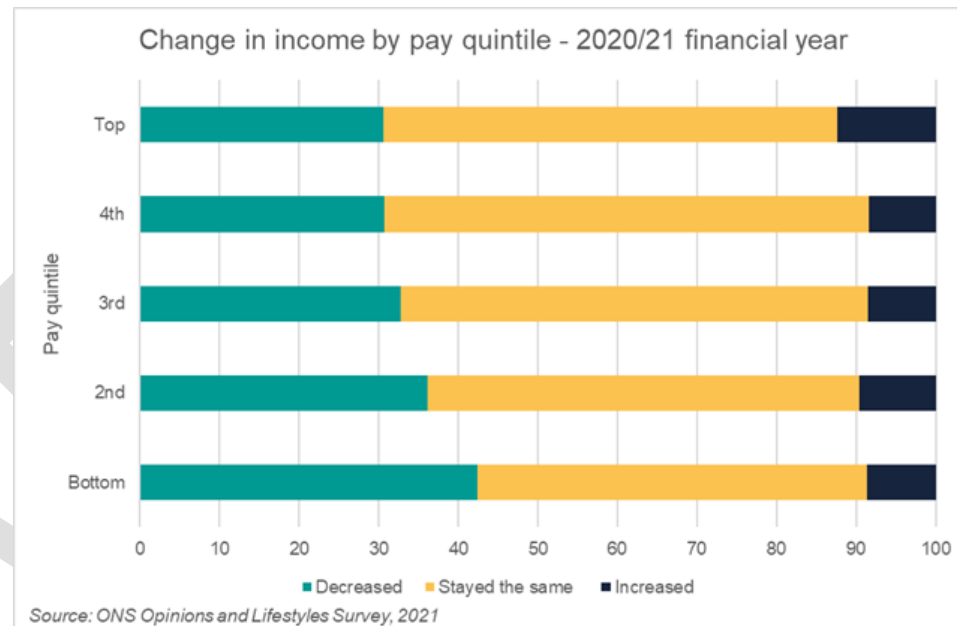
Data from the ONS Opinions and Lifestyle Survey suggests that the impact of the pandemic on household incomes has varied across different cohorts and demographics. 42% of those in the bottom quintile of the income distribution prior to the pandemic reported reduced income between April 2020 and April 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.



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# Economic Recovery Forecast

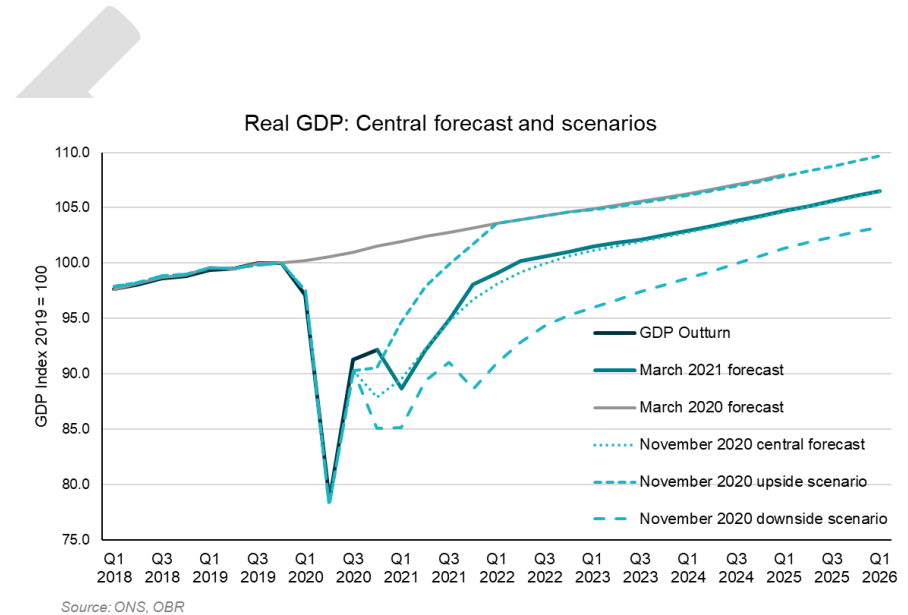
At the outset of the pandemic, the West Yorkshire Combined Authority commissioned scenarios to predict the potential direction of the region’s economy as a result of COVID-19. **It was expected that the contraction in the West Yorkshire economy across the 3 scenarios would be significant**, with total 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).

94 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:

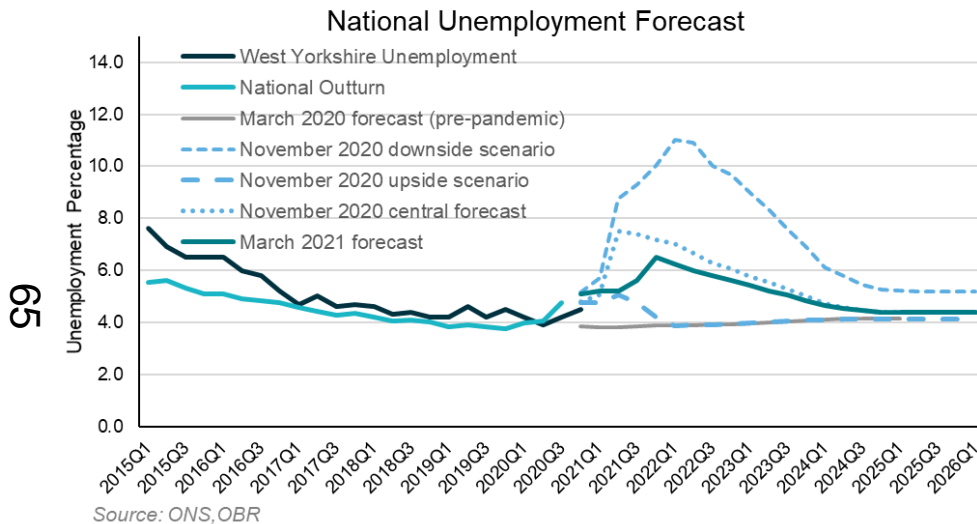


Forecasting is expected to vary considerably between sectors of the economy. While the construction sector is anticipated to grow by 14%, private non-traded services such as hospitality, retail, arts and recreation (which fell by 15% in 2020) are expected to grow by 9% between 2021 and 2022. The manufacturing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



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

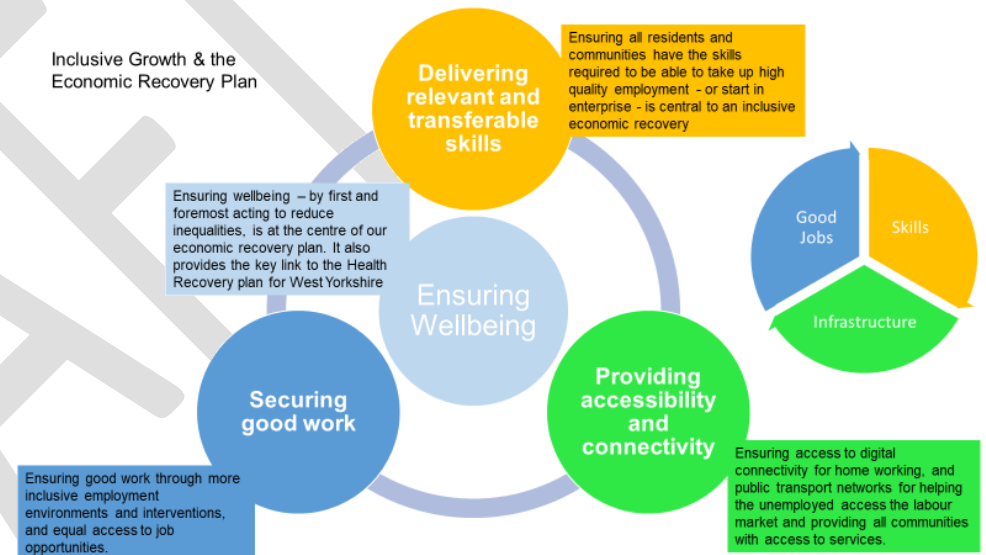
The impact of COVID-19 has demonstrated starkly the range of inequalities and injustices that permeate our region, as well as nationally and globally. We are determined that the interventions contained in this Plan make a positive impact for everyone of every age in not just reducing, but eliminating,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

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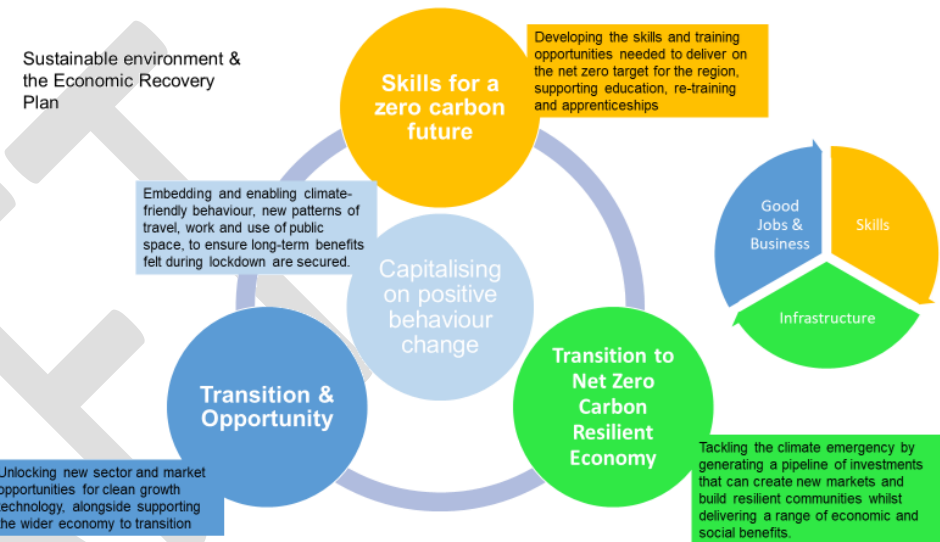
the role of the third sector should be further enabled<sup>1</sup>, to ensure (including by working with the private and public sector) that our most excluded individuals and communities benefit fully from recovery. This model is within proposed activities across our interventions, including in employment 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.

### 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-

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



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).

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:

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	<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.

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

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WE ARE:	WE ARE DOING THIS BECAUSE:	WE WILL ACHIEVE THIS BY:
		<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>Creating a <b>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.

74 A fair and just recovery needs resilient and thriving businesses across all our local communities. The impact of the pandemic 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**

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WE ARE:	WE ARE DOING THIS BECAUSE:	WE WILL ACHIEVE THIS BY:
<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>

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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>77</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

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## 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

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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.

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**PRIORITISING SKILLS AND TRAINING FOR ALL**

**WE ARE:**

**WE ARE DOING THIS BECAUSE:**

**WE WILL ACHIEVE THIS BY:**

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

- 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.

- 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.

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**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>

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**PRIORITISING SKILLS AND TRAINING FOR ALL**

**WE ARE:**

**WE ARE DOING THIS BECAUSE:**

**WE WILL ACHIEVE THIS BY:**

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- Unlock progression opportunities and career adaptability through skills, particularly for those on low wages and with insecure work.
- Make learning more inclusive to support disadvantaged residents.
- Increase the supply of skills to support key sectors in West Yorkshire.
- Improve West Yorkshire’s resilience by identifying and delivering the skills needed for the future.

- Support unemployed to gain and sustain employment.
- Unlock progression opportunities and career adaptability through skills, particularly for those on low wages and with insecure work.
- Make learning more inclusive to support disadvantaged residents.
- Increase skill supply to support key sectors.
- Improve West Yorkshire’s resilience by identifying and delivering future skills.
- An Adult Education Budget responsiveness pot will build on the local and regional priorities for skills.

Work closely with partners to **tackle health inequalities** and support the health and social care workforce.

- The sector has been acutely affected by both the pandemic and Brexit.
- Healthier people are more likely to contribute towards productivity.

- Embed the finding of the skills commission to design services around the individual to address complex and interrelated health, employment, and skills issues.
- Maintain strong focus of AEB provision on health and care disciplines.
- Raising graduate retention in STEM disciplines to support the upgrading of the region’s innovative capability, particularly in key sectors like health and innovation.
- Develop innovative, co-designed training, working with employers and providers.

**PRIORITISING SKILLS AND TRAINING FOR ALL**

WE ARE:	WE ARE DOING THIS BECAUSE:	WE WILL ACHIEVE THIS BY:
<p>Working with employers and employer representative bodies to deliver the skills needed for the labour market.</p>	<ul style="list-style-type: none"> <li>• Address skills gap and recruitment issues faced by employers and industry sectors.</li> <li>• Only 36% of businesses have training plan and 29% a training budget.</li> <li>• 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.</li> <li>• To address diversity in the workforce experienced by some industries.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with NHS key strategic organisations to support regional workforce strategies.</li> <li>• Support the Manufacturing Task Force.</li> <li>• Investing in the development of a future employment and skills project pipeline.</li> <li>• Engage business with design of adult skills training for all ages and communities.</li> <li>• Increase the number of employers, particularly SMEs, in engaging with education and careers programmes.</li> <li>• Help employers obtain the skills needed to grow their business through employment brokerage and graduate internships.</li> </ul>

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**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>
Supporting routes into screen industries 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>

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		<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>	





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# 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:

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<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

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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>

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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.

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>

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**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>
<p>95</p> <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>

**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.

96 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.

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**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 providing low-cost loans to developers of small and medium scale low carbon energy generation and flexibility technologies.

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TACKLING THE CLIMATE AND ENVIRONMENT EMERGENCY

WE ARE:

WE ARE DOING THIS BECAUSE:

WE WILL ACHIEVE THIS BY:

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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

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## 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.

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		<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>

DRAFT

## 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.

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

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# Business Productivity and Resilience Plan

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August 2021

# Introduction and purpose

The **Business Productivity and Resilience Plan** fills a current gap in our Strategic Economic Framework. It has close connections to policies and strategies particularly on Economic Recovery, Innovation and Employment and Skills, and draws from the evidence of the Local Industrial Strategy. It provides a significant contribution to the priority of **Boosting Productivity**, but will also contribute to **Enabling inclusive growth** and **Tackling the climate emergency**.

## Our Vision

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

## Our Priorities



Boosting productivity



Enabling inclusive growth



Tackling the climate emergency



Delivering 21st century transport



Securing money and powers

## Our Partnerships

### Our Policies and Strategies

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

## Evidence Base

# Aligning our plan

## Strategic Economic Framework

The Business Productivity and Resilience Plan will sit within the West Yorkshire [Strategic Economic Framework](#). The framework sets out our ambitious vision for the ongoing transformation of West Yorkshire and establishes our investment and decision making priorities for how we will achieve this.

### Strategic Economic Framework

The Strategic Economic Framework sets out our ambitious vision for the ongoing transformation of West Yorkshire and establishes our investment and decision-making priorities for how we will achieve this.

## Regional priorities



Boosting productivity



Enabling inclusive growth



Tackling the climate emergency

Business Productivity and Resilience is at the heart of the West Yorkshire Combined Authority priority of boosting productivity. However, our plan also aims to make significant positive contribution to two further priorities of tackling the climate emergency and enabling inclusive growth

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## Connected business facing policy & strategies

Innovation Framework

Employment and skills Framework

The plan shares key objectives with other areas of business facing policy, particularly the Innovation Framework and Employment and Skills Framework. Our business behaviours focus for innovation and skills directly read across to the actions in these partner strategies.

## Immediate issues

COVID-19 Economic Recovery Plan

Immediate actions to support post-EU transition

Our Business Productivity and Resilience Plan is aligned to our immediate strategic prioritise for the economy – recovering from COVID-19 and supporting the transition of the economy as the UK has left the European Union single market.

# What do we mean by productivity and why does it matter?

Productivity, in economics terms, generally refers to how efficiently inputs (labour and capital) are used to produce outputs (goods and services). This can be partial factor, total factor, or multi-factor productivity.

$$\text{Productivity} = \frac{\text{Turnover} (- \text{Intermediate consumption})}{\text{Number of workers}}$$

[ONS definition](#)

But productivity isn't an end in itself, and it is generally accepted that it has greater importance than just measuring outputs.

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**In Leeds City Region we are concerned about productivity because it is directly linked to living standards.** At a macro level, a country's ability to improve its standard of living over time is almost entirely dependent on productivity growth. At a micro level, business behaviours and good work can improve productivity, but also be made possible as a result of productivity.

It is also **crucial in determining long-term growth rates** of an economy. It leads to stronger Gross Domestic Product (GDP) growth and, in turn, increases tax revenues and lowers government budget deficits. If inclusive growth matters, productivity matters.

The West Yorkshire economy would be £8.5bn larger if job productivity levels equalled the UK average

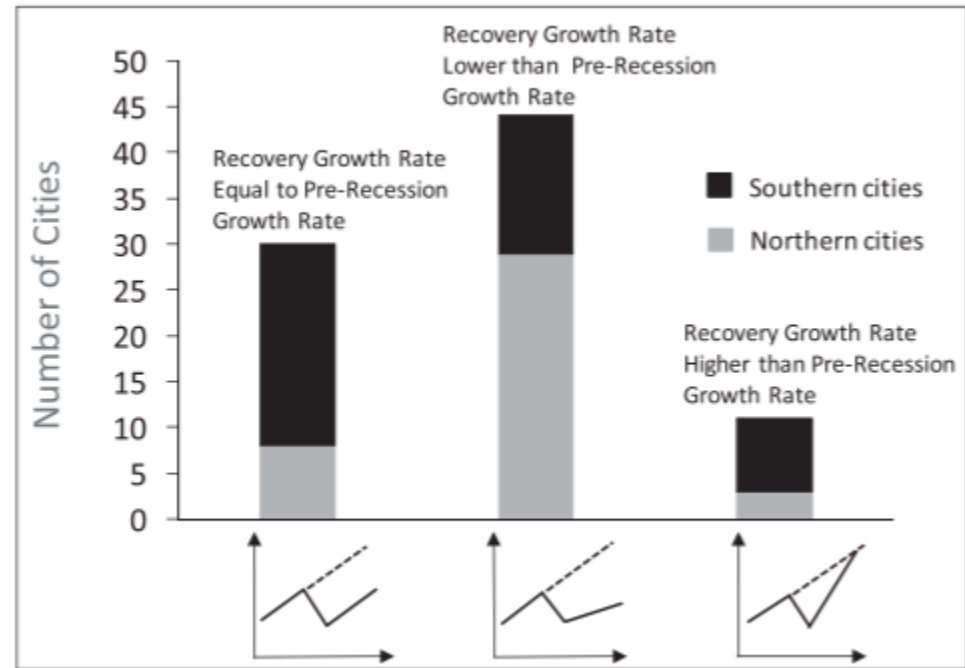


# How do productivity and resilience work together?

**Business resilience** has been brought into closer focus by the impacts of COVID-19, which has had disproportionate impacts on certain sectors and locations of the economy. But unlike productivity, there are no universally agreed definitions of resilience, and most businesses don't measure it ([HBR](#), 2020).

What does seem to be accepted about both productivity and resilience, is the central role played by **business behaviours** ([WCPPP](#), 2020) in determining the productivity or resilience of the wider economy. This is why we have placed behaviours at the heart of our plan.

The resilience of business to adapt, pivot and survive through changes, to support their workforces and contribute to their local places, will also be critical to realising our regional ambitions for **inclusive growth**.



City recovery from the great recession of 2008–2010. Source: [Martin and Gardener](#) (2019)

## Lenses for business resilience:

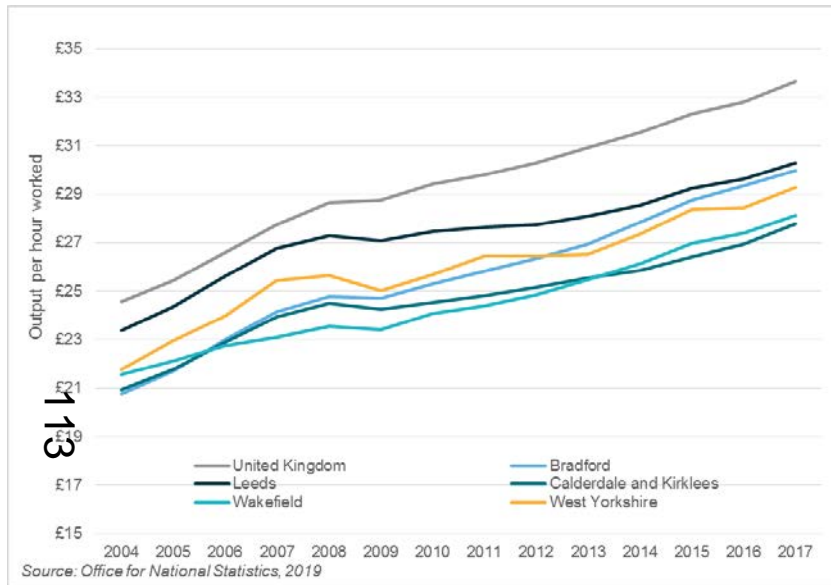
- Financial
- Supply chains
- Workforce
- Environmental
- Technological

# **The supporting evidence base – drawing from the Local Industrial Strategy Economic Assessment**

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# Mixed productivity growth across the area

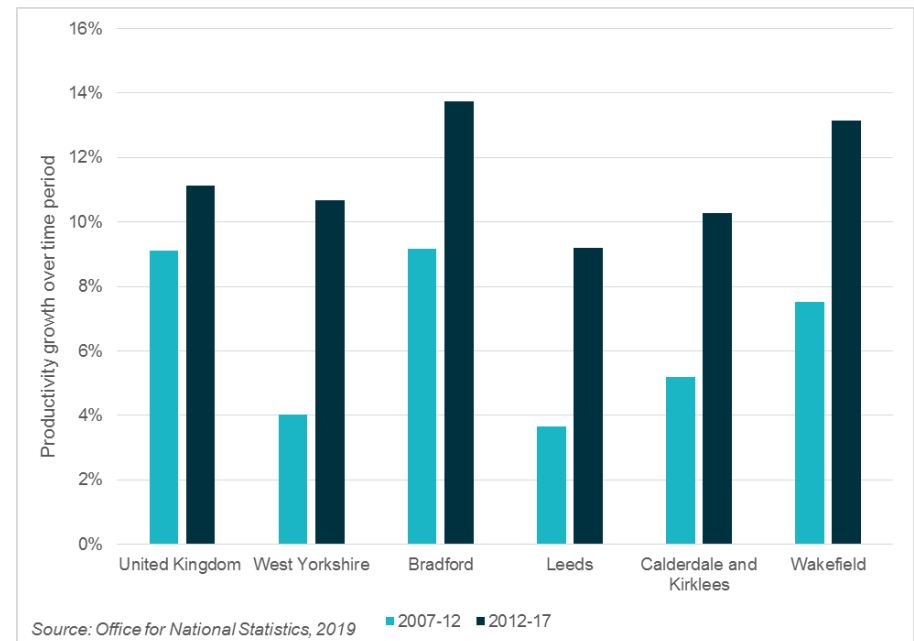
Chart: NUTS3 productivity growth, 2004-17



Whilst all constituent parts of the area follow a similar pattern, the scale of variation between areas is substantial. Productivity growth has continued to lag UK levels since 2012 in Leeds, Calderdale and Kirklees. More positively, Bradford (13.7%) and Wakefield (13.2%) have grown faster than the UK over the past five years.

As with total GVA, weaker productivity growth locally was more pronounced during the last recession and immediately after- **offering a potential warning for post-COVID recovery.** Between 2007-12, productivity increased by 4% in West Yorkshire, compared to 9.1% nationally. However, since then the gap has been much less pronounced, with local productivity increasing by 10.7% locally and 11.1% nationally between 2012-17.

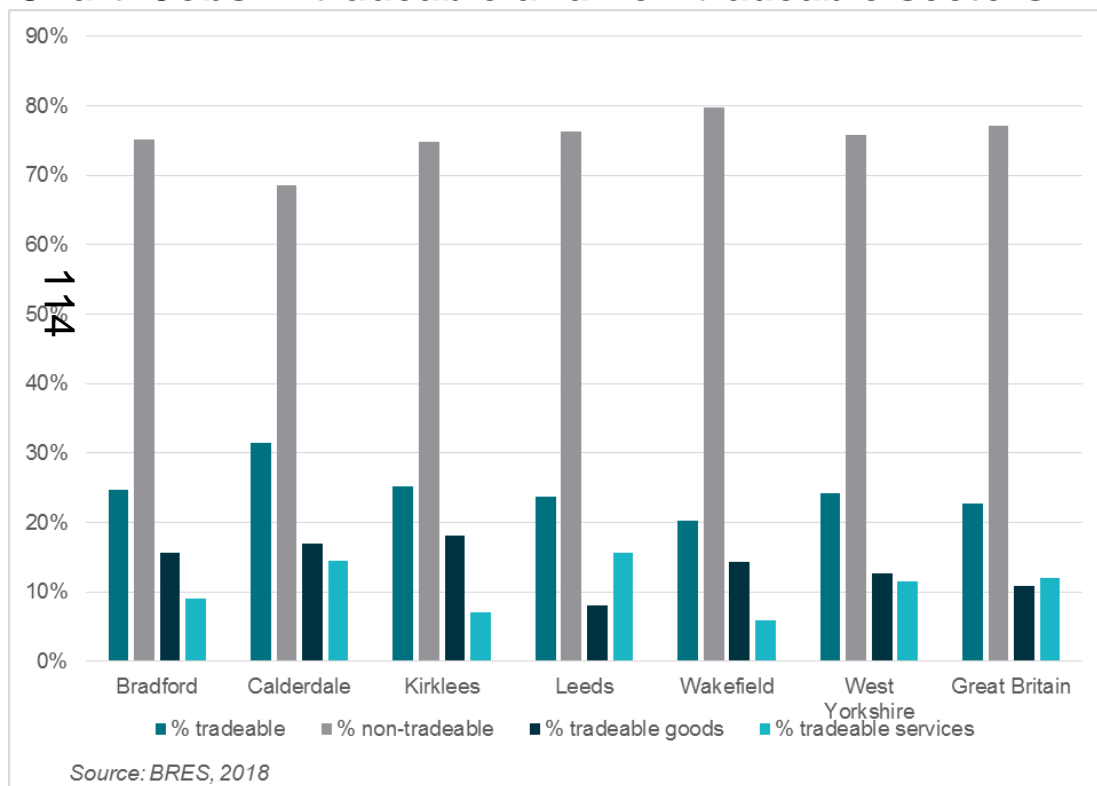
Chart: Productivity growth in West Yorks NUTS3 areas



# Potential to increase the share of and dividends from jobs in tradeable sectors

There is research\* to suggest that areas with more prevalent jobs in traded sectors support the narrowing of disparities in productivity performance. Growing the share of jobs in tradeable sectors is therefore one potential route to higher competitiveness and productivity growth.

**Chart: Jobs in tradeable and non-tradeable sectors**



Whilst the share of jobs that could be considered in tradeable sectors (based on OECD definitions) is in line with the national average in West Yorkshire at 24%, in most parts of the geography this is largely attributable to the area’s strong manufacturing base. This emphasises the potential to increase international trade in these sectors.

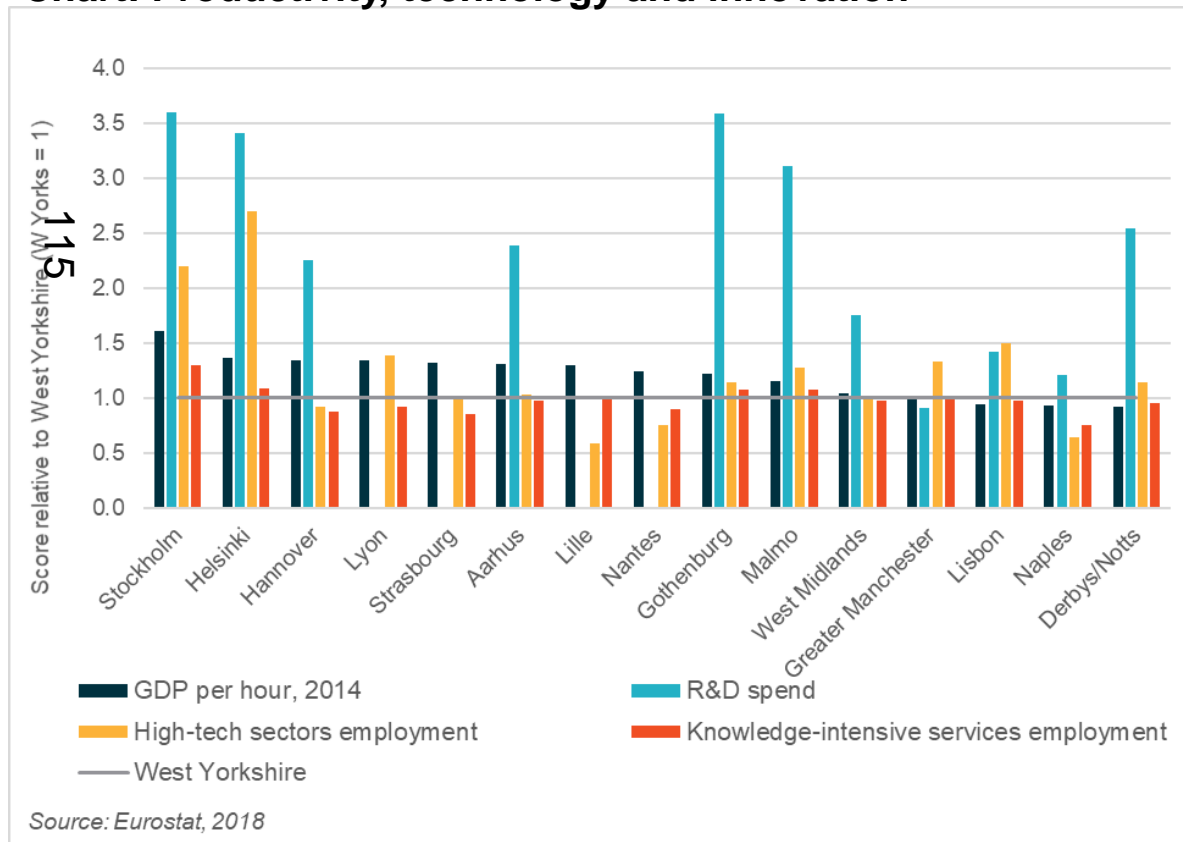
However, only Leeds and Calderdale has in excess of 10% of jobs in tradeable services, significantly below the 12% nationally reflecting a an opportunity to grow the share of jobs in knowledge intensive service sectors.

\* E.g. *Productivity and Jobs in Globalised World*, OECD, 2018; *Trading Places*, Centre for Cities, 2016

# More productive areas tend to have more technology and innovation

The most productive comparator areas internationally, Stockholm and Helsinki, also have substantially higher concentrations of high tech employment, as does Lyon to a lesser extent.

**Chart: Productivity, technology and innovation**



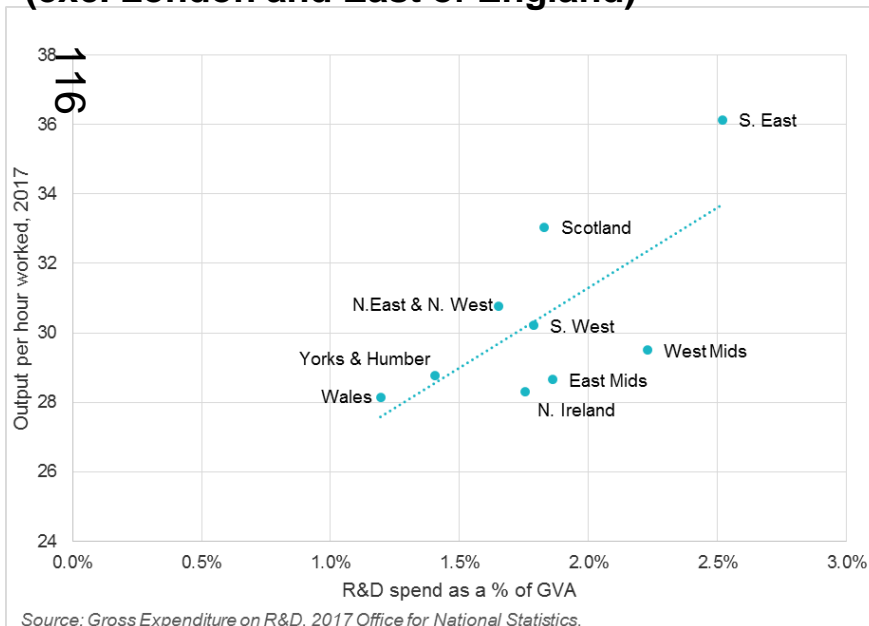
Whilst Leeds City Region has significant strengths in research and world leading firms, R&D spend is substantially higher in most overseas areas in this analysis (though comparable data is not available for French regions on this measure). Investment in R&D in West Yorkshire was 2-3 times lower than in Scandinavian and German cities analysed here.

# Innovation and R&D is correlated with productivity

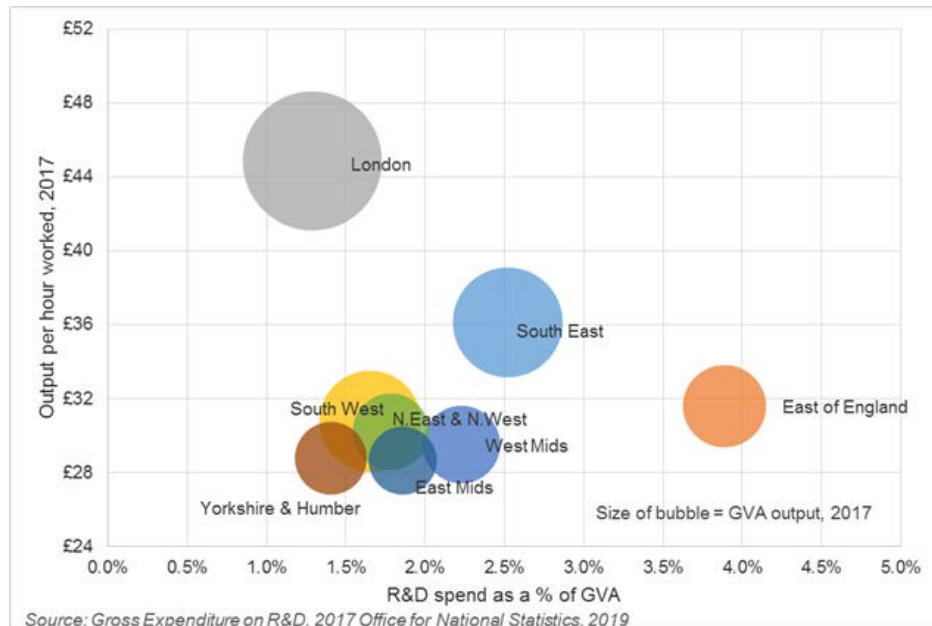
The national industrial strategy sets out the ambition for the UK to spend 2.4% of GDP on research & development.

Currently, Yorkshire & Humber spends 1.4% of GVA on R&D – less than any other English region. The below charts show the correlation between R&D spend and productivity, particularly when outlying regions are removed (left hand chart). The fact that public R&D is currently imbalanced, and this has a direct impact on lower private investment, further hinders productivity in the region.

**Chart: R&D spend and productivity, 2017 (exc. London and East of England)**

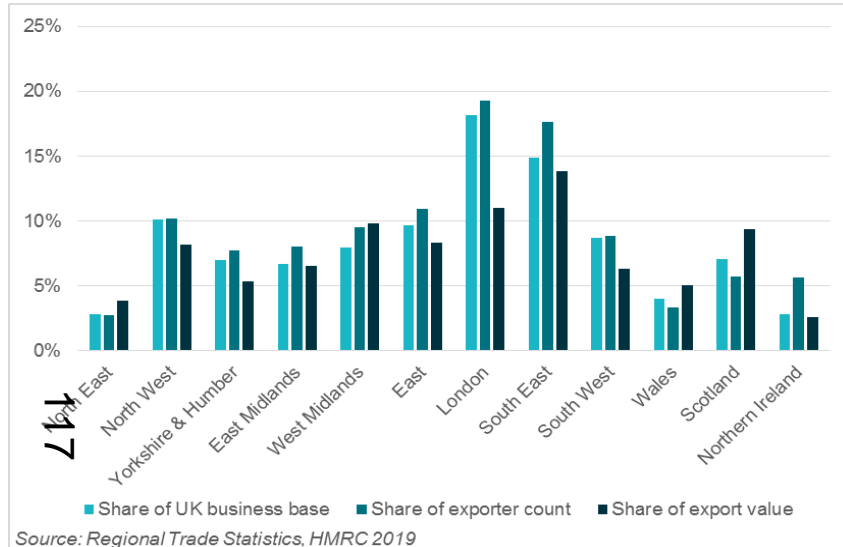


**Chart: R&D intensity by region, 2017**



# The region's exporters export less than their counterparts elsewhere

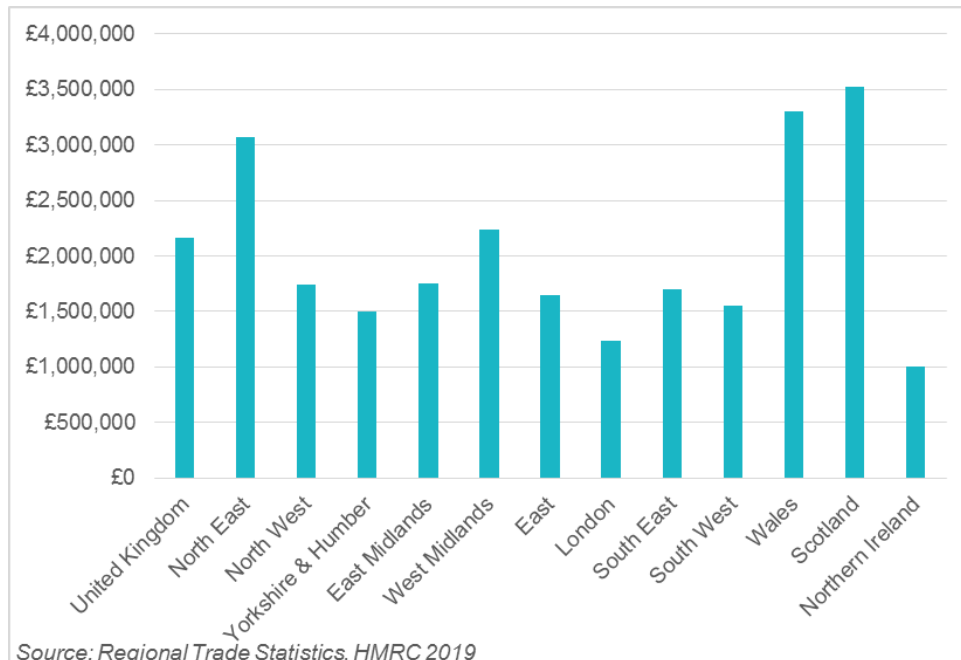
Chart: Share of export activity by region, 2018



The Yorkshire & Humber region accounts for 7.7% of UK goods exporters in 2018, broadly in line with its 7% share of UK businesses. However, whilst the number of exporters has increased by 25% since 2013, it has remained relatively stable since 2016. Data is not available yet to understand what the potential impacts of Brexit have been on these numbers.

On average, Yorkshire & Humber goods exporters exported goods worth £1.49m in 2018, up from 1.25m in 2016. However, the value of goods exports per exporter remains lower in Yorkshire & Humber than other English regions other than London.

Chart: Value of exports per exporter, 2018

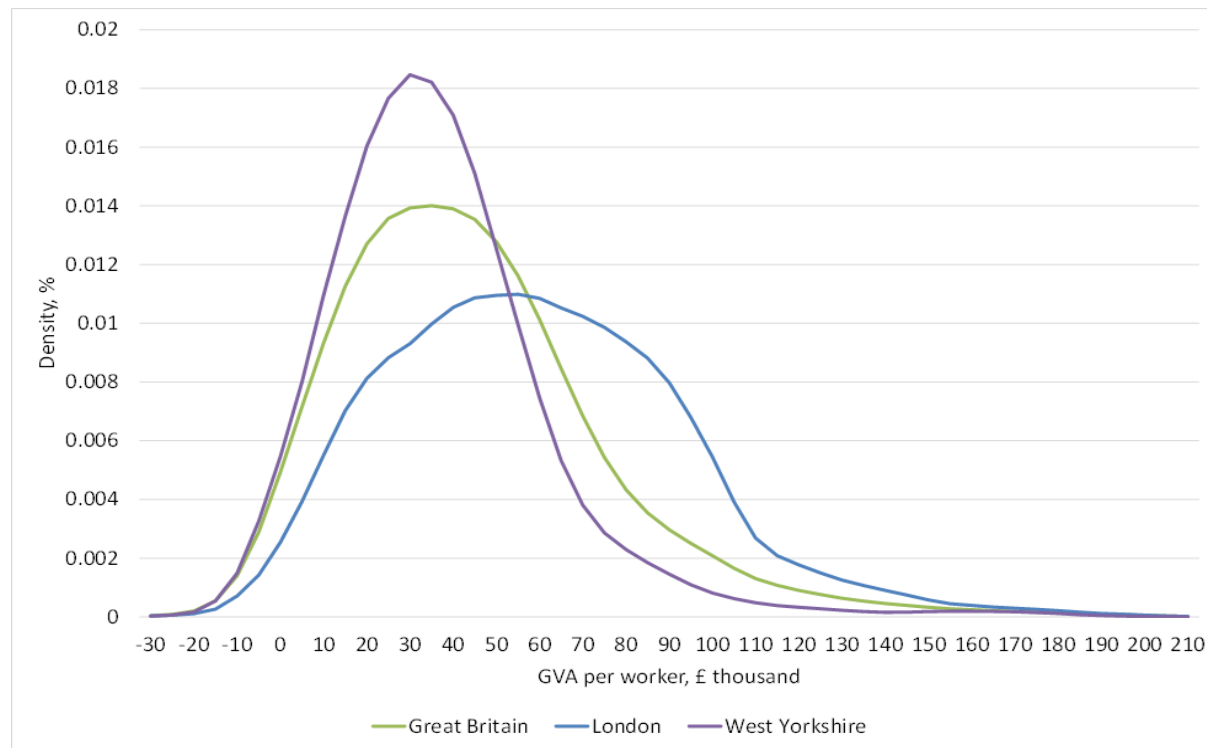


# The region has a longer “long tail” of underproductive firms

A range of factors influence relative productivity underperformance. ONS research suggests that West Yorkshire has a higher proportion of firms with relatively low productivity compared to the country as a whole, and London in particular. This creates a “long tail” of underproductive firms (see Haldane, 2017 [“Productivity Puzzles”](#)).

This is true to varying extents in other regions, though in most cases a region’s industrial structure only plays a small role in determining productivity performance.

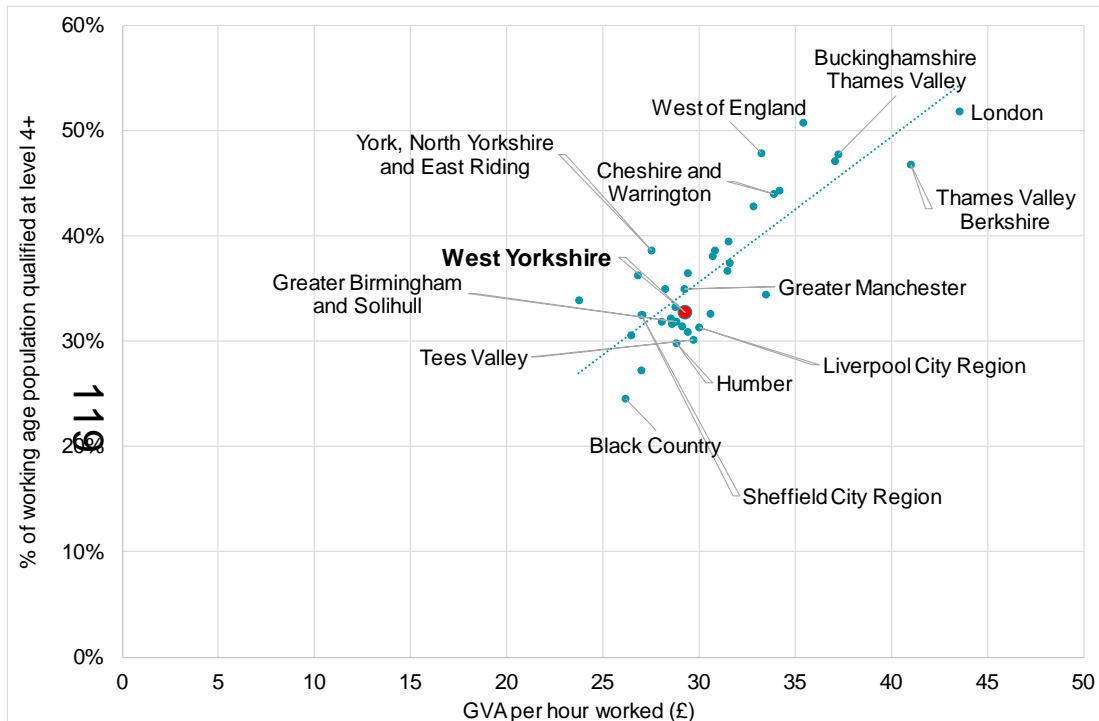
**Chart: Distribution of firm level productivity, West Yorkshire, UK and London**





# There is a strong correlation between skills and productivity performance at local level

Figure: High level qualifications and productivity by LEP area



Source: Annual Population Survey; ONS LEP level estimates of productivity

National research has also suggested a strong link between **leadership and management** and increased productivity (see [HM Government Productivity review](#), 2019), suggesting this as a particularly important skill set for productivity.

A simple **illustration** of the link between productivity performance and skills is this scatter chart which plots performance of LEP areas against the two variables – output per hour and % qualified at level 4 and above.

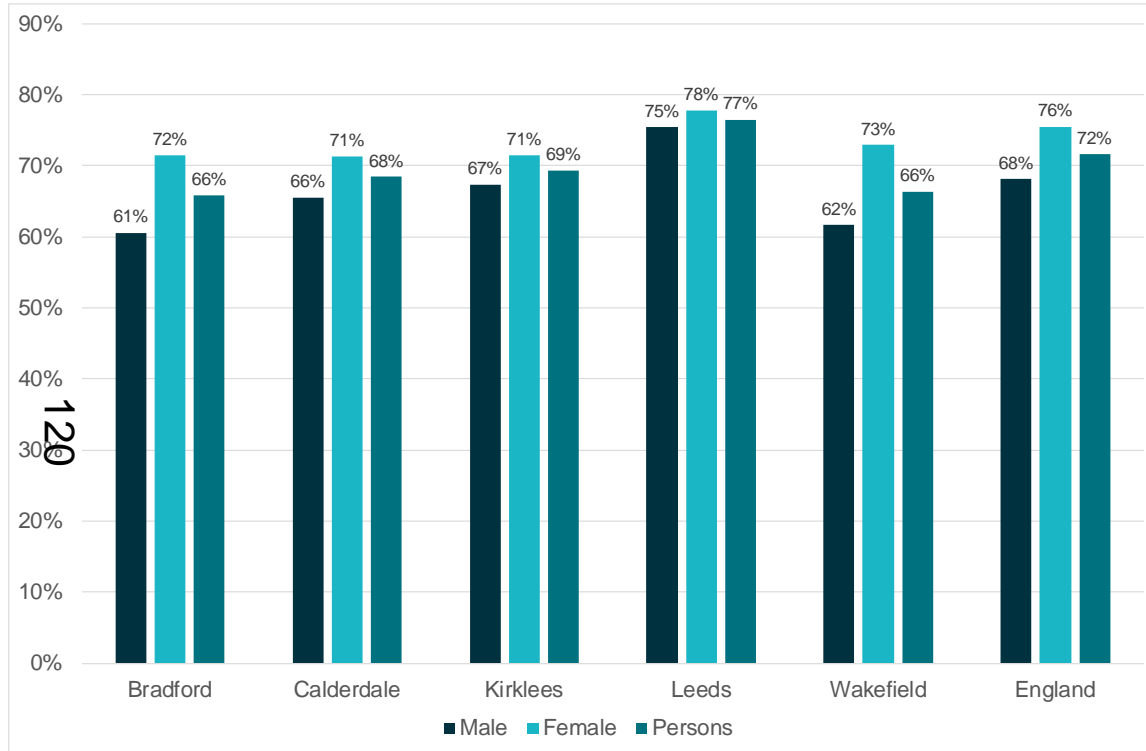
This shows **strong relationship** between the two, although there are a range of other factors aside from skills that determine local productivity.

West Yorkshire is towards the **bottom left** of chart – low productivity and low skills – London is top right – high productivity, high skills.

A strong supply of high level skills supports the effective use of technology within firms and an increased focus on innovation.

# Below national average on people in quality work

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



Note: Employees in high quality work have satisfactory hours, are not in low pay and have desired contractual status. Source: Office for National Statistics, Quality Work publication

Research has confirmed the correlation between good work and productivity (although more evidence is still needed) – and that it is particularly important for improvements in the poorest quality work (see Bosworth and Warhurst in RSA [‘Can good work solve the productivity puzzle’](#)), 2020.

ONS has developed a composite measure of good work in response to recommendations in the Taylor Review of modern working practices.

According to this measure a person in quality work has all of the following characteristics: not in low pay, working satisfactory hours, having desired contractual status.

Around two-thirds of resident employees are in quality work across the majority of West Yorkshire districts, somewhat below the national average.

Women are more likely to be in quality work, reflecting the fact that they are more likely to be working a satisfactory number of hours than men.

Leeds has a considerably higher proportion of quality jobs than elsewhere in West Yorkshire and also outperforms the national average by 5 points. It performs consistently strongly on pay, hours and contractual status

# **Our productivity and resilience focus and priorities (draft)**

# Our productivity and resilience focus

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Based on the evidence, our focus is twofold.

- We must look at the positive **business behaviours** that can increase productivity and build greater resilience in local businesses
- At the same time we also need to act on the structural **transformation opportunities** that can impact on our overall business productivity performance, including through investment, attraction of new enterprises and reshaping our economy to be net zero carbon resilient.

And across these, we need to ensure that our actions contribute positively to **inclusive growth**, with higher levels of good work and improved environmental sustainability that will contribute to the wider resilience of our people and places, as well as a closing of the £8.5bn gap in productivity.

# Our productivity and resilience focus

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For both of these.

- We have to work on both the supply and demand side, so that the right assistance is there to support businesses to increase their productivity and resilience, and that there is demand from businesses, existing and new, to take action.
- We need to get practical, and agree on where regional level intervention is best placed and targeted, and how this works together in partnership with businesses, other public support (local and national) and intermediaries.

The draft priorities that follow are based on the evidence, and are aimed at tackling some long standing structural issues as well as addressing the immediate needs of economic recovery from COVID-19. These will only be realised by joining up strategic investment and interventions across a range of partners.

This plan is therefore the beginning of a journey towards greater business productivity and resilience.

# Focus Part 1: Business behaviours

5 sets of behaviours that make a difference to business productivity performance, provide our framework for how as a city region we will build the potential of our business base and wider economy towards our overall objective - to a significant closing of the £8.5bn gap between job productivity levels in the West Yorkshire economy and the UK average contributing to improved living standards for inclusive growth.



*n.b. these are based on evidence from the [BEIS business productivity review call for evidence](#) (2018)*

# Focus Part 2: Transformation opportunities

Alongside the firm level business behaviours, our plan will look to how we can make better use of the structural transformation opportunities for improved productivity and resilience. Each of these opportunities are directly connected to the role of individual businesses in the Leeds City Region in achieving our vision, and in both reducing inequalities of opportunity whilst increasing the diversity of our entrepreneurs and the businesses they lead.

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Growing the presence of high productivity businesses and sectors

Tackling the Long Tail of low productivity

Attracting increased levels of investment (including on infrastructure)

Transition to Net Zero Carbon Resilient Economy

# Focus 3: Targeting to business cohorts

We want to be targeted with our plan to reflect the opportunities that exist at different stages of a business' journey, recognising that not all of our businesses will necessarily want or be able to grow exponentially and that there are other positive contributions they can make to our economy. In measuring success, we will look at what can work best for businesses depending on the stage of their journey, based on what we know about successful West Yorkshire businesses.

	Pre starts and start-ups	Productivity Growth	High growth and scale-up
Definition	Pre-starts, entrepreneurs, freelancers and those entering self-employment on the first steps of a productivity journey	Established businesses with low productivity, who may have only limited ambition to grow	Established businesses and entrepreneurs with high potential productivity and substantial growth potential



# Our DRAFT vision

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## **Our vision for action on business productivity and resilience in the Leeds City Region is:**

“Supporting businesses to become more productive, focussing on the behaviours and good work that also make a positive long-term contribution to living standards and the environment in West Yorkshire.

Over time, this should contribute to a significant closing of the £8.5bn gap between job productivity levels in the West Yorkshire economy and the UK average”.

# Our Business Productivity and Resilience priorities – plan on a page DRAFT

## Business Productivity & Resilience

Actions

### Building through Business Behaviours for Productivity

Improving strategic decision making and planning

Increasing the number of highly skilled managers and staff

Increasing adoption of new innovative practices

Increasing the value and volume of exports

Increasing the prevalence of Good Work

### Acting on transformational opportunities

Growing the presence of high productivity businesses and sectors

Tackling the Long Tail of low productivity

Attracting increased levels of investment (including on infrastructure)

Transition to Net Zero Carbon Resilient Economy

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## Delivering on greater economic resilience

Outcomes

Higher productivity

a significant closing of the £8.5bn gap between job productivity levels in the West Yorkshire economy and the UK average

Good work

Higher levels of good work - 271,000 WY employees (29% of the total) were not in good quality work (ONS definition based on Taylor Review) before COVID-19

Improved living standards

Improved Gross disposable household income & a reduction in CO2 and Emissions Intensity Ratio

# 1. Building through Business Behaviours for Productivity

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**We will:** prioritise support to businesses that builds behaviours for productivity, taking a holistic business change cycle approach made relevant to businesses from Pre starts and start-ups, to Productivity Growth to High growth and scale-up.

**By:**

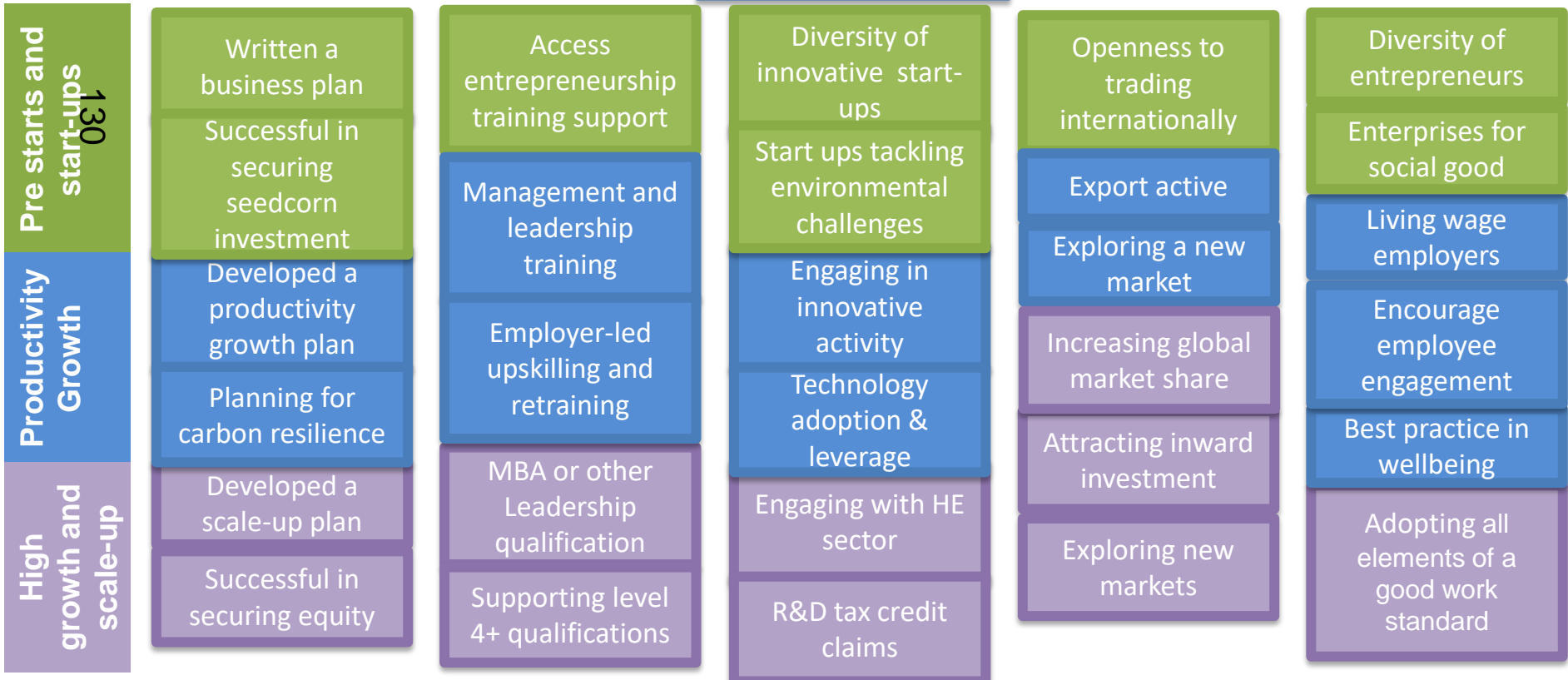
- Focussing on 5 broad areas of behaviours that we know are linked to improved productivity and resilience in a business:
  - 129 • Improving strategic decision making and planning
  - Increasing the number of highly skilled managers and staff
  - Increasing adoption of new innovative practices
  - Increasing the value and volume of exports
  - Increasing the prevalence of Good Work
- Joining up on the provision that exists to support individual behaviours (building on experience from the Leeds City Region [productivity pilot](#)), to make sure businesses have straight forward access to the support they need within the ecosystem
- Taking an approach focussed on the [business change cycle](#) – Realisation, Assessment, Navigation, Embedding that is relevant to businesses at different stages of development.

**Which will result in:** A clear framework for supporting businesses to improve productivity and long-term resilience, more businesses adopting business behaviours for productivity, leading to improved productivity performance of the region’s economy.

# Measuring business behaviours – what does success look like?



## Measuring success



# 1a. Business Behaviours - Improving strategic decision making and planning

**We will:** promote and prioritise support that helps businesses to successfully plan for future productivity and greater resilience.

**By:**

- Utilise experience from the Leeds City Region [productivity pilot](#) in developing an effective model for “productivity plans”, particularly in relation to capital investments
- Build on the principles of a “No Wrong Door” approach to business support to make navigating the ecosystem more straightforward, through close collaboration between the Growth Hub, representative groups and intermediaries, and local delivery partners.
- Build on learning from existing pilots with regards to benchmarking and diagnostic tools, to identify best practices to follow across our measures of success
- Deliver Peer to Peer networks as a proven route to improve decision making by learning from other businesses
- Delivering increased levels of investment readiness support and promotion of available finance
- Deliver a package of support for entrepreneurship, focussed on increasing the diversity of entrepreneurs

**Which will result in:** More businesses with plans in place for improved productivity, engaged with strategic support programmes and successfully accessing funding to deliver those plans.

# 1b. Business Behaviours - highly skilled managers and staff

**We will:** promote and prioritise support that increases the numbers of highly skilled managers and staff.

**By:**

- Supporting the objectives of the [Employment and Skills framework](#) around:
  - Creating a culture of investment in workforce skills at all levels
  - Driving innovation and productivity through high level skills
  - Encouraging more business to have a skills plan and training budgets
- Encouraging greater take up of available support for management training – such as through the Chartered Management Institute
- Drawing learning from other areas on how to encourage greater meaningful employee engagement in flexible training and decision making.
- Supporting those exploring establishing an enterprise to access skills and training required to be successful, with a focus on increased diversity.

**Which will result in:** An increase in the number of highly skilled managers and staff, and increased investment in workforce skills at all levels.

# 1c. Business Behaviours - Increasing adoption of new innovative practices

**We will:** support all businesses to benefit from the diffusion of ideas, as well as promote frontier businesses investing in radical innovation

**By:**

- Supporting the objectives of the [Innovation Framework](#) around:
  - Innovation for all, embedding inclusivity in our approaches to innovation and promoting the role of innovation in tackling societal challenges
  - Innovation diffusion, strengthening the evidence base on what works and then supporting the implement appropriate interventions
  - Better understanding the overall investment landscape, and in particular the needs for innovation finance – with the intention to develop potential solutions for key gaps in provision.
- Maximising the benefits from the delivery of the Made Smarter Pilot for manufacturers, and secure future funding
- Drawing lessons from participation in the [European Interreg SMARTY project](#), focussed on SMEs adopting Industry 4.0 technologies and practices.
- Increasing the availability of accelerator support for innovation driven enterprises, building on the success of the BUILD pilot programme

**Which will result in:** Greater take up of innovative practices (digital technologies and leadership and management practices etc) which will result in more productive, innovative businesses. Increased appetite from industry to explore increased use of digital tech and opportunities to de-risk investment through demonstrator hubs.

# 1d. Business Behaviours - Increasing the value and volume of exports

**We will:** work with the trade support ecosystem to increase export activity from the region

**By:**

- Developing clear priorities for international trade for West Yorkshire based on evidence of strengths and opportunities for exporting – markets and sectors.
- Working with the network of trade partners to share intelligence and ensure join up of the provision of appropriate support for those seeking to export or reach new markets
- <sup>1</sup><sub>34</sub> Analysing gaps and barriers to exporting and looking to best practice from elsewhere on how to influence change, including increasing the diversity of exporters.
- Delivering support to business to navigate advice and services related to international trade, and analysing the long-term implications for trade support
- Promote the Leeds City Region at trade fairs, events and through communications – shouting about the existing export strengths of the region.

**Which will result in:** More businesses exporting more, with West Yorkshire business owners supported to adapt to the changing trade regime of the UK.



# 1e. Business Behaviours - Increasing the prevalence of Good Work

**We will:** promote the benefits of Good Work to businesses and embed it as a core value of doing business in West Yorkshire, linked to our regional [Inclusive Growth Framework](#)

**By:**

- Developing a Fair Work Charter for West Yorkshire which encourages our employers to adopt best in class employment practices, including on: pay and benefits, work-life balance, employee voice, and health and wellbeing
- <sup>1</sup><sub>35</sub> Actively promoting the value of Good Work to businesses through communications, recognising its role both in reducing inequalities and improved physical and mental health but also improving productivity and business performance
- Facilitating the sharing of local best practice of workforce approaches to improved productivity and resilience
- Drawing lessons from elsewhere on how to promote successful alternative models of employee investment and business ownership, including cooperatives
- Utilise the conditionality attached to business support programmes in the city region and through procurement to drive up key good work behaviours – including paying the Real Living Wage, flexible working arrangements, employee engagement and supporting physical and mental health.

**Which will result in:** an increase in the number of people in West Yorkshire in “good work” (ONS definition) above the UK average and increased knowledge of the benefits of good work in increasing business productivity.

# Acting on transformational opportunities

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Acting on transformational opportunities means how we can effect structural changes in the West Yorkshire economy that will lead to long-term business productivity and resilience

# 2a. Growing the presence of high productivity businesses and sectors

**We will:** prioritise opportunities to attract, retain and grow businesses with high productivity, focussing in particular on those sectors that have some of the greatest potential

**By:**

- Focusing interventions and efforts on growing our industry base of high productivity businesses, attracting new companies and realising the potential of businesses with high growth ambition already within the region, including in creating high quality employment opportunities.
- Developing clear sector plans for supporting the attraction and retention of high productivity sectors – (including on Healthtech, zero carbon)
- Supporting inward investment opportunities that land new businesses across the city region;
- Aligning to employment and skills to ensure a talent pipeline of individuals with the necessary skills and qualifications needed for those sectors from across our communities
- Aligning to the innovation framework to ensure industry led clusters are developed
- Developing supply chain perspectives that add greater resilience to the economy


**Which will result in:**

- Leeds City Region positioned as a leading place to grow a high productivity business, bringing high quality jobs and opportunities for the region.
- Attracting further inward investment opportunities to the region with a clear offer and vision based on productivity
- The development of strong regional clusters of industry, including, but not restricted to, Healthtech and zero carbon

## 2b. Tackling the Long Tail of low productivity

**We will:** action interventions with partners that can make a meaningful difference to current low productivity businesses, focussing especially on the role of good work in non-tradable parts of the economy, including social enterprises. As the majority of people work in these sectors, making improvements here is essential to reducing inequalities.

### By:

- Building on best practice of what works in boosting low productivity, especially in sectors of the West Yorkshire economy currently characterised by large scale, low pay employment.
- Linked to the business behaviour on good work, look to promote the Fair Work Charter as a key action in boosting low productivity and achieving inclusive growth
-  Collective work to identify businesses that might currently have low productivity but have the potential to improve [or even become high growth], and to provide relevant support linked to the business behaviours.
- Designing specific interventions that target low productivity particularly in areas of inequality that do not normally access mainstream business support - (including learning from work on the effects of COVID-19 on retail in West Yorkshire)

### Which will result in:

- Supporting businesses to adopt best practice, including on Good Work, that will also benefit their productivity and bottom line
- More support available targeted at communities that might currently be excluded
- Building greater resilience into our long tail and the jobs that they provide

## 2c. Attracting increased levels of investment (including on infrastructure)

**We will:** focus on overcoming the barriers to investment in the city region's economy, joining up the offer we have with the available sources of finance, whether that comes from public or private sources.

**By:**

- Better understanding the overall investment landscape and connecting the offer for businesses at all stages and productivity potential, but with a particular focus on those who may face additional barriers and those with the biggest potential to grow.
- <sup>139</sup> Aligning here to the innovation framework - Identifying means to fill the investment gap of between £100k-1m for business investment
- Putting in place mechanisms to attract additional Venture Capital investment into Leeds City Region by building the profile of place and showcasing the offer.
- Working across disciplines to make sure physical infrastructure supports business productivity and resilience – particularly digital connectivity and the low carbon pipeline.

**Which will result in:**

- More of the right finance being available and accessible for a range of businesses at the right stage of their business journey.
- Greater connections between investment in physical infrastructure and improved productivity and resilience for businesses

# 2d. Transition to Net Zero Carbon Resilient Economy

**We will:** focus on the role of business in the transition to a net zero carbon economy, and how this can positively contribute to increased levels of productivity and resilience

**By:**

- Aligning with the region's carbon emissions pathways work and Tackling the Climate Emergency Action Plan, particularly as it relates industry.
- Understanding best practice in how to support improved productivity and business resilience through transition to net zero carbon, and where there are market opportunities for businesses in transition – and using this as the basis for positive business engagement.
- Identifying ways to support businesses in their own transition and on circular economy ambitions, including through specific programmes of support such as ReBiz.
- Linked to the increased investment opportunity, exploring the financial mechanisms and incentives needed to achieve transition, including through national funding routes

**Which will result in:**

- Clear communications with businesses about the benefits and trade-offs of a transition to net zero and how it can be a positive opportunity for productivity.
- Increased numbers of businesses supported to accelerate their own transition or circular economy targets.
- Achievement of the carbon emissions pathways roadmap as it relates to industry

# How this can deliver on economic resilience?

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**More specific targets for economic resilience will be developed when the priorities of this plan are agreed. As a starting point, we have identified the following high level outcome objectives, linked to indicators in our Strategic Economic Framework:**

- Higher productivity:
  - a significant closing of the £8.5bn gap between job productivity levels in the West Yorkshire economy and the UK average
  - Measurement - Nominal gross valued added per hour worked
- Good work – improving on:
  - % Employees in Quality Work
  - Employment rate gap for disadvantaged groups: Proportion of people in employment in disadvantaged groups (disabled, BAME, aged over-50) versus overall employment rate.
  - Workforce diversity (at all levels)
  - % employers providing flexible working –eg incidence of home-based working
- Improved living standards
  - Improved Gross disposable household income
  - Emissions intensity ratio: Ratio of carbon emissions to gross value added

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**West  
Yorkshire**  
Combined  
Authority

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**Thank you**



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**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 15 September 2021

**Subject:** **Corporate Performance Report**

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

**Author(s):** Louise Porter, Corporate Planning and Performance Manager

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

- 1.1 To provide the LEP Board with an update on a range of corporate and governance matters.

## **2. Information**

- 2.1 As previously agreed, a corporate performance report is now being submitted to each meeting of the LEP Board, to provide information on budgets, performance management, risk, audit, scrutiny and any other matters that emerge. This is in line with recommended practice as set out in the Strengthened Local Enterprise Partnerships document and in line with the commitments in the Assurance Framework.

### Revenue Budgets

- 2.2 External audit work on the 2020/21 final accounts is almost concluded and no changes are expected to be made to the results previously published. This includes the LEP draft financial statement as reported to the June meeting.
- 2.3 Monitoring of the 2021/22 budget continues. Whilst risks remain particularly around the impact of and recovery from the pandemic the current forecast remains unchanged at this stage. The risk of not receiving the full CLG core funding for the LEP this year remains very real with £250k of the expected amount now waiting for confirmation from government.
- 2.4 Work is now underway to develop the budget for 2022/23 and refresh the medium term financial strategy and further reports will be brought to the LEP during the process. The LEP Chair is a member of the Finance, Resources and Corporate Committee that is overseeing the development of the budget.

### 2021/22 LEP Annual Delivery Plan and Corporate Plan

- 2.5 The preparation of the LEP Annual Delivery Plan has been on hold following advice from BEIS earlier in the year, that details of the scope and format for the Plan will follow the conclusion of the LEP Review. However in mid-August a communication was received from the Cities and Local Growth Unit requesting that 2021/22 Annual Delivery Plans are now prepared and submitted by 21<sup>st</sup> September 2021.
- 2.6 Work is therefore now underway to prepare this plan following a similar format to that used in previous years. The Delivery Plan will be developed as a standalone document, but will also form an integral part of the organisation's overarching Corporate Plan, which sets out the priorities for the LEP and the Combined Authority as a whole.
- 2.7 In view of the relatively short notice that has been given of the 21<sup>st</sup> September submission deadline, the LEP Board is asked to delegate final sign off of the content of this to the Chair of the LEP Board and the Managing Director.
- 2.8 The wider Corporate Plan for 2021/22 is currently being produced, following a full review of the organisation's detailed business plans which were originally approved by the Combined Authority in February 2021, alongside the associated budgets for the year. The review of detailed business plans was undertaken following the transition to the new Mayoral Combined Authority model in May 2021, in order to reassess the key priorities of each of the six directorates and to ensure the mayoral pledges and priorities are adequately reflected in these.
- 2.9 The Corporate Plan will draw on the updated versions of the business plans and will set out the key priorities of the West Yorkshire Combined Authority and LEP in an accessible and engaging format. Following feedback from the Finance, Resource and Corporate Committee, the Corporate Plan will also include strategic targets and ambitions for the Region in addition to more detailed targets relating to the Combined Authority's specific contribution.

#### 2020/21 Corporate Performance

- 2.10 The Corporate Plan for 2020/21 was structured around four overarching corporate priorities of boosting productivity, delivering 21st Century transport, enabling inclusive growth and supporting clean growth. A comprehensive suite of Key Performance Indicators (KPIs) was in place during the financial year to assess the organisation's specific contribution towards achieving these four corporate priorities.
- 2.11 A copy of the final year end results for these 2020/21 KPI's is provided at **Appendix 1** for information. The analysis of performance against objectives in 2020/21 reflects a positive position overall. Most of the indicators are assessed as green, indicating objectives supporting the strategic aims and themes for the region have been achieved.

#### Corporate risk update

- 2.12 In line with the provisions of the corporate risk management strategy, regular review of the key strategic risks affecting the organisation continues to be undertaken and the corporate risk register updated accordingly.
- 2.13 A summary of the headline strategic risks is included at **Appendix 2** to this report. Since the last reporting period the specific risks relating to continuity of day to day Combined Authority services during the transfer to the Mayoral model have been closed. Where any residual risks remain (e.g. embedding the new Mayoral arrangements), these are being managed through directorate or service level risk registers.
- 2.14 Work is also underway to align risk management and reporting processes for the Policing and Crime Team, following their transfer to the Combined Authority in May. In the first instance it is envisaged that the directorate risk register for the Strategy, Communications and Policing directorate would highlight any key risks relating to policing matters and these would be escalated to the Corporate Risk Register as necessary, and through the relevant policing committee structures.

#### Internal Audit

- 2.15 The internal audit plan as approved by the Governance and Audit Committee of the Combined Authority covers the activities of the whole organisation. To date no audit assignments specifically on LEP activities have yet been completed for 2021/22.

#### **Overview and Scrutiny Committees**

- 2.16 At the June meeting of the Combined Authority it was agreed to create three Overview and Scrutiny Committees for the coming year, with the broad remits of corporate, economic and transport. The work programmes for the new committees are at an early stage of development and the LEP Board will be advised of any work that is directly relevant to its activities.

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

- 3.1 None arising directly from this report.

#### **4. Financial Implications**

- 4.1 As set out in the report.

#### **5. Legal Implications**

- 5.1 None arising directly from this report.

#### **6. Staffing Implications**

- 6.1 None arising directly from this report.

**7. External Consultees**

7.1 None.

**8. Recommendations**

8.1 That the LEP Board note the corporate performance information provided.

**9. Background Documents**

9.1 None.

**10. Appendices**

Appendix 1 – 2020/21 KPIs

Appendix 2 – Strategic risks

West Yorkshire Combined Authority - Corporate Performance Report (Year End results: Apr 20 - Mar 21)				
	Indicator / Measure	Target (Apr 20 - Mar 21)	Year End result (Apr 20 - Mar 21)	Year End result update
<b>Boosting Productivity: Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs</b>				
1.Develop and implement our COVID-19 Economic Recovery Plan	Successfully work with the West Yorkshire Economic Recovery Board to develop long term plans using robust economic and labour market intelligence, and to inform Government on investment required to drive the region's recovery	Economic Recovery plans supported by market intelligence and endorsed by Combined Authority at meeting in July. Secure Gov funding for delivery of 3 stages of the Economic Recovery Plan	Economic Recovery Plan developed, implementation ongoing	The West Yorkshire Economic Recovery plan has been developed in partnership with the West Yorkshire Economic Recovery Board, bringing together local authority leadership, public partners, trade unions and the private and third sector and was endorsed in first version form by the Combined Authority in September 2020. Plans and Performance indicators are being developed as part of the Rescue stage, to support Action Areas: Good jobs & resilient businesses, Skills and infrastructure detailed in the Economic Recovery Plan. The plan has been published on the Economic Recovery Board website. Leaders, with the chair of the LEP, have sent a letter to the Chancellor asking to meet to discuss the plan and how it can be taken forward. The funding asks were also submitted as part of the CDR submission. A refresh of the plan has taken place and was endorsed at the Combined Authority meeting in March 2021, including the addition of a proposition on culture. Implementation has begun, with funding committed to programmes on Employment, Skills, Entrepreneurship, Health tech and Net Zero carbon pipeline.
2.Support business to respond to the challenges & opportunities of Brexit & COVID-19. Providing intensive support to over 1,000 businesses	Number of businesses receiving intensive support for growth and/or business resilience - supported through Growth Service/BSP/GROW/Brexit voucher	Increased from 1000 to 2000	4,441	943 businesses have received intensive support from Local Authority based Growth Managers, 1,576 businesses have received capital investment grants, 571 businesses have received business resilience advisory support through the Strategic Business Growth and Support Readiness programmes and 1,351 businesses have been supported to join a membership organisation
3.Take forward the Future Ready Skills Commission, delivering better skills and training opportunities to local people	Skills Commission: Complete delivery and agree recommendations. Publish/launch final report (September 2020)	Publish/launch final Skills Commission report by end of September 2020 then goes on to be an influencing campaign	Completed	The Future-Ready Skills Commission is an independent, national Commission supported by the West Yorkshire Combined Authority and made up of experts and leading thinkers from business, education, local government and think tanks. Its primary scope is to understand how the skills system, from post-16 education through to adult skills and career development, could be shaped to better meet the needs of local economies with greater devolution across England, while meeting future challenges and opportunities in the workplace. Launched on 24 September, work is now underway on a post launch implementation plan
4.Develop specialised business support programmes tailored to COVID-19 recovery	Alignment of programmes to the long term Economic Recovery Plan with support from West Yorkshire Economic Recovery Board and success demonstrated through market intelligence and consultation with local businesses and enterprise	Adaptable teams able to respond to the needs of businesses and local economy recovery, advising Government on regional business support requirements and managing, facilitating the issuing of grants and signposting businesses to available support		Performance has exceeded target due mainly to additional business support schemes that have been implemented at pace in response to Covid-19. These have included businesses supported through the Digital Resilience Vouchers, COVID Recovery Grants, business membership support, Peer Networks, and cyber security support. The overall volume of enquiries into the Gateway also increased significantly, particularly in response to the first lockdown and the launch of the COVID Recovery Grant programme.
5.Invest in digital connectivity	Digital Infrastructure: developing a full fibre infrastructure programme across the region, focusing on hard to reach areas	External funding secured: Working with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK) on the new Outside Programme to ensure the priorities of our region are represented and delivery of 100% coverage of gigabit capable broadband by 2025 (in line with national targets)		Collaboration is ongoing with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK). Responded to DCMS planning for GB consultation in January 2021. Further engagement taking place in Feb to shape phasing and any roll out of this programme.
6.Deliver another 170,000 square footage of commercial space through the Enterprise Zone programme.	Square footage of commercial floor space created through the Enterprise Zone programme	170,400 sq ft	188,900 sq ft delivered	Delivery of commercial floorspace targets across the Leeds City Region Enterprise Zone Programme through the Growth Deal has been completed and exceeded. This is against a very challenging year where activity has been able to continue across all sites despite raw material shortages and additional safety and work practices needed to be implemented due to the COVID 19 pandemic. All completed units have been sold or leased to organisations investing in the Leeds City Region creating job opportunities and economic growth.
<b>Enabling Inclusive Growth: Enabling as many people as possible to contribute to, and benefit from economic growth especially those disproportionately affected by the pandemic</b>				
	Indicator / Measure	Target	Year End results (Apr 20 - Mar 21)	Year End result update
1.Provide a bus network that meets the needs of local communities in the context of COVID-19 recovery	The Bus Strategy contains measurements of accessibility to a bus service, patronage levels, modal and market share and environmental standards	The pre COVID headline target is to grow bus patronage by 25% from a 2018 baseline		Bus services continue to operate under emergency funding, now anticipated to expire in August 2021, delivering largely the pre-Covid-19 pandemic network, managed through the Bus Alliance (Voluntary Partnership) agreed with bus operators. Initiatives are in development to transform bus network to meet the changed economy such as Network Navigation project, McCard Mobile app and flexible ticketing. 2002/21 National Bus Strategy launched requiring all Local Transport Authorities to sign up to Enhanced Partnerships or Franchising in June 2021, and Bus Service Improvement Plans (BSIP) by October 2021. Transitional funding to be determined by Government to run from August 2021 until BSIP's come into force in April 2022. Bus Patronage may recover to 80% of pre-Covid-19 levels in Summer 2022.
2.Support people to access employment & retrain, particularly those affected by the COVID-19 crisis	No. of people reached with information on careers linked to labour market information to promote better informed choices	250,000	2,104,028	The most visited page on the website for March was the careers starters page, which had risen slightly above [redacted] for the first place. All the traffic to this page happened from March 1st - March 4th which correlates to campaigns running for National Careers Week. The overall traffic to the FutureGoals website saw an expected decrease since February 2021, as with most campaigns reaching their end date and traffic is expected to increase as soon as the campaigns are live again. [redacted] is expected to spike in traffic when the advertorial goes live in the Yorkshire Evening Post in early April.
3.Work closely with schools and colleges to support our most disadvantaged young people	Disadvantaged schools and colleges from deprived areas engaged to improve performance towards good careers benchmarks.	92	93	In support of careers strategy and evaluation of careers activity, the team have successfully completed action plans with identified schools. During COVID-19 pandemic, within which this new KPI was set, the target has been achieved and well received by schools and colleges as a supportive measure. This will be reviewed in the final term to support reflection and planning to look ahead considering transition implications, virtual and physical support from September 2021.
4.Continued delivery of [redacted] & Employment Hub	Individuals supported to upskill through [redacted], Employment Hub and teacher Continuing Professional Development (CPD) sessions.	1,000	2,192	[redacted] - The number of starts on programme is steady. Our new procurer partner have had a slower start than expected. Schools Partnership - Overall this year the number of planned CPD sessions has been lower than originally planned due to the pandemic, however virtual CPD has been received well. Employment Hub - Referrals continue to increase for all Employment Hubs with approx 50% converted into starts on programme. Virtual group sessions for jobseekers to help them prepare for Kickstart. Talent match services being offered too. Preparations continue to resume face to face delivery. Reports of working closely with health partners and recruitment teams to provide vaccine support. Skills for Growth - Projects between businesses and learning institutions are underway but none have yet completed.
5.Connect homes & businesses to superfast broadband	Number of premises able to connect to Superfast Broadband as a direct result of the Broadband programme	44,823 Revised in year to 41,619	Contract 2 - Annual: 2,637 Cumulative: 40,718	The West Yorkshire and York Broadband Contract 2 is on track for delivery despite Covid-19 impact causing some minor slowdown on the fibre delivery by our supplier, Openreach. Our Broadband team and supplier have worked together to address issues and as of 20/02/21 builds have been on target. 42,033 premises were connected to Superfast Broadband. In total, under contract 40,718 premises have been provided with Superfast Broadband. The team are on schedule to complete delivery of 41,619 premises in Q1 21/22. During the programme, Openreach reviewed their commercial delivery and identified 4,004 premises that were covered by that programme therefore unavailable for inclusion within Contract 2 due to State Aid implications and will therefore be delivered directly & commercially by Openreach. As a result a Change request was accepted by the Combined Authority to reduce the contract delivery figure from 44,823 to 41,619 premises.
6.Embed inclusive growth in all our policies	Ensure our pipeline of (new and existing) interventions, covering all policy areas, draws on and delivers against the Inclusive Growth Framework (once adopted).	Adoption of the Inclusive Growth Framework by Combined Authority and LEP in July 2020		The Inclusive Growth Framework is going to the LEP Board for adoption as part of the Strategic Economic Framework in January 2021. The Plan has a strong focus on addressing socio-economic inequalities and delivering an inclusive economic recovery. Its proposed interventions are aligned with the Framework's strategic ambitions and goals. The Inclusive Growth Framework was supported by LEP Board in February 2021 and will be going to Combine Authority board in the near future.
<b>Delivering 21st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements</b>				
	Indicator / Measure	Target	Year End results (Apr 20 - Mar 21)	Year End result update
1.Restore the bus network to meet changing demand in light of the COVID-19 pandemic and adapt to a new financial environment	Bus mileage is a measure of the level of provision Bus patronage is a measure of the level of bus use	To return the bus network to 100% of 2019 mileage and patronage	Bus mileage restored to 100% of 2019 levels Bus patronage at 50% of equivalent month in 2019	Whilst bus mileage has been restored to 2019 levels, demand for bus travel remains constrained by Covid-19 restrictions and bus capacity is constrained by required safety/ social distancing. The funding gap created by the missing fare revenue is jointly covered by Department for Transport (DfT) and the Combined Authority paying contractors at 2019 levels. Details of Government 'recovery funding' expected in late January/ February. There is a risk to the current bus network provision, if emergency/ recovery funding does not match the revenue gap caused by reduced patronage. April - with relaxing of lockdown rules patronage recovering to 60 % of pre COVID levels. Social distancing rules restrict capacity.
2.Refresh travel information to reflect changing travel behaviour	Adapt the travel information system and data provided to passengers to include occupancy information	Bus occupancy data on real time system available by September 2020	Completed	Functionality was delivered in November 2020 and now provides information for the travelling public for all stops with real time information displays fitted across West Yorkshire.
3.Introduce a Fare Deal for under 19s with a simple fare structure	Approval of Fare Deal for Young People under 19 approach and scheme by Combined Authority in March 2020, implementation September 2020	Combined Authority approval in March 2020, implementation September 2020		Covid-19 related restrictions on bus capacity have delayed the implementation of the 'Fare deal for young people', the objective of which is to grow bus patronage in this market. The fares arrangements were ratified by the Transport Committee in November 2020 and in the case of the multi-operator ticket range, agreed by the West Yorkshire Ticketing Company (responsible for the 'McCard') in October 2020. A 2021 implementation is anticipated at such time as Covid-19 restrictions have been relaxed.
4.Launch an McCard mobile ticketing app offering new products to a changed market	Launch a new McCard app	Launch a McCard App by May 2020	McCard App launched October 2020	The App was launched for bus only products in October 2020. Delays were incurred due to the non-acceptance of the App at railway station gates and its impacted implementation across the whole McCard (bus and rail) product range however issues were resolved and went live February 2021. Development and testing work began in March 2020 to deliver further functionality within the App, including the ability for parents to 'gift' tickets to their children's mobile phones.
5.Continue to develop plans for a Mass Transit system for West Yorkshire.	Mass Transit: Secure sufficient funding and develop effective plans	Milestones Secured funding from Combined Authority (June 2020), Strategic Outline Business Case (June 2021)		In December 2020, the Combined Authority agreed in principle to the launch of the engagement of the Connectivity Plan, including the approach to Mass Transit and the Mass Transit Vision. Work is progressing on the Strategic Outline Business Case (SOBC). Government reaffirmed funding for Mayoral Combined Authorities for a Transport Settlement from 2022. We await the process to access the funding from Government. The procurement of a Development Partner has completed and inception meeting held. Proposals are in development on the resourcing and structuring of Mass Transit.
6.Work with our partners to secure HS2 and Northern Powerhouse Rail for our region.	Strategic Rail: Influence Government to deliver HS2 Phase 2b in full and Northern Powerhouse Rail with a City Centre station in Bradford	Milestone (Government announcement dependent) - Agree petitioning approach and work with Transport for the North (TFN) on an Strategic Outline Business Case for March 2021 (subject to the review of HS2)		Transport for the North (TFN) Board meeting in November 2020 agreed an initial preferred network for NPR, including a new line from Leeds, Bradford city centre to Manchester. We are deeply concerned about the National Infrastructure Commission's conclusions in its Rail Needs Assessment of the North and Midlands. It does not reflect the rail needs of our region and we are making representations to Government to express our opposition. Engagement is ongoing with Government at officer and Ministerial level to influence IPR.
7.Start delivery of the Transforming Cities Fund (TCF), to reduce reliance on the car and promote public transport, cycling and walking.	TCF 2020/21 spend achieved in accordance with agreed target	All projects underway in FY 20/21 / spend target £10m+ for 2021	All 33 TCF projects entered Assurance Framework process / £16.6m actual spend	Actual spend in FY 20/21 £10.6M. The Transforming Cities Fund programme is delivering 33 transport infrastructure projects aimed at reducing reliance on car travel and increasing and improving infrastructure for public transport and cycling and walking across the City Region. 1 project is on site, 7 projects have completed Outline Business Case stage, 3 projects are in Appraisal stage, 4 projects have completed Full Business Case stage, consultation has launched or completed on 9 projects, 9 projects have completed deep dives and 1 project is progressing through assurance. A full TCF Programme review report is going to Investment Committee in June 21
<b>Tackling the Climate Emergency: Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest</b>				
	Indicator / Measure	Target	Year End results (Apr 20 - Mar 21)	Year End result update
1.Publish a roadmap setting out how we achieve our ambition of becoming a net zero carbon economy by 2038 at the latest	Tackling the Climate Emergency: Sectoral pathways agreed and delivery plans developed	Milestones / Progress measures: Draft pathways produced (May 2020), final pathways produced (June 2020), number of delivery plans in place (b/c)	Completed	Carbon Emission Reduction Pathways (CERP) study split into 3 tasks: 1. Pathways; 2. Implementation Roadmap; 3. Policy Recommendations and Actions. Task 1: Pathways was completed and endorsed by Combined Authority in July 2020. Tasks 2 and 3 have now completed and underwent additional round of engagement with Leaders prior to seeking endorsement from the Combined Authority in June 2021. Original plan to take to the Combined Authority in March 2021 was vetoed due to the consultants relating to the actions.
2.Deliver priority projects in the Energy Strategy	Energy Strategy: Performance against the Energy Strategy and Delivery Plan (performance dashboard capturing progress of projects in development and will be amalgamated into an overall RAG)	The dashboard of progress on projects to be Green and on track		Of the 39 projects highlighted on the performance dashboard, over half are either in progress or have been completed. A further 6 projects are pending the outcomes of the Carbon Emission Reduction Pathways (CERP). Resources to deliver the full programme of activity outlined in the dashboard continues to limit progress. Extensive engagement with partners and stakeholders is underway, which will shape the outcomes of the projects highlighted in the dashboard. Significant progress is being made to developing a long term plan to improving energy efficiency across the City Region's homes. The Combined Authority has also started a new project to strengthen Climate Emergency impacts in decision making. A new Carbon Impact Assessment tool is being developed together with the development of methodology and assessment for existing projects. Assessment of a smaller set of priority projects is being undertaken, to understand how the methodology can be applied, information available and the time required to undertake assessments.
3.Help 150 businesses to lower their carbon impact through the Travel Plan Network and the RE:Biz resource efficiency programme.	No. of businesses intensively supported through TPN and RE:Biz	150	139	The RE:Biz team have focused their efforts on raising the profile of the programme amongst key business support partners across the region to help increase the number and quality of referrals. As such, the project has seen more traction over the last quarter with an increase in referrals being undertaken, grant applications being submitted and businesses receiving consultancy support via the Circular Economy Hub. Challenges do however remain, engaging with business across North Yorkshire. The ongoing issues linked to Covid-19 including lurching employees and social distancing measures in place on public transport have restricted the Travel Plan Network's ability to engage new members. However, the team have focused on supporting existing members including the development of peer forums to help share best practice, share resources and develop shared travel plans in an attempt to prevent a return to single occupancy car use as lockdown restrictions ease.
4.Enable 8 schemes to enter the Energy Accelerator	Number of Low Carbon Projects supported through the Energy Accelerator to Gateway 2 (achieved agreed Sponsorship Agreement) by 2021	8	9	9 agreements have been supported through The Gateway. 3 of these projects have completed. Since March, a 10th project has begun moving through GW2.
5.Establish a connectivity plan & pipeline, promoting active & decarbonised travel for all communities	Establish a connectivity plan and pipeline promoting active and decarbonised travel	Input into Spending Round (July 2020), Road Map and Action Plan is finalised Spring 2021.		West Yorkshire Emission Reduction Pathway Study Road Map and Action Plan is in development. Connectivity Plan engagement undertaken in January 2021. Work progresses on communications and engagement plan. Spending Round 2020 reaffirmed Government plans for a Transport Settlement for MCAs from 2022 - the process for accessing the funds is still to be confirmed. Organisational restructuring opportunity to increase capacity needed to develop and prioritise pipeline.
6.Reduce carbon from the Combined Authority's assets	Carbon Reduction Initiatives in Bus Stations, Travel Centres and Offices	Bus Station/Travel Centres: to reduce energy and water consumption by 3% against 2019/20 baseline and increase recycling by 10%. Offices: Reduce energy and water consumption by a further 10%, increase recycling by a further 30% and switch to green/sustainable energy suppliers by April 2021	Combined Authority offices, Bus Stations and Travel Centres: energy reduced by 30-40%, water consumption reduced by 40% and waste reduced by 34% against 2019/20 baseline. Switched to green electricity energy supplier.	Recycling has been impacted significantly by Covid-19, as many recycling plants closed however, this has been offset by a reduction in waste production generally and the overall environmental impacts of lockdown restrictions on waste production that our facilities have been positive. Office building targets will be reviewed as the workforce have been remote working during lockdown, with a phased return planned for 2021. Refurbishment works at Wellington House have commenced with carbon reduction measures being implemented, and the Safety, Accessibility and Environmental Improvements project will see the Combined Authority's ageing diesel fleet replaced with electric vans in 2021. The Combined Authority has also committed to purchase 100% renewable electricity energy from April 2021. Carbon reduction and increased recycling measures have been incorporated into Transforming Cities Fund programme as well as other projects, schemes and contracts in Bus Stations, which will be delivered and implemented throughout 2021

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### Corporate risk summary

		Probability	Impact	Mitigation summary	
Very high	CRR-SD1	<p><b>There is a risk that</b> we fail to fully deliver projects and programmes (i.e. Growth Deal) within timescales or budget, or with the anticipated level of benefits, <b>due to</b> over-optimistic profiles, capacity within both the Combined Authority and District partners and recruitment and retention challenges.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>• Significant monitoring and controls in place through PMO</li> <li>• Continuing support through 'District Pool' project resource</li> <li>• Ongoing Review of WY+TF portfolio with Chief Highways Officers</li> </ul>
	CRR-SD2	<p><b>There is a risk that</b> there are challenges and disruption to the way in which the Combined Authority provides services and the resources available to deliver those, <b>due to</b> uncertainty surrounding the UK's future relationship with the EU.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>• Organisation wide Brexit action plan in place</li> <li>• Ongoing liaison with Bus Operators for reassurance on preparation for fuel or labour shortages</li> <li>• Communications and media campaign focusing on effective signposting and support</li> <li>• Monitoring of legislative developments</li> <li>• Additional grant funding available to support local businesses</li> <li>• Secured additional resources, and refocussed existing ones, to support more businesses to prepare for Brexit and to gain a better understanding of impacts/opportunities on the economy.</li> <li>• Continuing to monitor projects which may be vulnerable to shortages in skilled labour or supply chain disruption</li> </ul>
	CRR-SD5	<p><b>There is a risk that</b> there will be a major impact on achievement of organisational objectives and/or a need to reconsider objectives and divert resources, <b>due to</b> a major unanticipated change in national policy (Brexit; major change in govt policy).</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>• Continued dialogue with Government</li> <li>• Policy and Strategy directorate continuing to monitor emerging national trends</li> <li>• Continued work with local LEPs and Combined Authorities</li> </ul>
	CRR-SD6	<p><b>There is a risk that</b> key corporate objectives cannot be met <b>due to</b> the long term impacts of the COVID-19 pandemic on the regional economy and on travel habits.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>• Research and Intelligence team modelling potential impacts and long term scenarios</li> <li>• Working closely with partners and representative groups to identify possible long term impacts and develop joint responses</li> <li>• Updated business plans to identify key areas for re-prioritisation</li> </ul>

			Probability	Impact	Mitigation summary
CRR – FR3	<b>There is a risk that</b> the immediate, medium and long term financial health of the Combined Authority will be adversely affected <b>due to</b> the financial impacts of the COVID-19 pandemic	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>Financial scenario planning undertaken and being continually updated</li> <li>Continued liaison with Government to understand funding opportunities</li> <li>Budget Working Group meeting to oversee response</li> </ul>	
	<b>There is a risk that</b> there will be a significant increase in unemployment across the region, <b>due to</b> the ongoing economic disruption caused by the COVID-19 crisis and the end of the national Job Retention Scheme (furlough)	Likely 4	Serious 4	<ul style="list-style-type: none"> <li>Joint intelligence gathering on the employment impacts– including the demographic, sectoral and geographical impact</li> <li>Current programmes – particularly the Employment Hub and [re]boot – have been flexed to support redundant and furloughed workers</li> <li>Lobbying government for Combined Authorities to be resourced to support people into work and for a national job creation/wage subsidy scheme.</li> <li>Recovery Plan developed including a focus on creating employment and self-employment opportunities.</li> </ul>	
	<b>There is a risk that</b> the Combined Authority is placed under pressure to fund the reinstatement of commercial bus services threatened with withdrawal, <b>due to</b> premature withdrawal of emergency government funding support	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>Continued liaison with Government on funding</li> <li>Close liaison with bus companies to identify cost neutral/effective solutions</li> <li>Review and adapt current mechanism to appraise social and commercial value of threatened services</li> </ul>	



		Probability	Impact	Mitigation summary	
High  151	CRR-DR1	<b>There is a risk that</b> a major contractor/supplier/recipient of Combined Authority funding encounters significant financial difficulties, or enters administration or liquidation, and are therefore unable to deliver agreed projects, <b>due to</b> current uncertainties within the construction industry.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>• Contractual KPIs &amp; penalty clauses</li> <li>• Agreed escalation routes in contracts</li> <li>• Ability to de-scope via change requests with partner buy-in</li> <li>• Embed security measures into as many contracts as possible e.g. bond, legal charge, priority in lending hierarchy</li> <li>• Regular financial checks in place through Procurement &amp; contract/loan monitoring</li> <li>• External consultants procured to advise on future investment strategy/due diligence processes for more commercial deals</li> </ul>
	CRR-FR2	<b>There is a risk that</b> there is insufficient floorspace to generate projected business rates income, <b>due to</b> challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>• Progress policy gap workstreams in parallel with Delivery</li> <li>• Progress detailed due diligence &amp; potential funding/overage agreement negotiations</li> <li>• Identify other potential land/property income streams for GD monies</li> </ul>
	CRR-SS1	<b>There is a risk that</b> a major accident or injury occurs at a Combined Authority facility, <b>due to</b> the high volume of people and inherent operational risks present in a bus station, transport interchange or Combined Authority facility.	Unlikely 2	Critical 5	<ul style="list-style-type: none"> <li>• Health and safety policies, procedures and processes in place</li> <li>• Staff training</li> <li>• Ongoing review of Health and Safety risks</li> <li>• Working with district emergency planning units to share knowledge and develop joint plans</li> <li>• Continued working with police on preventative measures</li> <li>• Business Continuity and Disaster Management workshops taking place at corporate level</li> </ul>
	CRR-SS2	<b>There is a risk that</b> a cyber security malware infection could infiltrate the organisation, <b>due to</b> the growth of cyber crime and organisation targeting which is increasing due to covid19	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>• Systems protected through firewalls</li> <li>• Additional cyber security software in place</li> <li>• Increased training for ICT staff</li> <li>• Regular testing</li> </ul>

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**Report to:** Leeds City Region Enterprise Partnership Board (LEP Board)

**Date:** 15 September 2021

**Subject:** **LEP Review**

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

**Author:** Emma Longbottom, Head of Policy and Strategy Coordination

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

- 1.1 To provide the LEP board with an update on the progress of the national review of LEPs.

## **2. Information**

- 2.1 At the budget in March 2021 government set out a commitment to work with local businesses and LEPs on a review of LEPs.  
*“We will also be working with local businesses on the future role of Local Enterprise Partnerships. We want to ensure local businesses have clear representation and support in their area, in order to drive the recovery. We will work with Local Enterprise Partnerships over the coming months, with a view to announcing more detailed plans ahead of summer recess. This will also include consideration of Local Enterprise Partnership geographies<sup>1</sup>.”*
- 2.2 A process of review and engagement has taken place since this announcement. The LEP Network has established a formal working group with the review team and input has been sought from a range of groups including local stakeholders, the Metro Mayors’ M10 group and NP11.
- 2.3 The government’s original intention was to come to a detailed resolution by the summer recess, with any changes expected to be in place, at least in part, by financial year 2022/23.
- 2.4 However, the review has become entangled with wider questions on future funding, the approach to Levelling Up, and institutional structures of devolution and has therefore not yet reached a conclusion.
- 2.5 As an interim measure, prior to the conclusion of the review, in July government wrote to LEPs and confirmed that they will provide six months of LEP Core Funding for 2021/22 financial year. This funding therefore comes to an end at the end of September. Any further funding is dependent on

announcements to be made at the Comprehensive Spending Review and the submission of financial data on LEP performance.

2.6 Dates are awaited for the publication of the Levelling Up White Paper and the 2021 Comprehensive Spending Review, though the expectation is that they will take place in October or November.

2.7 The Levelling Up White Paper is expected to outline local organisational roles in relation to economic development.

2.8 At the LEP Board in April 2021 it was agreed that:

- the current LEP Chair will remain in post for the remainder of the agreed tenure.
- following the outcome of the Government review, work begins in partnership with local authorities, LEP Board members, and wider stakeholders on the scope and role profile for a new LEP Chair, and enhanced LEP engagement from private sector members.

It is therefore expected that the recruitment of the new LEP Chair will take place post Comprehensive Spending Review.

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

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

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

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

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

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

### **6. Financial Implications**

6.1 The Combined Authority/LEP budget for 2021/22 includes the full core funding for the year and payment of this had been confirmed by BEIS earlier this year. Further information will be provided to the Board regarding LEP Core Funding following the Comprehensive Spending Review. Non-payment of the second instalment of the core funding will create a £250k deficit in the budget.

### **7. Legal Implications**

7.1 There are no legal implications arising from this report.

### **8. Staffing Implications**

8.1 There are no staffing implications arising from this report.

### **9. External Consultees**

9.1 None

**10. Recommendations**

10.1 That the LEP Board notes the content of the report.

**11. Background Documents**

11.1 None

**12. Appendices**

12.1 None

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**MINUTES OF THE MEETING OF THE  
WEST YORKSHIRE COMBINED AUTHORITY  
HELD ON THURSDAY, 29 JULY 2021 AT COMMITTEE ROOMS 6&7,  
CIVIC HALL, LEEDS**

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**Present:**

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Susan Hinchcliffe	Bradford Council
Councillor John Lawson	Kirklees Council
Councillor James Lewis	Leeds City Council
Councillor Shabir Pandor	Kirklees Council
Councillor Rebecca Poulsen	Bradford Council
Councillor Matthew Robinson	Leeds City Council
Councillor Tim Swift MBE	Calderdale Council

**In attendance:**

Councillor Kim Groves	Lead Member for Public Transport, Transport Committee
Ben Still	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Brian Archer	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Liz Hunter	West Yorkshire Combined Authority
Caroline Allen	West Yorkshire Combined Authority
Ruth Chaplin	West Yorkshire Combined Authority
Dominic Martin	West Yorkshire Combined Authority

**21. Chair's Comments**

The Chair thanked Ruth Chaplin, the departing clerk of the Committee, paying tribute to her long career in public service and wishing her a happy retirement.

**22. Apologies for Absence**

Apologies for absence were received from Cllr Jeffery, Cllr Waller, and Sir Roger Marsh, as well as from their substitutes.

**23. Declarations of Disclosable Pecuniary Interests**

There were no pecuniary interests declared during the meeting.

**24. Exempt Information - Possible Exclusion of the Press and Public**

**Resolved:** That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix 1 to Agenda Item 8 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**25. Minutes of the Meeting of the Combined Authority held on 24 June 2021**

**Resolved:** That the minutes of the meeting of the West Yorkshire Combined Authority held on 24 June 2021 be approved.

**26. Economic Recovery**

The Combined Authority received an update on developments around the COVID-19 pandemic, including the delivery of products and services in response to the crisis.

The report highlighted that there had been a concerning rise in COVID-19 cases since the end of lockdown restrictions on July 19 2021, particularly among young people. It was noted that high numbers of people needing to self-isolate had caused disruption for both public services and private companies. In partnership with the region's Local Authorities and the LEP, the Combined Authority was working closely with local businesses and funding the Employment Hub and Reboot programmes. The delivery of extensions to these programmes was intended to commence from August.

Work to refresh the region's Economic Recovery Plan was underway and was hoped to be completed in September. This plan would have the Mayor's pledges at its heart, and would include a new central economic forecast. It was intended that the plan would primarily focus on what could be delivered through resources already available within the region, and that the Combined Authority would work with the government on targeted opportunities for co-investment.

Members were advised that their feedback on the plan was welcomed, and that it was intended that an updated version would be brought to the September meeting of the Combined Authority.



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

## **27. Place Narrative**

The Combined Authority considered a report from the Director of Policy and Development updating them on the development of the Place Narrative and seeking endorsement for the adoption of the Place Narrative as part of the Strategic Economic Framework.

The Place Narrative had begun development in partnership with the Place Panel as a way to bring together spatial information about the region and its infrastructure priorities.

Members highlighted the importance of the Place Narrative, particularly in showing how both these priorities and the different communities of the region connected, and also noted its role in supporting the attraction of investment and new jobs into the region.

**Resolved:**

- (a) That the Place Narrative be approved and its positioning as part of the Strategic Economic Framework be endorsed.
- (b) That approval of future updates of the Place Narrative be delegated to the Place, Regeneration and Housing Committee.

## **28. Housing Pledge & Housing Revenue Fund Approval**

The Combined Authority considered a report from the Director of Policy and Development setting out the opportunities and challenges of the Mayor's pledge to support the delivery of 5,000 sustainable homes, including council and affordable, in West Yorkshire over the next three years.

Members discussed the fundamental role of housing in assisting communities to thrive, as well as in working toward improving equality and inclusion throughout the region. Over the next three years an estimated financial and delivery capacity of some 8276 homes has been identified across the partnership. It was queried whether any specific standards were employed regarding the housing being sustainable and affordable. A wide range of factors were informing the sustainability of the housing, including accessibility to public transport, and successful models such as those of housing associations were being considered. The benefits of better housing on health, employment, and skills were also discussed.

Members welcomed news of these homes but questioned how they would be equitably and consistently distributed around the region, as well as how the Combined Authority would ensure that the housing provision reached the communities where it was most needed. Members also questioned whether the proposed development sites were all on brownfield land, and were advised that all identified sites were working within districts' Local Plans – though it

was cautioned that these were at different stages of development for each Local Authority - and the Combined Authority was working with local partners when identifying opportunities for further development.

It was noted that the report discussed two new officer posts being created within the Combined Authority. Members questioned why, given the strong emphasis on partnership within the report, new posts were being created rather than working with planning partners in Local Authorities. It was advised that the additional posts were necessary in order to ensure that the Combined Authority had the necessary capacity to deliver these programmes and that the right skillsets were available. The funding was also expected to lead to further capacity within the Local Authorities.

**Resolved:**

- (a) That the Combined Authority notes and endorses the approach to delivery of the Mayor's housing pledge working closely with Partners, including Districts through their Directors of Development.
- (b) That following a recommendation from the Investment Committee, the Combined Authority approves:
  - (i) That the Housing Revenue Fund programme proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) with Approval to Proceed to activity 5 (delivery).
  - (ii) That approval to the remainder of the Combined Authority's contribution of £2.95 million, funded from the West Yorkshire Devolution Deal, is given. The total scheme value is £3.2 million.
  - (iii) That allocation of the £2.95 million of funding for the individual work packages is delegated to the Managing Director.
  - (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in appendix 1 of the submitted report.

**29. Brownfield Housing Fund Programme**

The Combined Authority considered a report from the Director of Delivery providing an update on the Brownfield Housing Fund Programme.

The Combined Authority had been allocated £66.7 million of funding from the Government to build a minimum 4,500 homes on brownfield land by 2025. This was noted as a challenging deadline, and it was cautioned that the Government reserved the right to withdraw all or part of the funding if milestones and targets were not met. The report identified a number of projects that could be delivered quickly and would support meeting these targets, as well as providing more sustainable and affordable housing throughout the region whilst also providing employment and training opportunities for young people. The majority of these homes would be near to

transport hubs and over 1900 were expected to be categorised as 'affordable'.

Members welcomed the investment into the region, noting it would not have been possible if not for becoming a Mayoral Combined Authority, but questioned whether this funding would mean that viability concerns in regard to renegotiating affordable homes and Section 106 monies were no longer an issue. It was noted that 60% of the scoring for schemes intending to enter the programme was set by the Government, and that the primary factor in this scoring was evidence of a market viability gap and a need for public investment, although deliverability, timescales, local priorities and other factors were also considered.

Clarification was requested on whether the 5000 homes needed to fulfil the Mayor's housing pledge would be delivered through the Brownfield Housing Fund or would additional homes be needed. Members were advised that potential sites from the Brownfield Housing Fund would make a contribution to the 5000 affordable homes pledge but would not deliver all of them. The Combined Authority will therefore need to work with Local Authorities and other providers with the expectation that they would identify development sites in their districts for affordable houses and the Combined Authority would work with them on delivery.

**Resolved:**

- (a) That the Combined Authority notes the work undertaken so far on the Brownfield Housing Fund Programme.
- (b) That the Combined Authority sequencing of Waves and associated projects in Exempt Appendix 1 be endorsed.
- (c) That in light of the proposed changes to Committees, future project approvals are made in accordance with the assurance pathway and approval route outlined and approved by the Combined Authority in September 2020, including at the next decision point through delegation to the Place, Regeneration and Housing Committee and at decision point 5 through a delegation to the Combined Authority's Managing Director following a recommendation by the Combined Authority's Programme Appraisal Team.
- (d) That to ensure the programme progresses at pace, to delegate to the Director of Delivery, in consultation with the Portfolio Holder for Place, Regeneration and Housing:
  - (i) The review and transfer of projects between the project prioritisation 'Waves' detailed in Exempt Appendix 1.
  - (ii) The acceptance of new projects on to the programme.
  - (iii) The transfer of projects which place greater risk on the programme back to the Strategic Housing pipeline for consideration as part of future investment programmes.

### 30. Capital Spending & Project Approvals

The Combined Authority considered a report from the Director of Delivery on proposals for the progression of, and funding for, a number of West Yorkshire Combined Authority supported projects that had been considered at stages 1, 2 and 3 of the Combined Authority's assurance process.

Due to the changes to committee arrangements made at the Combined Authority meeting of 24 June 2021, the projects discussed in the report were brought directly to the Combined Authority due to expediency of delivery. These included projects relating to:

- British Library for the North (Temple Works)
- TCF Network Navigation
- CityConnect Phase 3 Canals: Leeds & Liverpool Shipley
- CityConnect Phase 3 Canals: Huddersfield Narrow Canal Phase 2
- Halifax Bus Station

The report also included an additional recommendation that Calderdale Council retain future business rates income generated from the Clifton Enterprise Zone (up to March 2042) under the conditions set out in the report.

Members questioned whether discussion of linking settlements and towns under the City Connect Phase 3 Canals scheme could be extended past the West Yorkshire boundary, such as linking Silsden to Skipton, and were advised that work to extend this provision was already underway with collaboration with North Yorkshire partners.

It was also questioned whether the battery-operated screens discussed within the report for use at bus stations could be replaced with solar power. It was noted that solar powered screens would still require a battery and that evaluation of the options available had indicated that solar power would not significantly extend this battery's lifespan. Technical details on this could be shared after the meeting, and it was requested that this be reevaluated when appropriate with regard to the progression of technology in this area.

Members also queried whether the British Library Temple Works project discussed in the report would be creating new jobs or moving existing ones to the Boston Spa facility; it was confirmed that the jobs would be newly created positions, with the Temple Works facility fulfilling a public-facing role and Boston Spa remaining a storage facility.

The report noted that the following decision points and change requests had been assessed and approved through the agreed delegation process to the Combined Authority's Managing Director:

- Langthwaite Business Park Enterprise Zone
- York Northern Outer Ring Road

- Leeds Station Sustainable Active Travel Gateway
- Selby Station Gateway

**Resolved:**

- (a) That in respect of the Clifton (Calderdale) Enterprise Zone Business Rates Receipt, the Combined Authority approves that, subject to the conditions in the submitted report, Calderdale Council retains future business rates income generated from the Clifton Enterprise Zone (up to March 2042).
- (b) That in respect of the British Library for the North (Temple Works), the Combined Authority approves:
- (i) That the British Library for the North (Temple Works) scheme proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
  - (ii) That an indicative approval of £25 million (to be funded through the Combined Authority's devolution deal) is given. The total forecast scheme value is £69.810 million.
  - (iii) That approval of £5.35 million development costs to progress the scheme to decision point 3 (outline business case) be given.
  - (iv) That the Combined Authority enters into a funding agreement with Leeds City Council for expenditure of up to £5 million from the Combined Authority's devolution deal.
  - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (c) That in respect of the TCF Network Navigation, the Combined Authority approves:
- (i) That the TCF Network Navigation project proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case)
  - (ii) That an indicative approval to the total project value of £15.500 million, comprising of £15.200 million from the Transforming Cities Fund, and £0.300 million from Local Transport Plan Integrated Transport Block, is given.
  - (iii) That development costs of £0.200 million are approved to progress the scheme to decision point 4 (full business case) taking the total scheme approval to £0.360 million.
  - (iv) That future approvals are made in accordance with the

assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.

- (d) That in respect of the CityConnect Phase 3 Canals - Leeds Liverpool Shipley, the Combined Authority approves, subject to the conditions set by PAT stated in the submitted report:
- (i) That the CityConnect Phase 3 Canals - Leeds Liverpool Shipley scheme proceeds through decision point 4 (full business case) and work commences on activity 5 (Delivery).
  - (ii) That approval to the Combined Authority's contribution of £1.981 million which will be funded from West Yorkshire plus Transport Fund (£1.057 million), Getting Building Fund (£0.500 million) and £0.424 million yet to be secured is given. The total scheme value is £1.981 million.
  - (iii) That the Combined Authority enters into an addendum to the existing funding agreement with the Canal and River Trust for expenditure of up to £1.981 million.
  - (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.
- (e) That in respect of the CityConnect Phase 3 Canals - Huddersfield Narrow Canal (HNC) Phase 2, the Combined Authority approves, subject to the conditions set by PAT stated in the submitted report:
- (i) That the CityConnect Phase 3 Canals – Huddersfield Narrow Canal Phase 2 scheme proceeds through Decision Point 4 (full business case) and work commences on Activity 5 (Delivery).
  - (ii) That approval to the Combined Authority's contribution of £1.371 million (which will be funded through £0.643 million from the West Yorkshire plus Transport Fund and £0.728 million from the Active Travel Fund) is given. The total scheme value is £1.371 million.
  - (iii) That the Combined Authority enters into an addendum to the existing funding agreement with the Canal and River Trust for expenditure of up to £0.643 million from the West Yorkshire plus Transport Fund.
  - (iv) That the Combined Authority enters into an addendum to the existing funding letter with Kirklees Council for expenditure of up to £0.728 million from the Active Travel Fund.
  - (v) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted

report. This will be subject to the scheme remaining within the tolerances outlined in the report.

- (f) That in respect to Transforming Cities Fund Halifax Bus Station, the Combined Authority approves:
- (i) That the Transforming Cities Fund Halifax Bus Station scheme proceeds through decision point 5 and work commences on activity 6 (Delivery).
  - (ii) That approval to total scheme costs of £17.700 million is given, of which the Combined Authority to contribute £17.295 million from the Transforming Cities Fund and £0.405 million from the West Yorkshire plus Transport Fund.
  - (iii) That the Combined Authority enters into a Memorandum of Understanding Agreement with Calderdale Council for expenditure up to £50,000 from the Transforming Cities Fund.
  - (iv) That future approvals are made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the report.

### **31. Mayoral Pledge Funding**

The Combined Authority considered a report from the Director of Strategy, Communications and Policing on funding for the West Yorkshire Mayor's pledges relating to business support and inclusive growth.

To support equality, diversity and inclusion in the recovery of the region, £400k was requested to progress a pipeline of inclusive growth work over three years. This would enable recruitment of an Inclusivity Champion as well as the development of a new programme focusing on areas of intervention that would complement the existing business support offered by the Combined Authority and local partners. This would build on the work done by the Inclusive Growth and Public Policy Panel prior to becoming a Mayoral Combined Authority.

A package of £500k was also requested to support local businesses and to allow the Mayor to act as a champion for the regional economy through the development of new programmes and business support measures. It would also be used to support the growth of co-operative, social-enterprise and worker-owned businesses; these businesses were praised as being resilient and community-focused, and a strong partner in sustainable growth. Members requested clarification on whether the requested package would be delivered over a three year period as in the case of the inclusive growth package; officers advised that the development funding was expected to take place over a shorter period of time.

Members supported the push for greater inclusivity in business, but questioned whether a benchmark of some sort would be used regarding this, what the benefits of such an approach may be, and whether sanctions would potentially exist for businesses that did not meet any of the suggested standards. The Fair Work Charter, which launched its development earlier in the week, would set out aspects of businesses the Combined Authority wanted to do business with and promote. Measures such as paying a real living wage, taking steps to promote inclusivity, or working to eliminate the gender pay gap would all be celebrated as examples of good business practices, and similar work already done in the Greater Manchester and Liverpool regions was being used to inform the development of this charter. There was no legislation in place to support sanctions against businesses choosing not to follow the charter, but it was hoped that businesses would be encouraged and incentivised to work toward its goals.

Members questioned whether the Mayor had noticed any issues with inclusivity not being considered thoroughly enough within the Combined Authority in decision-making. Officers advised that a great deal was being done to try to improve inclusivity within the Combined Authority, but noted it was always possible to achieve more, and the hope was that the Inclusivity Champion would be of great assistance in this. Although the specifics of the role had not yet been decided, the experience and skills needed to maintain the needed independence for effective challenge would be built into the role profile.

The historical work on inclusivity that had been done by the Inclusive Growth and Public Policy Panel was discussed by Members, and the importance of preserving both the passion for this work as well as the talent that had been developed was noted. The Covid-19 pandemic had highlighted serious inequalities that still existed, and it was hoped that the opportunities afforded by devolution and through measures such as the introduction of an Inclusivity Champion would allow new heights to be reached in combatting these inequalities.

It was noted that following the approval of the Creative New Deal funding at the previous meeting of the Combined Authority, £190k of this funding would be used to fund the Beyond Bronte's programme, which worked to support 18-24 year olds from diverse and disadvantaged communities in the Leeds City Region in gaining skills and contacts in the creative industries through work placements.

**Resolved:**

- (a) That the Combined Authority indicatively approves funding from the Single Investment Fund to enable progress to be made in key priority areas, with full approval to spend being granted once the project has progressed through the assurance process in line with the Combined Authority's Assurance Process. The indicative funding requested is:
- £500k to support scheme development relating to business



support.

- £400k over three years to enable the recruitment of the Inclusivity Champion and further progress a pipeline of inclusive growth work.
- (b) That the Combined Authority notes that £190k from the £500k of SIF funding which was previously provisionally allocated to support scheme development relating to culture and creative industries and lead a creative new deal, is to be used to fund the Beyond Bronte's programme, subject to Assurance Framework approvals.
- (c) That the Combined Authority delegates to the Finance, Resources and Corporate Committee, the approval for the programmes set out in the report to pass through Decision Point 2, totalling no more than £0.9m of funding from the Single Investment Fund.

### **32. Intra City Transport Settlements**

The Combined Authority considered a report from the Director of Policy and Development on the Government's approach to Intra City Transport Settlements, and on the government's Active Travel Fund.

It was noted that the Intra City Transport Settlements scheme had now been renamed to the City Region Sustainable Transport Settlement. The project was recognised as an exciting and valuable opportunity of £4.2 billion for long-term transport settlements to be divided between eight Mayoral Combined Authorities, for a five year settlement running from 2022-23 to 2026-27.

It was cautioned that there was a match fund element to the scheme, and bids would need to be completed by the end of August. Because this timetable prevented bids being returned to the Combined Authority before the submission deadline, it was recommended that approval of the detail of the final bid be delegated to the Managing Director in consultation with the Mayor and the Chair of the Transport Committee. Details of the bid would be circulated to all Members.

Members expressed reservations about the match fund element of the scheme, questioning what might have to be sacrificed if funding that had already been pledged elsewhere had to be recycled, and noted that this and the bidding requirement ran the risk of leading to the richest areas of the country taking the greatest benefits. However, Members praised the opportunities this funding would provide in propelling the economy forward and in supporting inclusive growth throughout the region. Plans were already in place for how the funding could be used. The social prescribing and active travel elements of the Active Travel fund were also welcomed.

Members noted that different geographies throughout the region, particularly in its valleys, would provide their own restrictions on what might be possible to

deliver, highlighting this as an important factor to consider going forward.

The recommendation put to the Combined Authority regarding the bid to the DfT Active Travel Fund Local Authority Capital Fund was noted to be different than that in the published report, which had mistakenly recommended delegation to the Chair of the Active Travel Working Group rather than to the Managing Director in consultation with the Mayor and the Chair of the Active Travel Working Group.

**Resolved:**

- (a) That the Combined Authority notes the Government's proposals for the City Region Sustainable Transport Settlement and agrees to submit a CRSTS proposal for the 5-year period 2022/23 to 2026/27 to the Department for Transport, which is aligned to accelerating the delivery of the West Yorkshire Connectivity Infrastructure Plan.
- (b) That the Combined Authority agrees to delegate the decision on the detail of the final City Region Sustainable Transport Settlement submission to the Managing Director in consultation with the Mayor and Chair of Transport Committee.
- (c) That the Combined Authority notes the Government's proposals for Active Travel Fund Local Authority Capital Funding for 2021/22 and agrees to submit a bid proposal and Expressions of Interests to the Department for Transport.
- (d) That the Combined Authority agrees to delegate the decision on the detail of the final bid proposal and Expression of Interests to the DfT Active Travel Fund Local Authority Capital Fund for 2021/22 to the Managing Director in consultation with the Mayor and Chair of the Transport Committee's Active Travel Members Working Group.

### **33. Governance Arrangements**

The Combined Authority considered a report from the Director of Corporate and Commercial Services requesting the approval of changes to the Governance Arrangements of the Combined Authority and its committees. These included:

- Confirmation of outstanding nominations from the previous meeting of the Combined Authority to the Culture, Arts and Creative Industries Committee as well as nominations to all three Scrutiny Committees.
- A recommendation from the LEP Board to extend the term of office of a private sector member of the Business Investment Panel by one year.
- A request to approve minor amendments to the Officer Delegation Scheme as set out in Appendix 2 of the submitted report.

- Confirmation of outstanding nominations for appointment to the Rail North Committee.

It was noted that since the publication of papers for the meeting, there had been changes to some of the listed nominated candidates. York Council had requested that Cllr Ian Cuthbertson replace Cllr Keith Orrell on the Employment and Skills Committee. Similarly, the representative from Calderdale Council informed Members that Cllr Dot Foster would now be nominated for the Transport Scrutiny Committee, and that Cllr Susan Press would be nominated to replace Cllr Foster as nominee for the Economy Scrutiny Committee.

**Resolved:**

- (a) That the Combined Authority appoints the following members as set out in paragraph 2.1 of the submitted report:
  - Cllr Michael Graham (Wakefield Council): Culture, Arts & Creative Industries Committee
  - Cllr Darryl Smalley (York City Council): Culture, Arts & Creative Industries Committee
  - Cllr Dot Foster (Calderdale Council): Transport Scrutiny Committee
- (b) That the Combined Authority notes and approves the following changes to appointments as set out in paragraph 2.2 of the submitted report:
  - Transport Scrutiny Committee – Cllr David Green (Bradford Council) to replace Cllr Joanne Dodds.
  - Economy Scrutiny Committee – Cllr Jonathan Bentley (Leeds City Council) to replace Cllr Colin Campbell, and Cllr Susan Press (Calderdale Council) to replace Cllr Dot Foster.
  - Employment & Skills Committee – Cllr Ian Cuthbertson (York) to replace Cllr Keith Orrell.
- (c) That the Combined Authority appoint the following chairs and deputy chairs as set out in paragraph 2.3 of the submitted report:
  - Chair of Economy Scrutiny Committee: Cllr Richard Smith
  - Deputy Chair, Corporate Scrutiny Committee: Cllr Geoff Winnard
  - Deputy Chair, Economy Scrutiny Committee: Cllr Stephen Baines
  - Deputy Chair, Transport Scrutiny Committee: Cllr Peter Caffrey
- (d) That the Combined Authority approve the recommendation of the LEP

Board to extend the term of office of Colin Glass for a further one year to 26 September 2022 as detailed in paragraphs 2.4 and 2.5 of the submitted report.

- (e) That the Combined Authority approve amendments to the Officer Delegation Scheme as set out in Appendix 2.
- (f) That the Combined Authority approve the following appointments to the Rail North Committee as set out in paragraph 2.8 of the submitted report:
  - Representative: Cllr Susan Hinchcliffe
  - Substitute: Mayor Tracy Brabin

### **34. Minutes for Information**

The Combined Authority noted the minutes of the committees and panels that have been published on the West Yorkshire Combined Authority's website since the last meeting.

**Resolved:** That the minutes of the Combined Authority's committees and panels be noted.